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INFRASTRUCTURE FUNDING STUDY – CAMPSIE AND BANKSTOWN CENTRE MASTER PLANS

City of Canterbury Bankstown

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Infrastructure Funding Study
Campsie and Bankstown Centre Master Plans - DRAFT

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City of Canterbury Bankstown

By

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Executive summary

Background

Council is developing master plans for its two main centres, Bankstown and Campsie. These master plans anticipate 29,500 new residents in Bankstown and 14,800 new residents in Campsie and 15,300 new workers in Bankstown and 2,700 new workers in Campsie will need to be accommodated in the centres by 2036.

The anticipated growth will be supported by new and upgraded infrastructure. The proposed infrastructure includes new parks, roads and public domain, community, cultural and recreation facilities.

Monetary contributions from developers and works required under conditions of consent will be the primary method of funding the required infrastructure, but these mechanisms are unlikely to be sufficient to cover the full cost of all the items because of:

- the limits imposed by the NSW Government on councils in the amount of contributions that can be obtained from developers
- the need to contain developer costs so that redevelopment projects are viable
- the total cost of all the infrastructure needed to meet growth across the entire Canterbury Bankstown local government area being greater than the developer contributions income that can be obtained.

For this reason, additional infrastructure funding and delivery mechanisms will need to be considered to provide the required infrastructure. This includes land dedications through incentive floor space schemes, state government funding for regional infrastructure and private sector partnerships for developments on Council sites.

The study's purpose is to inform the preparation of a financially sustainable and comprehensive funding and delivery strategy for the infrastructure needed to support the master plans. This is a stage 1 report documenting what is known about costs and revenues for infrastructure currently. The funding and delivery strategy will be refined as the revenue opportunities are refined.

This study:

- lists proposed infrastructure needed to support implementation of the draft master plans for Bankstown and Campsie. This infrastructure list is preliminary and will be subject to further analysis and prioritisation
- reviews the opportunities and constraints of the various funding and delivery mechanisms available to the Council to facilitate the provision of growth-enabling infrastructure
- estimates the contributions income anticipated to be received by way of contributions made by developers of land across the City of Canterbury Bankstown
- establishes a process for Council to quantify and address the likely infrastructure funding gap
- identifies the remaining steps to complete the infrastructure strategy and associated infrastructure contributions plans.

Infrastructure funding and costs

Indicative local infrastructure costs and funding for the next 15-year period from 2021 until 2036 are shown in **Table 1**.

Table 1: Indicative local infrastructure costs and funding, 2021-2036

	Campsie	Bankstown	Rest of LGA	Total
Costs				
Local infrastructure costs inside the centres	$236m [a, b]	$196m [a]	-	**$432m**
Local infrastructure costs outside the centres	-	-	tbd	tbd
Potential funding/delivery sources – to fund infrastructure inside and outside the centres				
Local infrastructure contributions – future (income forecast based on population growth – refer section 4)	----------$700m----------			$700m
Local infrastructure contributions already held by the Council under existing plans	----------$115m----------			$115m
Regional infrastructure contributions [c]	----------$88m ----------			$88m
Incentive scheme land dedication	----------tbd----------			tbd
Council land redevelopment – inside centres	$29m	$0m	-	$29m
Council land redevelopment – outside centres	-	-	tbd	tbd
Subtotal – funding/delivery	----------$932m----------			**$932m**
Other funding - grants etc	----------tbd----------			tbd
Potential surplus to fund infrastructure costs outside the centres once determined				**$500m**

Notes:

tbd means to be determined

a Excludes metro station and surrounding public domain works which are assumed will be funded by State Budget allocations

b Excludes Campsie Bypass costs which are assumed will be funded by State Budget allocations

c Estimate based on proposed regional infrastructure contributions recommended by the NSW Productivity Commission being implemented

Anticipated total costs for Campsie and Bankstown infrastructure to support anticipated growth under the draft master plans is approximately $432 million. This is an initial estimate and the scope and cost of individual works will be refined over the coming months.

The local infrastructure (and associated cost) needed to support growth over the next 15 to 30 years outside the two centres, in the remainder of the LGA, is not known at this stage but will be determined as part of the preparation of a new citywide local infrastructure contributions plan. Preparation of this plan is underway and a draft is expected to be reported to Council later in 2021 for public exhibition. It is likely that the infrastructure demand catchment for many infrastructure items in the two centres will be LGA-wide meaning contributions outside the two centres can reasonably be used to part fund infrastructure inside the two centres.

A suite of local infrastructure funding and delivery mechanisms are available to meet the anticipated local infrastructure costs in and outside the centres. These include:

- local infrastructure contributions ($700 million) – under the new draft citywide local infrastructure contributions plan that will incorporate contributions plans for Bankstown and Campsie.
- local infrastructure contributions already held ($115 million) – accumulated under existing plans that would be 'rolled over' to works in the new contributions plan that would replace the existing plans.
- regional infrastructure contributions ($88 million) – as recommended by the NSW Productivity Commission and accepted by the NSW Government in February 2021. The final contribution rate, the infrastructure types funded, and the disbursement of funds by local government area have not yet been confirmed. For the purposes of this initial stage it is assumed that 25 per cent of the total revenue anticipated from total regional contributions collected from new dwellings in the City of Canterbury Bankstown will be available for regional scale infrastructure identified in this study. This estimate, although considered conservative, will need to be tested and refined.
- land dedication under incentive floor space scheme – under the proposed incentive floor space scheme being considered for the two centres, landowners can obtain increased floor space if they provide community infrastructure on the development site, such as dedicating land at no cost to Council, while ensuring development remains feasible.
- redevelopment of Council-owned land ($29 million) – Council can partner with developers to deliver community infrastructure on certain Council-owned sites in return for the right to develop the sites. A recent example of this is Inner West Council's Marrickville Library. For the purposes of this initial stage it is assumed that 50 per cent of the preliminary cost of certain works will be funded via this mechanism. This estimate will need to be tested and refined.

The total equivalent funding anticipated to be generated by the above sources is approximately $932 million. This does not include funding from other source, such as State Government grants, which is yet to be determined.

Financial sustainability of the infrastructure plan

The difference between total known/likely income ($932 million) and indicative/known costs ($432 million) is $500million. This amount is theoretically available to fund infrastructure outside the two centres. Further work is required to test whether anticipated funding will be sufficient to meet indicative infrastructure costs. This will be undertaken in the coming months.

The actual capacity of the various funding sources to meet the local infrastructure costs will depend on:

- the total cost of local infrastructure that will need to be provided outside the two centres (these costs are currently being prepared)
- the total income that can be generated or is likely to be available from other funding sources, such as State grants (further investigation of revenue opportunities will be undertaken).

If the total cost of local infrastructure to be provided throughout the City (including Bankstown and Campsie) over the next 30 years is unable to be met by forecast available funding the options for Council include:

- deliver less infrastructure – to reduce costs
- delivering the works over a longer timeframe
- a combination of the above.

The first option – delivering less infrastructure – could be achieved by omitting works from the infrastructure schedule, and/or reducing the scope of certain works. If works are to be omitted, prioritisation criteria would need to be applied to identify which works are to be retained and which works are to be omitted.

Recommended next steps

Next steps for progressing and implementing the Bankstown and Campsie Infrastructure Funding and Delivery Strategy are listed below:

1. Continue refining the Campsie and Bankstown infrastructure schedule, as necessary, applying the prioritisation criteria in section 6.4.

2. Complete compilation of the citywide contributions plan infrastructure list and infrastructure costs.

3. Confirm the infrastructure that can or is likely to be delivered by planning system mechanisms other than contributions – for example, items directly by developers, either through works conditions of consent or planning agreements.

4. Quantify the funding gap per section 6.1.

5. Workshop with Council staff to:
   (a) determine the extra funding that may be able to be obtained from non-planning system mechanisms
   (b) recommend the spread of contributions income among Bankstown centre items, Campsie centre items, and the items in the Citywide contributions plan
   (c) prioritise the infrastructure items to provide the Council with objective data in the event that it chooses to remove items.

6. After following the above actions, finalise a funding and delivery strategy that is financially sustainable and minimises or eliminates any funding gap.

7. Prepare local infrastructure contributions plans for Bankstown, Campsie and LGA remainder.

8. Exhibit the infrastructure funding and delivery plan with the draft contributions plans.

1 Introduction

1.1 Purposes of the study

This study's purposes are as follows:

- To prepare an Infrastructure Funding Strategy to support the coordinated delivery of the infrastructure identified in draft master plans
- To provide an evidence base to underpin preparation of local infrastructure contributions plans for Bankstown and Campsie centres.

1.2 Methodology and approach

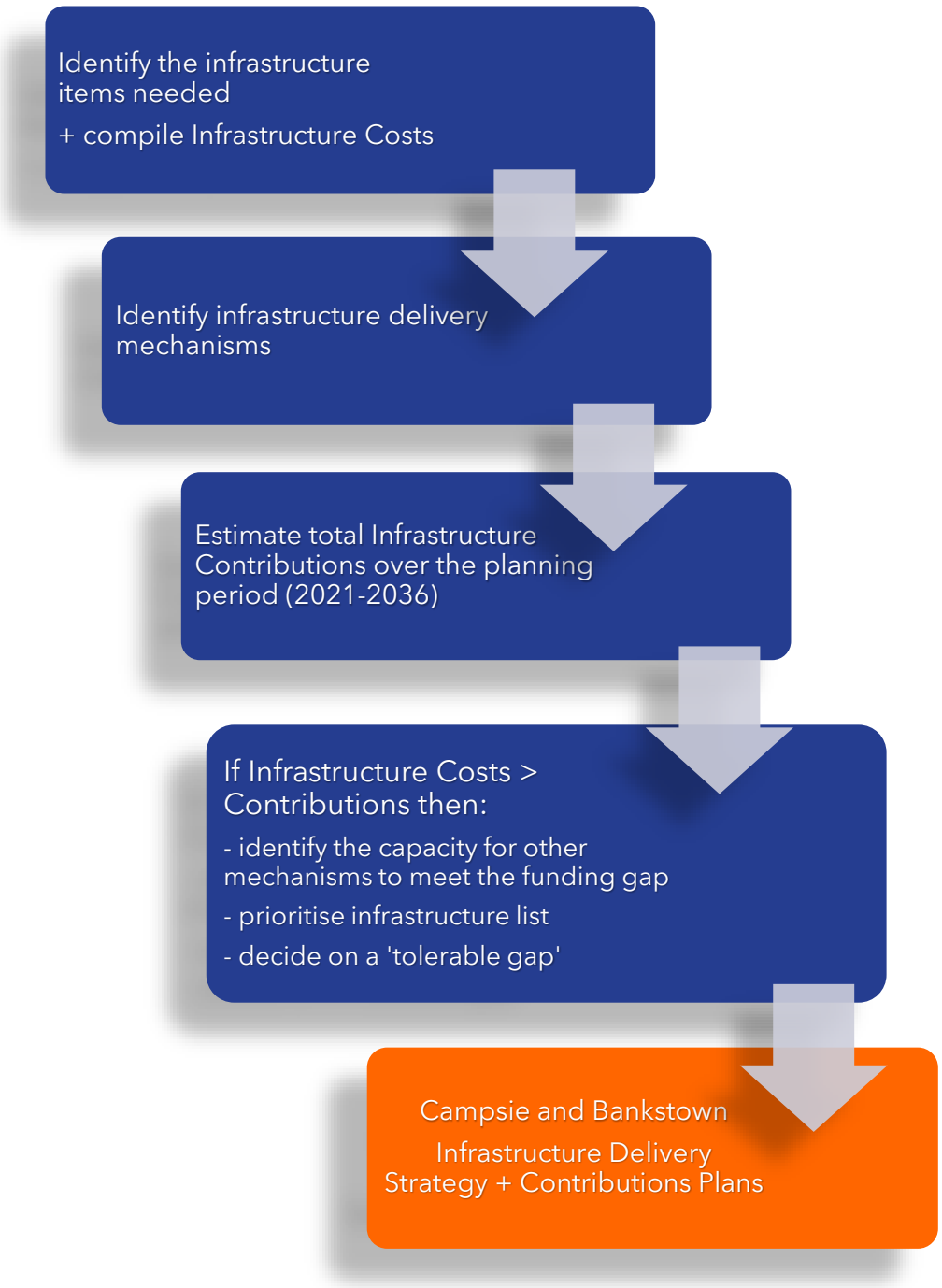
Preparation of this study involved collaboration with Council staff and its consultants, review of relevant studies and plans, review of the alternative infrastructure funding and delivery mechanisms, preparation of a contributions income model, and collation and costing of planned infrastructure in the two master plan areas.

The study approach :

- documents the potential local infrastructure needed to support development and growth envisioned in the draft master plans for Campsie and Bankstown, and the cost of this infrastructure
- identifies potential or likely funding and delivery mechanisms for each of the infrastructure categories, including planning system mechanisms and other non-planning system mechanisms
- estimates income that could be received from various local infrastructure contribution scenarios in Campsie and Bankstown centres and across the local government area
- quantifies the gap between the full infrastructure costs and the expected local infrastructure contributions income
- investigates complementary infrastructure funding and delivery mechanisms that can be used to help fund the balance of full cost of local infrastructure needed in the centres
- identifies the tasks that still need to be done to prepare a holistic and comprehensive and financially sustainable Infrastructure Funding Strategy.

The chart (Figure 1 over page) shows the overall approach to achieve the study purposes.

Figure 1: Approach to achieve the study's purposes



1.3 Report structure

The remainder of this report is structure as follows:

- **Section 2**: Council's role in infrastructure planning and delivery – outlines Council's role in infrastructure planning and delivery, an overview of the draft master plans and summaries of the infrastructure required to support those plans including estimated costs.
- **Section 3**: Funding and delivery – groups infrastructure items into key categories, identifies funding and delivery mechanisms and opportunities for each category.
- **Section 4** Local infrastructure contributions income analysis – includes an analysis of income expected to be received from developers in terms of s7.11 and/ or s7.12 contributions over the next 15 years.
- **Section 5**: Draft master plans and supporting infrastructure – summarises the draft master plans, infrastructure needed to support the master plans, and preliminary/indicative total costs.
- **Section 6**: Next steps – identifies the data still needed to quantify the infrastructure funding gap, possible strategies for Council to reduce or eliminate the gap, and the steps needing to be undertaken to complete the infrastructure strategy.
- **Appendix A**: Preliminary infrastructure schedule – contains an indicative/preliminary list of local and state infrastructure needed to support the master plans' implementation that will be refined.
- **Appendix B**: Contributions model income assumptions – outlines the assumptions used in the local infrastructure contributions income scenario forecasts presented in section 4.

2 Council's role in infrastructure planning and delivery

2.1 Metropolitan infrastructure

Metropolitan infrastructure is supplied by State and Commonwealth agencies and includes new and upgraded main roads, heavy and metro rail, water, schools, hospitals and energy services. Metropolitan infrastructure will have the biggest impact on the City's future prosperity residents' quality of life.

Programming and delivery of this infrastructure will primarily be the responsibility of the State government through its transport, health and education agencies and funding allocations in the State Budget. Major projects in Canterbury-Bankstown have to compete with other projects throughout NSW for funding.

Major infrastructure investments do not happen by chance. Council will need to continue to strategically advocate for the accelerated provision of the State and regional infrastructure.

2.2 Local infrastructure

If State and regional infrastructure provides the backbone to the City's places, local infrastructure is very much the complete skeleton.

Local infrastructure includes the vast majority of the road and stormwater drainage network, most of the parks network, and key community buildings like libraries, community centres, indoor sports centres and aquatic centres. Private and not for profit groups also provide local facilities, such as halls, registered clubs and schools.

Council's Local Strategic Planning Statement (LSPS) further classifies local infrastructure as 'city-shaping' and 'community-supporting' infrastructure. City-shaping infrastructure are places or spaces that will be used by everyone in the City – they have an influence beyond their immediate areas. These include the Green Grid, new aquatic, cultural/arts facilities, aquatic centres or major street improvements in areas like Chapel Road Precinct and Eastern Lifestyle and Medical Precinct. Community-supporting infrastructure includes the hundreds of parks, buildings, facilities, road and other improvements that the Council plans, builds and manages every day.

Council's task in ensuring the future City of Canterbury-Bankstown has a healthy infrastructure skeleton will be manifold:

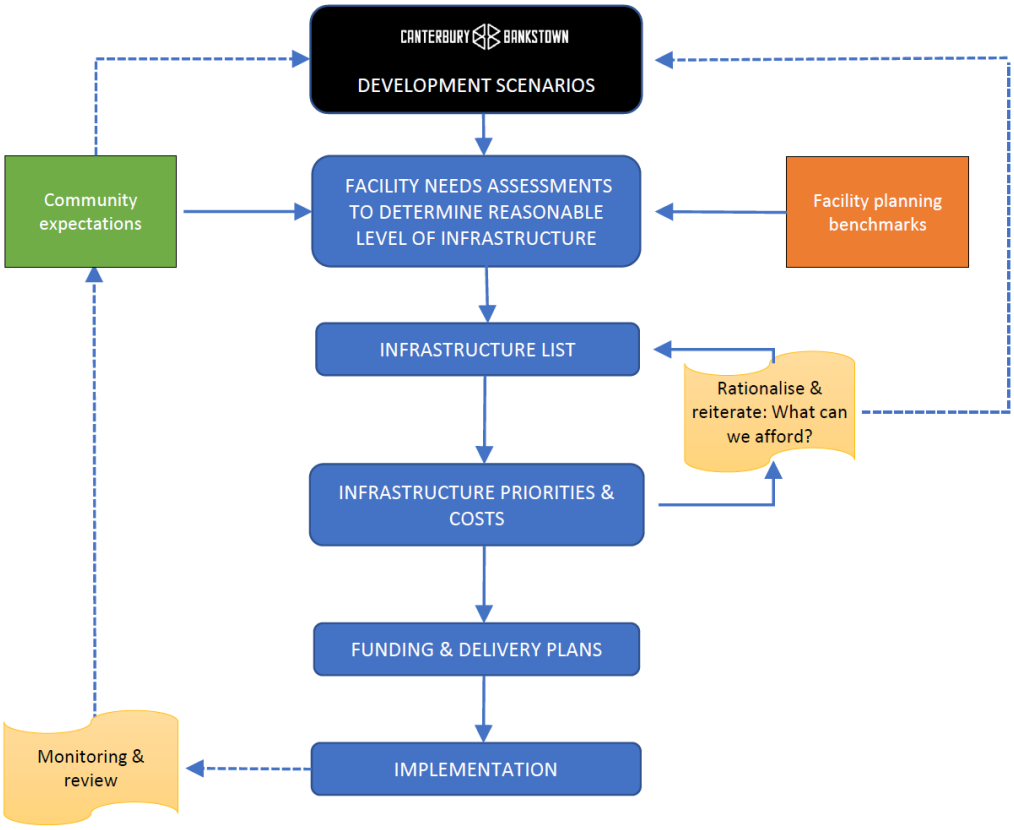
- Plan for the needs of both the existing and growth populations
- Provide and maintain the various local infrastructure network it is responsible for
- Facilitate partnerships with other providers of facilities and services, for example, public transport.

2.3 Steps in designing a sustainable funding mix

The process of planning for local infrastructure is an iterative one, involving development of planning benchmarks or standards, community input, and scenario testing. This iterative approach is shown in **Figure 1**.

Facility needs assessments including facility planning benchmarks are applied to growth scenarios to identify the infrastructure needed to support the growth. This is then prioritised and costed. Funding and delivery plans are then prepared to identify what infrastructure will be provided, how much it will cost, how it will be funded, and when it will be delivered. Once implemented, it is subject to ongoing monitoring and review.

Figure 1: Local infrastructure planning process



The steps the Council should follow in designing a sustainable funding mix to meet the cost of the infrastructure priorities established in the LSPS are summarised as follows:

1. Master plan: A master plan should be developed for each place. It will be prepared with the involvement of the community, key stakeholders and city partners, and infrastructure agencies. It will establish a clear vision and an intended outcome based on understanding of the place that is underpinned by an evidence base. *This step has been completed.*

2. Infrastructure schedule, responsibilities and priorities: A prioritised schedule of the state, regional, utility, local and other infrastructure that is needed to bring to life that master plan will be prepared. The schedule will identify the facilities that Council will advocate and collaborate with other stakeholders to program and fund, and the local infrastructure Council will deliver

through a funding mix. *A preliminary schedule has been prepared for the two centres and a prioritisation will commence soon. A schedule for the wider LGA is being prepared as part of the preparation of the consolidated contributions plan.*

3. Infrastructure funding and coordination: Council will coordinate the planning, prioritisation, programming, budgeting, procurement and delivery of local infrastructure linked to its life cycle asset management systems. The emphasis will be on tailoring the funding mix to suit each class of infrastructure, and is discussed further in this report. *This step has been commenced. This study identifies next steps for a comprehensive infrastructure funding strategy.*

4. Infrastructure delivery: Local infrastructure projects (including city-shaping infrastructure that Council has a responsibility to provide) will then be designed, specified, tendered and overseen by place project managers. *This phase will be completed in the future, following the preparation of a comprehensive infrastructure funding strategy.*

2.4 LSPS infrastructure recommendations

In 2019 GLN Planning prepared a Strategic Infrastructure Funding & Delivery Paper to support the City of Canterbury Bankstown Local Strategic Planning Statement (LSPS). The report included actions and recommendations regarding infrastructure requirements related to the LSPS.

Council has implemented or is in the process of implementing many of the recommendations.

Relevant recommendations are summarised as follows:

1. Adopt objectives to enable effective governance and coordination of the funding and delivery of infrastructure, including establishing a clear picture of future places and their infrastructure needs, and supporting the creation of great places through an infrastructure funding framework that is underpinned by a tailored funding mix.

2. Establish a City governance model that includes a logical 'road map' for traveling from plan into reality, including the use of multiple funding and delivery mechanisms to deliver the infrastructure that is needed to support growth (i.e. the 'funding mix').

3. Develop a land use master plan and infrastructure plan for each place that will include a prioritised, costed list of city-shaping and community-support infrastructure. This list will inform the preferred funding mix to achieve the infrastructure plan, and the contributions plans and complementary funding strategies that support that mix.

4. Allocate sufficient resources to effectively coordinate the planning, prioritisation, programming, budgeting, and delivery of local infrastructure, and link it to the Council's life cycle asset management systems.

5. Evaluate the role of the following potential mechanisms in the funding mix to deliver the master plan for each place:
   (a) General fund
   (b) Other general income (fees, charges rents, etc.)
   (c) Stormwater management levy
   (d) Developer contributions through the planning system and planning agreements

(e) Redevelopment of State Government land

(f) State and Commonwealth government grants programs

(g) State government sponsored subsidised borrowing schemes

(h) City Deals funding

(i) Proceeds from asset sales

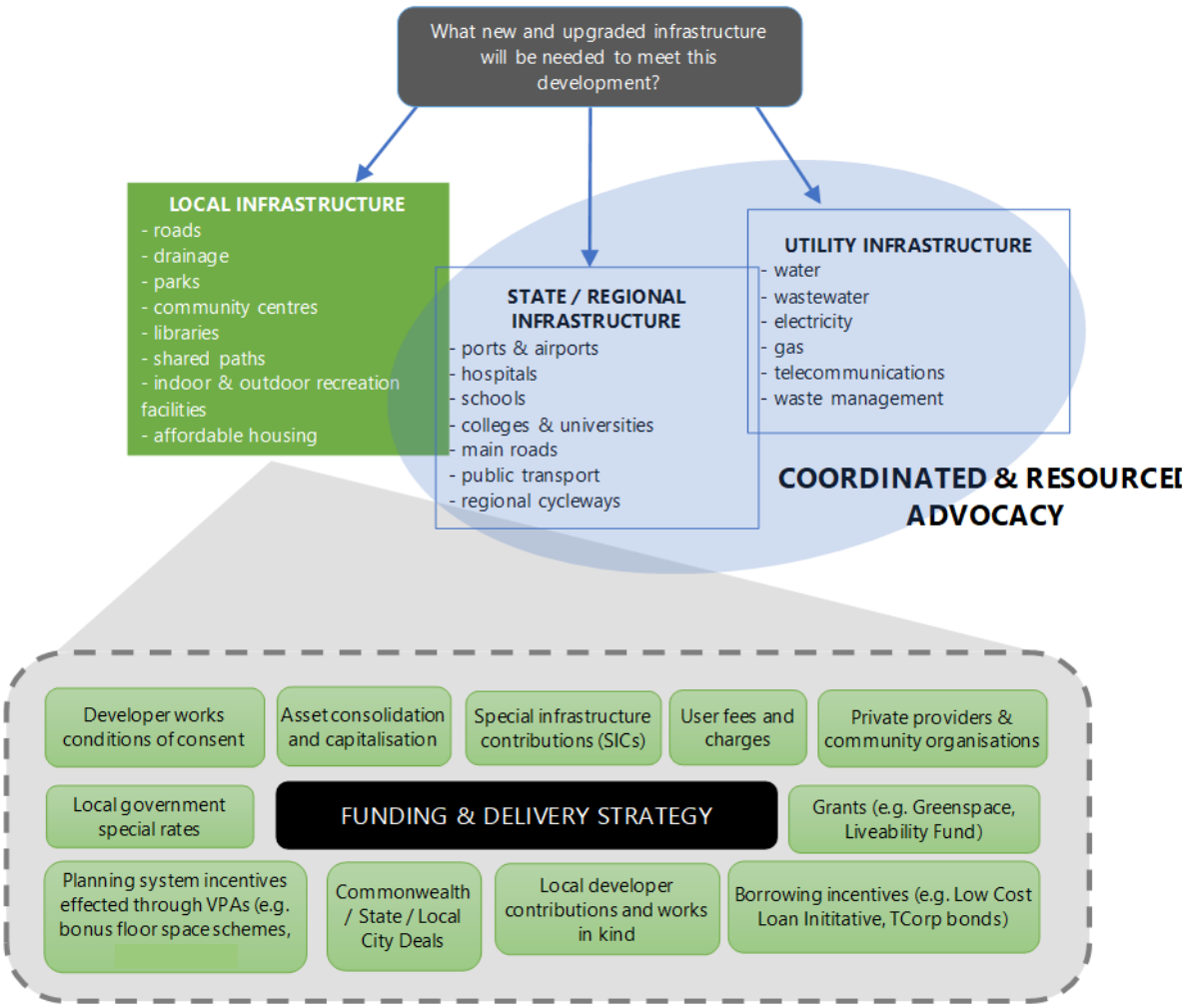
(j) Property joint ventures

(k) Cash investment interest

(l) Partnerships with non-council providers

The synthesis of Council's coordination, collaboration, advocacy, funding and delivery of the infrastructure to support the LSPS is shown in **Figure 2**.

Figure 2: Infrastructure funding, delivery and advocacy



3 Infrastructure funding and delivery mechanisms

3.1 Types of mechanisms

Table 2 provides a summary of infrastructure funding and delivery mechanisms. They are divided into two categories:

- planning system mechanisms
- non-planning system mechanisms.

Planning system mechanisms are tools used to have infrastructure provided as part of strategic plans prepared, and as part of approving development applications under the Environmental Planning and Assessment Act 1979.

Non-planning system mechanisms are funding sources and other means by which local infrastructure projects can be provided. Non-planning system mechanisms are important and relevant wherever planning system mechanisms are insufficient or do not provide enough income to deliver infrastructure required. Holistic and comprehensive infrastructure funding strategies in established urban areas will usually need to be made up of both planning system and non-planning system mechanisms.

It will be rare that one mechanism will provide the funding solution for each infrastructure category. Council will need to comprehensively test and match different mechanisms to particular infrastructure items and categories so that a sustainable funding mix can be applied to provide and maintain infrastructure over its life cycle. A comprehensive funding and delivery strategy is discussed in **section 5**.

Table 2: Local infrastructure funding and delivery mechanisms

Mechanism	Brief description of mechanism
Planning system mechanisms	
S7.11 contributions	A contribution of money or land imposed as a condition on a development consent or complying development certificate. The contribution cannot be more than an amount that reflects the relationship (or nexus) between the particular development and the infrastructure the subject of the contribution. Residential contributions cannot be more than $20,000 per dwelling in established areas. Higher contribution rates may be permitted but only for 'essential works' and only if the relevant contributions plan authorising the amount is an IPART-reviewed contributions plan. Approximately $115 million is held in contributions from existing Bankstown and Canterbury contributions plans. This can be rolled over to fund works in the new contributions plan that is currently being prepared. It may be used to fund the component of infrastructure cost attributed to development for which the contributions were collected, so there is no 'double dipping'.

Mechanism	Brief description of mechanism
S7.12 levies	Fixed rate levy imposed as a condition on a development consent or complying development certificate. Maximum levy rate is set by regulation and is generally 1% of development cost. DPIE issued a practice note in February 2021 outlining the criteria for councils to apply for higher fixed rates of 2%, 3% and more than 3%. A key criteria for increasing the rate from 1% from 2% is that employment growth of at least 25% is forecast in the area where the plan applies. The criteria for increasing the rate from 2% to 3% is that the works schedule has been prepared in consultation with the Department and financial modelling is provided demonstrating 2% is insufficient to fund infrastructure in the proposed timeframe. The results of income testing for various scenarios is presented in section 4.
S7.24 Special Infrastructure Contributions (SICs)	A SIC is a contribution of money or land imposed as a condition on a development consent or complying development certificate to be applied toward the provision of public infrastructure determined by the Minister for Planning. SICs fund a range of infrastructure including State and regional roads, public transport infrastructure, pedestrian and cycling paths, health facilities, emergency services, schools and open space improvements. DPIE in 2017 announced that a SIC would be developed for the Sydenham to Bankstown Corridor. The status of this proposal is not known.
S7.32 affordable housing contributions	Contribution of money or land imposed as a condition on a development consent to be applied toward affordable housing.
S7.4 planning agreements	An agreement voluntarily negotiated between a developer and the one or more planning authorities in which the developer commits to providing contributions of land, works or money for public purposes. As of February 2021 all councils considering entering into planning agreements with developers have to consider the Planning Agreements Practice Note. Section 2.3 of the Practice Note indicates that planning agreements should not be used explicitly for value capture in connection with the making of planning decisions. For example, they should not be used to capture land value uplift resulting from rezoning or variations to planning controls. Such agreements often express value capture as a monetary contribution per square metre of increased floor area or as a percentage of the increased value of the land.

Mechanism	Brief description of mechanism
'Key sites' planning provisions	An arrangement where a developer is able to access additional building height or floor space ratio in exchange for providing public benefits and 'community infrastructure'. In locations where these schemes have been implemented, the benefit is able to be provided by the developer by providing money, land, works or a combination of these. Key sites provisions can for example facilitate the provision of through-site links providing public access, embellishment and dedication of lands for open / civic spaces, provision of transport facilities, etc. The proposed infrastructure-related incentives clauses for the two centres are still being negotiated with the Department of Planning, Industry and Environment and are subject to the Department's approval. Recent guidance from the Department discourages key sites mechanisms where the infrastructure/public benefit cannot be provided on the development site.
Direct developer provision through planning controls	The developer is required to provide, replace or upgrade infrastructure as a condition on a development consent under s4.17(1)(f) of the EP&A Act. The works are usually required directly as a result of the development works. Types of works typically required to be delivered by developers as part of their approval to develop land include footpath and streetscape works and undergrounding of power lines on public land adjoining the development site.
Non-planning system mechanisms	
Council's General fund	Ordinary rates revenue that is collected by the council on an annual basis to primarily fund the operations of the council, but which may also be used for capital works.
Other Council general income (fees, charges, rents etc)	Fees and charges for various services and facilities provided by the council; many of which are set by regulation under the Local Government Act and other Acts. In some metropolitan councils, car parking fees are a significant source of revenue.
Stormwater management levy	Levy imposed pursuant to section 496A of the Local Government Act for the provision of stormwater management services for each parcel of rateable land for which the service is available.
Redevelopment of State Government and Council land	Opportunities to have infrastructure, facilities, affordable housing or other public benefits incorporated into the redevelopment of State-owned or Council-owned land. Example opportunities include Campsie Civic Centre site redevelopment and redevelopment of Council-owned car parks.
Private providers	Infrastructure, services and facilities provided by non-government, not-for-profit or for-profit providers. Examples of facilities typically provided include long day child care, indoor recreation centres (e.g. PCYC), meeting rooms and event spaces at registered clubs.
Proceeds from asset sales	Sale of council owned assets (usually land e.g. depots) that are surplus to needs or are otherwise redundant and are no longer required. Proceeds of sales are used to co-fund other council projects.

Mechanism	Brief description of mechanism
State and Federal Government grants	Funds that are made available from primarily State government for the provision of infrastructure via an application process. Schemes may require co-funding/cash contribution for projects. Examples of current State programs include: Accelerated Infrastructure Fund Public Spaces Legacy Program Metropolitan Greenspace Program Low Cost Loans Initiative

3.2 Mechanism opportunities and constraints

While there is an array of funding and delivery mechanisms for provision of infrastructure, local contributions usually dominate the funding mix. This is because Council's other revenue sources are often fully applied to asset maintenance and replacement and operational purposes (such as staff).

While many councils limit their capital works program to whatever is able to be funded through s7.11 or s7.12 contributions, this need not be the case. There are many mechanisms – both related and unrelated to the planning and development process that can play a role in the funding mix. In fact, most councils do not have a choice if they wish to provide all the infrastructure needed in their master plans - local contributions will not be sufficient to cover the full costs of infrastructure.

Opportunities matrix

GLN Planning has examined in detail the available mechanisms to deliver the infrastructure needed to support development and growth envisaged under the draft Bankstown and Campsie master plans.

An analysis of delivery mechanisms expected to play an important role in the delivery of each type of infrastructure is shown in the matrix in **Figure 3** over page. The matrix identifies the various categories of infrastructure to be delivered and the types of mechanisms that potentially could be used to fund and deliver each infrastructure type.

For each infrastructure type, the matrix identifies the potential or likely funding and delivery mechanisms. Mechanisms are identified as providing a "strong opportunity", "moderate opportunity", or "further investigation required".

Further investigation is particularly required in relation to increasing general revenue from rates and charges sometime during the master plan implementation, and to using proceeds from asset sales and site redevelopments. Detailed description of the opportunities and constraints for each mechanism is provided in the following pages.

Figure 3: Infrastructure funding and delivery opportunities

	Planning system						Non-planning system							
Infrastructure type	S7.11 contributions	S7.12 levies	S7.24 SICs	Planning agreement	'Key sites' planning provisions	Developer provided / consent conditions	Council's General fund	Other Council income	Proceeds from asset sales	Stormwater management levy	Public land redevelopment	Grants programs	Non council providers
New access road or lane	●	●		○	●	●	FIR	FIR	FIR		○		
Aquatic centre upgrade	●	●					FIR	FIR	FIR			●	
Cultural centre / performing arts floor space	●	●	FIR (DPIE)	○			FIR	FIR	FIR		○	●	○
District or regional park embellishment	●	●	FIR (DPIE)	○	●		FIR	FIR	FIR			●	
Events & exhibition space	●	●		○			FIR	FIR	FIR		○		
Existing park embellishment	●	●	FIR (DPIE)	○			FIR	FIR	FIR		○	●	○
Fitness stations	●	●		○			FIR	FIR	FIR			●	○
Footpath - new or upgraded	●	●		○		●	FIR	FIR	FIR		○	●	
Indoor recreation facility	●	●		○			FIR	FIR	FIR		○	●	●
Intersection - roundabout	●	●		○		○	FIR	FIR	FIR			●	
Intersection - traffic signals	●	●	FIR (DPIE)	○		○	FIR	FIR	FIR			●	
Intersection upgrade	●	●	FIR (DPIE)	○		○	FIR	FIR	FIR			●	
Library - new or refurbished	●	●		○			FIR	FIR	FIR		○	●	
Multi-purpose community floor space	●	●		○	○		FIR	FIR	FIR		○	●	○
New park land acquisition / embellishment	●	●	FIR (DPIE)	○	○		FIR	FIR	FIR		○	●	
Off-road shared path	●	●	FIR (DPIE)	○			FIR	FIR	FIR			●	
On-road cycleway	●	●		○			FIR	FIR	FIR			●	○
Pedestrian and cycle bridge	●	●	FIR (DPIE)	○			FIR	FIR	FIR			●	
Pedestrian through-site link	○	○		●	●								
Playground	●	●		○			FIR	FIR	FIR			○	
Public car park	●	●		○			FIR	FIR	FIR		●	○	
Road upgrade works	●	●	FIR (DPIE)	○	●	●	FIR	FIR	FIR				
Road widening - land acquisition	●	●	FIR (DPIE)	○	●	●	FIR	FIR	FIR				
Shared zone / full street width works	●	●		○			FIR	FIR	FIR				
Skate park	●	●		●			FIR	FIR	FIR			○	
Sports courts - outdoor	●	●		○			FIR	FIR	FIR		○	○	○
Sports ground - new	●	●	FIR (DPIE)	○			FIR	FIR	FIR			○	○
Sports ground - upgrade	●	●	FIR (DPIE)	○			FIR	FIR	FIR			●	○
Stormwater management facility	●	●		○		●	FIR	FIR	FIR	●	○	○	
Streetscape / public domain works	●	●		●		●	FIR	FIR	FIR		○	○	
Tree canopy enhancement	○	○	FIR (DPIE)	●		●	FIR	FIR	FIR		○	○	○
Undergrounding transmission lines	○	○		○			FIR	FIR	FIR			○	○
Vehicular bridge	●	●	FIR (DPIE)	○			FIR	FIR	FIR			○	

●	Strong opportunity
○	Moderate opportunity
FIR (C)	Further investigation required with Council
FIR (DPIE)	Further investigation required with DPIE
	Low or negligible opportunity

Planning agreements

Planning agreements are, among other things, the primary mechanism by which the Council formalises the provision of infrastructure by a developer that is above and beyond the developer's usual section 7.11 and section 7.12 obligations.

Opportunities for planning agreements to be negotiated between councils, developers and other entities to deliver Bankstown and Campsie infrastructure include:

- formalising the handover of land that is required for through-site pedestrian and cycle links, which in turn would be enabled by LEP provisions
- the development of 'key' sites where the council negotiates with the developer to provide public benefits as part of a major private site redevelopment - for example, the proposed redevelopment of Bankstown Central is anticipated to incorporate new access roads
- formalising arrangements with a joint venture to construct public facilities on Council-owned sites, for example, a car park
- provision of facilities by non-council providers, for example, the proposed PCYC facility in Bankstown.

The time to negotiate the provision of facilities through agreements is at the planning proposal stage. Council's implementation of the final master plans for both Bankstown and Campsie needs to include amendments to the relevant LEP to identify the key sites in which Council is seeking for the developer to provide facilities. Key sites provisions are discussed below.

Key sites planning provisions

Key sites or incentive planning provisions are provisions included in an environmental planning instrument such as an LEP that allow the developer of a key site to provide infrastructure - in cash, in-kind, or via land dedication - in exchange for approval to develop the land at a greater intensity. For example, a planning instrument may allow additional floor space or building height on a site through an incentive clause if the developer provides open space, community facilities, through site links, or other specified public benefits on or next to the development site.

The key site may in fact be several contiguous parcels of land. The extra development intensity offered through the LEP should be generous enough to incentivise site amalgamations.

The key sites approach has been used to wide effect in various locations, including many throughout the City of Sydney under the Sydney Local Environmental Plan 2012.[1]

Typically, key sites provisions are additional to mandatory local infrastructure contributions that are authorised to be imposed on the development under Council's contributions plans. The provision of community infrastructure as part of a development of a 'key site' is formalised through the Council and the developer entering into a planning agreement with the council.

[1] Examples of clauses in Sydney Local Environmental Plan 2012 that relate to provision of amenities in exchange for additional floor space on either key sites or throughout a wider area such as Green Square town centre include clauses 6.14, 6.23, 6.24, 6.25, 6.26, 6.27, 6.30, 6.32, 6.37, 6.39, 6.40, 6.45, 6.46 and 6.48.

As of February 2021 all councils considering entering into planning agreements with developers have to consider the Department's Planning Agreements Practice Note.

Section 2.3 of the Practice Note indicates that planning agreements should not be used explicitly for value capture in connection with the making of planning decisions. For example, they should not be used to capture land value uplift resulting from rezoning or variations to planning controls. Such agreements often express value capture as a monetary contribution per square metre of increased floor area or as a percentage of the increased value of the land.

The key sites scheme proposed for Campsie and Bankstown is consistent with the Department's Practice Note as it is not a value capture scheme. Instead, it is based on the provision of infrastructure on the key development sites that have been identified through a comprehensive strategic land use and infrastructure planning process and where the infrastructure is needed to enable the growth envisaged and cannot be funding from local infrastructure contributions alone.

There are numerous opportunities for key sites provisions to be used to deliver infrastructure on development sites in Bankstown and Campsie. These include public car park sites in Bankstown and Campsie, land comprising part of parcels required for through site links and the former Canterbury Council Civic Centre site and street block situated north-east of Campsie railway station.

The proposed infrastructure-related incentives clauses for the two centres are still being negotiated with the Department of Planning, Industry and Environment and are subject to the Department's approval.

Conditions of consent

Consent authorities are able to impose conditions on consents requiring the developer to carry out any works of a public nature that are needed to mitigate infrastructure impacts of the development and/or address any of the matters required to be addressed in the assessment of the development application. Such conditions are usually reasonable when they are for works on, adjacent or in close proximity to the site.

There are opportunities for conditions of consent to be used instead of s7.11 or s7.12 contributions to deliver 'development-proximate' infrastructure such as the upgrade of footpaths and streetscape on public land fronting a development. The infrastructure lists for both Campsie and Bankstown include programs of this type. However opportunities to transfer the provision burden from developers generally (under s7.11) to specific developers will be limited to the larger redevelopment sites which have substantial footpath frontages.

Other (non-planning system) mechanisms

Table 2 identifies various revenue mechanisms that the Council could consider utilising in order to close or reduce the s7.11 and s7.12 funding gap.

Some of the mechanisms are revenue types managed and implemented by the Council. Two of the mechanisms - grant funding and provision by non-council providers – are external to the Council and their potential to be part of the funding mix relies on the decisions of others.

Council general revenue

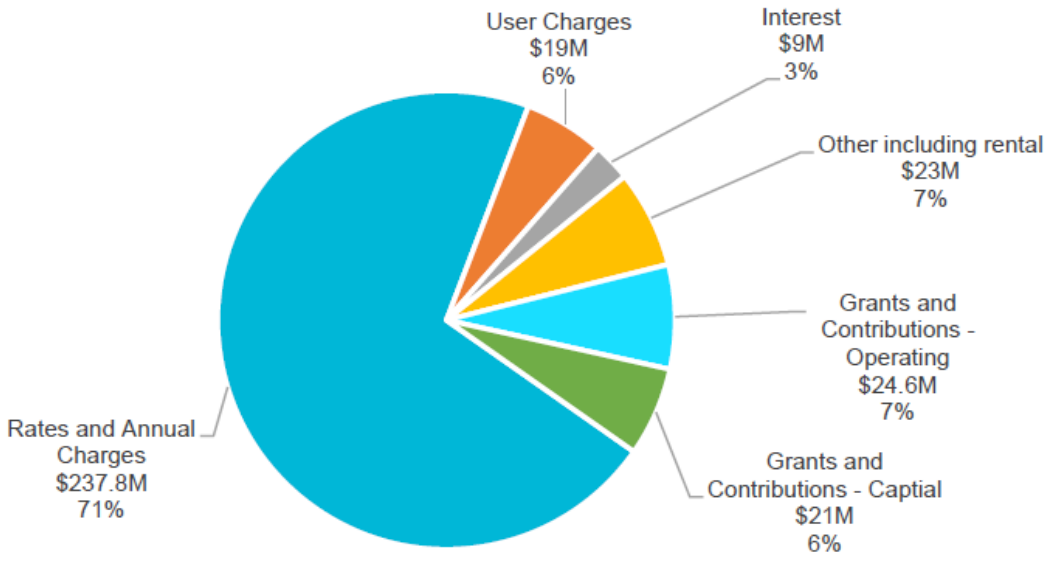
Figure 4 and **Figure 5** show Council's income sources and expenditure from continuing operations in 2019-20.

While Council's income ($333 million) is significant, most of this is spent on materials (plant and equipment), renewing existing assets (depreciation) and associated operational (staff) costs. Many of these are fixed costs, and in the case of depreciation generating sufficient income to meet asset renewal costs is a challenge for most councils in NSW.

Operational costs are discussed further in section 5.4.

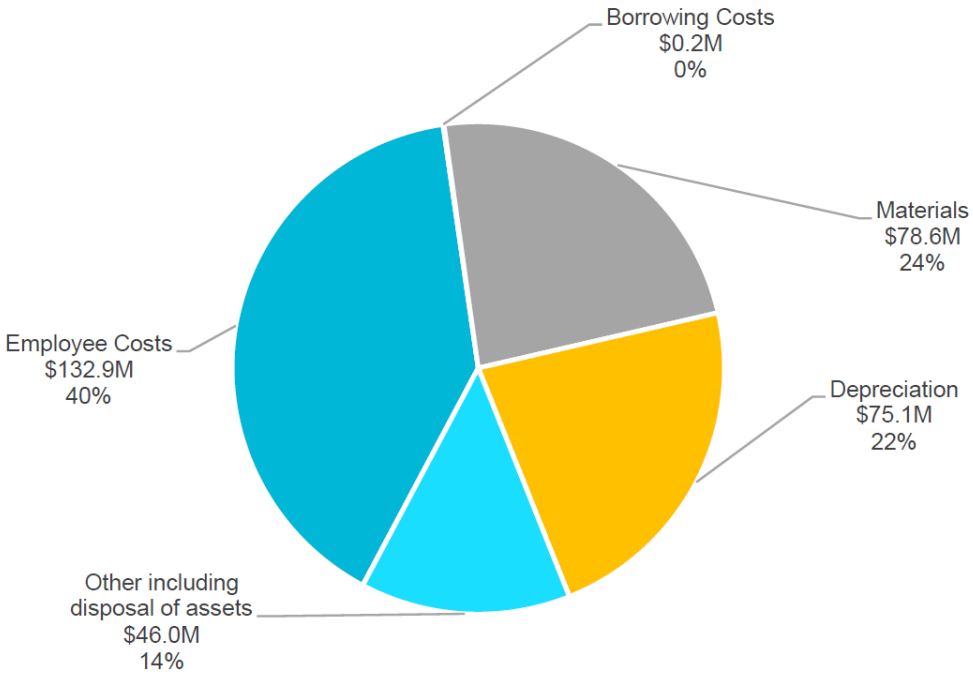
Rates and annual charges, and other user charges make up most of the income, that is, $257 million or 77 percent. Assuming reducing spending in other cost areas is not possible, Council's ability to increase the income to fund growth infrastructure is very limited. The means for increasing rates across all ratepayers is to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a special variation of rate income.

Figure 4: Council revenue sources 2019–20



Source: City of Canterbury Bankstown Annual Report 2019-20

Figure 5: Council expenditure areas 2019–20



Source: City of Canterbury Bankstown Annual Report 2019-20

Other sources of Council revenue

The stormwater management levy is a minor funding source that is likely to be already being implemented by Council. The levy is $25 per rate assessment per annum.

Council owns significant areas of operational land in both Bankstown and Campsie master plan areas, as well as many other locations throughout the LGA. In the centres this land includes public car parks, public roads and laneways, and community buildings. Campsie contains the former Canterbury Civic Centre site which, in terms of its size and location, presents an excellent opportunity to provide funds for local infrastructure outside of local contributions.

Grants

Apart from long-standing grant arrangements (such as the Commonwealth's Financial Assistance Grants (FAG) program which focuses on road funding), factoring grants into a holistic comprehensive infrastructure delivery strategy is problematic because it is an opportunistic revenue source. It is not known from one year to the next how much grant revenue is likely to be received.

Despite the uncertainty, grants are an important co-funding source for councils to deliver capital projects.

The State Government has in recent times made significantly more money available to councils to provide local infrastructure, particularly for open space and public spaces and other social infrastructure.

The following programs either received funding boosts or were introduced over the last year:

- Accelerated Infrastructure Fund
- Housing Acceleration Fund
- Low Cost Loans Initiative
- Metropolitan Greenspace Program
- Precinct Support Scheme
- Public Spaces Legacy Program.

In infrastructure planning the Council should consult with Department of Planning, Industry and Environment representatives to estimate the possible income range that these and any other emerging funding opportunities are likely to yield over the next 15 to 30 years. A reasonable allowance then be included in the comprehensive funding strategy.

Non-council providers

The City of Canterbury Bankstown has many partners that provide and operate infrastructure, facilities and services that enhance the well-being of residents. These partners include public and private schools, tertiary education establishments, registered clubs, and not-for-profit entities.

Prospects and opportunities for City partners to provide master plan infrastructure include indoor recreation centres provided by clubs and organisations like PCYC, meeting halls and sports facilities in schools, and libraries in university buildings.

4 Local infrastructure contributions income analysis

Development contributions are the primary means of funding infrastructure upgrades to meet the needs of growth. The ability to deliver the infrastructure required to support the Bankstown and Campsie master plans will be tied to the amount of developer contributions the Council can expect to receive.

This section presents an analysis attempting to estimate the future income from these contributions. This analysis has two main purposes:

- it allows different mixes of contributions mechanisms to be compared
- it gives the council an indication of the funding it will need to find from other sources to fund the full range of local infrastructure shown in the centre master plans.

Predicting development rates over the long-term, and the contributions flowing from that development, is an inexact science due to the range of market and non-market factors at play (see additional discussion below). The projections provide a rough indication of expected income. The income model's assumptions – contained in **Appendix B** – are volatile and / or likely to change in the future. For this reason, it is good practice for councils to review their contributions plans and associated underlying assumptions and forecasts periodically, for example, every five years.

4.1 Mechanisms tested

Local infrastructure contributions comprise mandatory and discretionary mechanisms.

The mandatory mechanisms - in the sense that a consent authority has the authority to impose them on developers – are section 7.11 and section 7.12 contributions. These mechanisms can be applied to different developments at different rates if the council has prepared a contributions plan authorising these arrangements.

The discretionary mechanism is the use of section 7.4 planning agreements which are negotiated between developers and planning authorities (such as councils).

Because planning agreements are discretionary and it is difficult to predict the extent to which Council will be able to negotiate the provision of public benefits through this mechanism, the contributions income projection only considers different mixes in the application of the mandatory mechanisms.

4.2 Contributions scenarios tested

Five scenarios were tested including a 'business as usual' (BAU) scenario (option 1), being the way Council currently applies section 7.11 and section 7.12 mechanisms. Scenarios tested are summarised in the following table:

Type of development	Option 1 (BAU)	Option 2	Option 3	Option 4	Option 5
Residential (new dwellings)	s7.11	s7.11	s7.12 (PC rate)	s7.11	s7.11
Residential (alts and additions)	s7.12 (1%)	s7.12 (1%)	s7.12 (1%)	s7.12 (1%)	Excluded under this option
Non-residential	s7.12 (1%)	s7.11	s7.12 (PC rate)	s7.12 (PC rate)	s7.11

The following table provides more detail on the individual options/scenarios:

Option	Description
1 (BAU)	Current practice in both the former Canterbury and former Bankstown LGAs, that is, section 7.11 contributions applied to new residential development, and section 7.12 contributions applied to residential alterations and additions and non-residential development.
2	Same as option 1 except that all developments for non-residential purposes that result in an increase in the gross floor area on the site are levied a s7.11 contribution based on the increase in jobs (workers).
3	This option reflects what is known about the NSW Productivity Commission's recent recommendations for s7.12 contributions. The Commission has recommended a flat dollar rate to contributions for new dwellings and new non-residential floorspace. The rates, which are deemed to be equivalent to 3% of development cost, are as follows: • $8,000 per new apartment • $25 per square metre of additional retail GFA • $35 per square metre of additional commercial GFA • $13 per square metre of additional industrial GFA For this option, we have also kept the business as usual setting of applying a 1% levy to all residential alterations and additions with a development cost above $200,000.
4	This option is a variation to the business as usual approach in option 1, in that instead of non-residential development being subject to a 1% s7.12 levy, such development would be subject to the proposed Productivity Commission standard dollar rates. This option also varies from option 1 in that only additional non-residential floor area proposals would be levied (whereas the current 1% levy can apply to both floor area additions and alterations).
5	This option is a variation of option 2, in that residential alterations and additions would no longer be levied. This option was tested in the context of the minimal contribution amounts the council normally receives from these developments compared to the cost of administering a large number of applications in this category that the council processes.

Various assumptions underpinned the modelling of income from the tested options including assumptions related to:

- Additional dwellings and average annual dwelling take up rates to 2036, based on the target amounts and assumed distribution included in Council's LSPS and Housing strategy
- Additional employment floor space and average annual floorspace take-up rates across the LGA to 2036 based on the Employment Lands Study 2020 (Scenario 4)
- Dwelling replacement rates, development costs (per square metre), and standard s7.12 contribution rates recommended by the NSW Productivity Commission.

Full assumptions are shown in **Appendix B**.

4.3 Results

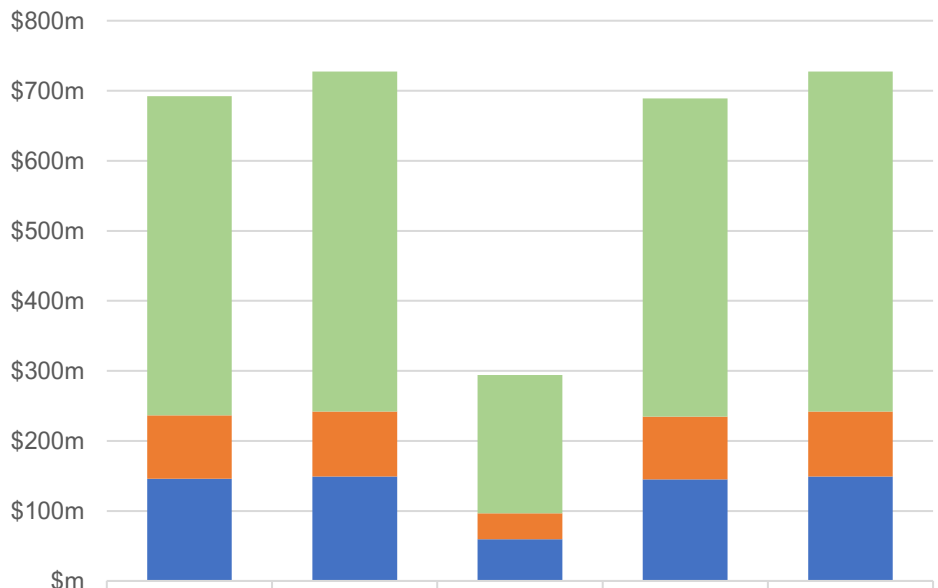
Income modelling results for the five options are shown in the following table and graph:

Table 3: Income projections, various scenarios, 2021-2036

	Option 1	Option 2	Option 3	Option 4	Option 5
Residential (new dwellings)	s7.11	s7.11	s7.12 (PC rate)	s7.11	s7.11
Residential (alts and adds)	s7.12 (1%)	s7.12 (1%)	s7.12 (1%)	s7.12 (1%)	excluded
Non-residential	s7.12 (1%)	s7.11	s7.12 (PC rate)	s7.12 (PC rate)	s7.11
Bankstown centre					
Residential (new dwellings)	$142.2m	$142.2m	$56.9m	$142.2m	$142.2m
Residential (alts and adds)	Note 1	Note 1	Note 1	Note 1	Note 1
Non-residential	$3.6m	$6.9m	$2.7m	$2.7m	$6.9m
Total	**$145.8m**	**$149.1m**	**$59.6m**	**$144.9m**	**$149.1m**
Campsie centre					
Residential (new dwellings)	$87.8m	$87.8m	$35.1m	$87.8m	$87.8m
Residential (alts and adds)	Note 1	Note 1	Note 1	Note 1	Note 1
Non-residential	$2.6m	$5.0m	$2.0m	$2.0m	$5.0m
Total	**$90.4m**	**$92.8m**	**$37.1m**	**$89.8m**	**$92.8m**
Rest of LGA					
Residential (new dwellings)	$447.2m	$447.2m	$190.0m	$447.2m	$447.2m
Residential (alts and adds)	Note 1	Note 1	Note 1	Note 1	Note 1
Non-residential	$9.0m	$26.6m	$7.1m	$7.1m	$26.6m
Total	**$456.2m**	**$473.7m**	**$197.1m**	**$454.2m**	**$473.7m**
Total LGA					
Residential (new dwellings)	$677.2m	$677.2m	$282.1m	$677.2m	$677.2m
Residential (alts and adds)	$6.8m	$6.8m	$6.8m	$6.8m	$.0m
Non-residential	$15.2m	$38.5m	$11.8m	$11.8m	$38.5m
Total	$699.2m	$722.5m	$300.7m	$695.8m	$715.7m

1 Residential (alts and adds) income is based on assumed $40m per annum in development cost across the entire LGA

Figure 6: Income projections, various scenarios, 2021-2036



	Option 1 (BAU)	Option 2	Option 3	Option 4	Option 5
Rest of LGA	$456m	$486m	$197m	$454m	$486m
Campsie centre	$90m	$93m	$37m	$90m	$93m
Bankstown centre	$146m	$149m	$60m	$145m	$149m

4.4 Implications

A key purpose of the analysis is to show the *relative* performance of the options.

The poorest performing option is option 3, which is a section 7.12 levy based on the Productivity Commission's standardised rate equivalent to 3 percent of development cost. It is simple to apply and is the only option in which there is no requirement for council to co-fund any of the infrastructure. These advantages are however nullified by the relatively low income likely to be received – around $400 million less than all of the other options.

There is limited difference in total projected income between the other options. This is because these options all envisage a section 7.11 contribution at the maximum allowed rate ($20,000 per dwelling) being collected from new dwellings. These contributions overwhelmingly drive the respective option results, as they account for between 95 and 98 percent of the income in each option. These proportions would reduce only slightly if the Council, instead of imposing the maximum threshold rate of $20,000 per dwelling, imposed a gradation of rates depending on dwelling size, which is the current practice.

In terms of where the income is likely to come from, 34 percent of the funds will come from the Bankstown and Campsie centres with the remaining 66 percent coming from development throughout the rest of the LGA.

This reliance on income from development outside of Bankstown and Campsie has profound implications for the funding and delivery strategy for these centres.

Given that somewhere between $454 million and $486 million in contributions funds will come from new residential development outside of the two main centres, it is necessary to identify, cost and prioritise the local infrastructure needs of the whole City of Canterbury Bankstown – not just Bankstown and Campsie. To do otherwise would limit the ability to use developer funds collected outside of the centres for infrastructure inside the master plan areas that also benefit areas outside of the Master Plan boundaries.

The similarity in income results indicates that Council should consider non-financial criteria to assist in deciding the contributions mix. The relative advantages and risks of the remaining four comparable options are discussed in the table below.

Option	Advantages	Risks
Option 1 Resi (new dwellings): s7.11 Resi (alts and adds): s7.12 (1%) Non-residential: s7.12 (1%)	*Familiarity*: current way that Council manages contributions	No additional risks
Option 2 Resi (new dwellings): s7.11 Resi (alts and adds): s7.12 (1%) Non-residential: s7.11	*Fairer contributions*: could be seen to be fairer for non-residential development because charge reflects actual increase in demand, rather than the current fixed rate applied to development cost	*Appeals*: Some non-residential developments would pay more than current Potential to de-incentivise employment growth
Option 4 Resi (new dwellings): s7.11 Resi (alts and adds): s7.12 (1%) Non-residential: s7.12 (PC rate)	*Familiarity*: practically identical to Option 1, except there would not be a need for cost summary reports because the non-residential levy would be a flat per m2 fee instead of a % cost of development	Productivity Commission recommendation is yet to be endorsed by State government
Option 5 Resi (new dwellings): s7.11 Resi (alts and adds): excluded Non-residential: s7.11	*Fairer contributions*: for non-residential development (refer option 2) *Reduced administration burden*: through minor cost alterations and additions to dwellings not being levied. *Reduced costs for home renovations*: through cessation of 1% levy on residential alterations and additions.	*Reduced income*: however this is only in relation to option 2 – income is still higher than the business as usual option 1. The income forgone by excluding minor residential development is relatively small ($6.8m or 1% of total contributions over 15 years)

4.5 Summary

Five options of different mixes of mechanisms were tested for their income potential. The analysis covered projected development within Bankstown and Campsie and study areas, and also development throughout the remainder of the LGA. This was done because the contributions collected outside of the centres can, if a nexus is present, be used to fund facilities inside the centres.

Four of the five options yielded similar income projections over the proposed life of the contributions plan, that is, approximately $700 million. This is because these options all assume a section 7.11 contribution at the maximum rate allowed ($20,000 per dwelling) for all new dwellings, regardless of size. These residential section 7.11 contributions account for between 95 and 98 percent of the projected income in each option. About 34 per cent of the income is expected from development within the two town centres.

The similar income results suggests that Council's decision on the preferred contributions mix therefore should be based on a qualitative assessment of the options.

Our analysis of advantages and risks shows that continuing with the same levying approach – option 1 – has the distinct advantage of familiarity. However, option 5 – which excludes the levying of residential alterations and additions – yields more income than option 1 and provides technical and political advantages over current practice. These include reduced administration burden and reduced costs for home renovations.

Option 2 will provide marginally more income than Option 5 over the period ($723 million compared to $716 million), however, it will increase costs for people to renovate their homes (and potentially stay in the area if they have growing families). There are also efficiency issues – the marginal additional income will be generated from a very large number of applications, each paying a comparatively small contribution, and each needing a cost summary form to be completed by the applicant and reviewed and checked by Council.

5 Draft master plans and supporting infrastructure

5.1 Draft master plans

The master planning work being progressed for Campsie and Bankstown centres form part of implementing Stage 1 of Council's Local Strategic Planning Statement. Both town centres seek to achieve a different vision and will leverage different assets to achieve this outcome.

Draft structure plans for Bankstown and Campsie are shown in the figures on the following pages.

The vision for Bankstown city centre is to serve as a premier location of commerce, civic, cultural, administrative and social activity. The area aims to provide additional dwellings for 29,500 new residents, 15,300 new jobs and capacity for 25,000 students between 2016 and 2036. Attracting investment from other stakeholders including Western Sydney University and additional hospital provision are key to enabling planned population, job and education growth.

The vision for Campsie centre aims to serve as an anchor to the Eastern Lifestyle and Medical Precinct by leveraging an upgrade of Campsie station to a metro station and using key assets including Canterbury Hospital, Canterbury Aquatic Centre and open space assets along the Cooks River. The area aims to provide additional dwellings for 14,800 new residents and 2,700 new jobs.

Bankstown and Campsie are both expected to see significant population growth and associated dwellings, be it as detached dwellings, or more likely as mixed-use and residential flat buildings. Anticipated resident, dwelling and worker growth over the 20-year period from 2016 until 2036 is shown in **Table 4** and .

Table 4: Resident, dwelling and worker growth in Bankstown and Campsie, 2016-2036

	2016	2036	Change
Bankstown			
Residents	16,500	46,000	29,500
Workers	9,700	25,000	15,300
Campsie			
Residents	24,500	39,300	14,800
Workers	4,800	7,500	2,700

Figure 7: Resident and worker growth in Bankstown and Campsie, 2016-2036

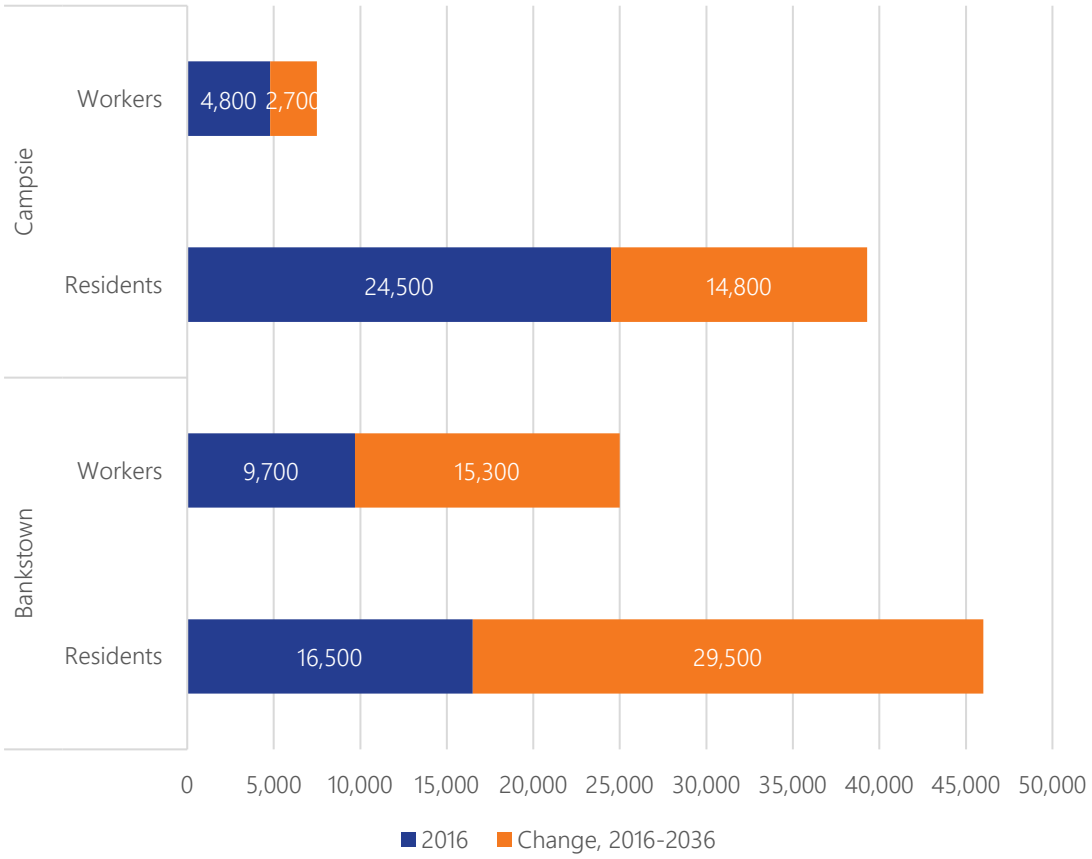


Figure 8: Bankstown draft structure plan

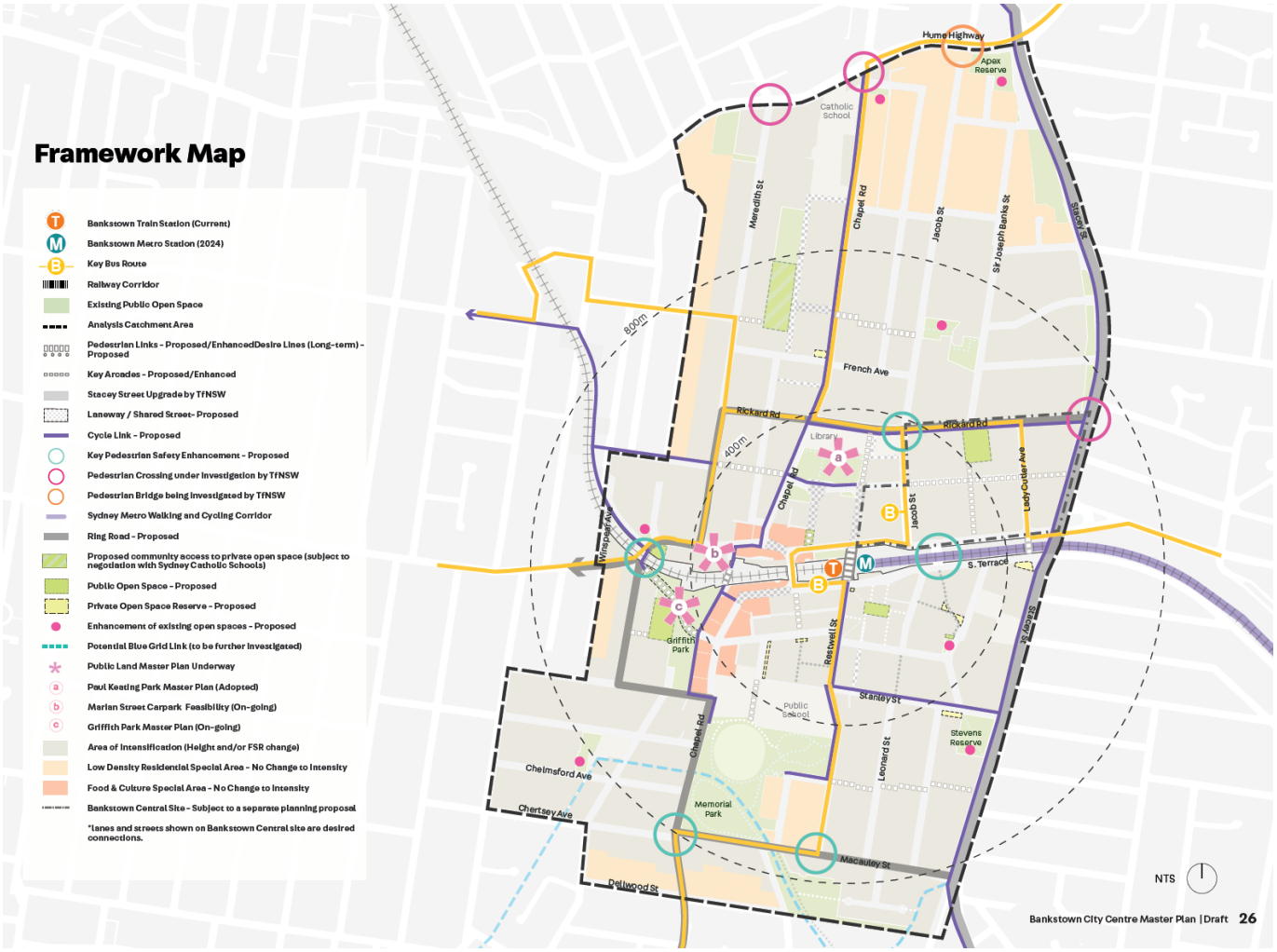
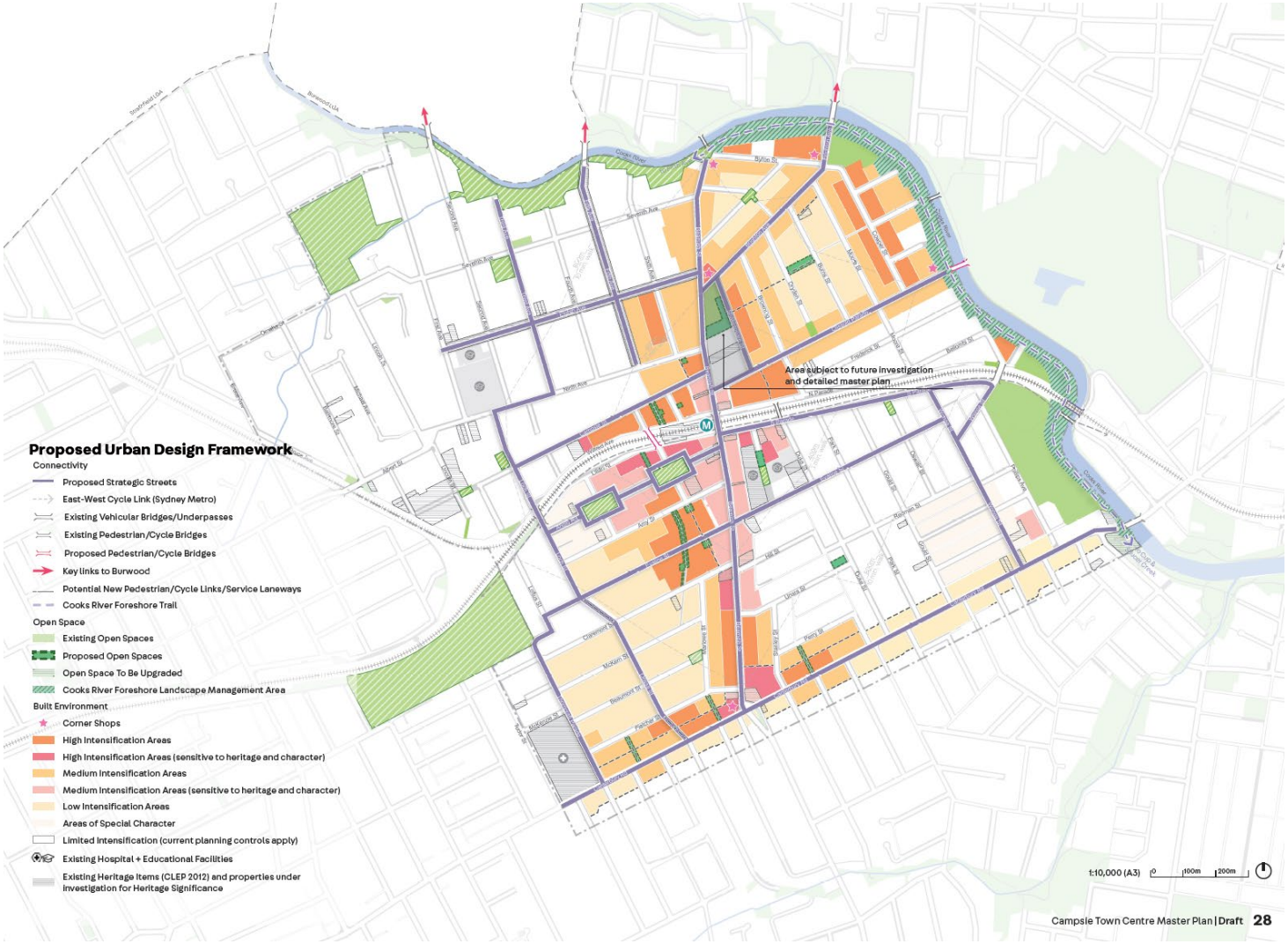


Figure 9: Campsie draft structure plan



5.2 Supporting infrastructure

Significant investment in infrastructure is required to support the anticipated levels of growth and deliver the vision of each masterplan while providing amenity for future residents. This study seeks to investigate the feasibility of providing these items, their costs and potential incentives required to secure land for capital works and alternatives including consolidation or upgrades to existing facilities.

A preliminary list of infrastructure items is shown in the infrastructure schedule at **Appendix A.** The list of works has been compiled based on information provided by the City of Canterbury. Note that this list is an initial list of works that needs to be refined and individual costings prepared. The costings may generate exploration of further, non-contributions funding options which aren't required for a more limited works schedule.

Key local infrastructure items required in Bankstown include:

- Consolidation of community facilities
- Conversion of car parks to open space
- Open space embellishments at Griffith Park and Paul Keating Park
- Road and public domain works identified in the Complete Streets program
- Green Grid corridor embellishments
- Multi-purpose sports courts
- Through site links and linear connections between street blocks to improve permeability
- Pedestrian safety enhancements at key intersections.

State infrastructure items required for Bankstown include a potential Bankstown Hospital. Council will need to advocate to the NSW Government for its delivery.

Key local infrastructure items required in Campsie include:

- Canterbury Aquatic and Leisure Centre Redevelopment
- Campsie Cultural and Civic Hub
- Cooks River Foreshore Trail including pedestrian bridge over the Cooks River
- Upgrades to Tasker Park
- Harold Park and Anzac Park upgrades
- Roads and public domain upgrades to be investigated as part of Complete Streets
- Through site links and linear connections between street blocks to improve permeability
- New open space north west of Campsie.

State infrastructure items required for Campsie include Campsie Bypass, upgrades to Canterbury Hospital and school facilities. Council will also need to advocate to the NSW Government for their delivery.

Figure 10: Bankstown infrastructure works

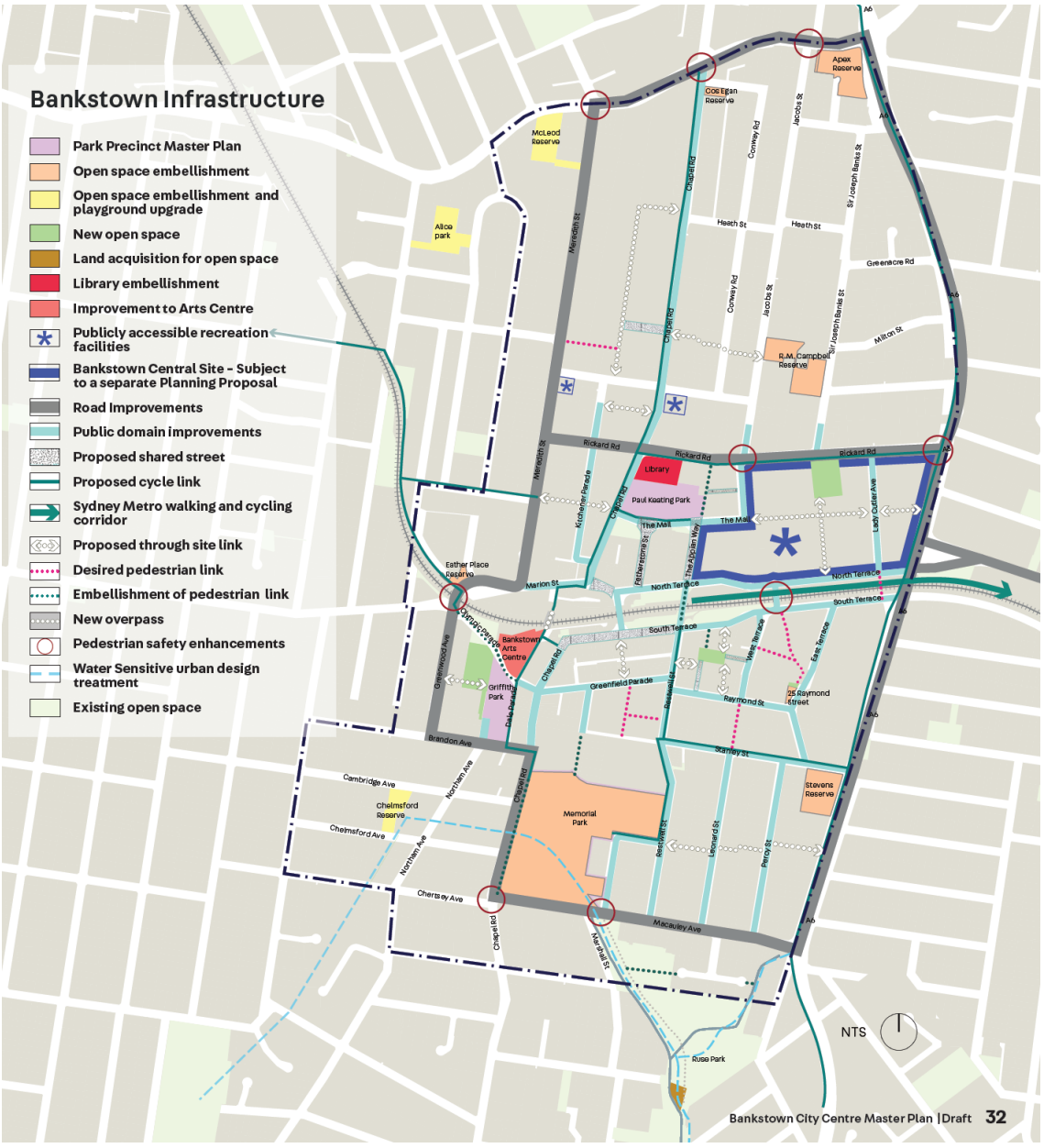
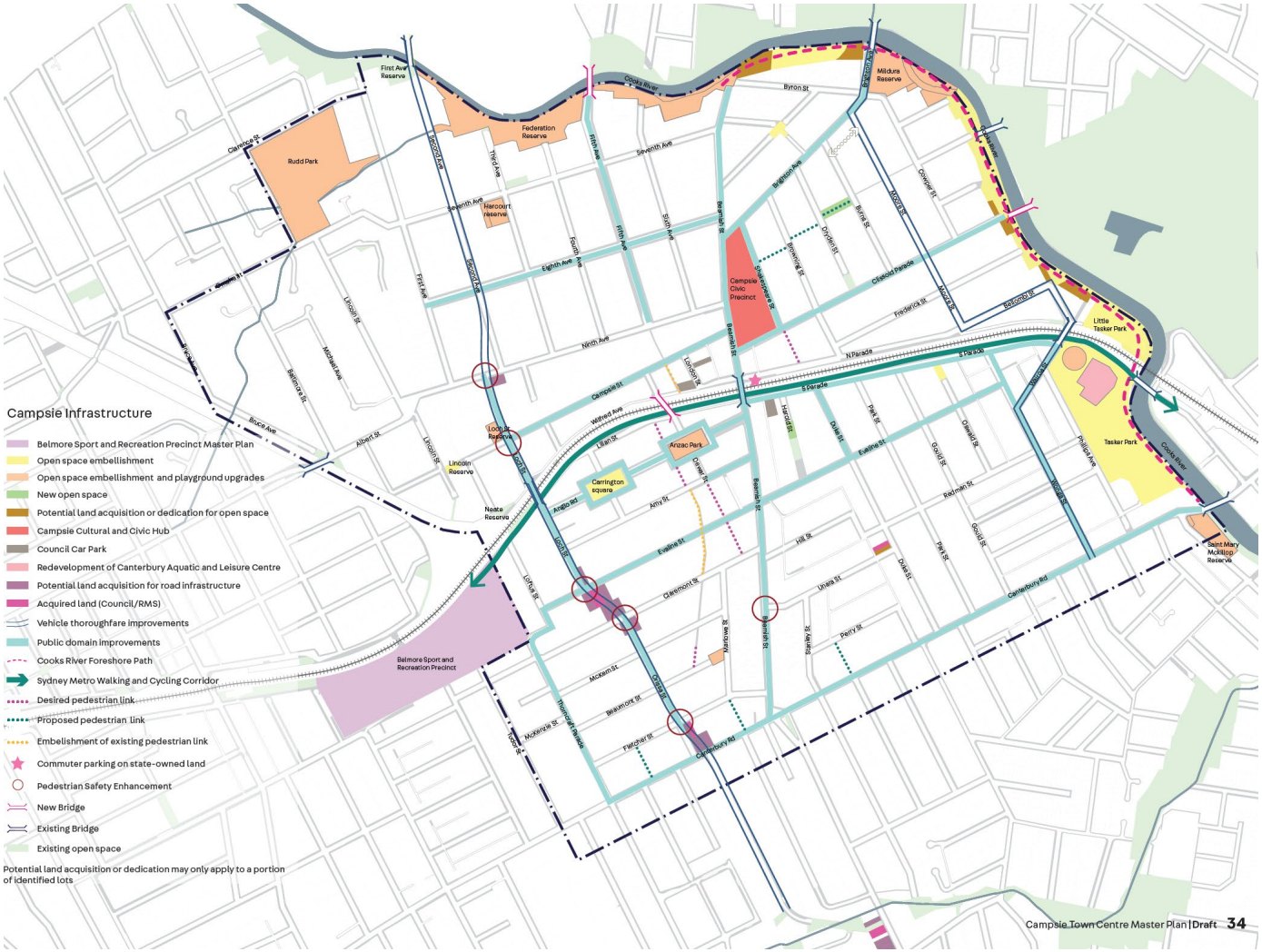


Figure 11: Campsie infrastructure works



5.3 Preliminary infrastructure costs

Preliminary estimates of the costs for the various infrastructure categories shown in the infrastructure schedule are summarised in **Table 5**. Both the infrastructure schedule and costs are indicative only at this stage and will need to be refined and prioritised as part of the preparation of a draft local infrastructure contributions plan later in 2021.

Costs are also for local infrastructure works and do not include State infrastructure works, namely Campsie bypass and certain Canterbury Road works. The preliminary estimate of these costs are $82 million and $2 million respectively. These items will need to be funded by the NSW Government and Council will need to advocate for their delivery.

Table 5: Summary of preliminary infrastructure cost estimates

Centre / infrastructure category	Total
Bankstown	
Open space	$88m
Public domain and roadworks	$83m
Community facilities	$24m
	$196m
Campsie	
Open space	$64m
Other open space and recreational facilities	$44m
Public domain and roadworks	$70m
Community facilities	$59m
	$236m
	$432m

5.4 Ongoing infrastructure costs

While this study focused on the initial upfront capital costs of delivering the infrastructure, equally important, however, in determining the works schedule, will be more analysis of the ongoing costs of maintaining new infrastructure for the centres and those cost burdens and practicalities. This goes to the issue of financial sustainability. For example, it is common to allocate 4 per cent of capital costs to ongoing maintenance and replacement of the asset. This cost cannot be met by development contributions and has clear implications for the Ordinary Fund each year.

6 Towards a comprehensive infrastructure funding and delivery strategy

6.1 Infrastructure funding and costs

Indicative local infrastructure costs and funding for the next 15-year period from 2021 until 2036 are shown in **Table 1**.

Table 6: Indicative local infrastructure costs and funding, 2021-2036

	Campsie	Bankstown	Rest of LGA	Total
Costs				
Local infrastructure costs inside the centres	$236m [a, b]	$196m [a]	-	**$432m**
Local infrastructure costs outside the centres	-	-	tbd	Tbd
Potential funding/delivery sources – to fund infrastructure inside and outside the centres				
Local infrastructure contributions – future (income forecast based on population growth – refer section 4)	----------$700m----------			$700m
Local infrastructure contributions already held by the Council under existing plans	----------$115m----------			$115m
Regional infrastructure contributions [c]	----------$88m----------			$88m
Incentive scheme land dedication	----------tbd----------			tbd
Council land redevelopment – inside centres	$29m	$0m	-	$29m
Council land redevelopment – outside centres	-	-	tbd	Tbd
Subtotal – funding/delivery	----------$932m----------			**$932m**
Other funding - grants etc	----------tbd----------			Tbd
Potential surplus to fund infrastructure costs outside the centres once determined				**$500m**

Notes:

tbd means to be determined

a Excludes metro station and surrounding public domain works which are assumed will be funded by State Budget allocations

b Excludes Campsie Bypass costs which are assumed will be funded by State Budget allocations

c Estimate based on proposed regional infrastructure contributions recommended by the NSW Productivity Commission being implemented

Anticipated total costs for Campsie and Bankstown infrastructure to support anticipated growth under the draft master plans is approximately $432 million. This is an initial estimate and the scope and cost of individual works will be refined over the coming months.

The local infrastructure (and associated cost) needed to support growth over the next 15 to 30 years outside the two centres, in the remainder of the LGA, is not known at this stage but will be determined as part of the preparation of a new citywide local infrastructure contributions plan. Preparation of this plan is underway and a draft is expected to be reported to Council later in 2021 for public exhibition. It is likely that the infrastructure demand catchment for many infrastructure items in the two centres will be LGA-wide meaning contributions outside the two centres can reasonably be used to part fund infrastructure inside the two centres.

A suite of local infrastructure funding and delivery mechanisms are available to meet the anticipated local infrastructure costs in and outside the centres. These include:

- local infrastructure contributions ($700 million) – under the new draft citywide local infrastructure contributions plan that will incorporate contributions plans for Bankstown and Campsie.
- local infrastructure contributions already held ($115 million) – accumulated under existing plans that would be 'rolled over' to works in the new contributions plan that would replace the existing plans.
- regional infrastructure contributions ($88 million) – as recommended by the NSW Productivity Commission and accepted by the NSW Government in February 2021. The final contribution rate, the infrastructure types funded, and the disbursement of funds by local government area have not yet been confirmed. For the purposes of this initial stage it is assumed that 25 per cent of the total revenue anticipated from total regional contributions collected from new dwellings in the City of Canterbury Bankstown will be available for regional scale infrastructure identified in this study. This estimate, although considered conservative, will need to be tested and refined.
- land dedication under incentive floor space scheme – under the proposed incentive floor space scheme being considered for the two centres, landowners can obtain increased floor space if they provide community infrastructure on the development site, such as dedicating land at no cost to Council, while ensuring development remains feasible.
- redevelopment of Council-owned land ($29 million) – Council can partner with developers to deliver community infrastructure on certain Council-owned sites in return for the right to develop the sites. A recent example of this is Inner West Council's Marrickville Library. For the purposes of this initial stage it is assumed that 50 per cent of the preliminary cost of certain works will be funded via this mechanism. This estimate will need to be tested and refined.

The total equivalent funding anticipated to be generated by the above sources is approximately $932 million. This does not include funding from other source, such as State Government grants, which is yet to be determined.

The difference between total known/likely income ($932 million) and indicative/known costs ($432million) is $500 million. This amount is theoretically available to fund infrastructure outside the two centres. Further work is required to test whether anticipated funding will be sufficient to meet indicative infrastructure costs. This will be undertaken in the coming months.

The actual capacity of the various funding sources to meet the local infrastructure costs will depend on:

- the total cost of local infrastructure that will need to be provided outside the two centres (these costs are currently being prepared)
- the total income that can be generated or is likely to be available from other funding sources, such as State grants (further investigation of revenue opportunities will be undertaken).

6.2 Data yet to be obtained

A comprehensive and sustainable infrastructure funding and delivery strategy requires comprehensive information on infrastructure and its costs.

It requires extending the analysis of costs and revenue beyond the master plan areas to the remainder of the LGA.

Local infrastructure contributions from development within the centres will provide an important funding source for many of the infrastructure items. However, it is also expected that the demand catchments for many of the infrastructure items will be LGA-wide rather than being confined to the centres. This means that contributions outside the centres will also play an important role in their funding and delivery.

To prepare a comprehensive funding and delivery strategy it is necessary to understand costs and income and ensure that they match. Sections 5.3 and 4.3 identify preliminary/indicative infrastructure costs in Bankstown and Campsie and income that could be generated from local infrastructure contributions in both the centres and the wider LGA, and other planning system mechanisms in the centres. These preliminary infrastructure costs have been prepared based off a broad list of infrastructure items that will be refined and prioritised in the future. Possible criteria for prioritising infrastructure works are discussed in section 6.5.

Table 7 shows the data needed for a comprehensive strategy, including the data that is known at the time of writing.

Table 7: Infrastructure details required for comprehensive strategy

Information required	Descriptions	Costs	Estimated local contributions income	Funding mechanism opportunities analysis
Bankstown infrastructure	Preliminary schedule completed	Preliminary total costs prepared	min. $146m	Completed
Campsie infrastructure	Preliminary schedule Completed	Preliminary total costs prepared	min. $90m	Completed
Remainder of LGA	In preparation	In preparation	min. $456m	In preparation

Information on infrastructure works and costs – as part of the preparation of a new LGA-wide local infrastructure contributions plan - is expected to be available in the second half of 2021.

Once these costs are known, it will enable a more detailed assessment of the proportion of costs for infrastructure in the two centres that can be funded from local infrastructure contributions, and the corresponding gap that will need to be co-funded from other non-planning system sources.

6.3 Quantifying the funding gap

The infrastructure funding 'gap' is the difference between infrastructure costs and funding anticipated to be available from local infrastructure contributions and other planning system mechanisms. It is the cost that will need to be funded from non-planning system mechanisms, such as grants and general revenue.

While the necessary data to understand the costs / revenue relationship is currently incomplete, it is likely that there will be an infrastructure funding gap once citywide infrastructure needs and costs are accounted for.

Infrastructure funding gaps are a reality for all Sydney area infrastructure contributions plans with a section 7.11 component, in both greenfield and infill development areas. When a section 7.11 plan is adopted there is usually no clear path defined as to how the funding gap will be bridged.

It is usual practice for councils to:

- set out implementing the plan, knowing there is a gap to be co-funded
- plan for and seek co-funding opportunities as they arise
- modify the plan over time to fit the financial circumstances that develop.

While this is common practice, it is not ideal. The aim of the Bankstown and Campsie Infrastructure Delivery Strategy will be to minimise the expected funding gap as much as possible.

The process for quantifying the funding gap for Bankstown and Campsie (and in fact all LGA growth infrastructure) is as follows. Using the opportunities matrix, this process is shown graphically in **Figure 12.**

1. All infrastructure costs are tallied by type and by area, that is, 'Costs' in the diagram

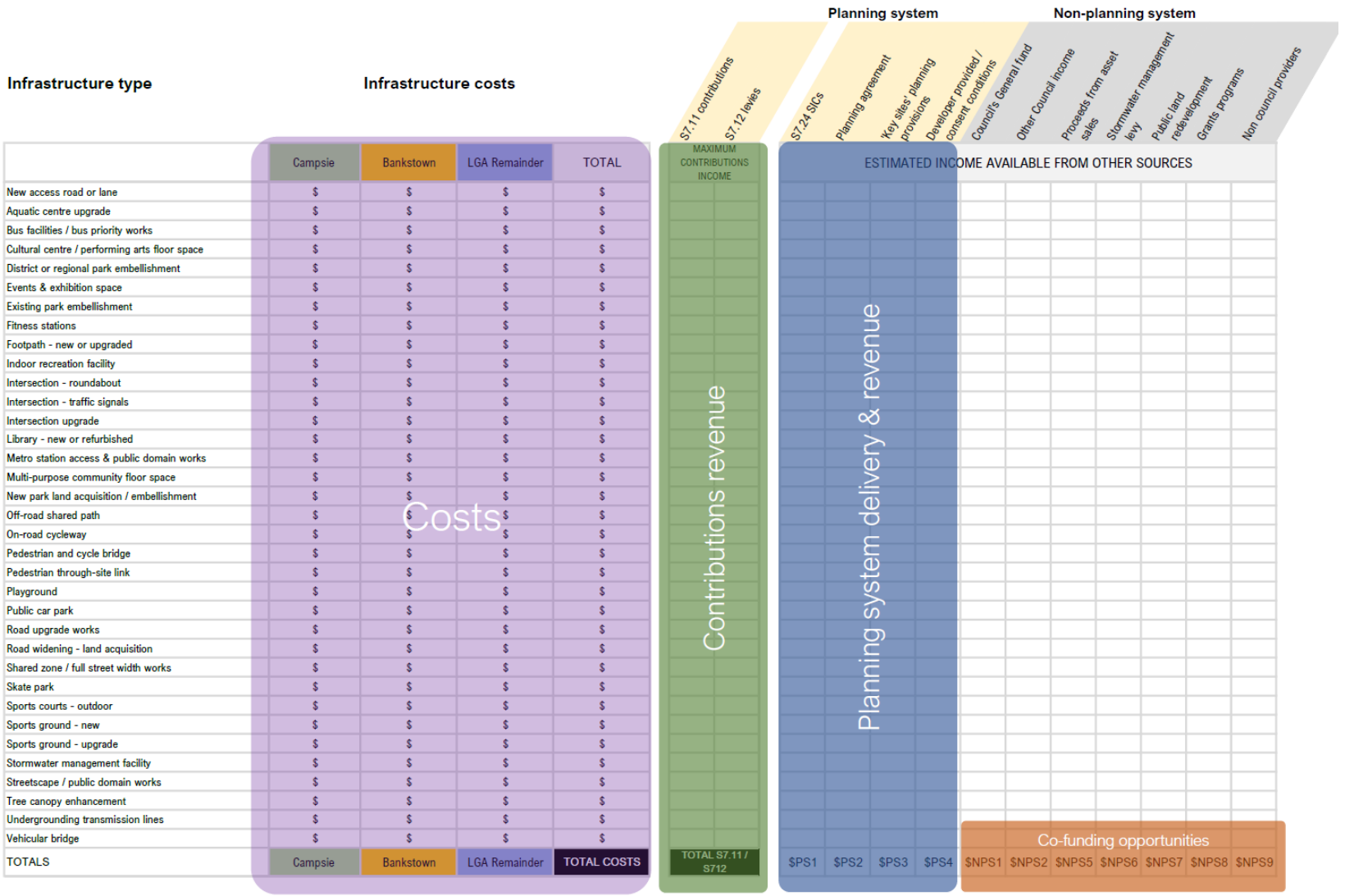
2. Identify the maximum income expected from section 7.11 and section 7.12 contributions from development across the LGA is identified, that is, 'Contributions Revenue'

3. Estimate the extent of funding or delivery of infrastructure that can be achieved through other planning system mechanisms, that is, 'Planning system delivery & revenue'.

The calculation can be represented by the following formula:

$$\text{Funding Gap} = Costs - Contributions\ Revenue - Planning\ system\ delivery\ \&\ revenue$$

Figure 12: Quantifying the funding gap



6.4 Addressing the funding gap

Ideally, the gap will be able to be fully funded from other non-planning system mechanisms. Significant further investigation and analysis is required by Council to determine the extent of funding that could reasonably be expected from these other non-planning system funding sources.

There are various options to reduce or eliminating the funding gap:

(a) reducing infrastructure costs

(b) using additional revenue sources (or co-contribution sources)

(c) stage the delivery of works over a longer timeframe

(d) a combination of the above options.

Cost reduction options are all concerned with reducing the total value of infrastructure items required to be funded. Council will need to make choices on the items that remain and those to be deleted according to prioritisation criteria.

Prioritisation criteria could include:

- Is the item is included in the City of Canterbury Bankstown Community Strategic Plan or Local Strategic Planning Statement?
- Does the item provide a net increase in carrying capacity to meet the needs of growth?
- Is the item likely to attract grant funding (for example, 'Green Grid' projects)
- Does the item support the metro rail service or the development around the stations?
- Is there a funding stream available to meet the life cycle costs of the infrastructure?
- Does the item have a broad service catchment or broad public benefit?
- Are there no other providers likely to deliver the infrastructure?

The essential works list published by the Department of Planning, Industry and the Environment in its 2019 Local Infrastructure Contributions Practice Note may also assist with prioritising works, though it is noted the essential works list is relevant only to those contributions plans that propose a contribution level above the relevant cap (unless otherwise directed by the Minister for Planning). The essential works list does not apply to contributions plans currently below the relevant cap or to those contributions plans that are exempted from the relevant cap.

The Practice Note indicates the following public amenities or public services are considered essential works:

- land for open space (for example, parks and sporting facilities) including base level embellishment.
- land for community services (for example, childcare centres and libraries)
- land and facilities for transport (for example, road works, traffic management and pedestrian and cyclist facilities), but not including carparking
- land and facilities for stormwater management
- the costs of plan preparation and administration.

Revenue options will require the Council to:

- consider its willingness to divert current operational income from current services (unlikely)
- grow the funding pie by, for example, by returning profits from operational land sales and redevelopments back into infrastructure provision (possible)
- appropriately resource the seeking of grants to maximise grant funding revenue (achievable).

6.5 Next steps

Next steps for progressing and implementing the Bankstown and Campsie Infrastructure Funding and Delivery Strategy are listed below:

6. Continue refining the Campsie and Bankstown infrastructure schedule, as necessary, applying the prioritisation criteria in section 6.4.

7. Complete compilation of the citywide contributions plan infrastructure list and infrastructure costs.

8. Confirm the infrastructure that can or is likely to be delivered by planning system mechanisms other than contributions – for example, items directly by developers, either through works conditions of consent or planning agreements.

9. Quantify the funding gap per section 6.1.

10. Workshop with Council staff to:

    (e) determine the extra funding that may be able to be obtained from non-planning system mechanisms

    (f) recommend the spread of contributions income among Bankstown centre items, Campsie centre items, and the items in the Citywide contributions plan

    (g) prioritise the infrastructure items to provide the Council with objective data in the event that it chooses to remove items.

11. After following the above actions, finalise a funding and delivery strategy that is financially sustainable and minimises or eliminates any funding gap.

12. Prepare the local infrastructure contributions plans for Bankstown, Campsie and the rest of the LGA.

13. Exhibit the infrastructure funding and delivery plan with the draft contributions plans.

APPENDIX A: PRELIMINARY INFRASTRUCTURE SCHEDULE – FOR REVIEW AND REFINEMENT

Preliminary infrastructure schedules for Bankstown and Campsie are shown in Tables A1 to A4 below. The schedules are initial lists to assist in giving a guide for costing and infrastructure needs. These lists have been refined and will continue to be refined as the Master Plan is finalised, and the broader city-wide infrastructure needs are understood over the coming months.

Table A1: Bankstown preliminary infrastructure schedule

No	Item	Scope
Open space		
1	Paul Keating Park	New/updated Green Incline, Appian Way, Amentities and Play Space, Library Interface, War Memorial CMC Plza, Urban Forest and Desk, The Mall, Rickard Road (see Sheet for further details)
2	Griffith Park Cultural Precinct	New community centre, sports club, pulic domain works, carpark, artwork, cafe
3	Apex Park	New exercise equipment. Street and amenity planting. Seating upgrade.
4	McLeod Reserve	Establish lowkey landscape play spaces. Street and amenity planting. Seating upgrade.
5	Alice Park	Street and amenity planting. Seating upgrade.
6	De Witt Street	Land acquisition for open space 130sqm
7	Raw Avenue	New park with a shared pedestrian/vehicular access zone to provide basement entry into future development. Seating, soft landscaping, lighting and pavement - 1,500sqm, council owned site
8	West Terrace	Landscaping, seating, lighting - 1935 sqm, council owned site
9	RM Campbell Reserve	Street and amenity tree planting, seating - 9240sqm
10	Stevens Reserve	Street and amenity tree planting, seating - 7,726 sqm
11	Eather Place Reserve	Planting trees and laying grass, seating upgrade - 462 sqm

No	Item	Scope
12	Cos Egan Reserve	Planting trees and laying grass, seating upgrade - 1000sqm
13	25 East Terrace	Planting trees and laying grass, seating upgrade - 540sqm
14	Chelmsford Reserve	Playground equipment, landscaping, seating - 3,496 sqm.
15	Bankstown City Gardens Stage 2	Landscaping, amenities/facilities, LED lighting, WSUD, irrigation, furniture, pedestrian facilities
16	Salt Pan Creek Recreation Corridor	Upgrade Ruse Park + Hoskins Park: Landscaping, amenities/facilities, LED lighting, WSUD, irrigation, furniture, pedestrian facilities
17	Upgrade Alice Park	Landscaping, amenities/facilities, LED lighting, WSUD, irrigation, furniture, pedestrian facilities
18	Upgrade Stevens Reserve	Landscaping, amenities/facilities, LED lighting, WSUD, irrigation, furniture, pedestrian facilities
19	Upgrade RM Campbell Reserve	Landscaping, amenities/facilities, LED lighting, WSUD, irrigation, furniture, pedestrian facilities
20	Land acquisition RM Campbell Reserve - Access	Right of access costs for widening/enhancement of existing path between park that is located between Jacob St and Sir Joseph Banks St, approximately 56sqm
21	Bankstown Memorial Park/Salt Pan Creek Open Space Improvements	Path embellishment 15,000m, new bike land 500m nauralisation of river 300m, tree planting, signage (9 signs), and toilet block. Total size 7,400sqm
Public domain		
22	Road works and public domain improvements	Complete Streets public domain improvements and road works in Bankstown City Centre
23	New footpath on one side Chapel Road	South side, Chetsey Avenue to Cambridge Avenue - ~230m long
24	Upgrade to pedestrian facilities	Pedestrian facility upgrades including Railway Station precinct, North Terrace, Appian Way, Chester Hill Terrace and Salvia Avenue, Lady Cutler Avenue and North Terrace
25	Upgrade to pedestrian facilities	Sigalised intersection upgrade at Macauley Ave/Restwell Street junction

No	Item	Scope
26	West Terrace through-site pedestrian link enhancements	New, West Terrace connections embellishments - 879sqm
27	Public art	Include public art in significant public domain upgrades for open spaces: Appian Way
28	Public art	Include public art in significant public domain upgrades for open spaces: West Terrace
29	Public art	Include public art in significant public domain upgrades for open spaces: War Memorial Civic Centre
Community facilities		
30	Bankstown Arts Centre	Exhibition/events space expansion. studio space expansion. New flexible rooms. New gallery - ~2000sqm
31	Bankstown Library and Knowledge Centre	Convert shelf space to program and quiet study space. Create at least 6 new private meeting/quiet study rooms - 2,000 sqm

Table A2: Bankstown preliminary infrastructure schedule – works that can potentially be funded and delivered by others

No	Item	Scope
Land dedication		
1	Bankstown Central: Multi-purpose indoor recreation facility	Multi-purpose indoor recreation facility (privately owned, publicly accessible) approximately 4,000sqm - able to hold four indoor courts
2	57 Meredith Street, Bankstown: Multipurpose Indoor Recreation Facility (privately owned, publicly accessible)	Retain existing ground floor indoor recreation facility as part of any re-development of the PCYC Site.
3	461 Chapel Road, Bankstown: Multipurpose Indoor Recreation Facility (privately owned, publicly accessible)	Develop indoor multi-purpose recreation facility as part of any re-development of the 461 Chapel Road.
4	11 East Terrace, Bankstown	New Local/Pocket Park
5	Vicinity Centre	New Neighbourhood Park (dedicated to Council)
6	Through-site link from boundary of the TAFE site to Meredith Street	Pedestrian through site link
7	Through-site link from Restwell Street to Stacey Street	Pedestrian through site link
8	Through-site link from Jacobs Street to Chapel Road	Pedestrian through site link
9	Through-site link 12 Restwell Street (West Terrace block)	Pedestrian through site link
10	Through-site link from 274 South Terrace (West Terrace block)	Pedestrian through site link
11	Through-site link 53 Raymond Street (West Terrace block)	Pedestrian through site link
12	Through-site link from Greenwood Avenue to Bowling club site/Griffiths Park	Pedestrian through site link

No	Item	Scope
13	Through-site link from Megan Avenue to Salt Pan Creek Reserve	Pedestrian through site link
14	Through-site link passing through the rear of the existing TAFE Site (490 Chapel Road)	Pedestrian through site link
15	Rear laneway through 440 Chapel Road south of Saigon Plaza	Rear laneway
16	Through-site link from Megan Avenue to future WSUD canal	Pedestrian through site link
17	Through-site link from Chapel Road to Meredith Street	Pedestrian through site link
18	Through-site link from Bankstown City Plaza to Greenfield Parade	Pedestrian through site link
19	Through-site link from Cross Street to Stacey Street	Pedestrian through site link
20	Shared Street: Extension of the Mall to Lady Cutler Avenue through the Vicinity Site	Shared Street
21	Through-site link from Lady Cutler Avenue to Stacey Street	Pedestrian through site link
22	Through-site link from North Terrace to new park adjacent to Rickard Road	Pedestrian through site link
23	Marion Street Car Park Upgrade	Upgrades including open space subject to further investigation
24	Through-site link from South Terrace to 25 East Terrace Pocket Park	Pedestrian through site link over canal

No	Item	Scope
Infrastructure advocacy		
25	Commuter Car Park on North Terrace	Expand and embellish existing open space along North Terrace by converting part of existing commuter car park to open space
26	Stormwater Upgrades: French Avenue (at Jacobs Street)	Provide additional inlet capacity to capture overland flows escaping the Sydney Water channel upstream of Jacobs Street.
27	Stormwater Upgrades: East Terrace, Bankstown (near Polish Club)	Hydraulic improvement works at the existing Sydney Water channel and overland flow path to mitigate overland flows.
28	Stormwater Upgrades: Macauley Avenue (Chapel Road to Marshall Street)	Hydraulic improvement works at the existing Sydney Water channel and overland flow path to mitigate overland flows.
29	Stormwater Upgrades: Macauley Avenue (Near Stacey Street)	Hydraulic improvement works at the existing Sydney Water channel (Salt Pan Creek) and overland flow path to mitigate overland flows.
30	Stormwater Upgrades: French Avenue (French Avenue to Rickard Road)	Amplification of the existing trunk system to mitigate overland flooding.
31	Stormwater Upgrades: Stacey Street (Stanley Street to Macauley Avenue)	Sealing of the existing trunk channel system alongside Stacey Street.
32	Stormwater Upgrades: North Terrace (near Railway Underpass)	Sealing of the existing Sydney Water trunk channel system within the TfNSW land.
33	Commuter car parking	Provision of commuter car parking by State Government on State Government land close to Bankstown Station
34	Stacey Street Upgrades	Delivery of the Stacey Street and Hume Highway Grade separation upgrade to complete the upgrade of Stacey Street

No	Item	Scope
35	Active Transport Routes	Delivery of the Sydenham to Bankstown Active Transport Corridor
36	Salt Pan Creek Improvements	Improve the water quality of Salt Pan Creek
37	Improvements around Metro Station	Address the movement, interchange and overlay of buses within Bankstown City Centre.

Table A3: Campsie preliminary infrastructure schedule

No	Item	Scope
Open space		
1	Cooks River Foreshore	Pedestrian/bicycle path (180m broadwalk and ~2km regular), tree planting/embellishment, furniture installation
2	Cooks River Foreshore open space	Potential land acquisition for open space along the Cooks River Foreshore
3	Saint Mary MacKillop Reserve	Toddler play equipment. New tables, shade trees/shrubs. Upgrade to drinking fountains and paths
4	Canterbury Aquatic Centre	Redevelop change facilities. New access and indoor + outdoor pools. Water play area and mutli purpose facilities
5	Tasker Park Playground	New play space, new shade trees/shrubs and seating, drinking fountains, recreational area and picnic shelters
6	Tasker Park	Embellish Tasker Park as civic recreation precinct including improved public domain interface with river foreshore, landscaping and village green spaces for community use and casual sports
7	Mildura Reserve	Skate park OR recreation court, exsiting play space replaced, recreation area, street/amenity planning, seating
8	Cooks River foreshore (between Sixth Avenue and Beamish Street)	New level 3 play space, shade trees/shrubs, picnic shelters, shaded seating
9	Federation Reserve	Replace play space to include older children. Maintenance of paths picnic shelthers, seating, lanscaping
10	Rudd Park Playground	New play space, new shade trees/shrubs and seating, drinking fountains, recreational area and picnic shelters
11	Rudd Park	New exercise equipment and half court. Upgrades to club house, toilets, change rooms, kiosk

No	Item	Scope
Other open space and recreational facilities		
12	Belmore Sport and Recreation Precinct	Renewal of Belmore Sport and Recreation Precinct
13	Harcourt Reserve	Increase play level from 2 to 3. New grassed active recreation area, street and amenity planting, seating
14	Loch Street Reserve	Increase play level from 2 to 3. Remove fence separating two lots. New grassed active recreation area, street and amenity planting, seating
15	80 Duke Street, Reserve	Potential land acquisition of approximately 466 sqm and embellishment for new space including a playground
16	Marlowe Street Reserve	New level 3 play space, seating. Planting trees and laying grass
17	Shelley Street Reserve	New seating. Planting trees and laying grass
18	Oswald Street Reserve	New seating. Street and amenity planting. Small grass active recreation area
19	Harold Street, Reserve	Expand by transforming 1,370 sqm on Harold St into green space
20	Lincoln Reserve (17 Lincoln Road)	New seating. Planting trees and laying grass.
21	Carrington Square	Embellishment of park in keeping with heritage features - landscaping, benches and tree planting
22	Linear Park: Dryden Street to Burns Street - land aquistion	Land acquisition
23	Linear Park: Dryden Street to Burns Street	New level 3 play space, seating. Planting trees and laying grass

No	Item	Scope
Public domain improvements and roadworks		
24	Road works and public domain improvements	Complete Streets public domain improvements and road works including public domain upgrades including street furniture and lighting, road upgrades and improvements, new cycle paths, reconsideration of on-street car parking, water sensitive urban design treatments, street tree planting, upgrades to signalised intersections and pedestrian markings, and way finding improvements. Costings will be refined following finalisation of Campsie Complete Streets.
25	Public art	Public art installation: Sculpture along the Cooks River (2% of Cooks River sheet)
26	Public art	Public art installation: Sculpture along Beamish St (1% of Beamish St (1), Beamish St (2) and Beamish St (3) total),
27	Anzac Mall	Amenity upgrades: street tree planting, plater, seating
Community facilities		
28	Orion Theatre (located on Civic Centre site, 155 Beamish St, Campsie)	Refurbish 1,200 sqm of internal spaces
29	Civic Centre hub/cultural precinct (137 Beamish Street, Campsie)	Construction of single multi-purpose civic centre. Include 2900sqm for library/knowledge centre, 1,600 sqm of flexible rooms for cultural clubs and 730sqm for outdoor children's play space.
30	Lofts Garden (part of Civic Centre hub)	Expand open space by 4,300sqm for open space

Table A4: Campsie preliminary infrastructure schedule – works that can potentially be funded and delivered by others

No	Item	Scope
Land dedication		
1	North South Through Site Link - Shakespeare Street to Beamish Street	Pedestrian through site link - Civic Centre site
2	2 x North South Through Site Link - Fletcher Street to Canterbury Road	2 x pedestrian through site links
3	North South Through Site Link - Perry Street to Canterbury Road	Pedestrian through site link
4	7 - 17 Clissold Parade, Campsie	Land dedicated for public open space linkage and flooding buffer
5	Byron Street 1 - 45 Byron Street, Campsie and 104 - 126 Brighton Avenue	Land dedicated for public open space linkage and flooding buffer
6	6 Clissold Parade, Campsie	Land dedicated for public open space linkage and flooding buffer
7	6 East Parade, Campsie and rear of 5 - 17 Nowra Street Campsie	Land dedicated for public open space linkage and flooding buffer
Infrastructure Advocacy		
8	Cooks River Foreshore	Undergrounding of Transmission Towers along the Cooks River
9	Cooks River Foreshore	Access to NSW Government owned land to deliver to Cooks River foreshore trail
10	Cooks River Foreshore	Naturalisation of the Cooks River Foreshore
11	Stormwater Infrastructure adjacent Cooks River	Investigate amendments or moving stormwater infrastructure to improve continuous access along the Cooks River foreshore
12	Access bridge between Tasker Park to Canterbury Town Centre	Construction of pedestrian and cycle bridge between Tasker Park and Canterbury Town Centre (replacement of existing bridge)

No	Item	Scope
13	New Pedestrian Bridge - Cooks River	Pedestrian and cycle bridge across the Cooks River from Clissold Street to Canterbury Racecourse
14	Bridge over rail line - Dewar St to Asset Street	Pedestrian and cycle bridge over rail line
15	Improvements around Metro Station	Bus to rail interchange improvements, Beamish Street traffic improvements and cycle infrastructure
16	Roadwork Improvements: Beamish Street	Provide bus priority along Beamish Street
17	Canterbury Road - Road works	Road Upgrades - Subject to Complete Streets
18	Canterbury Road - Cycle path	Signalised bicycle crossing facilities at intersection Canterbury Road and Duke Street
19	Beamish Street - Road works	Road Upgrades - Subject to Complete Streets
20	Beamish Street - Cycle path	Shared signalised crossing for pedestrians and cyclist at Beamish Street/ North Parade
21	Beamish Street - Cycle path	Shared signalised crossing for pedestrians and cyclist at Beamish Street/ South Parade
22	Stormwater Upgrades: Orissa Street to Fifth Avenue (at the Cooks River)	Amplification of existing Sydney Water trunk drainage system and inlets to provide capacity for Campsie
23	Stormwater Upgrades: Bruce Avenue to Third Avenue (at the Cooks River)	Amplification of existing Sydney Water trunk drainage system and inlets to provide capacity for Campsie
24	Commuter car parking	Provision of commuter car parking by State Government on State Government land close to Campsie Station
25	Active Transport Routes	Delivery of the Sydenham to Bankstown Active Transport Corridor
26	Campsie bypass - new road sections	New road sections

No	Item	Scope
27	Campsie bypass - bridge over rail line - Loch St Bridge	Upgrade and widen bridge to allow increase road capacity and expand pedestrian/bicycle path
28	Campsie bypass - bridge over Cooks River - between Second Ave and Lees Ave	Upgrade and widen bridge to allow increase road capacity and expand pedestrian/bicycle path
29	Campsie bypass - intersection upgrades: Ninth Avenue and Loch Street	Signalised intersections at Ninth Avenue and Loch Street
30	Campsie bypass - intersection upgrades: Along Bypass Route	Intersection augmentations at Second and Eighth and Ninth + Orissa Street/Claremont Street + Loch Street/Evaline Street
31	Campsie bypass - road realignment	Potential land acquisition for Campsie Bypass

APPENDIX B: CONTRIBUTIONS INCOME MODEL ASSUMPTIONS

	Residential Assumptions						
		Assumed Avg. Annual Take-up					
	Residential Growth	2021-26	2026-31	2031-36			
	Bankstown centre	400	500	500			
	Campsie centre	280	300	280			
	Rest of LGA	1,500	1,700	1,600			
	Total LGA	2,180	2,500	2,380			
		LHS Targets		**Estimated Take-up (2021-36)**			
	Residential Take-up	2021-2036	2021-26	2026-31	2031-36	2021-36	**Post 2036**
	Bankstown centre	9,852	2,000	2,500	2,500	7,000	2,852
	Campsie centre	4,335	1,400	1,500	1,400	4,300	35
	Rest of LGA	25,219	7,500	8,500	8,000	24,000	1,219
	Total LGA	39,406	10,900	12,500	11,900	35,300	4,106
	Residential Types	Detached	Med Density	Units	PC Rates		
	Bankstown centre	0%	0%	100%	$ 8,000		
	Campsie centre	0%	0%	100%	$ 8,000		
	Rest of LGA	5%	20%	75%	$ 8,500		
	Dwellings Replaced (Credit)	0%	50%	10%			
	Alterations and Additions	$ 40,000,000	per annum				
	Non-residential Assumptions						
		Retail		Commercial		Industrial	
	Avg. Annual Take-up (sqm)	2019-26	2026-36	2019-26	2026-36	2019-26	2026-36
	Bankstown centre	2,250	1,500	3,200	3,400		
	Campsie centre	2,700	450	2,300	2,500		
	Rest of LGA	5,100	2,100	5,500	5,800		10,700
	Total LGA	10,050	4,050	11,000	11,700	-	10,700
	Estimated Cost of Floospace						
	Retail	$ 4,500					
	Commercial	$ 4,000					
	Industrial	$ 1,500					
	s7.11 rates for non residential	$ 100	per sqm				
	Employment Floorspace Replaced (Credit)		20%				

PC recommended s7.12 rates																		
Residential	$ 10,000	detached, semi-detached, townhouses																
	$ 8,000	other residential																
Non-residential	$ 35	commercial																
	$ 25	retail																
	$ 13	industrial																
Historic Growth	**2011**	**2016**	**Change (2011-2016)**			Dwellings replaced		**2016**	**2021**	**2026**	**2031**	**2036**	Change (2	2016-21	2021-26	2026-31	2031-36	
Bankstown CBD (larger than zoned centre)						1.4%												
Separate house	834	834	12%	-														
Medium density	1,334	656	9%	- 678	- 136													
High density	4,535	5,616	78%	1,081	216													
Caravans, cabins, houseboat	-	-	0%	-	-													
Other	6	62	1%	56	11													
Not stated	6	23	0%	17	3													
Total Private Dwellings	**6,715**	**7,191**	100%	**476**	**95**	62.7%		7,236	9,343	11,648	13,456	14,948	374	421	461	362	298	
									5.2%	4.5%	2.9%	2.1%						
Campsie centre (larger, includes Clemton Park in south)						2.4%												
Separate house	2,501	2,465	26%	- 36	- 7													
Medium density	4,122	3,761	40%	- 361	- 72													
High density	1,711	3,159	34%	1,448	290													
Caravans, cabins, houseboat	-	-	0%	-	-													
Other	26	16	0%	- 10	- 2													
Not stated	17	24	0%	7	1													
Total Private Dwellings	**8,377**	**9,425**	100%	**1,048**	**210**	27.4%		9,552	11,160	12,236	12,965	13,414	150	322	215	146	90	
									3.2%	1.9%	1.2%	0.7%						
Canterbury-Bankstown LGA						1.3%												
Separate house	69,029	68,071	56%	- 958	- 192		-1.4%											
Medium density	31,245	34,472	28%	3,227	645		10.3%											
High density	12,686	17,515	14%	4,829	966		38.1%											
Caravans, cabins, houseboat	60	13	0%	- 47	- 9		-78.3%											
Other	581	794	1%	213	43		36.7%											
Not stated	261	450	0%	189	38		72.4%											
Total Private Dwellings	113,862	121,315	100%	7,453	1,491	11.9%	6.5%	122,738	134,740	145,920	154,267	162,320	1,839	2,400	2,236	1,669	1,611	
									1.9%	1.6%	1.1%	1.0%						
Projected Employment	2016	2019	2026	2036	Change (201	2019-36												
LGA	111,034	114,875	142,023	155,248	44,214	40,373												
Avg. Annual		1,280	3,878	1,323	2,211	2,375												
			3.1%	0.9%	1.7%	1.8%												
Scenario 4 (Hill PDA)	**2036**	**Retail**		**Commercial**		**Industrial**												
Required Floorspace (additional)		2026	2036	2026	2036	2026	2036											
Bankstown centre		15,765	31,412	22,500	56,250													
Campsie cente		18,941	23,412	16,364	41,023													
Rest of LGA		35,765	57,176	38,295	96,250		181,977											
LGA	487,500	70,471	112,000	77,159	193,523	unknowr	181,977											
Scenario 4 (Hill PDA)		**Retail**		**Commercial**		**Industrial**												
Average Annual (2019-36)		2019-26	2026-36	2019-26	2026-36	2019-26	2019-36											
Bankstown centre		2,252	1,565	3,214	3,375													
Campsie cente		2,706	447	2,338	2,466													
Rest of LGA		5,109	2,141	5,471	5,796													
LGA		10,067	4,153	11,023	11,636		10,705											