BANKSTOWN CITY CENTRE & CAMPSIE TOWN CENTRE ECONOMIC AND LAND USE STUDY

FINAL DRAFT
AUGUST 2021

Prepared for
Canterbury Bankstown City Council

Independent insight.

SGS Economics and Planning Pty Ltd
ACN 007 437 729
www.sgsep.com.au
Offices in Canberra, Hobart, Melbourne, Sydney

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

EXECUTIVE SUMMARY

Canterbury Bankstown Council has commissioned SGS Economics & Planning to undertake an Economic and Land Use Study of Bankstown City Centre and Campsie Town Centres. This purpose of the study is to assist Council in the development the Master Plans for both town centres.

Policy context

Bankstown and Campsie are both nominated strategic centres under the Greater Sydney Commission's *South District Plan*. State government strategic planning is targeting employment growth and business opportunity development in both centres. For Bankstown, strategic planning is focused on building the centre as a health and education precinct, as well as developing arts and culture capabilities within the centre. Employment for the centre is to develop around allied health, education, and commercial opportunities. For Campsie, employment growth is centred around developing allied health industries and the arts industry, as well as strengthening the retail role and the high street of the centre.

Local planning strategies support the growth of employment in both centres and leveraging the opportunities brought by the future Metro rail. Bankstown centre is to be the focal point for economic activity (particularly commercial), civic life and population growth. Campsie is transitioning to be a strategic centre with a strong connection to the 'blue and green grid'.

Job targets

The State government has identified a baseline target of 17,000 jobs in Bankstown Strategic Centre by 2036, with a higher target of 25,000 (from a base of 12,100 jobs in 2016). The new university, a new hospital and the delivery of Sydney Metro are key opportunities to achieve these targets.

For Campsie, State government has identified a baseline target of 7,000 jobs in Campsie Strategic Centre by 2036, with a higher target of 7,500 (from a base of 4,800 jobs in 2016).

Canterbury-Bankstown Council's Local Strategic Planning Statement aims to achieve the higher targets for both centres. In Bankstown, the higher target is also established in the Bankstown and Bankstown Airport Plan Strategy, developed through the Greater Sydney Commission led Collaboration Area process.

Major planned investment

Several major investments are in planning or construction stage for Bankstown and Campsie and in centres nearby the LGA. These include:

- Sydney Metro South West line will involve an upgrade to metro rail capabilities between Sydenham to Bankstown. Stations are planned at Campsie and Bankstown. The planned year of completion is 2024, with Bankstown and Campsie to be within about 28 and 18 minutes of Central station respectively.
- Canterbury Hospital expansion includes a $6.5M upgrade to the emergency department.
- A committed $1.3 billion to redevelop the Bankstown-Lidcombe Hospital on a new site.
- Western Sydney University – Bankstown City Campus will accommodate approximately 10,000 students and 700 professional and academic staff and involves a partnership with the University of Technology, Sydney.

- A staged redevelopment of Bankstown Central, to expand the site's retail, commercial, hospitality, tourism and housing contributions to the centre.

These projects will bring significant changes: new employment and floorspace to be created; improved access to and from the centre; and new visitors, students, consumers and residents will be attracted to the area.

In the long term, it is anticipated that Bankstown and Campsie will support the role of the Three Cities concept, by providing health, education and lifestyle focused centres that are accessible and attractive places to invest and work in. In Central and Western Sydney, Parramatta and Liverpool will continue to grow in the provision of jobs, with Bankstown to complement their growth, with capacity to support surrounding employment lands and provide enhanced prospects for investment in job-generating development.

Employment trends and drivers

A number of trends and drivers will influence the development of future employment floorspace in the Bankstown and Campsie strategic centres. These include:

- Technology influencing knowledge sector workers location decisions, with more work from home (WFH) or co-working spaces, and also freelance.

- Innovation in the knowledge sector requires physical space that allow collaboration, are high quality and are integrated into the urban fabric.

- An increase in flexible working arrangements, particularly as a result of COVID, could give suburban centres a renewed focus with people choosing to work closer to home.

- Bricks and mortar retail has suffered in recent years due to the upsurge in online retailing which is only likely to become even more popular due to the impact of COVID-19.

- Arts and culture play a crucial role in social inclusion and the identity of Australian communities, as well as contributing to local economies and supporting the emergence of a unique identity for Bankstown and Campsie.

- Emergence of food culture and experience dining has increased in recent years as a form of entertainment and leisure, with Bankstown and Campsie well placed to capitalise on this trend given their large multicultural communities and authentic food offerings.

- There has been changes in the type of visitor and rental accommodation available in recent years with new market participants: Hmlet, Airbnb and Urbanest for student.

- Tourism has been identified by the Greater Sydney Commission as key sectors for the success of the city, with Campsie and Bankstown able to support this sector due to relative proximity to Central Sydney and Kingsford Smith Airport.

Floor space analysis: supply, demand and capacity

Analyses of the existing floor space supply, floor space capacity under current planning controls, and demand for new employment floor space to 2036, was completed for both Bankstown and Campsie centres. Findings suggested:

- Campsie is likely to have enough floor space capacity under the existing planning controls to cater for the projected demand in additional employment floor space to 2036.
- Bankstown however may not have sufficient floorspace capacity under the current planning controls to accommodate employment floor space demand to 2036 (if the higher

employment grow projections are to be realised, and, on average, only the first two storeys with new developments are utilised for employment activity). For the centre to accommodate the higher employment target, some form of planning interventions may be required in those areas zoned Mixed Use to ensure that new residential floor space does not 'crowd out' employment activity.

Feasibility analysis

Financial analysis was undertaken to understand the feasibility of mixed-use and commercial developments for two sites in Bankstown and two sites in Campsie. Development feasibility was assessed by comparing the residual land value (RLV) of hypothetical developments to estimates of the existing use value for those sites. The hypothetical developments include development permissible under existing controls and alternative development scenarios based on increased densities and changes in the land use mix.

This feasibility testing has found that the alternative development scenarios produce superior results (higher RLVs) when compared to development under current planning controls. However, for two of the four sites, *both* the base (under existing planning controls) and alternative scenarios appear not to be feasible. More accurate assessments of existing use values of the specific sites would improve that accuracy of these assessments.

Planning options to support employment uses

Where land is zoned to allow 'mixed use' recent market tends have tended to favour housing, with some retail, but rarely office buildings or institutional uses. Should this trend continue it is conceivable that town centres, like Bankstown and Campsie, will evolve to support higher concentrations of housing and retailing, at the expense of employment activity.

The dispersion of employment uses can reduce business productivity (by reduced agglomeration benefits) and generate other negative externalities (impaired labour market functioning, increased traffic movements and congestion, and reduced workplace amenity for employees). The potential for employment and institutional uses to be 'crowded out' from town centres may warrant some form of specific planning policy intervention to discourage these externalities and market failures.

A range of planning options for intervening in the supply of employment uses in town centres are discussed in Chapter 6.

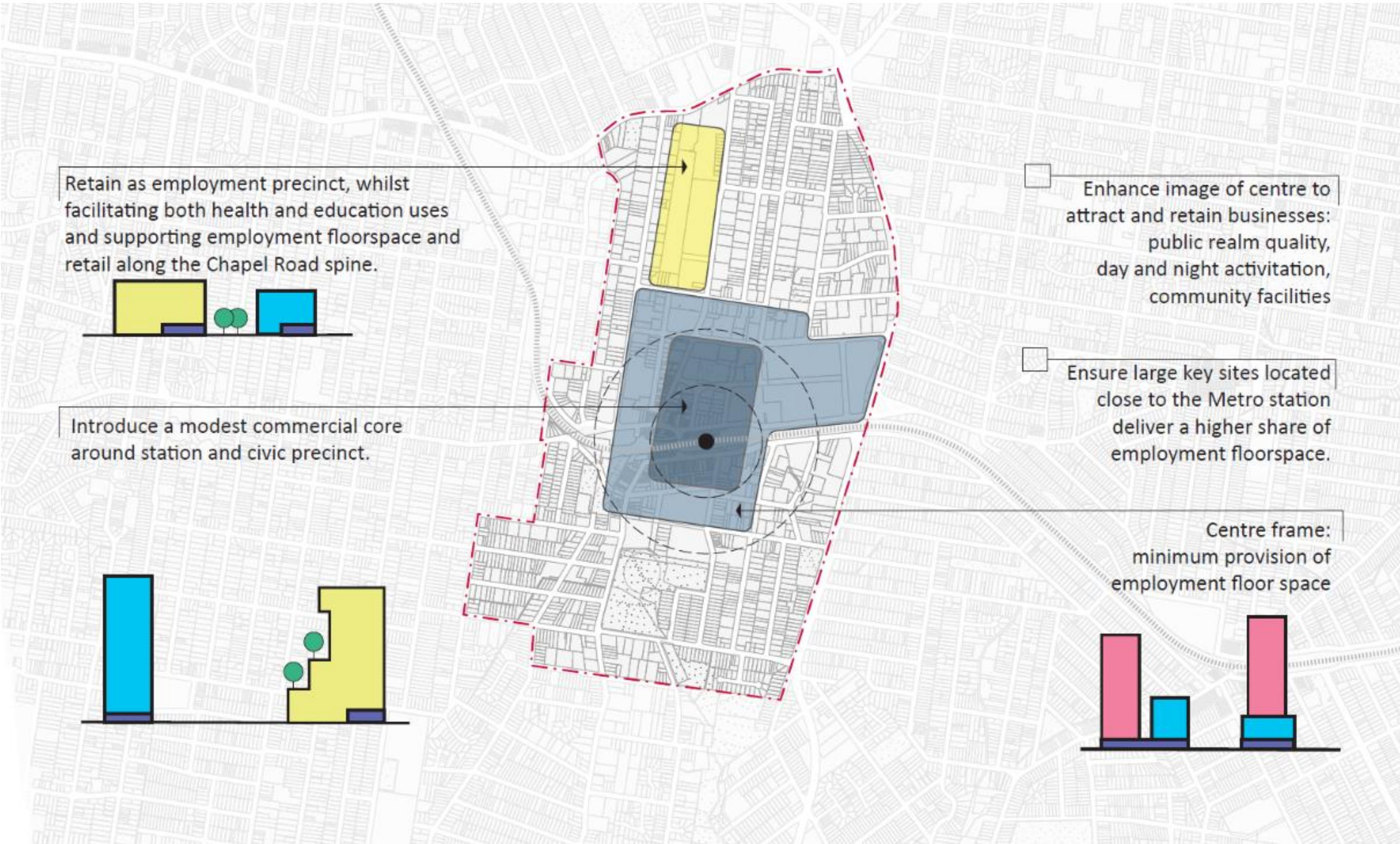
Land use frameworks

This report concludes with land use framework for both centres which consist of a vision, a series of key recommendations, and a spatial plan.

The recommendations and spatial plan for Bankstown are as follows:

- Establish a modest commercial core
- Maintain a minimum provision of employment floorspace in the 'centre frame' (for example, require ground floor and first floor for non-residential uses, as identified in the current LEP/DCP and/or no net loss of employment floorspace)
- Encourage the relocation of the hospital into the City Centre to create a cluster which includes TAFE, Western Sydney University
- Enhance the image of the centre with appropriate economic development and branding strategies
- Ensure large key sites located close to the future Metro station deliver a higher share of employment floorspace (for example, at least 50 per cent of the total permissible floorspace).

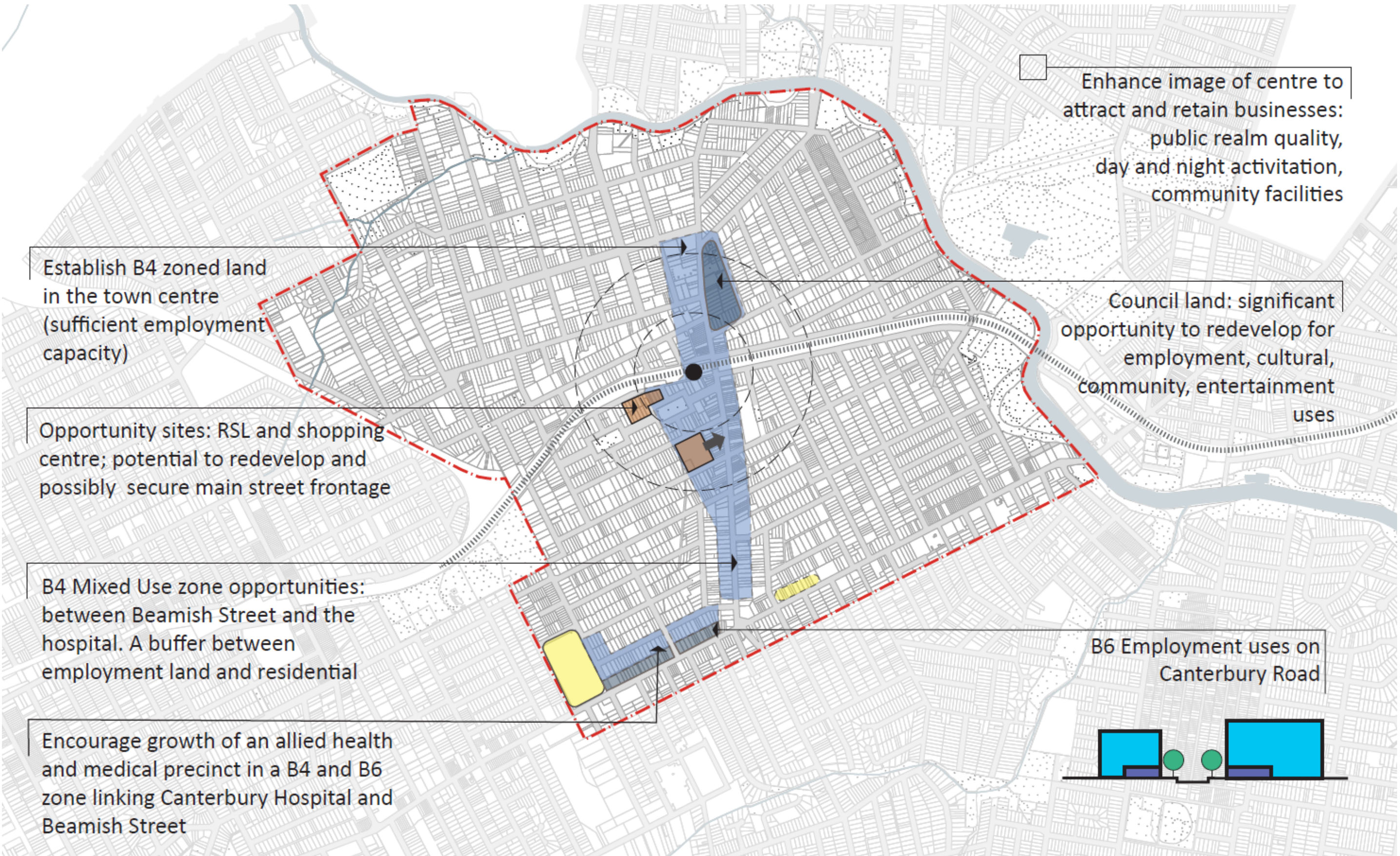
BANKSTOWN SPATIAL PLAN



The recommendations and spatial plan for Campsie are as follows:

- Apply a B4 zoning in the town centre
- Redevelop the Council administration site for employment, cultural, community and entertainment uses
- Rezone land (B4 and B6) between Beamish Street and Canterbury Hospital to strengthen links between the high street and this anchor institution. Encourage the growth of a medical and allied health precinct in this area (the junction of Beamish Street and Canterbury Road to remain B2)
- Consider opportunities to re-imagine the centre through the redevelopment of large opportunity sites (i.e. Campsie Shopping Centre and Campsie RSL)
- Enhance the image of the centre with appropriate economic development and branding strategies.

CAMPSIE SPATIAL PLAN



The rational for the recommendations and potential high-level actions are also set out in Chapter 7.

1. INTRODUCTION

This chapter present the project background, study area and structure of the report.

1.1 Background

Recent planning strategies identify the Bankstown City Centre and Campsie Town Centres as strategic centres within Greater Sydney[1]. Directions for the future development of these centres relate to productivity, liveability, connectivity and sustainability.

For the next stage of strategic planning, Council is developing Master Plans for both Bankstown City Centre and Campsie Town Centre. Council has commissioned SGS Economics & Planning to undertake an Economic and Land Use Study of these centres. This study will underpin the development of the Master Plans, which will inform a future Planning Proposal.

The study is to:

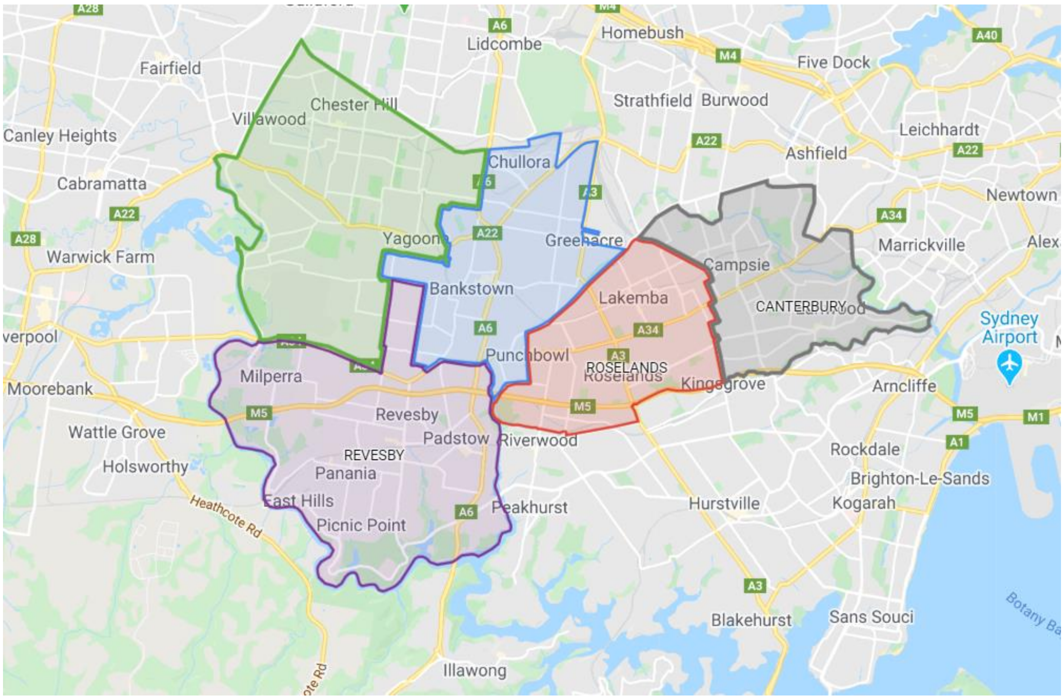
- Support the growth of Bankstown's allied health precinct into a health, academic, research and training precinct, and support expansion and support for an allied health precinct around Canterbury Hospital in Campsie Town Centre.
- Identify the gaps and opportunities to retain, attract and grow employment industries, including education/health, urban services and knowledge intensive industries.
- Develop a land use planning framework/spatial plan for the distribution of employment land to meet Council's target of 25,000 jobs and 25,000 students in Bankstown City Centre and 7,500 jobs in Campsie by 2036, and also encourage diverse employment opportunities.
- Understand the future demand and required capacity for student accommodation and tourist/visitor accommodation in relation to the future establishment of Western Sydney University and other education institutions in and around Bankstown City Centre.
- Understand the future demand and required capacity for tourist and visitor accommodation in Bankstown City Centre in connection to Council's desire to leverage its location to Bankstown Airport and establish more conference and event facilities and destination arts, cultural and entertainment facilities.
- Understand the feasibility of commercial uses, as stand-alone uses and part of mixed-use development, in the study areas.

[1] South District Plan (2018), Local Strategic Planning Statement (LSPS), the Bankstown City Centre and Bankstown Airport Place Strategy, the Complete Streets Masterplan for Bankstown City Centre, and the Employment Lands Strategy.

1.2 Study area

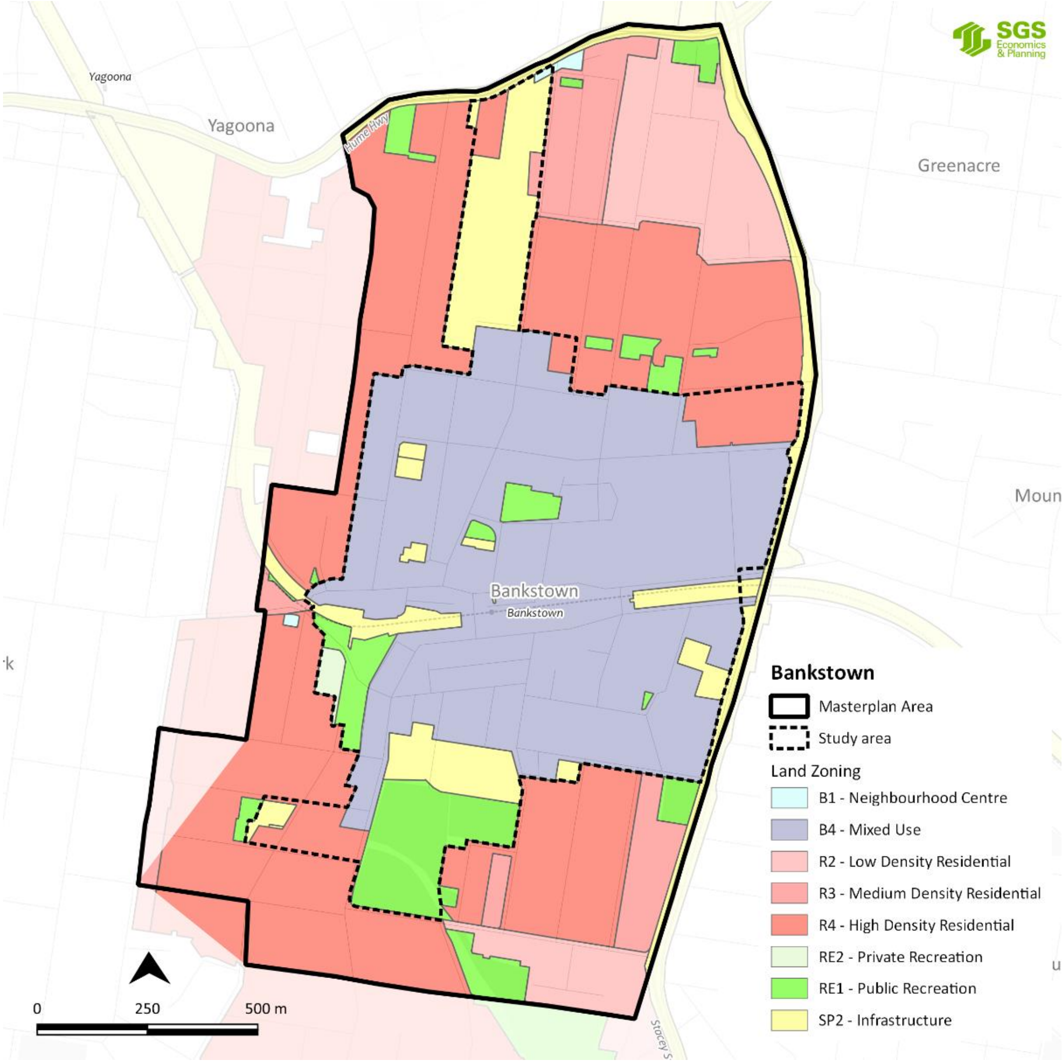
Canterbury Bankstown LGA is located in the south-west of Greater Sydney. The LGA contains five wards as identified in Figure 1. The Bankstown and Campsie town centres are the focus of the study, as outlined in Figure 2 and Figure 3.

FIGURE 1: CANTERBURY BANKSTOWN LGA AND WARDS



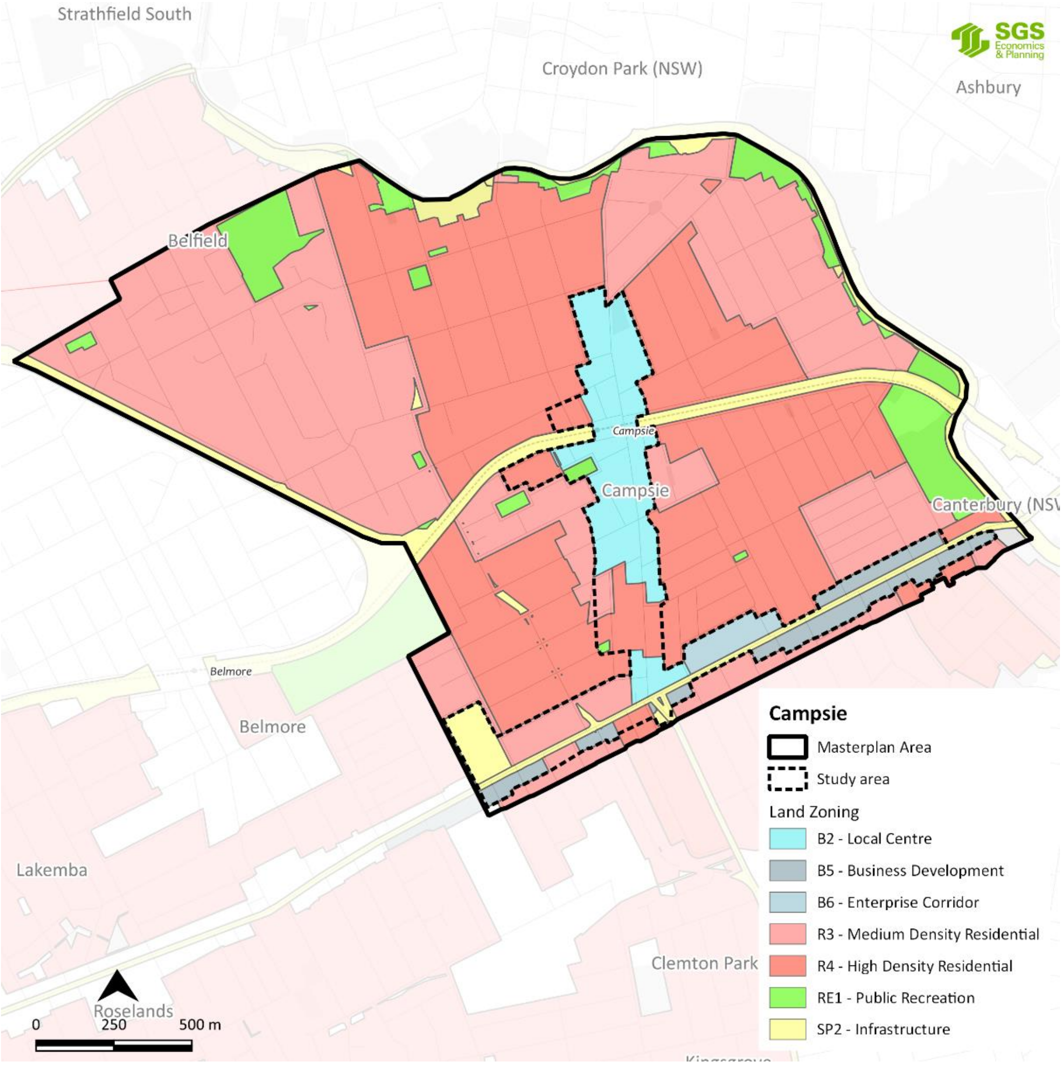
Source: Canterbury Bankstown, 2020

FIGURE 2: STUDY AREA – BANKSTOWN



Source: SGS

FIGURE 3: STUDY AREA – CAMPSIE



Source: SGS

1.3 Structure of the report

The report is structured as follows:

- Chapter 2 - overview of the local context
- Chapter 3 - describes the attributes of successful centres and assesses Bankstown and Campsie centres against the attributes
- Chapter 4 - floorspace analysis (supply, capacity, demand and gap) and a discussion of tourism and visitor accommodation demand
- Chapter 5 - feasibility analysis for four sites – two in each centre
- Chapter 6 - potential planning responses and building typologies for employment floorspace
- Chapter 7 - land use planning framework and recommendations.

The appendix included detailed analysis that has been summarised in the main body of the report.

2. CONTEXT

This chapter presents the policy context, job targets for the centres, major planned investment and trends and drivers for key employment industries.

Policy context

Bankstown and Campsie are considered key centres within the Greater Sydney context. State government strategic planning is targeting employment growth and business development in both centres.

For Bankstown, strategic planning is focused on building the health and education precinct, as well as developing arts and culture capabilities. State planning actions encourage short stay accommodation and student housing to support the arrival of major education and health developments, and leverage Bankstown's proximity to significant employment hubs including Bankstown Airport and Chullora. Bankstown is to be strengthened through allied health services development and education facilities, as well as attraction of office and commercial floorspace and innovation of commercial and retail land uses.

The Bankstown health and education precinct and Bankstown Airport/Milperra industrial and urban services precinct are identified as a collaboration area. Collaboration areas are a new approach to deliver great places in Greater Sydney. Collaboration areas bring together different levels of government and key local institutions and organisations to contribute their insights to place-making, address complex issues and to implement co-ordinated change. The Collaboration Area for Bankstown and Bankstown Airport has resulted in the adoption of the Greater Sydney Commission's Bankstown CBD and Bankstown Airport Place Strategy, which has also been supported by Council.

For Campsie, as a strategic centre, employment growth is to be focused on developing allied health industries and lifestyle amenities, as well as strengthening the retail role and high street. Campsie is to have stronger links to Canterbury Hospital and improved amenity along Beamish Street and the Cooks River which will support its retail and lifestyle potential.

Employment growth is identified by State government as the principal underlying economic goal for metropolitan and strategies centres like Bankstown and Campsie. The South District Plan states the designation of a commercial core within a strategic centre may be required to overcome the potential for increased residential development in centres that tends to 'push out' commercial activity. The introduction of a commercial core, however, also requires the right balance of mixed-use zones and residential zones around the commercial zone to ensure residents have easy access to services and facilities in centres. Furthermore, it is noted that changes to the *State Environmental Planning Policy (Affordable Rental Housing)* 2007 in February 2021 now permit the development of build-to-rent housing in the commercial core zone.

Bankstown and Campsie will experience significant change with the arrival of Metro stations. The Metro will strengthen links to other areas of Sydney, in particular the Sydney CBD. While it may have the ability to connect or 'push' local residents to other employment centres in Greater Sydney, such infrastructure can also 'pull' new workers and businesses to suburban centres. Bankstown and Campsie need to leverage this, and ensure strategic planning, local amenity, planning controls and floorspace assists and facilitates the 'pull' of new workers and businesses.

Local government planning strategies support the growth of employment in both centres; integration with the Metro; and transformation of centres to state-of-the-art. Bankstown centre is to be the focal point for economic activity (particularly commercial), civic life and population growth. Campsie will transition to a strategic centre with a strong connection to the 'blue and green grid'.

A complete version of the strategic policy review is located at Appendix 2.

2.1 Job targets

Growing investment, business opportunities and jobs in Bankstown and Campsie town centres are planning priorities.

- The Canterbury Bankstown Local Strategic Planning Statement (LSPS) states Bankstown will be the economic heart of the LGA with 25,000 jobs and 25,000 students by 2036. The new university campus and redeveloped hospital are to be key inputs towards jobs growth.
- For Campsie centre, it is estimated to provide 7,500 jobs by 2036. Strengthening employment uses along Beamish Street and improving linkages to Canterbury Hospital and surrounding medical facilities will be key steps to achieve this.

TABLE 1: LSPS - EMPLOYMENT TARGETS BY CENTRE TO 2036[2]

	Bankstown	Campsie
2016 Jobs estimate	9,700	4,800
2036 Jobs target	**25,000** (additional 15,300 jobs)	**7,500** (additional 2,700 jobs)

Source: ABS 2016, Canterbury Bankstown LSPS

By 2036, Bankstown is projected to have approximately 12,000 Population Serving jobs in the centre and 9,500 jobs in Health and Education. Campsie is expected to have approximately 3,500 and 3,200 jobs in Health and Education and Population Serving employment respectively. Both centres are expected to have a smaller number of jobs in the Knowledge Intensive and Industrial employment categories.

Population Serving jobs can include Construction, Retail Trade, and Accommodation and Food Services. Knowledge Intensive jobs can include Financial, Public Administration and Information Media employment. Industrial jobs can include Manufacturing, Wholesale Trade and Mining. A full job category breakdown is included at Table 2.

TABLE 2: ANZSIC AND BROAD INDUSTRY CATEGORY ALIGNMENT

ANZSIC^ 2006 Division Title	Employment Group
Information Media and Telecommunications	Knowledge Intensive
Financial and Insurance Services	Knowledge Intensive
Rental, Hiring and Real Estate Services	Knowledge Intensive
Professional, Scientific and Technical Services	Knowledge Intensive
Administrative and Support Services	Knowledge Intensive
Public Administration and Safety	Knowledge Intensive
Education and Training	Health and Education
Health Care and Social Assistance	Health and Education

[2] The ABS 2016 jobs estimate for Bankstown town centre was 9,700. The modelling included in this study uses Transport for NSW's TPA estimates and projections. ABS data is an input to TPA's estimate and modelling. TPA data adjusts for potential employment undercounts. TPA data that informed the modelling for this study was based on: Bankstown town centre 2016 employment was based on 10,320 jobs (1,365 Knowledge Intensive; 3,074 Health and Education; 5,881 Population Serving; and excl. 353 Industrial).

Construction	Population Serving
Retail Trade	Population Serving
Accommodation and Food Services	Population Serving
Arts and Recreation Services	Population Serving
Other Services	Population Serving
Agriculture, Forestry and Fishing	Industrial
Mining	Industrial
Manufacturing	Industrial
Electricity, Gas, Water and Waste Services	Industrial
Wholesale Trade	Industrial
Transport, Postal and Warehousing	Industrial

Source: SGS

^Australian New Zealand Standard Industrial Classification codes

A report by Western Sydney University has indicated that Western Sydney has struggled to provide concentrated areas of large employment opportunity that is required for its growing population, and any aspiration to develop job specialisations has yet been unrealised[3]. The report highlights the need for details as to how jobs growth and the targets will be planned for and reached[4]. The recommendations from this report will contribute to this.

2.2 Major planned investments

A number of major investments are in planning or construction phases for Bankstown and Campsie and in centres nearby the LGA. These projects will change the way the centres operate.

Strategic planning for Bankstown and Campsie needs to leverage and complement these future developments. Particularly as planned investment in Parramatta may continue to 'pull' employment away from Canterbury-Bankstown LGA. It is important that Bankstown and Campsie's role complement the hierarchy of metropolitan and strategic centres across Sydney and leverage planned infrastructure and connectivity.

Major infrastructure developments are briefly described below.

Sydney Metro South West Line

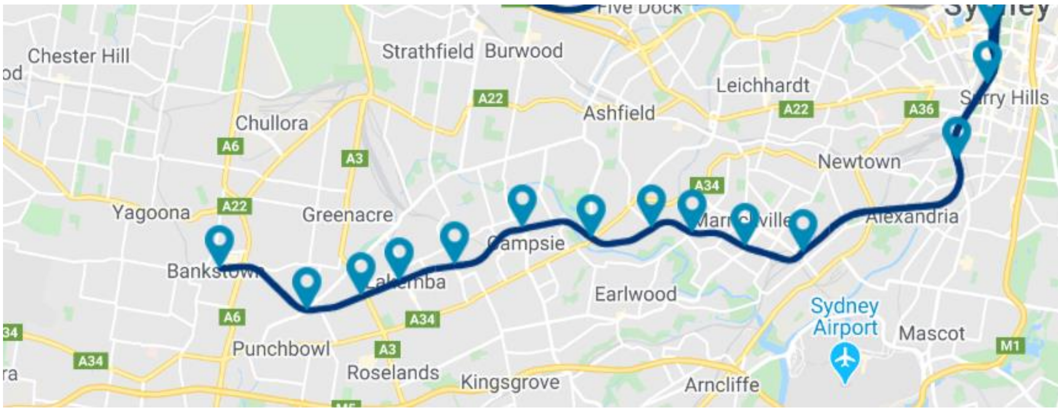
This development will upgrade the rail line from Sydenham to Bankstown. It will include eleven upgraded Metro stations. The Metro will provide a train every four minutes in peak hour and is to be completed by 2024[5] and will link the Sydney Metro line which will run from Bankstown to Sydney's North West via Central Sydney, Barangaroo, North Sydney, Chatswood and Macquarie Park.

Sydney Metro and the City of Canterbury Bankstown are working together to provide a masterplan for the area around the future Bankstown Metro and Heavy Rail Station. The preferred Infrastructure Report does not detail Bankstown station arrangements. The planned Campsie Metro Station is located at the existing station and will be upgraded. Key improvements include a new partial open-air plaza and widened entry at Beamish Street station entrance, a better interface between the station entry, Beamish Street and Lillian

[3] O'Neill, Phillip, 2020, 'Where are the jobs? Part 2: The geography of Western Sydney's jobs deficit', Western Sydney University.
[4] O'Neill, Phillip, 2020, 'Where are the jobs? Part 3: Western Sydney workers in 2036', Western Sydney University.
[5] NSW Government, https://www.sydneymetro.info/citysouthwest/project-overview

Lane, new bicycle parking[6]. An active transport corridor is planned along the length of the Sydenham to Bankstown alignment.

FIGURE 4: SOUTHWEST METRO CORRIDOR AND CAMPSIE STATION CONCEPT DESIGN



Source: Sydney Metro, 2020

Canterbury Hospital Emergency Expansion

Canterbury Hospital is core to the strategic vision for the Eastern Lifestyle and Medical Precinct. It is located about 1.5km from Campsie Station. This vision seeks to catalyse development for a cluster of medical-related businesses along Canterbury Road[7].

A $6.5 million upgrade to the emergency department of Canterbury Hospital is currently under construction. It includes a purpose-built paediatric area, updates to existing areas such as the Triage and Fast Track areas, and a new medical records department[8]. This investment is driven by increases in patient numbers, with an additional 5,000 patients presenting to the emergency room annually in the last five years[9]. The upgrade of this hospital could support

[6] Sydney Metro, 2020, https://www.sydneymetro.info/sites/default/files/document-library/Campsie_SDPP_flyer.pdf, date accessed: 061020
[7] City of Canterbury Bankstown 2020, 'Connective City 2036', https://www.cbcity.nsw.gov.au/council/planning-for-the-city/connective-city-2036
[8] NSW Health 2019, 'Canterbury Hospital Emergency Department Expansion', https://www.slhd.nsw.gov.au/canterburyhospitalproject/
[9] Sydney Connect 2019, 'Major expansion of Canterbury's Emergency Department', https://www.slhd.nsw.gov.au/sydneyconnect/story-Canterbury-Emergency-Department.html

the development of a health cluster along Canterbury Road and support Campsie's job growth prospects.

FIGURE 5: EMERGENCY EXPANSION – CONCEPT DESIGN

Source: SLHD.nsw.gov.ay

Bankstown-Lidcombe Hospital

The NSW Government has committed $1.3 billion towards the redevelopment of Bankstown-Lidcombe Hospital on a new site. This is subject to review of potential sites by Health Infrastructure NSW and is currently in the early planning stages[10]. It is expected that the healthcare facility will include the latest in emergency medicine, surgical services and critical care. A City Centre location for the hospital could support jobs growth, a growth in students, while allowing the centre to emerge as a genuine health, academic, research and training precinct.

In the interim, a $25 million expansion of the existing emergency department of Bankstown-Lidcombe Hospital has recently been opened[11].

Western Sydney University – Bankstown Campus

The new Western Sydney University (WSU) campus proposed for the Bankstown City Centre (known as the Bankstown City Campus (BCC)) will accommodate approximately 10,000 students and 700 professional and academic staff, with 2,000 students expected to be on campus at any given time within class hours[12]. It is also likely that this will have flow-on effects for employment and economic activity in the Bankstown CBD.

A memorandum of understanding signed between WSU and the University of Technology Sydney (UTS) will see teaching and research opportunities for postgraduate students and staff members from both universities at the BCC[13].

[10] City of Canterbury Bankstown 2020

[11] https://nsw.liberal.org.au/candidates/gladys-berejiklian/news/articles/$1-3-BILLION-FOR-BANKSTOWN-LIDCOMBE-HOSPITAL; https://www.swslhd.health.nsw.gov.au/bankstown/redevelopment/

[12] Minister for Planning and Public Spaces 2019, 'New WSU Bankstown Campus plans on exhibition', https://www.planning.nsw.gov.au/News/2019/New-WSU-Bankstown-Campus-plans-on-exhibition

[13] Whibley 2019, New partnership a major boost for Western Sydney region's entrepreneurial potential', https://www.westernsydney.edu.au/newscentre/news_centre/more_news_stories/new_partnership_a_major_boost_for_western_sydney_regions_entrepreneurial_potential

FIGURE 6: WSU BANKSTOWN CBD CAMPUS - CONCEPT DESIGN

Source: WSU, 2020

Bankstown Central

A Planning Proposal has been lodged for the Bankstown Central site. The Proposal is for the redevelopment of the existing shopping centre site for a range of uses and is in the early stages of assessment. The proposal has the potential to deliver significant investment and jobs growth in the City Centre and support Bankstown maintaining and enhancing its role as a retail destination.

Other major developments

For Bankstown:

- The recently opened premium office tower at Bankstown Sports Club, known as the Flinders Centre. This site has also seen a recent expansion of the number of hotel rooms at the Travelodge Hotel
- A mixed-use retail and residential development at the former Bankstown RSL site (currently under construction)
- Potential future hotel development (DA approved) above the new Bankstown RSL site.

Parramatta CBD

At the end of July 2020, the NSW Government reaffirmed its commitment to grow Parramatta centre as the second CBD in Greater Sydney. Planning and Public Spaces Minister Rob Stokes stated, as part of the Government's COVID Recovery Plan, the NSW Government had been working closely with Parramatta Council to progress planning to unlock 50,000 new jobs, 14,000 new homes, and public spaces in Parramatta CBD.

The planning proposal to be put on public exhibition will include:

- Expansion and protection of the CBD commercial core
- A range of building heights across the CBD that consider impacts on public open spaces and heritage conservation areas while allowing heights up to the maximum allowed under flight paths
- New Floor Space Ratio controls that provide incentives for development where community benefits can be provided

- Ensures key public open spaces within the CBD are protected from overshadowing between 12pm and 2pm (including Parramatta Square, Parramatta River foreshore, Lancer Barracks and Jubilee Park)[14].

Consultation conducted as part of this study indicated Parramatta CBD is a competitor centre to Bankstown and has successfully attracted commercial tenants away from Bankstown in the past. This current initiative has the potential to increase the attractiveness of Parramatta as an employment centre and may only increase pressure on Bankstown and Campsie as attempts are made to grow commercial floorspace to achieve job targets. Notwithstanding, as Parramatta's role in Sydney grows, Bankstown can offer an attractive alternative office market for businesses seeking good access to both Parramatta and Central Sydney, whilst Campsie can grow in its support of the Eastern portion of Canterbury Bankstown, as well as Sydney's inner ring.

2.3 Macro trends and drivers

Transport infrastructure: the introduction of new transport infrastructure can enable economic growth; facilitate increased access to a wider market base; impact land values; and shape different land uses (high density development, demographic change and landscape changes)[15].

The Australian Transport Assessment and Planning framework states a key principle is to understand the inclusion of the city shaping transport infrastructure, and then take advantage of the impact that it would have on a city's structure[16].

The Sydney Metro Southwest project is to deliver a Sydney Metro train every four minutes in the peak to stations along the Southwest line, which includes Bankstown and Campsie in 2024[17]. This transport development will dramatically change the accessibility to and from both centres and impact the role, function, built form and future land use. Both centres will be within 30 minutes of Central Sydney, with Campsie being within 20 minutes.

Knowledge and creative sector industries: knowledge-intensive jobs are a key part of a modern economy and tend to involve jobs where there is a need to come up with new ideas; solve complex problems; or find better ways of doing things. Many knowledge-intensive jobs are within the services sector but are not necessarily limited to it (for example advanced manufacturing uses innovative technology and produces customised products)[18].

The nature of work has also changed in the knowledge sector. There has been growth in 'freelancers' and people developing 'job portfolios' to source their work globally. Innovators are able to create new products in much more sophisticated coalitions.

The creative sector also benefits from agglomeration economies[19]. Creative hubs, clusters and precincts often vary across a range of dimensions, including mix of land uses, degree of business development support, value chain extension, presence of anchor tenancies, and the mix and orientation of tenancies.

The following place-based qualities can help grow these two industries and attract workers:

- Quality of place (amenities, education and leisure options, climate, access, affordability)

---

[14] NSW Government, https://www.planning.nsw.gov.au/News/2020/50000-New-jobs-for-Parramatta-future-CBD, date accessed: 030820

[15] Rodrigue, J, 2020, https://transportgeography.org/?page_id=5290, date accessed : 061020; ATAP, 2020, https://www.atap.gov.au/framework/integrated-transport-land-use-planning/6-Strategic-or-city-shaping-infrastructure, date accessed: 061020; Giuliano, https://transportgeography.org/?page_id=4882, date accessed: 071020

[16] ATAP, 2020, https://www.atap.gov.au/framework/integrated-transport-land-use-planning/6-Strategic-or-city-shaping-infrastructure, date accessed: 061020

17 Sydney Metro, 2020, https://www.sydneymetro.info/citysouthwest/project-overview, date accessed: 071020

[18] Gratten Institute, 2014, https://grattan.edu.au/wp-content/uploads/2014/07/814-mapping-australia-economy1.pdf, p. 21-22, date accessed: 061020

[19] Under the Broad Industry Categories, creative and arts jobs falls under Population Serving employment, noting there are some jobs such as architecture, photographic services and graphic design which can be defined as 'creative' but are part of the knowledge sector as well.

- Urban diversity (gender, ethnicity, community)
- Social equity
- Physical space that supports collaboration[20].

Bankstown and Campsie centres offer some of these attributes such as diversity, and a variety of natural and constructed amenities. Some attributes are in the process of being upgraded like transport accessibility, while there are other attributes that could be improved (such as quality of place and street life as suggested in consultation).

Flexible working arrangement and suburban offices: it is expected people will continue to seek flexibility in their working arrangements to avoid lengthy commutes, traffic congestion and as Millennials (who have spent much of their careers working under flexible arrangements) take up leadership roles. In the wake of COVID -19, there may be increased popularity for suburban office-suites, as tenants continue to work flexibly, avoid open plan offices and seek spaces closer to home[21]. In the short-term, people may be hesitant to use co-working spaces, although the model fills a gap and is likely to recover in the longer term[22].

This trend means suburban town centres may have a renewed focus supporting a working population during the week. Town centres may require new or different facilities (such as smaller office suites or co-working spaces), more population serving services (such as cafes and food outlets), more emphasis on 'quality of place' and building typologies to cater to the home based/flexible knowledge workforce.

CBRE has identified Bondi Junction and Rockdale as areas of expansion due to the higher concentration of white-collar workers within a 15-minute drive. This presents a challenge but also opportunity for Bankstown and Campsie to fill the south-western gap[23]. CBRE also notes that transport accessibility is an important drawcard for the flexible office market[24]. This will be a strength for Bankstown and Campsie in the future.

Retail and dining: bricks and mortar retailing has suffered in recent years due to the upsurge in online retailing. Growth in online retailing is only expected to become more popular due to the impact of COVID-19.

To overcome this impact and build centre competitiveness, retailers and landlords (prior to COVID) were:

- Providing increased floorspace for food, beverage, groceries and non-retail uses that align with the popularity of 'dining out'. Outdoor dining options in Sydney has remained popular.
- Exploring mixed-use options in shopping centres (the addition of residential, commercial and hotel)
- Entertainment and 'experiences' were becoming more important to align with the interests of Millennials[25]

---

[20] Yigitcanlar, T & Baum, S., 2007, 'Attracting and retaining knowledge workers in knowledge cities', Journal of Knowledge Management 11 (5), https://www.researchgate.net/publication/27474139_Attracting_and_retaining_knowledge_workers_in_knowledge_cities , date accessed: 071020

[21] McDougall, 2020, https://www.commercialrealestate.com.au/news/nsw-leasing-small-offices-952328/; Cummins, 2019, https://www.smh.com.au/business/companies/suburban-office-sector-giving-the-cbd-some-competition-20190314-p514a2.html

[22] Formigle, 2020, https://www.forbes.com/sites/forbesrealestatecouncil/2020/05/26/three-predictions-for-the-post-pandemic-office/#5a66e5634b7e

[23] CBRE, August 2020, The Future is Flex, https://www.cbre.com.au/research-reports/Australia-Market-Snapshot---The-Future-is-Flex, see Figure 5, date accessed: 201120

[24] CBRE, August 2020, The Future is Flex, https://www.cbre.com.au/research-reports/Australia-Market-Snapshot---The-Future-is-Flex, date accessed: 201120 p. 14

[25] JLL, 2018, 'Australian Shopping Centre Investment Review & Outlook 2018', https://www.jll.com.au/content/dam/jll-com/documents/pdf/research/apac/australia/australian-shopping-centre-investment-review-outlook-2018.pdf, dated accessed: 28/03/2019

- Promoting fine grain retail, as a way to achieve higher walkability rates[26] and therefore, customer spend[27].

COVID-19 has also led to a renewed focus on local centres and public spaces. In the post-COVID period, citizens may desire well designed, spacious and safe public spaces; they may seek increased social interaction in local centres; and may spend more time in local centres like Campsie and Bankstown during lunchbreaks and after work as they work more flexibly.

Councils may have to rebrand and market their centres to draw-in customers to help overcome the impact of online retail.

Entertainment and leisure: arts and culture play a crucial role in social inclusion and the identity of Australian communities, as well as contributing to local economies. In turn, this highlights the importance of having arts and cultural infrastructure in local centres to support events.

Bankstown has a number of arts and cultural spaces and events which attract local and regional audiences. Facilities include the Bryan Brown Theatre and associated function rooms; the Bankstown Sports Club which includes a theatre, entertainment, function and events space; the Bankstown Arts Centre which includes a small theatre, studios and a gallery; and a number of events, function and conferencing spaces both privately run and/or publicly owned. Further investment and consolidation of facilities in Bankstown can lead to further enhancements and events.

In Campsie, development of a consolidated, integrated arts and cultural hub (like The Concourse at Chatswood) and provision of a wider range of events, conferencing, arts and cultural spaces would support the development of a thriving arts and cultural hub.

Using vacant retail space for creative uses like the Renew Newcastle model; and supporting outdoor dining in the public domain are entertainment and leisure concepts that could have potential for further investment and enhancement in Bankstown and Campsie.

Underground floorspace: underground floorspace can be a consideration where there are increasing rents and/or congestion at ground level. Some operators are keen to be located underground due to associated lower costs, while some building owners look to maximise their tenant's time in a precinct by offering a range of population serving businesses in basement spaces. Allowance for underground floorspace needs to be considered within the context of the local area and the level of existing activation and vacancies at ground level. Large format uses could help encourage activity in a centre[28]. Safety by design should also be a consideration for these spaces, as well as operational constraints for businesses.

Accommodation: there has been changes in the type of visitor and rental accommodation available in recent years. Models have diversified from chain hotels towards rentals that are more personal and cater to both short-term and longer-term stays. The new types of accommodation tend to cater to younger age cohorts. These include:

- Airbnb which offers visitors a more personal 'local' experience
- Hmlet which offers short and long-term leases on private, furnished apartments and studios with the addition of common areas to socialise.

---

[26] Greater Sydney Commission, 2017, 'Fine Grain People Places', https://issuu.com/roberts-day-global/docs/gsc_fin_-_fine_grain_people_places

[27] Edraki, F, 2019, 'Walking isn't just good for you – it's good for the economy', https://www.abc.net.au/news/2018-11-29/walking-isnt-just-good-for-you-its-good-for-the-economy/10558742#:~:text=Urban%20planners%20say%20investing%20in,an%20investment%20in%20local%20economies.&text=In%20effect%2C%20retail%20spending%20is%20higher%20in%20walkable%20area

[28] Uses such as *Community facilities; Entertainment facilities; Function centre; Registered club, Recreation facilities (indoor); and Restricted premises.*

- Urbanest which is tailored to the student market and often located close to university campuses. This accommodation tends to be used by international students and younger students new to the housing market[29].

Bankstown has one major hotel, the Travelodge, which has been recently expanded to have over 200 rooms. There are currently no major hotels in Campsie. Smaller hotels, motels and accommodation facilities exist outside but in close proximity to both centres.

Tourism: has been identified by the Greater Sydney Commission as one of the economic sectors that is a target for success (pre-COVID). To help progress growth of tourism in Greater Sydney they suggest encouraging the development of well-designed and located facilities; enhancing amenity, vibrancy and safety in town centres; support the development of artistic or cultural activities; and developing industry skills critical to growing the visitor economy.

Canterbury-Bankstown has a large number of international visitor nights[30] when compared to NSW. It is likely the high number of international visitors are coming to Sydney to see family and friends living in the LGA[31]. Ensuring local facilities and attractions cater to these visitors will be key to capture the international spend. Attracting the domestic visitor market to the LGA could be an opportunity area, and particularly relevant given COVID-19 and the potential for more domestic/local travel in the near future. Potential visitor attractors could include Bankstown Airport, Georges River National Park, and the close proximity to Central Sydney and Kingsford Smith Airport.

A complete version of the trends and drivers by employment sector is provided at Appendix 3.

2.4 Local employment and floorspace prospects

Health

Canterbury and Bankstown-Lidcombe Hospitals are undergoing redevelopment and expansion and, in the case of Bankstown, potential relocation.

Ancillary health functions

The economic development of centres is often driven by a clustering of enterprises and institutions to create a 'business ecosystem'. Canterbury Hospital and the proposed Bankstown Hospital are identified as major levers for enterprise and business development in their respective precincts. Both hospitals require, and have the ability to attract, health related services such as specialist clinics, pharmacies, pathology collection centres, research centres, aged care and community health facilities and other services (e.g: cleaning and retail).

The presence of a city centre-based hospital in Bankstown creates an opportunity to develop a more robust night-time economy with supporting retail, entertainment and dining development.

Supportive land use policy and public domain improvements between Beamish St, the new Metro station and Canterbury Road should be employed to optimise opportunities for clustering of medical-related businesses in the precinct through to Canterbury Hospital[32].

Overnight visitation for friends and family of patients

---

[29] SGS Economics and Planning, 2019, 'Student Housing in the City of Sydney', date accessed 20/10/2020

[30] This is the number of nights an international visitor stays in a place

[31] see Appendix 4 – Future tourism demand for further tourism data analysis

[32] The Canterbury Bankstown LSPS support the development of a cohesive medical precinct around Canterbury Hospital. The local health planning authority supports the activation of land around Canterbury Hospital for uses relevant to workers, patients and their families, such as retail, cafes and allied health.

If patients are coming from interstate for treatment at a metropolitan hospital, there may be a need for family and friends to stay nearby the hospital during treatment and recovery periods.

Bankstown-Lidcombe Hospital has about 434 hospital beds[33]. Using on-site residence accommodation at Canberra Hospital as a proxy[34], this could mean that about 74 residence accommodation beds could support Bankstown-Lidcombe Hospital and cater to people who may come and stay in a town centre short-term while their family member is in hospital. However, this figure would also vary based on the types of health services Bankstown-Lidcombe provides (ie: if patients are required to stay longer term) and the proximity to other accommodation options in the southwest of Sydney.

Bankstown-Lidcombe Hospital currently does not include residence accommodation options. The average on-site room occupancy rate for accommodation facilities is about 81% in NSW and 73% for off-site[35].

Bankstown Airport is a base for a number of regional-metropolitan health and emergency services flights, such as the Royal Flying Doctor Service, Care Flights, NETS and Little Wings.

Key worker accommodation

Key workers can be defined as occupations which provide essential services to the public (teachers, nurses, police and ambulance officers and other emergency services)[36]. Housing affordability is an issue for key workers, many of whom have limited capacity for major increases in earnings throughout their careers.

Housing affordability is also a major issue for population serving industries workers associated with a hospital (for example cleaners and hospitality workers). These workers are considered to be low to very low-income earners. Unaffordability in the vicinity of the hospital would have implications for these workers capacity to live near their place of work.

Growth and additional investment in healthcare facilities in the Bankstown and Campsie centres could potentiate increased demand for key worker affordable housing for key workers and other low to moderate income earners within the LGA. The master plans and a forthcoming Planning Proposal for the Bankstown and Campsie centres should include provision of affordable housing in both centres in accordance with Council's Affordable Housing Strategy[37].

Private Hospitals

Private hospitals can generator employment and support the health network in a local area. There are currently no private hospitals to service the Canterbury-Bankstown local area, with the nearest large private hospital being St George Private Hospital (Kogarah) and Liverpool Private Hospital. Planning Proposals for private hospitals have been submitted to Council in Revesby and Campsie.

The facilitation of a true health precinct in Bankstown, anchored by a public hospital, may attract investment in a private hospital for the centre, significantly enhancing health-related employment opportunities. In addition, the emergence of a medical precinct anchored by

[33] https://www.swslhd.health.nsw.gov.au/pdfs/OP_Bankstown-Lidcombe.pdf, date accessed: 171220
[34] See Appendix 4 – Overnight visitation for friends and family of patients for a detailed discussion of Canberra Hospital Residence Accommodation
[35] [35] Cancer Council, 2009, Accommodation Review – hospital allied accommodation providers, https://www.cancercouncil.com.au/wp-content/uploads/2010/11/AccommodatingChangeProviderReport.pdf, date accessed: 151220, p. 5
[36] Hill PDA 2019, 'Georges Rivers Inclusive Housing Strategy and Delivery Program', http://www.georgesriver.nsw.gov.au/StGeorge/files/1b/1b2821be-7da8-46bc-8f7f-5a665048305b.pdf
[37] Hill PDA 2019, 'Canterbury Bankstown Housing Strategy Summary Report', https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.cbnkshaveyoursay.files/1815/7534/1853/Canterbury_Bankstown_Housing_Strategy_Summary_Report.pdf

Canterbury Hospital in Campsie, can support the realisation of larger scale jobs growth in the health sector.

Education

Employment

The new Western Sydney University Bankstown City Campus (BCC) will accommodate approximately 10,000 students and 700 professional and academic staff. About 2,000 students are expected to be on campus at any given time within class hours[38]. It is likely that the number of staff and students at-site will have a flow-on effect for employment and economic activity in the Bankstown CBD, particularly around student services, food and beverage, retail and night-time economy activity.

Labour market interaction

Courses offered to students will include ICT, accounting, education, psychology, humanities and business[39]. This will provide greater opportunity for higher education attainment for students in southwestern Sydney and increase the skilled labour supply in the area. These increases in human capital and skilled labour are typically linked to increases in productivity and economic specialisation in knowledge intensive sectors[40].

Commercialisation and ancillary functions

Current plans indicate level 14-17 of the BCC will be occupied by ‘industry partnership space’. This aspires to provide coworking spaces for start-ups, non-profits and corporates seeking to collaborate with researchers and postgraduate students[41]. A conference facility planned for level 8 of the BCC, in addition to event spaces on the ground and level 18 of the building, will also provide opportunities for the campus to host over 500 guests[42].

Through the use of these spaces, the universities will aim to foster the development of partnerships between local enterprise and the university, with a focus on advanced manufacturing and health. This may provide opportunities for development of research solutions and technologies with the potential for commercial use.

Food and beverage retailing will form almost 500m^2 of floorspace. These ‘retail/engagement’ areas are located on the ground floor of the campus, adjacent to the new landscaped area along Appian Way.

Student accommodation

In 2018, WSU Bankstown (Milperra) Campus had 6,873 full time enrolled students. Most of these students were local domestic students (92%). About 520 students (8% of total enrolments) were ‘mobile’ students - domestic regional, interstate or international students[43]. As of 2019, 87 of these 520 ‘mobile’ students lived in purpose-built student accommodation. The capacity of student accommodation for 290 students[44]. Remaining

---

[38] Minister for Planning and Public Spaces 2019, ‘New WSU Bankstown Campus plans on exhibition’, https://www.planning.nsw.gov.au/News/2019/New-WSU-Bankstown-Campus-plans-on-exhibition

[39] Whibley 2019, ‘World-class campus for Bankstown CBD’, https://www.westernsydney.edu.au/newscentre/news_centre/more_news_stories/world-class_campus_for_bankstown_cbd

[40] Boschma & Kloosterman, 2005, ‘Learning from Clusters’, https://books.google.com.au/books?hl=en&lr=&id=HchwD78983QC&oi=fnd&pg=PR9&dq=Learning+from+Clusters:+A+Critical+Assessment+from+an+EconomicGeographical+Perspective.&ots=Z5SeHod6X&sig=wOgpzOikeEj3g2148IMFaznAi94#v=onepage&q&f=false

[41] Lyons Architecture 2018, ‘Request for SEARs – Concept Drawings’, https://www.planningportal.nsw.gov.au/major-projects/project/11456

[42] Urbis 2019, ‘Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment’, https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=SSD-9831%2120191024T053241.878%20GMT

[43] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 52

[44] Urbis, 2019, Western Sydney University - Bankstown City Campus Socio-Economic Impact Assessment, p. 52

'mobile' students are living in the local housing market (due to its relative affordability) or other housing market and commuting to campus.

Low demand for student accommodation has been attributed to the high proportion of local domestic students; the relative affordability of the surrounding housing markets; and the poor location of the Milperra campus away from transport, employment and amenity[45].

It is expected the student profile at the new BCC will be similar to that of the Milperra Campus where international students form about 6% of student enrolments (significantly less than other Sydney universities, pre-COVID estimation)[46]. Advice is to monitor international student enrolment numbers, as an increase in numbers may increase demand for student accommodation[47]. Noting, in the short-term, demand will be low due to the impact of COVID-19 on international students numbers in Australia[48].

Arts and culture

Key existing institutions

Bankstown and Campsie centres serve important roles as centres of culture within the LGA. Significant institutions and places include:

- Bankstown: The Bankstown Arts Centre provides performance, studio and gallery space[49]; performances are held in the Bryan Brown Theatre, located within the Bankstown Library and Knowledge Centre, another significant civic institution, located adjacent to Paul Keating Park and the future BCC[50]; and Saigon Place is an important hub of culture and activity. The Bankstown Sports Club also includes a number of theatre/performance and event spaces.
- Campsie: Orion centre, Campsie Library, and street-life generated by local restaurants, cafes and businesses along Beamish St in Campsie.

Expansion and change

Some examples of new entertainment and arts venues that are co-locating with public libraries and retail destinations to leverage pedestrian activity in centres include:

- The Concourse in Chatswood - developed on the former civic centre and town hall. The complex now offers a 1,000-seat concert theatre, 500 seat theatre, rehearsal centre, studio rooms, conference facilities, catering kitchen, exhibition spaces, library and outside entertainment areas. It is located next to the rail station and Chatswood retail centre[51].
- The Danish 'Dokk1' project - a converted industrial harbour space into a city space. It includes a public library, event spaces, theatres and exhibition spaces, café, playground and study cells[52].
- The Helsinki Central Library - located in downtown Helsinki includes large event space (cinema and multi-purpose public hall); workshop and meeting room spaces; and a traditional library[53].

---

[45] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 52
[46] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 54
[47] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 57
[48] Ross, J, 2020, 'Australia looks offshore with overseas students' return uncertain', https://www.timeshighereducation.com/news/technological-flavour-australias-new-international-education-strategy, date accessed: 091220; Sinclair, j, 2020, 'Return of international students shrouded in uncertainty', https://www.researchprofessionalnews.com/rr-news-australia-universities-2020-11-return-of-international-students-shrouded-in-uncertainty/, date accessed: 091220
[49] Bankstown Arts Centre n.d., 'About Us', https://www.cbcity.nsw.gov.au/arts-centre/about-us
[50] Bankstown Theatre Company n.d., https://www.bankstowntheatrecompany.com/
[51] The Concourse, https://theconcourse.com.au/about/
[52] Dokk1, 2020, 'Dokk1', https://dokk1.dk/english
[53] Helsinki Central Library Oodi, https://www.oodihelsinki.fi/en/what-is-oodi/

Fine grained streetscapes, such as Beamish St and Saigon Place, also help define the character and attractiveness of their respective precincts. Campsie's fine-grain spaces could evolve to provide more hospitality uses and community focused experiences and gathering places. This would be encouraged by local housing redevelopment, proximity to parkland, connections to the river, multi-functional social infrastructure, and a walkable local street network.

Commercial and retail

Bankstown and Campsie centres support second tier commercial markets, such as smaller accounting and law firms. Bankstown also offers A-grade commercial office space, however attracting large firms and government agencies has been challenging with competition from neighbouring centres like Parramatta[54] and Liverpool. Both centres offer extensive retail options (fine grain and shopping centre).

To fulfil the LSPS vision and achieve employment targets, Bankstown will need to expand its floorspace capacity[55]. Both centres need to review their image and branding to help attract businesses[56]. The need for revitalisation of both shopping centres has been identified in consultation.

A complete version of this section is provided at Appendix 4.

2.5 Summary

- Bankstown and Campsie centres are to fulfil a key employment and lifestyle roles in the South District of Greater Sydney in the future. If job targets are to be achieved, there needs to be a change in land use, and for Bankstown an increase commercial floorspace opportunities[57].
- There are a number of infrastructure upgrades and developments occurring in both centres in coming years (Metro stations, hospital relocations and/or upgrades, university campus development, shopping centre redevelopment) that should be leveraged. The infrastructure developments will influence change to built form, population and demography and land use.
- Other neighbouring centres (for example Parramatta) compete and have successfully attracted employment and tenants away from centres like Bankstown. If Bankstown and Campsie are to achieve future employment targets, physical and conceptual changes[58] will be required.
- Suburban town centres and their ability to cater to commercial workers has come to the forefront due to: the popularity of flexible working arrangements; the growth of knowledge and creative industries that have a 'freelance' workforce; and the impact of COVID-19 and 'working from home' requirements. The ability of centres like Bankstown to support satellite office arrangements, or centres like Campsie to support the retail and lifestyle needs of those working from home are increasingly relevant.
- Campsie and Bankstown both support major hospitals. Hospitals are attractors for surrounding ancillary land uses (such as pharmacies, specialist clinics and small-scale retail); can attract private hospital investment nearby; and also support the need for affordable housing nearby for key workers[59]. Canterbury and Bankstown-Lidcombe Hospitals will influence land use change and attract employment to the centres.
- The arrival of a university campus in Bankstown will generate employment and provide opportunity to grow labour market interaction, retail and lifestyle services for students, and development of a night-time economy. Universities can also generate a need for

---

[54] As indicated in consultation and floorspace analysis chapters
[55] See Chapter 4: Floorspace Analysis
[56] Related to consultation outcomes
[57] Subject to floorspace analysis, see results in Chapter 4
[58] Physical such as land use and built form, conceptual such as image, branding and economic development strategies
[59] Health workers but also support staff at hospitals like cleaners and hospitality

student accommodation. Demand for student accommodation in Bankstown, however, is likely to be low given the current profile of the Bankstown Milperra Campus and the reduction of international students in Australia due to COVID.

- Arts and culture play a crucial role in social inclusion and the identity of Australian communities. Given Campsie is earmarked as a 'lifestyle' centre and Bankstown centre will attract a younger cohort of people with the arrival of a new university campus – it is relevant these centre support entertainment and culture facilities and programs.

3. CENTRE CHARACTERISTICS

This chapter reviews Bankstown and Campsie centres in relation to innovation precinct characteristic and presents a SWOT analysis.

Characteristics of successful centres

The figure below highlights nine characteristics that help make innovation precincts, districts and centres successful. This 'innovation wheel' was derived from a compilation of research and observations completed by SGS for the Victorian Department of Environment, Land, Water and Planning.

The success characteristics, along with their built form implications, can be applied to Bankstown and Campsie and used as a reference for assessing the economic success and economic potential of the two town centres.

FIGURE 7: INNOVATION PRECINCTS: KEY SUCCESS CHARACTERISTICS

Source: Victorian Department of Land, Water and Planning, 2018

In Sections 3.2 and 3.3 the nine 'innovation wheel' characteristics and a SWOT (strengths, weakness, threats, opportunities) have been applied to each centre in consideration of the policy and context review, consultation and economic trends and drivers research.

For the SWOT, strengths and weaknesses relate to factors *internal* to the centre. Threats and opportunities relate to factors *external* to the centre.

The summary of information contained in the two tables highlights the strengths and opportunities that should be leveraged and maintained within the town centres as they are strong attributes. The factors that are weak, or are a threat, may require a planning control, urban design or policy intervention to help boost the economic potential of the centre.

3.2 Bankstown

Quality of place	Diversity & inclusion	Affordability	Critical mass	Infrastructure
Bankstown has large scale civic and cultural facilities, suitable to attract events, conferences and cultural activities. (S) There is a negative stigma associated with Bankstown. For example, the centre is identified as being 'tired' and in need of 'activation'. This is a significant challenge to overcome. (W) Some entities do not know where Bankstown is located within Greater Sydney. There is a need to 'activate' the centre. (W,T) The rail line severs the centre. (W) There are few incentives for pedestrians to circulate and use the centre. A lack of resident density may also inhibit the night-time economy. (W) The Complete Streets Master Plan will improve the quality of the public domain through upgrades to street furniture, footpath improvements and expansion, landscaping and lighting. (S) Saigon Place is considered a strength with its fine grain nature. (S)	A highly diverse population lives in and uses Bankstown centre and the surrounding area. (S) Businesses offer an affordable dining and retail experience. (S) COVID could impact local businesses and therefore, may decrease the diversity of business. (T)	There is a diversity of commercial floorspace in Bankstown with smaller formats to A-grade spaces. Rents for the A-grade floorspace are relatively low in comparison to other centres in Sydney. (S) The COVID context presents an interesting situation for Bankstown centre. Tenants may increasingly seek smaller office spaces that are closer to suburbia/home and Bankstown could become an attractive offer. Noting, during a 'soft' market, smaller operators also look to rent high grade office space, potentially in the Sydney CBD, in towers with a view and will then move out when the market picks up. (T, O) A key strength of Bankstown is the area's multiculturalism. It was suggested that this could be capitalised on through the development of a 'hawker-style' food precinct, serving as a destination for affordable experience dining. (S) As Parramatta and Liverpool emerge as Metropolitan-level centres, Bankstown's role can provide a supporting, connected and affordable location for business and start-ups. (S)	The WSU development has potential to generate activity within the existing civic and retail precinct. Retail and open space may be utilised by students. (S) The hospital development would help generate activity and allied health businesses in the centre. The hospital needs a site location that does not create traffic congestion and allows for emergency access. (O)	Council has a number of major land holdings scattered around the centre. (S) Bankstown Library and Knowledge Centre supports residents and workers. (S) Bankstown is in a period of unprecedented government and institutional infrastructure investment, including Sydney Metro, a new Bankstown-Lidcombe Hospital, Western Sydney University and major road upgrades. (S)
Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity

S – Strength, W – Weakness, T – Threat, O - Opportunity

Accessibility	Anchor institutions	Competitive advantage	Collaboration
Bankstown has an existing rail station providing access between the CBD and Liverpool. (S) The Metro station development will improve access in and out of the centre. It will improve travel time to Sydney CBD but will also connect a large pool of people to Bankstown centre. The ability of the metro to draw business to Bankstown may not be felt in the short-term, however. (T,O) Under Complete Streets, planned separated cycleways and shared paths will improve active transport to and from the centre. (S) Carparking in to be consolidated under Complete Streets. (S) In the short term, once Sydney Metro becomes operational, Bankstown will lose direct connectivity to Liverpool, which makes future mass transit connectivity to Liverpool via Bankstown Airport and to Parramatta even more critical in the medium to long term to support Bankstown's role. (T,O)	There is very weak demand for commercial employment floorspace the Bankstown centre. Larger commercial tenants moved to the north-west, Parramatta or Liverpool in recent years. Bankstown competes with Liverpool, Hurstville and Parramatta. Some larger commercial tenants consider Bankstown due to its high accessibility, yet never invest. Majority of inquiries tend to be for smaller office tenancies (100sqm). There are 3 A-grade commercial buildings in the centre with vacancies, and potentially more commercial floorspace in the pipeline. Flinders Centre commercial floorspace is in close proximity to the Club (which includes gaming floorspace), this may deter some entities looking for tenancies. Noting the overall vacancy rate for Bankstown (3%) is less than Sydney CBD (4.1%) (Hill PDA, 2020). There may be increased demand for commercial office space with the construction of the university, potential hospital and public domain improvements to the centre. (W,O,T) Bankstown Airport is part of the collaboration area. Many guests at the Travelodge participate in training at the Airport and spend in the centre after-hours. Similarly Bankstown supports the business hub of Chullora. (S) The new university building will be an impressive visual drawcard for the centre. Over the medium and long term, it will draw a pool of talent to the centre. (T,O) Potential relocation of the hospital to the centre is an opportunity. It will support increased employment in the centre and agglomeration activity. (S)	Bankstown is accessible by public transport, has A-grade floorspace with relatively low rents, and many services on offer in the city centre. It should be an attractive location for businesses to locate. Yet, vacancies remain and there is the negative stigma to overcome. Other neighbouring centres have been better at selling themselves and have drawn in major tenants. (S,W) A commercial core could help to quarantine future commercial land use for the centre. However, many centres in Sydney are focused on mixed use zoning with B3 zones that can be quiet and have dead zones at night and weekends. There is currently vacant commercial floorspace in the centre. (S,W,T) Bankstown is not attracting private firms or major government agencies; it is still mostly local companies. Second tier professionals such as accountants, lawyers, mortgage brokers and community services are attracted to Bankstown. (T,O)	Bankstown Sports Club is active within the Bankstown community and keen to invest varied development (eg: retail, open space, public forum, commercial) to ensure Bankstown reaches its full potential. (S) Bankstown Sports Club would support greater collaboration between Council, developers, start-ups and the university in the future to raise the profile of Bankstown. (S) Council is in the process of preparing an Economic Development and Night Time Economy Strategy to support economic revitalisation of the centre. (S) Sydney Local Health District and South Western Health District are working together to ensure services are integrated. (S) Council is working with several key partners through the Collaboration Area to progress planning for the centre (government agencies such as DPIE, Sydney Water, GSC, and organisations such as Bankstown Airport). (S)
Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity

S – Strength, W – Weakness, T – Threat, O - Opportunity

3.3 Campsie

Quality of place	Diversity & inclusion	Affordability	Critical mass	Infrastructure
Beamish Street is a popular and active high street, used frequently by locals for extended hours of the day. Locals like to shop daily for goods and the businesses cater to this. It has an existing fine grain structure which offers potential but requires improvements. (S,W) Business frontages are run down, a Council program in the past to improve frontages had minimal uptake. The shops however have high levels of activity (S,W) Anzac Park and Anzac Mall are busy, as a space for social interaction in close proximity to the high street. Carrington Square, while an attractive open space is quieter with poor pedestrian access. (S,W) The existing rail station offers access to areas between Sydney CBD and Liverpool. (S) Beamish Street can be congested at certain times of the day. Canterbury Road is a heavily trafficked, unattractive corridor. (W) A commercial zoning could sterilise the centre. (T) Campsie town centre has a long spine – it is difficult to identify its core. (W) The shopping centre is old, low quality and does not have main street access. (W) Redevelopment of Canterbury Pool will contribute to the 'lifestyle' precinct. Connections to Cooks River. (S)	A highly diverse population lives and uses Campsie town centre. (S) Businesses offer an affordable dining and retail experience. There is an established evening economy. (S) COVID could impact local businesses and therefore, may decrease the diversity of business. (T)	Local businesses offer affordable goods and services to the local population. (S) Affordability for homes and space in Campsie may decrease as its connections to inner Sydney improve, increasing demand. (W)	Campsie Shopping Centre, while central, does not have main street access and requires improvements. (W) Most businesses are orientated towards fresh food goods and dining, therefore business is less likely to be impacted by online retailing. (S) Campsie largely operates as a local, community focused centre. While a strength, this could also hamper its ability to build commercial potential. (S,W) Unlike other neighbouring centres (Burwood and Hurstville), Campsie does not have the 'big drawcard' developments like a Westfields or commercial office. (W) Residential development competes with commercial development along Canterbury Road. (W)	The local library is centrally located but it has been suggested it is too small to cater to the surrounding population, which is projected to grow. Council's current office site presents an opportunity to develop a new and larger library, as part of a civic and cultural precinct with connections to the Orion Theatre and open space (S,W) The Orion Centre, existing Council complex and carparks to the north of the centre is a significant land area that offer opportunity. There are no other major Council land holdings in the centre. There are several small land holdings (S,W)
Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity	Strength / Weakness / Threats / Opportunity

S – Strength, W – Weakness, T – Threat, O - Opportunity

Accessibility	Anchor institutions	Competitive advantage	Collaboration
The metro station development will improve access in and out of the centre. It will improve travel time to Sydney CBD but will also connect a large pool of people to Campsie. (T,O) Beamish Street can be congested with vehicles during the day, however it is also a highly pedestrianised high street that supports business activity. (S,W) Carparking in streets adjacent to the high street, as well as street parking is busy. Removal of high street parking could impact the high street. Underground carparks are not a popular option with Council. (W) There is a physical disconnect between Canterbury Hospital and the high street of Campsie centre. (W) The Campsie By-pass is well used. This highlights the focus on other neighbouring centres, where people are passing through the backstreets of Campsie to potentially access Hurstville, Strathfield and/or Burwood that offer higher order retail and more commercial options. (T) Accessible to Cooks River and open space. Continuous access along the Cooks River could help attract active transport users. (S)	No major commercial tenants have looked to move into office space in Campsie. Government departments tend to consider bigger neighbouring centres. (T) Canterbury Hospital is a major asset for the centre and is undergoing expansion and upgrade of facilities that will support projected population growth in the area. (S) There may be opportunity to rezone around the Hospital for allied health or retail trade purposes that could be used by staff and visitors to site. (S) The local health district would like to develop more community-based health services in the area. (O) Canterbury Hospital is a district level hospital and close to capacity. With the projected population growth for the area, the Hospital may be under pressure in the future, requiring further investment and expansion. (W)	The policy focus to build Campsie as a 'lifestyle centre' links to the existing strengths of Campsie town centre as having a strong offering in retail, fresh food and restaurant businesses. (S) This policy focus also demonstrates an understanding that local residents may choose to work in the Sydney CBD or Bankstown due to the metro connection but may seek to spend more time in Campsie centre in the post-work hours. (S) Developing the 'lifestyle' and retail component of a centre within the COVID context is also relevant given people are working from home more frequently, and therefore may seek to spend more in the local town centre. (S) Close proximity to the Cooks River and associated open space. (S)	While Campsie high street has a number of allied medical businesses, there is no distinct connection with Canterbury Hospital. (W) Sydney Local Health District and South Western Health District are working together to ensure services are integrated. (S)

Strength	Weakness	Threats	Opportunity	Strength	Weakness	Threats	Opportunity	Strength	Weakness	Threats	Opportunity	Strength	Weakness	Threats	Opportunity

S – Strength, W – Weakness, T – Threat, O - Opportunity

3.4 Summary

Bankstown

The diversity of people and affordability of businesses in Bankstown centre are strengths. However, there is an overarching negative stigma associated with Bankstown that has to be overcome to help attract future business, tenants and visitors. The centre has also been identified as 'tired' and in need of activation. The Complete Streets strategy along with the current level of significant government and institutional investment will be a strong starting point and will support greater amenity and movement through the centre. **Economic development strategies, and image and branding strategies** should be in place, in conjunction with new infrastructure, will help promote the centre.

Bankstown offers A-grade floorspace with relatively low rents, and is accessible by rail, yet it has not been able to attract larger, high profile tenants or government agencies. Raising the competitive advantage of the centre, building momentum around in-coming anchor institutions and new infrastructure will be important for Bankstown. The **inclusion of a commercial core** may help send a clear signal to the market of the future commercial and health and education focus of Bankstown centre. A commercial core would need to be appropriately located in the centre. For example, it should not disrupt the fine grain nature and experience of Saigon Place and should not sterilise street level activity across the centre.

The **potential relocation of the hospital** and construction of WSU campus in the city centre are opportunities that would leverage the new Metro and improve access to the centre; increase the number of anchor institutions in the centre; and contribute to the development of a health and education precinct in Bankstown. The **NSW TAFE site** has a number of attributes that would align well with institutional health and education land uses: it is a large land holding; it is located on the periphery of the city centre core (therefore, slightly away from central activity and congestion); it has good transport access to the Hume Highway and is already zoned SP2.

Given such large employment targets have been placed on Bankstown centre, the presence of large Council land holdings in the centre is a strength and offer opportunity to redevelop and expand employment floorspace to support increased job numbers. Similarly, Bankstown Sports Club, Vicinity Centre, and the South Western Health District are all supportive of collaborating with Council to achieve positive employment and planning outcomes for Bankstown.

Campsie

Campsie has a number of positive characteristics: quality of place, diversity of population and businesses, accessibility and affordability. Accessibility will be more pronounced with the arrival of the Metro station. While local businesses could be impacted by the COVID situation and growth in online retailing, it is noted that many businesses cater to everyday needs and services and might therefore experience less of a downturn. The current function of Campsie town centre aligns well with its future designation as a 'lifestyle centre' as it builds on existing strengths.

Despite the popularity of the Campsie, it has been noted that the centre is 'tired'. Redevelopment and/or a refresh of the shopping centre and local library is required; Anzac Mall and the adjoining park are well used; the quality of business frontage on the high street could be improved; and there is traffic congestion at times. These weaknesses impact the quality of place and highlight a need for appropriate **economic development, image and branding strategies** to help promote the future 'lifestyle' centre and attract visitors. Such strategies are currently being developed by Council.

In relation to critical mass, while Campsie has numerous businesses providing fresh food goods and dining options for locals, a weakness is that lacks a 'big drawcard' that brings draws people to the centre (such as a Westfields or large-scale commercial offices that attract people to neighbouring Burwood and Hurstville). The strategic direction for Campsie is to develop cultural and community uses. The Orion Theatre already exists adjacent to a **large Council holdings on Beamish Street** and in close proximity to the new Metro station. The sites present an opportunity for redevelopment that links to the future 'lifestyle' vision for Campsie, including the location of a new library and cultural and civic hub. Developing a 'drawcard' cultural and lifestyle use at this location may help attract external visitors to the centre. Redevelopment of Canterbury Pool will also attract visitors to the area.

Canterbury Hospital is a significant asset and major employer for Campsie, yet its location means there is a physical disconnect with the actual town centre/high street – a weakness. **Rezoning land from the Hospital to the east** could help connect the Hospital to Beamish high street and along Canterbury Road, as well as provide opportunity for allied services to grow around and support the Hospital.

4. FLOORSPACE ANALYSIS

This chapter presents analysis of the supply, capacity and demand for floor space in the two centres.

4.1 Bankstown

Existing floorspace supply

Floorspace analysis was undertaken for the Bankstown Centre. A high-level overview is illustrated in Figure 8. It is a summary of the dominant building use that is occurring on each property boundary.

Much of the Bankstown study area is made up of Commercial, Retail, Community and Health & Education floorspace, with the areas surrounding the study area made up of predominantly residential floorspace.

FIGURE 8: DOMINANT LAND USE ACROSS THE BANKSTOWN STUDY AREA

Source: SGS Economics and Planning, 2020

^ Usage was estimated through the use of Google API data, where each business usage is categorised into the broad categories below. Not all businesses are captured, with some minor mismatches expected due to the self-reported nature of the data.

A summary of building gross floor area (GFA) estimates is provided below. Overall, there is around 846,153 square metres of floorspace within the study area. Commercial floorspace makes up the most floorspace with 359,081 square metres, or about 43.0 per cent. Community floorspace with 149,098 square metres, or about 17.8 per cent. Community floorspace is dominated by the Bankstown Sports Club, which is estimated to make up around 60,000 square metres. There is around 122,550 square metres of Health & Education, 107,709 square metres of retail and 107,715 square metres of residential floorspace.

TABLE 3: GROSS FLOOR AREA IN THE BANKSTOWN STRATEGIC CENTRE (SQM)

Land Use	GFA	Proportion
Commercial	359,081	42.44%
Community	149,098	17.62%
Health & Education	122,550	14.48%
Retail	107,709	12.73%
Residential	107,715	12.73%
Total	**846,153**	**100.00%**

Source: SGS Economics and Planning, 2020

A detailed breakdown of floorspace by sub-precinct; retail floorspace by commodity type; and the retail floorspace gap (to 2036 and under a COVID-19 scenario) is available at Appendix 6.

Floorspace capacity

Employment and residential floor space capacity analysis were undertaken for the Bankstown strategic centre. The floor space capacity analysis involves the following step:

- Identification of sites that are available for redevelopment (lot level analysis)
- Application of the appropriate density (based on *current FSRs or heights*)
- Netting off existing floor space to provide a net capacity estimate for each site
- Allocation of net additional floor space as either employment or residential (scenarios)
- Summing net capacity for each precinct and centre.

To meet centre job targets, a number of scenarios were established to determine the amount of available employment capacity if a set number of storeys were designated strictly as commercial. These scenarios ranged from a minimum of one storey of commercial, to a minimum of four storeys of commercial. This was undertaken for most precincts, with the exception of Chapel Road North, Civic and Court and Fine Grain Retail and Commercial which are assumed to be commercial only.

A summary of the floor space capacity is provided in the table below. There are between approximately 238,000 and 473,000 square metres of additional employment floorspace capacity or 183,000 and 418,000 square metres of additional residential capacity under the four scenarios.

An important consideration is that there is no change to capacity under the first floor or first two floor scenario. That is because all available properties deemed possible for additional capacity were located in Bankstown's B4 Mixed Use Zone. Within Bankstown, there is a local provision that is already set-in place with a minimum of two floors being designated for employment floorspace. As such, there was no ability to consider only a single floor for employment floorspace.

A breakdown of capacity by sub-precincts is available in Appendix 6.

TABLE 4: NET ADDITIONAL CAPACITY, BANKSTOWN (SQM)

	Employment Capacity	Residential Capacity	Total Capacity
First floor and second floor	237,647	418,745	656,392
Second floor	237,647	418,745	656,392
Third floor	378,515	277,877	656,392
Fourth floor	473,976	183,819	657,795

Source: SGS Economics and Planning, 2020

'Gap' – capacity vs employment floor space demand

Job estimates indicate approximately an additional 4,502 Knowledge, Health & Education and Population Serving jobs are expected in the Bankstown precinct by 2036[60]. Under the 2036 'upper' target defined by the GSC, which considers major new developments such as the WSU university, new hospital as well as the new Bankstown metro station, there are expected to be approximately an additional 13,994 jobs[61]. Multiplying the job estimates by a floorspace ratio of 30 square metres per job, it is anticipated that there will be demand for between 135,000 and 419,000 square metres of for additional employment floor space to accommodate demand.

TABLE 5: ESTIMATED EMPLOYMENT DEMAND, BANKSTOWN

	Trend Scenario	Upper Target
Additional Knowledge/Health & Education/Population Serving jobs in 2036	4,502	13,994
Jobs to floorspace ratio (sqm)^	30	30
Future demand for additional employment floor space (sqm)	**135,060**	**419,820**

Source: SGS Economics and Planning, 2020
^Based on previous SGS floorspace audit data. 30 sqm per job is used to account for health and education jobs which take in more floorspace than other professional services jobs.

Comparing employment floor space demand to the capacity scenarios (see table below), **there is likely to be sufficient capacity in all scenarios to accommodate the trend scenario floor space demand forecast** of 135,000 sqm.

However, **if the 2036 upper targets are to be realised, there may be insufficient employment floor space capacity available.** Under the first and second floor as employment floor space scenarios, demand to 2036 is higher than available capacity, resulting in a gap of around 182,173 square metres. If the first three storeys of development where employment only, the gap between estimated capacity and estimated demand reduces to a shortfall of just 41,305 square metres. If the first four floors to be allocated for employment floorspace there is

[60] Using the latest TPA Travel Zone projection data (pre-COVID) which estimates 2016 Knowledge/H&E/Population Serving jobs for the town centre at 10,320. A lower target or business-as-usual is expected to be 14,822 jobs in these three categories. The difference is an additional 4,502 jobs.
[61] As noted above: 2016 Knowledge/H&E/Population Serving jobs are estimated at 10,320 for Bankstown centre. An upper jobs target of 24,314 jobs in these three categories has been identified. Therefore, the difference is an additional 13,994 jobs.

sufficient capacity to accommodate the upper employment target. Therefore, in order to achieve jobs targets and required floorspace some measures are likely to be required. These could include a limited commercial core to protect employment floorspace; key sites which achieve a higher share of employment floorspace; and requirements that there is no net loss of commercial floorspace when redeveloped.

TABLE 6: CAPACITY GAP, UNDER THE TREND AND UPPER TARGET SCENARIOS (SQM)

		Capacity Scenario			
		First floor	First two floors	First three floors	First four floors
2036 Trend Scenario	Demand	135,060	135,060	135,060	135,060
	Capacity	237,647	237,647	378,515	473,976
	Gap	102,587	102,587	243,455	338,916
2036 Upper Target	Demand	419,820	419,820	419,820	419,820
	Capacity	237,647	237,647	378,515	473,976
	Gap	-182,173	-182,173	-41,305	54,156

Source: SGS Economics and Planning, 2020

4.2 Campsie

Existing floorspace supply

A summary of Campsie's floorspace at a property boundary level is provided in Figure 9 below. It shows the study area is comprised mostly of commercial floorspace, which extends along Beamish Street and Canterbury Road. Both strips are broken up by a small amount of residential floorspace at the southern end of Beamish Street. Retail, health and education and community uses are scattered throughout the study area, with the greatest mix of uses tending to be concentrated to the south of Campsie Station in proximity to the Campsie Centre.

FIGURE 9: DOMINANT LAND USE ACROSS THE CAMPSIE STUDY AREA

Source: SGS Economics and Planning, 2020
^ Usage was estimated through the use of Google API data, where each business usage is categorised into the broad categories below. Not all businesses are captured, with some minor mismatches expected due to the self-reported nature of the data.

A summary of the existing building GFA estimates is provided below.

Overall, there is around 437,553 square metres of floorspace within the Campsie study area. Commercial floorspace makes up the highest total, with around 180,158 square metres, or 41 per cent. This is followed by residential floorspace with 127,441 square metres (29.0 per cent) and Health and Education with 67,185 square metres (15.3 per cent). Retail and community floorspace each make up between 6 and 8 per cent of total floorspace.

TABLE 7: GFA ACROSS THE CAMPSIE STUDY AREA (SQM)

Land Use	GFA	Proportion
Commercial	180,158	41.0%
Residential	127,441	29.0%
Health and Education	67,185	15.3%
Retail	36,576	8.3%
Community	26,193	6.0%

Total	437,553	100.0%

Source: SGS Economics and Planning, 2020

A detailed breakdown of retail floorspace by commodity type and retail floorspace gap (to 2036 and under a COVID-19 scenario) is available in Appendix 6.

Floorspace capacity

Employment and residential capacity analysis were undertaken for Campsie using the same methods outline above for Bankstown. The four scenarios that are based on a minimum number of levels of employment floorspace: first storey, first two storeys, first three storeys, first four storeys.

The analysis found that there is between 87,000 and 152,000 square metres of additional employment capacity or 82,000 and 172,000 square metres of additional residential capacity based on these four scenarios (see table below). A breakdown of capacity by sub-precincts is available in Appendix 6.

TABLE 8: NET ADDITIONAL CAPACITY, CAMPSIE (SQM)

	Employment Capacity	Residential Capacity	Total Capacity
First floor	87,064	171,674	258,738
Second floor	124,737	129,002	253,739
Third floor	139,437	113,689	253,125
Fourth floor	151,672	81,539	233,211

Source: SGS Economics and Planning, 2020

'Gap' – capacity vs employment floorspace demand

Based on current trends, the Campsie centre is expected to grow by around 1,971 jobs by 2036 (excluding a small amount of industrial employment)[62]. Under the 2036 upper target defined by the Canterbury-Bankstown LSPS and GSC, there is to be an additional 2,730 jobs.

Similar to Bankstown, these jobs were multiplied by a job to floorspace ratio of 30 square metres per job. The result is an estimated demand for 59,126 square metres of additional floorspace demand under the trend scenario and 81,890 square metres under the upper target scenario.

TABLE 9: ESTIMATED EMPLOYMENT DEMAND, CAMPSIE

	Trend Scenario	Upper Target
Additional Knowledge/Health & Education/Population Serving jobs by 2036	1,971	2,730
Jobs to floorspace ratio^	30	30
Estimated future demand	**59,130 sqm**	**81,890 sqm**

Source: SGS Economics and Planning, 2020
^Based on previous SGS floorspace audit data. 30 sqm per job is used to account for health and education jobs which take in more floorspace than other professional services jobs.

[62] Using the latest TPA Travel Zone projection data (pre-COVID)

For all scenarios, there is expected to be sufficient employment capacity across Campsie. Under the 2036 trend scenario, the available capacity at a first-floor level of dedicated employment floorspace is already higher than the future employment demand. The result is having surplus capacity of around 27,938 square metres. This gap increases to around 92,545 square metres under a four-floor scenario. The same trend continues under the upper target scenario, though with a smaller gap. There is only a 5,174 square metre surplus of capacity under the first-floor scenario, which increases to a gap of 69,781 square metres under a four-floor scenario.

TABLE 10: CAPACITY GAP, UNDER THE TREND AND UPPER TARGET SCENARIOS (SQM)

		Capacity scenario			
		Ground floor as employment	First two floors employment	First 3 floors as employment	First 4 floors as employment
2036 Trend Scenario	Demand	59,126	59,126	59,126	59,126
	Capacity	87,064	124,737	139,437	151,672
	'Gap'	**27,938**	**65,611**	**80,310**	**92,545**
2036 Upper Target	Demand	81,890	81,890	81,890	81,890
	Capacity	87,064	124,737	139,437	151,672
	'Gap'	**5,174**	**42,847**	**57,546**	**69,781**

Source: SGS Economics and Planning, 2020.

4.3 Floorspace summary

The floorspace supply, capacity and demand analysis indicates that:

- Campsie is likely to have enough floor space capacity under the existing planning controls to cater for the projected demand in additional employment floor space to 2036.
- Bankstown, however, may not have sufficient floorspace capacity under the current planning controls to accommodate employment floor space demand to 2036, if the higher employment grow projections are to be realised, and, on average, only two storeys of new developments are utilised for employment activity. For the centre to accommodate the higher employment target some form of planning interventions may be required in those areas zoned Mixed Use to ensure that new residential floor space does not 'crowd out' employment activity. Some planning options are discussed in the next chapter.

4.4 Tourism demand

Canterbury-Bankstown is experiencing tourism growth at a slightly higher rate than the NSW average (3.8 per cent annually vs 3.3 per cent in NSW). In 2009, most tourism came from domestic day tourism (73 per cent of all trips). By 2019, domestic day tourism had decreased to 65 per cent of all trips and domestic overnight and international tourism increasing slightly to 25 per cent and 9 per cent respectively. The fastest growth is coming from international visitors (9.8 per cent annually, vs 4.3 per cent annually across NSW).

International visitors

In 2019, the primary reason for international visitors to come to the LGA was to see friends and relatives (57.4 per cent). Visitation for the purpose of education has declined since 2009 (from 11 per cent to 10 per cent) and business has declined (from 9 per cent to 5 per cent). With the development of the new university campus in Bankstown, it could be possible that international visitation would increase to some degree for the reasons of visiting friends or relatives, education or business, in the future.

About 70 per cent of international tourists to Canterbury-Bankstown stay with friends and relatives. This has remained stable between 2009 to 2019. Hotel stays by international visitors were recorded at about 12 per cent between these years. There is moderate increase (8.8 per cent) in 'Other Private Accommodation' (includes Airbnb) which contrasts to stronger growth seen across the rest of NSW in this category (16.4 per cent).

Domestic overnight visitors

For domestic overnight visitors, the primary reason to visit the LGA was to visit friends and relatives (growing from 56 per cent of all trips in 2009 to 63 per cent in 2019). Visitors coming for reasons of holiday or business between 2009 and 2019 has declined by about 2 per cent and 5 per cent respectively). Similarly, with the development of the new university campus in Bankstown, domestic overnight visitation could increase to some degree in the future for reasons of visiting friends and relatives, education or business. If the hospital were to locate in the Bankstown centre, this could attract some domestic overnight stays.

Domestic overnight tourists typically stay in rented houses and apartments (about 72 per cent) and hotels (27 per cent). This has remained relatively stable in the years to 2019. This is much higher than the typical NSW average where the split between rented houses and hotels is much more evenly split.

Future visitation

In summary, between 2009 and 2019 there were more visitors coming to Canterbury-Bankstown, who were increasingly coming to both visit and stay with their friends and relatives. The proportion of tourists arriving for business or education is generally declining.

At the current time there is no evidence to suggest there will be significant growth in demand for tourist accommodation and/or that there is likely to be a shortfall in the provision of visitor accommodation in the future.

With a series of major projects planned for the LGA, such as the hospital, university and metro, demand for visitor accommodation may increase. If this were to result in a future shortfall in visitor accommodation (because the market is not able to respond to demand) Council might then contemplate policy options to address this issue.

A complete version of the future tourism demand is at Appendix 6.

5. FEASIBILITY ANALYSIS

This chapter presents feasibility analysis of mixed-use development and commercial development in the Bankstown and Campsie for both the current and proposal planning controls.

5.1 Overview

Financial analysis has been completed to understand the feasibility of mixed-use development and commercial developments at two sites in Bankstown and two sites in Campsie. This purpose of this analysis is to inform the planning controls in the master plans for both centres.

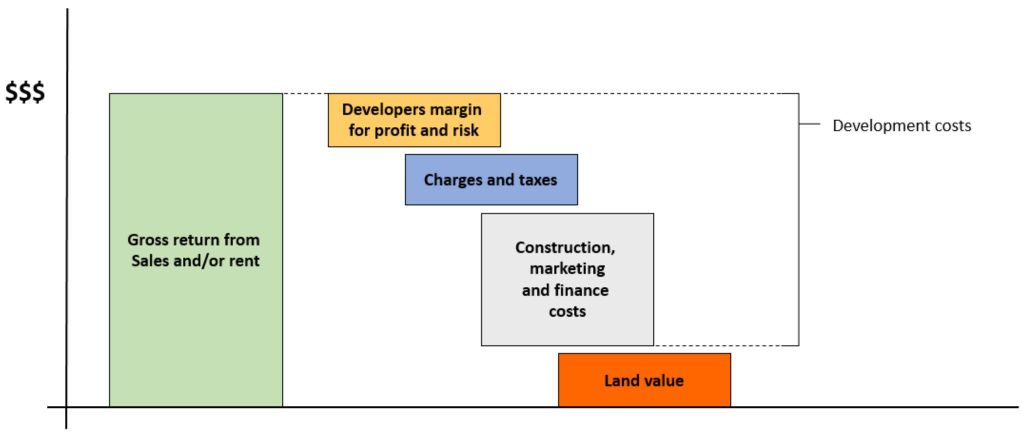
We note that there are several mixed-use developments being proposed or under construction in Bankstown, so we expect that mixed-use developments are currently feasible. There is limited new development in Campsie.

The estimates of site values and sales prices are generally based on pre-COVID estimates. These values will change with time and, in particular, once various planned investments are closer to being realised. The university, planned metro and slated hospital redevelopment are all likely to increase demand for new floor space in Bankstown. These investments should have a positive influence on the feasibility of development in the future.

Methodology

Development feasibility is typically assessed by comparing the residual land value (RLV) to the existing use value (EUV) for a site. The RLV is the maximum amount a rational developer would be prepared to pay for a development site. RLV is estimated by deducting all development costs, including profit mark and a risk contingency, from anticipated development revenue. The amount leftover – the residual – could be capitalised into the value of the land. This is shown conceptually in Figure 10.

FIGURE 10: RESIDUAL LAND VALUE APPROACH TO FEASIBILITY ANALYSIS



Source: SGS 2019.

In general RLV is a positive number that is then compared to the existing site value. In some cases feasibility testing may find that the RLV is a negative number. This result reflects the fact that the cost to redevelop the site (even before site acquisition costs) exceed the potential revenues.

A hypothetical development is considered feasible if the RLV will entice a rational landowner to sell their site for redevelopment. Feasibility under an RLV model is usually reported with a ratio of RLV to current land value. If this ratio is 1.25 or greater, a developer could afford to pay a 25 per cent premium on the existing land value to acquire a site for development. Where a developer can afford to pay a substantial premium to entice a landowner to sell their site the hypothetical development to said to be feasible. A ratio of EUV to RLV of between 1 and 1.25 indicates that development *may* be feasible assuming the landowner is willing to sell their land for a smaller price margin than 25%. However, as there is less room for a price premium in the event of an increase in existing use values, development may become unfeasible in the future. Developers may also be unable to acquire multiple sites for amalgamation. In this case, development is reported to be marginally feasible. A feasibility ratio of less than 1 indicates that a developer cannot afford to pay more than the existing use value for the site and therefore the development is unlikely to take place.

5.2 Feasibility testing sites and assumptions

Development feasibility was tested on four sites nominated by Council in the Bankstown City Centre and Campsie Town Centre:

1. 304 South Terrace and 12 Restwell Street, Bankstown
2. 6 to 20 Fetherstone Street, Bankstown
3. 559 to 573 Canterbury Road, Campsie
4. 14 to 28 Amy Street and 59 to 63 Evaline Street, Campsie.

For each site, a baseline scenario based on existing controls and a future scenario based on Council's proposed controls were tested.

Existing use values were provided by m3property.[63] Demolition and acquisition costs were also reviewed and confirmed by m3.

TABLE 11: LOCATIONS AND ASSUMPTIONS

Location	Current use	Acquisition costs (existing use value)	Demolition costs
304 South Terrace and 12 Restwell Street, **Bankstown**	1 storey standalone retail/commercial	$10,284,225	$210,448
6 - 20 Fetherstone Street, **Bankstown**	2 storeys standalone commercial	$13,770,000	$314,928
559 to 573 Canterbury Road, **Campsie**	One storey detached residential dwellings	$9,928,000	$121,472
14-28 Amy Street and 59-63 Evaline Street, **Campsie**	Campsie Centre (sub-regional shopping centre) and 3 storeys commercial building	$76,247,000	$272,889

[63] m3 has suggested an in-use value range typical of the selected locations, care has been taken to estimate the values as accurate as possible, however due to data limitations, there may be some divergencies. SGS has taken the mid-point of the suggested in-use range as the acquisition cost.

Assumptions

The table below shows the inputs and assumptions used in the feasibility modelling. Where revenue data was not available for a specific area or property type, it has been inferred from data in nearby areas. These figures were either provided by, or reviewed and confirmed by, m3property.

TABLE 12: COST INPUTS AND ASSUMPTIONS

Input	Source	Value
Construction and demolition costs	m3property	Varies
Property acquisition rate (existing use value)	m3property	$4000-$5000 per floor space on site (See table below.)
Construction contingency	m3property	5% of base construction costs
Professional fees	Various sources using industry standards	9.2% of base construction costs and contingency
Development contributions	Canterbury and Bankstown Dev Plan	Varies
DA Fees	As per EP&A regulations	Varies
Finance costs	m3property	5% of construction costs, land costs and fees & charges
Developer profit and risk	m3property	22% of all other development costs
Sales commission, marketing and legal fees	Various sources using industry standards	4% of sales revenues
Revenue assumptions		
Retail sales ($/sqm)	m3property	Bankstown: $4,500 Campsie: $5,500
Commercial sales ($/sqm)	m3property	Bankstown: $5,500 Campsie: $5,000
Average residential sales values	m3property	Bankstown 1BR: $475,000 +GST 2BR: $575,000 +GST 3BR: $675,000 +GST Campsie 1BR: $525,000 +GST 2BR: $625,000 +GST 3BR: $725,000 +GST

TABLE 13: SITE ACQUISITION COSTS

Input	Source	Value
Site 1: 304 South Terrace & 12 Restwell Street, Bankstown	m3property	$4750 per sqm of floor space
Site 2: 6 to 20 Fetherstone Street, Bankstown	m3property	$4250 per sqm of floor space
Site 3: 559 to 573 Canterbury Road, Campsie	m3property	$4250 per sqm of floor space
Site 4: 14 to 28 Amy Street and 59 to 63 Evaline Street, Campsie	m3property	$4750 per sqm of floor space

5.3 Development scenarios and feasibility results

Details of the various hypothetical development scenarios testing, and the corresponding feasibility results, are shown below.

A feasibility ratio (shown in the final column in each of the feasibility results tables) of above 1 indicates the RLV of the hypothetical development exceed the existing use value and therefore the development is likely to be feasible. A ratio of less than 1 indicates that the existing use value exceeds the residual land value and suggest the development is not feasible based on the current assumptions (land costs, construction costs, revenues, densities, land uses).

Site 1: 304 South Terrace and 12 Restwell Street, Bankstown

A one storey retail/commercial development currently occupies this site.

Baseline feasibility testing consider two hypothetical developments under existing controls: a mixed use development and a purely commercial development. Alternative scenarios, based on higher FSRs provided by Council, also include a residential tower (mixed-use development) and a commercial tower. Details of these development scenarios are provided in Table 14 below.

TABLE 14: SITE 1 BANKSTOWN SUMMARY OF ASSUMPTIONS

Site 1: 304 South Terrace and 12 Restwell Street, Bankstown	
Current zone	B4 – Mixed Use
Site Area	3,093sqm
Current FSR	3:1
Tested GFA split	9,279sqm retail/commercial, 9,279sqm residential
Tested FSR	6:1 (3:1 commercial and 3:1 residential)
Tested height, residential tower	25 storeys (2 storeys retail and 23 storeys residential)
Tested height, commercial tower	13 storeys commercial (2 storeys retail, 11 storeys commercial)
Tested zone	B4 – Mixed Use
Basement car parking	Yes – parking rates provided by Council[64]

Results

Under the current controls it is not feasible to develop either a mixed-use or commercial development. With increased FSR and height controls, the site becomes feasible for mixed-use or commercial development (see Table 15).

[64] *Residential:* 0.5 spaces/studio and 1 bedroom, 1 space per 2 bedroom and 0.25 spaces for 3+ bedrooms. *Office:* 0.25 spaces per 100 sqm. *Retail:* 1.25 sqm per 100 sqm.

TABLE 15: FEASIBILITY RESULTS

Scenario	Commercial GFA (sqm)	Retail GFA (sqm)	Residential GFA (sqm)	Total (sqm)	Non Resi. FSR	Resi. FSR	RLV ($)	Feasibility Ratio
1 Baseline mixed-use	2,784	2,784	3,712	9,279	1.80	1.20	$6,330,342	0.58
2 Baseline commercial	6,495	2,784	-	9,279	3.00	0.00	$5,926,778	0.54
3 Future mixed-use	0	5,567	12,991	18,558	1.80	4.20	$13,509,269	1.23
4 Future commercial	12,372	5,567	0	17,939	5.80	0.00	$12,096,794	1.11

Site 2: 6 to 20 Fetherstone Street, Bankstown

Several two storeys retail/commercial developments currently occupy this site.

Baseline feasibility testing consider two hypothetical developments under existing controls: a mixed use development and a purely commercial development. The alternative scenario, based on higher FSRs provided by Council, is a commercial tower. As this site falls within the area identified as the potential commercial core, a residential development was not considered for this site. Details of these development scenarios are provided below.

TABLE 16: SITE 2 BANKSTOWN SUMMARY OF ASSUMPTIONS

Site 2: 6 to 20 Fetherstone Street, Bankstown	
Current zone	B4 – Mixed Use
Site Area	1,800sqm
Current FSR	4.5:1
Tested GFA split	2,114sqm retail, 10,097sqm commercial office
Tested FSR	6.7:1
Tested height, commercial tower	16 storeys – 4 storeys podium and 12 storeys commercial tower
Tested zone	B4 – Mixed Use
Basement car parking	Yes – parking rates as provided by Council[65]

Results

Under the current controls, it is not feasible to develop either a mixed-use or commercial development. With increased FSR and height, feasibility improves, however it is still not feasible for a stand-alone commercial development (see Table 17).

The future commercial development scenario would be feasible with a 20 per cent increase in the revenues for retail and commercial floor space compared to current benchmarks provided by m3. It is likely that the addition of new infrastructure and investment in Bankstown will attract higher revenues for office and retail floor space and support feasibility for stand-alone commercial development.

Higher densities are unlikely to improve feasibility in the current market for the simple fact that revenues are insufficient to cover development costs including land.

[65] *Residential:* 0.5 spaces/studio and 1 bedroom, 1 space per 2 bedroom and 0.25 spaces for 3+ bedrooms. *Office:* 0.25 spaces per 100 sqm. *Retail:* 1.25 sqm per 100 sqm.

TABLE 17: FEASIBILITY RESULTS

Scenario	Commercial GFA (sqm)	Retail GFA (sqm)	Residential GFA (sqm)	Total (sqm)	Non Resi. FSR	Resi. FSR	RLV ($)	Feasibility Ratio
1 Baseline mixed-use	1,620	1,620	4,860	8,100	1.80	2.70	$6,098,776	0.42
2 Baseline commercial	6,480	1,620		8,100	4.50	0.00	$5,570,346	0.38
3 Future commercial	**10,097**	**2,114**	**0**	**12,211**	**6.78**	**0.00**	**$8,802,569**	**0.60**

Site 3: 559 to 573 Canterbury Road, Campsie

Eight single-storeys detached houses currently occupy these sites.

Baseline feasibility testing consider just one hypothetical developments under existing controls: a medium density residential development. The alternative scenario, based on higher FSRs provided by Council, is for a commercial development. The introduction of employment only uses in this location can help support the clustering of a medical precinct anchored by Canterbury Hospital. Details of these development scenarios are provided below.

TABLE 18: SITE 3 CAMPSIE SUMMARY OF ASSUMPTIONS

Site 3: 559 to 573 Canterbury Road, Campsie	
Current zone	R3 – Medium Density
Site Area	4,672sqm
Current FSR	0.5:1
Tested GFA split	Building 1 (3,640sqm retail/commercial – assume ground floor retail, remaining 4 storeys as commercial uses)
Tested FSR	Building 1: 1.6:1 Building 2: 1.62:1
Tested height	Both buildings are 5 storeys
Tested zone	B6 – Enterprise Corridor
Basement car parking	Yes – see parking rates below[66]

Results

Under the current controls, it is not feasible to develop a medium density residential development. With increased FSR and height controls, the feasibility improves, however a stand-alone commercial development is not feasible based on the current cost and revenue assumptions (see the table below). Higher revenues, lower site acquisition costs and/or lower development costs would be required to make redevelopment of this site feasible.

[66] *Residential:* 0.5 spaces/studio and 1 bedroom, 1 space per 2 bedroom and 0.25 spaces for 3+ bedrooms. *Office:* 0.25 spaces per 100 sqm. *Retail:* 1.25 sqm per 100 sqm.

TABLE 19: FEASIBILITY RESULTS

Scenario	Commercial GFA (sqm)	Retail GFA (sqm)	Residential GFA (sqm)	Total (sqm)	Non Resi. FSR	Resi. FSR	RLV ($)	Feasibility Ratio
1 Baseline residential			2,336	2,336	0.00	0.50	$3,116,832	0.30
2 Future commercial	6200	1550	0	7750	1.66	0	$4,488,521	0.42

Site 4: 14 to 28 Amy Street and 59 to 63 Evaline Street, Campsie

A shopping centre and a commercial building currently occupy this site.

Baseline feasibility testing considered two hypothetical developments under existing controls: a mixed-use development and a purely commercial development. The alternative scenario, based on higher FSRs provided by Council, is for a mixed-use development of higher density than the current controls. Details of these development scenarios are provided below.

TABLE 20: SITE 4 CAMPSIE SUMMARY OF ASSUMPTIONS

Site 4: 14 to 28 Amy Street and 59 to 63 Evaline Street, Campsie	
Current zone	B2 – Local Centre
Site Area	9,700sqm
Current FSR	No FSR limit, but height limit of 27m (approx. 5 storeys)
Tested GFA split	10,738sqm (retail), 17,597sqm (residential)
Tested FSR	2.9:1
Tested height	15 storeys
Tested zone	B4 – Mixed Use
Basement car parking	Yes – parking rates provided by Council[67]

Results

Under the current controls the mixed-use development and stand-alone commercial development are not feasible. With increased height and density the feasibility improves, and the higher density mixed-use development is feasible.

We note that these results are contingent on the accuracy of estimates of the existing use-values of the shopping centre and the commercial building, which are difficult assets to value. m3propoerty have provided average square metre rates and it is possible that the value of the Campsie Centre might exceed these estimates.

[67] *Residential:* 0.5 spaces/studio and 1 bedroom, 1 space per 2 bedroom and 0.25 spaces for 3+ bedrooms. *Office:* 0.25 spaces per 100 sqm. *Retail:* 1.25 sqm per 100 sqm.

TABLE 21: FEASIBILITY RESULTS

Scenario	Commercial GFA (sqm)	Retail GFA (sqm)	Residential GFA (sqm)	Total (sqm)	Non Resi. FSR	Resi. FSR	RLV ($)	Feasibility Ratio
1 Baseline mixed-use	0	4,850	14,550	19,400	0.50	1.50	$22,446,505	0.28
2 Baseline commercial	14,550	4,850	0	19,400	2.00	0.00	$9,865,114	0.12
3 Future mixed-use	**0**	**10,738**	**17,597**	**28,335**	**1.11**	**1.81**	**$91,822,366**	**1.13**

5.4 Summary

This feasibility testing has found that the alternative development scenarios for all four sites tested produce superior results (higher RLVs) compared to the those generated under the current planning controls. We can conclude that the controls as tested would increase the likelihood of development being feasible compared to the current controls.

For sites 1 and 4 the alternative development scenarios generate RLVs that are higher than the existing site values. Under these circumstances redevelopment should be feasible. However, for sites 2 and 3, *both* the baseline and alternative scenarios appear to be not feasible, in the current market. In both cases the ratio of RLV to existing site value is less than one: the 'best case' scenarios generating ratios of 0.60 and 0.42 respectively. Evidently, higher revenues or lower land values are required to make the redevelopment of these sites feasible.

Will revenues increase?

Over time, higher revenues are likely in both Bankstown and Campsie with improvements in accessibility and amenity. The introduction of the Metro in particular will provide a step-change in accessibility that should be reflected in the value of all land uses, but particularly for commercial development that is responsive to accessibility to labour markets, customers and other firms.

Can land values be lower?

These above findings are very much determined by the assessed existing site values for the four specific sites considered. Higher existing site value would make development less feasible, whereas lower existing site value would improve feasibility. Other sites within the centres will have higher and lower existing site values depending on a range if attributes including site size, shape, specific location, existing improvements, and access to local amenities. Sites with *lower existing use values* (e.g. where the current improvements generate relatively low returns) are more likely to be feasible for redevelopment.

It was not possible within the scope of this feasibility assessment to consider the degree to which existing sites values within the centres vary and, therefore, whether there are indeed lower value sites where redevelopment is feasible.

Other considerations

In relation to developing the planning framework for the Bankstown and Campsie Strategic Centres the following long term planning objectives should be borne in mind:

- The need to ensure adequate employment capacity, in the long term, and in the right locations
- The potential risk for employment in key locations in Bankstown to be crowded out by residential uses

- The advantages of locating employment floor space in close proximity to the proposed Metro Station
- Supporting the LSPS vision for a medical precinct anchored by Canterbury Hospital
- Ensuring opportunities for a diverse mix of employment uses in Campsie as it emerges into a strategic centre.

Pursuing these planning objectives will affect development feasibility in the short term. However, a commitment to orderly development of genuine mixed-use centres, in line with growth forecasts and policy aspirations, will contribute to improved development feasibility in the longer term.

6. PLANNING OPTIONS

This chapter discusses planning mechanisms to accommodate employment floorspace.

6.1 Overview

Major town centres typically attract a mix of activities that include retail, employment, recreation, civic and institutional uses, and housing. This diversity is a hallmark of town centres; however this also creates competition between land uses for developable land. Where land is zoned to allow 'mixed use' recent market trends have tended to favour housing with some retail, but rarely office buildings or institutional uses. Should this trend continue it is conceivable that town centres, like Bankstown and Campsie, will evolve to support higher concentrations of housing and retailing, at the expense of employment activity.

The recent bias towards housing development in town centres reflects a range of factors:

- Limited demand for employment floor space in particular centres
- Insufficient concentrations of existing employment floor space to provide agglomeration benefits for new employment uses
- Challenges in securing pre-commitments for employment developments (when compared to the less 'lumpy' process of securing the required pre-sales for apartment developments
- Low interest rates and favourable tax settings that encourage investment in housing
- A highly competitive residential development sector
- Small and/or fragmented land holdings more suited to residential development with minimal need for site amalgamation.

Given these advantages, apartment developers can, in general, pay higher prices for development sites in all but the most the most 'prime' locations for alternative uses. The Sydney CBD is an example where land for office development is highly sought after yet even there residential encroachment is a concern.

High land prices in town centres can affect the location of employment and institutional uses. In choosing where to locate, firms must strike a balance between access to labour, access to supply chains and markets, and 'land' cost (i.e. cost to purchase or rent suitable floor space). If land costs in centres are too high, firms and institutions may be forced to choose sub-optimal locations. For example, rather than locate in a town centre, firms will consider more affordable business park or suburban office locations.

The dispersion of employment uses can reduce business productivity (by reduced agglomeration benefits) and generate other negative externalities (impaired labour market functioning, increased traffic movements and congestion, and reduced workplace amenity for employees). The potential for employment and institutional uses to be 'crowded out' from town centres may well warrant some form of specific planning policy intervention to discourage these externalities and market failures.

6.2 Planning mechanisms for employment

The current application of the B4 Mixed Use zoning in Bankstown and the B2 Local Centre zoning in Campsie allows for a mix of land uses. In the fullness of time, and with the rise and fall of various market cycles, it is possible that these centres will develop to accommodate an optimal land use mix, without any additional land use regulation. However, this cannot be assumed, and planning authorities should routinely track development capacity, planning applications, and the construction of new floor space and periodically assess whether or not the 'crowding out' of employment activity by residential uses is occurring.

Many employment uses have particular land and floor space requirements. For example, premium office floor space generally requires larger building floor plates of at least 1,500 square metres. There may be relatively few opportunities for this type of development in a town centre as larger land parcels are rare and/or opportunity for consolidation of smaller allotments is limited. Under these circumstances, opportunities to guide the land use mix on larger 'opportunity sites' should be a particular focus.

The remainder of this section describes a range of potential planning interventions that might be used to influence the mix of employment floor space in town centres. Specifically:

- Limit or prohibited housing from designated employment areas
- Require a modest amount of employment floor space in new developments
- Require significant employment floor space in new developments
- Require the retention of the existing quantum of employment floor space
- Provide incentives for development that includes employment floor space
- Set differential FSRs for employment and housing
- Government-led land assembly with specific land use requirements.

It should be noted that these planning mechanisms are just one factor that can encourage (or discourage) the provision of employment floor space. Other important influences include the demand for employment floor space, transport access, centre amenity, lot sizes, the presence of exist firms and institutions that might attract other firms, and existing 'in-use' land values (and thus the feasibility new employment developments).

Limit or prohibited housing from designated employment areas in town centres

Perhaps the most orthodox planning approach to preserve land for employment is to employ a zone that permits employment uses and excludes housing. The rationale of this approach is to reduce competition between land uses by directing them to specific zones, and to a lesser extent, reduce the likelihood of land use conflicts. The B3 Commercial Core zone is used for this this purpose in the centres of Parramatta, Liverpool and Penrith. Other examples of employment only zones in New South Wales include the Business Development (B5), Enterprise Corridor (B6) and Business Park (B7) zones, and the Commercial 2 (C2) zone in Victoria.

This approach has the distinct advantage of providing absolute clarity to all stakeholders about the intended land use outcome. It also protects employment zoned land from the influence of residential land values (although not from pressure to rezone this land to allow housing).

A disadvantage of this approach is that it also precludes a mix of employment and housing which may lead to a lack of activity at night and on weekends (e.g. an issue in centres such as North Sydney). Furthermore, investment in employment zoned land may be slow during the downturns or particular market cycles where there is low or no demand for new employment floor space.

Require a modest or incidental amount of employment floor space in new town centre developments

It is common for planning policies to require 'active' ground floor uses which will usually imply non-residential floor space. This is achieved via LEP and DCP controls in NSW. In Victoria this is achieve in the Commercial 1 Zone by limiting the frontage of residential uses to a maximum of two metres at ground level (enough to allow access to a residential building lobby).

Current practice in the B4 Mixed Use zone in Bankstown requires *both* the ground and first floors to accommodate non-residential uses[68].

A recent planning scheme amendment in the inner city LGA of Yarra (Melbourne) requires new developments to include commercial floor to ceiling heights for the lower two building levels, which are higher than residential floor to ceiling heights. This measure is designed to ensure that employment uses are at least possible on the first floors, even where the initial use is residential.

These approaches guarantee some employment floor space and arguably have a relatively limited impacts on building design and feasibility. However, they are unlikely to generate large quantities of employment floor space.

Require significant employment floor space with new development (e.g. 3+ levels or at least 20% of total floor space)

A step up from the previous measures would be pursue a 'vertical zoning' approach and require building podiums (e.g. 3 to 6 storeys) to host employment uses, but have no restrictions on the use of the floor space above these podium levels. This form of control operates in Melbourne's Chapel Street. Alternatively, a minimum employment FSR or share of floor space might be used. This approach is being pursued in the inner-city suburb of West Melbourne where new developments are required to include between 10% and 25% employment floorspace, with the rate varying by precinct.

This approach is likely to provide more employment floor space that the previous option and can result in efficient patterns of development as the lower building levels can be better suited to employment uses in higher density locations.

This option however requires 'multiple use buildings'[69] which are not common and present a series of challenges in terms of design (e.g. the need for multiple life/stair/service cores), sales (e.g. aligning residential pre-sales with commercial floor space pre-commitments), finance (difficulties securing bank lending for mixed-use developments) and operation (multiple- or mixed-strata schemes with residential and commercial owners).

Require the retention of existing quantum of employment floor space

In town centres where the mix of uses is an intrinsic quality that should be protected it could be argued that new development should at least retain the existing quantum of employment floor space after any redevelopment. This type of policy would be similar, in principle at least, to provisions of the Affordable Rental Housing SEPP (2009) designed to prevent the loss of low-cost rental accommodation.

This approach is relatively easy to interpret and administer. But it does not ensure any increases in employment floor space. It also 'locks in' existing locations of employment floor space, which could be, in some cases, sub-optimal.

[68] Bankstown LEP clause 6.9

[69] The term 'multiple use building' is use here to designate a building that has a significant share to two different land uses adding to the challenge (and cost) of undertaking such development. Mixed use developments often have a relatively small amount of non-residential development on the ground floor which has only a modest impact on design, sales and costs.

Provide incentives ('bonuses') for development that includes employment floor space

Planning policies can be designed to offer incentives – typically additional floor space – in return for the provision of desired but less profitable land uses. These approaches are most commonly applied to social or affordable housing.

In the Caringbah Medical Precinct an FSR bonus of 1.5:1 is offered to developments that include 25 per cent of floor space as medical uses. This option creates a financial incentive for employment floor space that might not be provided under normal market conditions.

On the other hand, bonus schemes rely on developers 'opting in' to the scheme to generate employment floor space. Incentive schemes are also a form of permanent market distortion that may result in undesirable outcomes – such as an oversupply of employment floor space – if market conditions shift.

Set differential FSRs for employment vs housing

It is conceivable that higher FSRs could be made available for employment development reflecting the larger building footprints and reduce setbacks and privacy requirements. This policy rationale stems not so much from a desire to manipulate the land use mix of a centre towards employment, but, rather, is a response to demonstrable differences in the residential and employment built form typologies.

Built form test would be required to test the differential FSRs for residential vs employment vs institutional buildings that might fit within an acceptable building envelope whilst achieving acceptable levels of internal amenity, and appropriate interfaces with neighbours, for each type of development.

Allowing higher densities for employment uses will increase land values for commercial or institutional uses relative to residential provided there is demand. However, even with a higher FSR, employment uses may still lag behind residential in terms of the associated residual land values.

Government land assembly with specific use requirements

Smaller land holdings can be consolidated through government-led negotiation or acquisition and then released as larger master-planned lots to the market with specific land use requirements (e.g. a pre-defined mix of retail, employment and residential floor space). This ensures more efficient use and development of fragmented land and, when combined with master planning, should result in the desired mix of land uses in the longer term. These practices are common in overseas jurisdictions but uncommon in Australia and are typically led by a government development agency with an appropriate mandate to intervene in the land market where this will achieve a net community benefit.

Summary

The key elements of these approaches describe above are summarised in the table below.

TABLE 22: PLANNING OPTIONS TO ACCOMMODATE EMPLOYMENT FLOOR SPACE IN CENTRES

Planning mechanism	Description, examples, precedent, zones	Comments
Employment only zone	Designate an area(s) for employment uses to the exclusion of housing. The B3 Commercial Core zone is used for this this purpose in like Parramatta, Liverpool and Penrith.	Simple and clear policy. Employment land protected from influence of residential land values. If applied to a large area, will not deliver a mix of employment and housing which is often desirable

Planning mechanism	Description, examples, precedent, zones	Comments
		in centres.
Require a modest or incidental amount of employment floor space in new developments	Require ground or first two floors to be set aside for employment. Current practice in Mixed Use zone in Bankstown.	Provides a guarantee of some employment floor space. Limited impact on building design and feasibility. Unlikely to generate large quantities of employment floor space.
Require more significant share of employment floor space in new developments	For example, 3+ levels or at least 20% of total floor space with new development A step up from the previous measure, a 'vertical zoning' approach would require building podiums (e.g. 3 to 6 storeys) to host employment uses. above podium level. Alternatively, a minimum employment FSR.	Provides more employment floor space as sites are developed. Lower levels can be better suited to employment uses rather than housing. Requires multiple use buildings which are not common and present a series of challenges (see discussion above).
Require retention of existing quantum of employment floor space.	New development should at least retain the existing amount of employment floor space on a site.	Simple to interpret and administer. Does not ensure increase in employment floor space. Locks in the existing location of employment floor space which may not be optimal.
Provide incentives for development that includes employment floor space.	Planning policies can be designed to offering incentives in return for the provision of desired but less profitable land uses. Most commonly applied to social or affordable housing. In the Caringbah Medical Precinct an FSR bonus of 1.5:1 is offered to developments that include 25% of floor space as medical uses.	Creates a financial incentive for employment floor that might not be provided under normal market conditions. Bonus schemes rely on developers 'opting in' to the scheme to generate employment floor space. Incentive schemes are a market distortion that may result in perverse outcomes.
Differential FSRs for employment vs housing	It is conceivable that higher FSRs could be made available for employment development reflecting the larger building footprints and reduce setbacks and privacy requirements. Allowing higher density for employment will increase land values of commercial development relative to residential development.	Reflects the different built form outcomes of commercial and residential development when built to the same height. Even with higher a FSR, commercial office development may not generate higher land values than a residential development on the same site.
Land assembly/adjustment with specific use requirements	Consolidated smaller land holdings through government-led negotiation or acquisition; released larger master-planned lots to the market with specific land sue requirements (e.g. mix of retail, employment and residential floor space).	Efficient land use and should result in the desired mix of uses in the longer term; common in overseas jurisdictions. Uncommon in Australia. Requires intervention of government or quasi-government development agency.

Planning mechanism	Description, examples, precedent, zones	Comments
Laissez faire approaches	No land use intervention to encourage employment or any particular land uses. This could be achieved through the application of the B4 Mixed Use zoning without any restrictions of ground and first floor land uses.	Market cycles *may* eventually deliver an optimal land use mix without the need for regulation; difficult for regulators to predict an optimum outcome. Risks a significant share of land being developed for residential uses, crowding out employment. Market forces do not fully account for the positive externalities of employment agglomeration or the negative externalities of higher travel costs and/or congestion caused by the dispersal of employment activity.

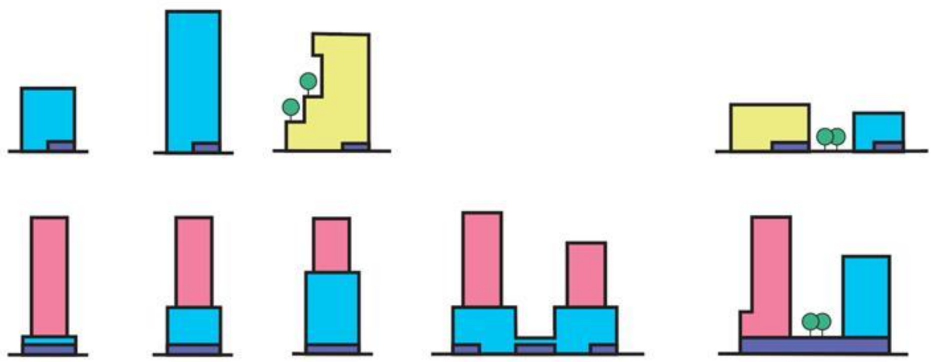
6.3 Building typologies for employment floor space

In addition to thinking about specific planning mechanisms, it is important to consider the configuration of employment floor space required in future, and the types of buildings that might provide this floor space.

The images below reflect a series of different building typologies, some common, some less so.

Ultimately, the master planning for the Bankstown and Campsie town centres should take into account what building typologies are likely to occur, and where, and then develop planning controls that will support these outcomes. It is not uncommon for planners to makes the mistake of drafting planning controls (heights, setbacks, FSRs, and so on) without first having a thorough understand of the building types that are both likely to satisfy the demand for additional floor space, and are appropriate to the lot and block patterns that constitute the 'building blocks' of the centre. The absence of a built form approach to town centre master planning could lead to poor built form outcomes and reduce public and private amenity, which will ultimately discourage future investment.

FIGURE 11: EMPLOYMENT BUILDING TYPOLOGIES



Source: SGS, 2020, Building uses: yellow = institutional; purple = retail; blue = other employment; pink = residential

7. LAND USE FRAMEWORKS

The chapter sets out the recommended land use frameworks for Bankstown and Campsie. For each centre there is a vision, a series of key recommendations, and a spatial plan. The rational for the recommendation and potential high-level actions follow.

7.1 Bankstown

Vision

Bankstown has been designated as a health and education precinct in regional, district and local strategic plans. The vision is for Bankstown to be a major employment centre in the South District[70], offering diverse employment opportunities with health and education specialisations and leverage new, major infrastructure – Sydney Metro and a Western Sydney University campus. Bankstown may also support a relocated major hospital (from its current location south of the town centre). Bankstown will retain and capitalise on its fine grain retail components, diversity and support a vibrant night-time economy.

To achieve this, planning for the Bankstown health and education precinct needs to address a number of issues:

- High future employment targets that demand significant increases in employment floorspace (which are likely to exceed current capacity based on current planning controls and development trends)
- Continued competition from, and government investment in, neighbouring strategic centres that historically have had greater success in attracting businesses and government agencies (e.g. Parramatta and Liverpool)
- Uncertainty regarding the location for the relocated hospital
- A general negative image and perception that the centre is 'tired' and in need of new investments (both public and private).

Spatial plan and planning recommendations

1. Establish a modest commercial core
2. Maintain a minimum provision of employment floorspace in the 'centre frame' (for example, require ground floor and first floor for non-residential uses, as identified in the current LEP/DCP and/or no net loss of employment floorspace)
3. Encourage the relocation of the hospital into the City Centre to create a cluster which includes TAFE, Western Sydney University
4. Enhance the image of the centre with appropriate economic development and branding strategies
5. Ensure large key sites located close to the future Metro station deliver a higher share of employment floorspace (for example, at least 50 per cent of the total permissible floorspace).

[70] Canterbury Bankstown LSPS, GSRP and South District Plan

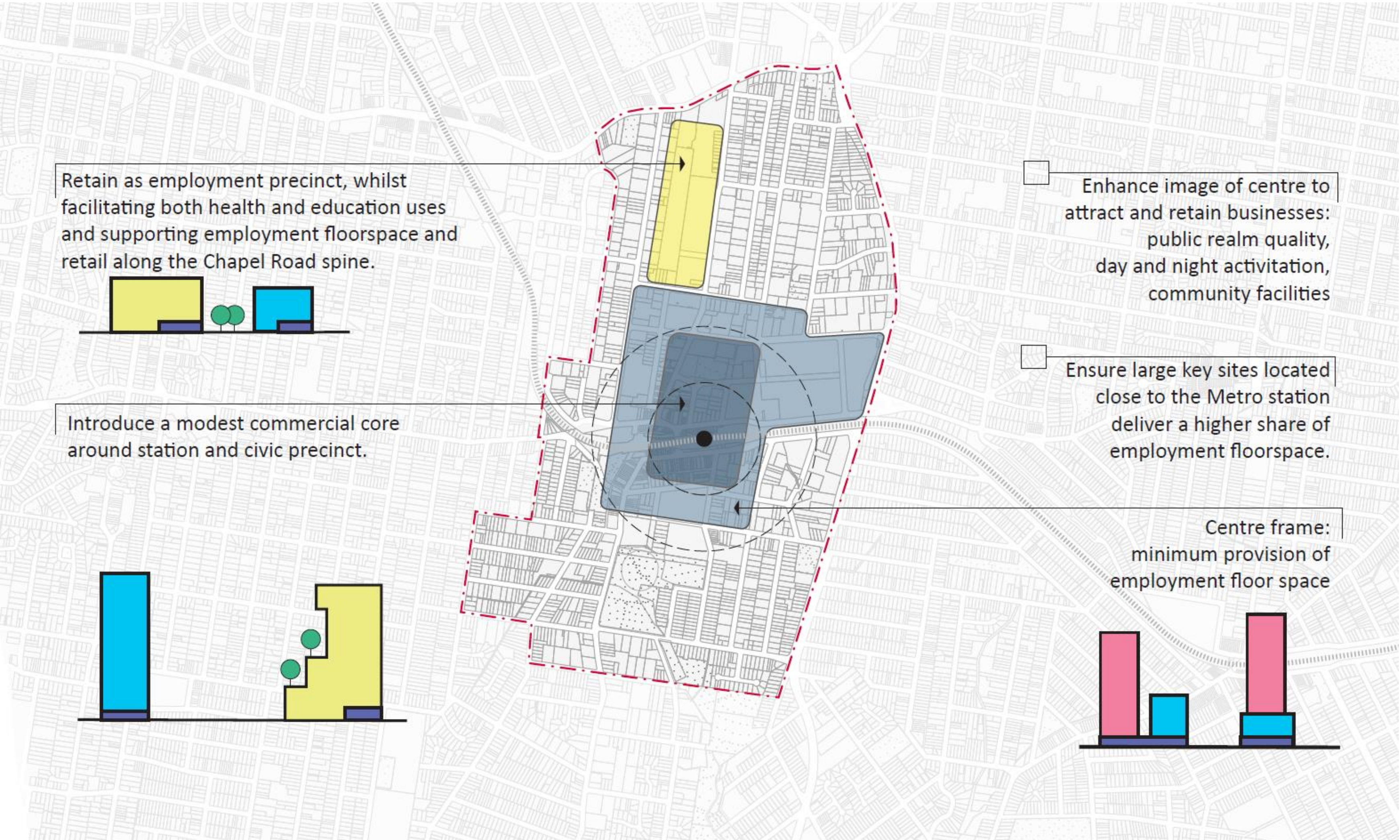


FIGURE 12: BANKSTOWN SPATIAL PLAN

Source: SGS

Recommendation 1: Establish a modest commercial core

Rationale

It is necessary to protect future employment land potential in Bankstown given the high employment targets placed on the centre, and the significant demand for employment floorspace beyond planning control capacity (see discussion on job targets (Section 2.2) and floorspace capacity (Section 4.1),

Floorspace analysis suggests if the 2036 upper job targets are to be realised in Bankstown, there would be insufficient employment floorspace capacity available. Under the first and second floor scenarios, demand is far higher than available capacity, resulting in a gap of around 182,173 square metres. If the first three storeys were allocated to commercial uses, the gap would be reduced to around 41,305 square metres (see Section 4.1).

Establishing a B3 commercial core in Bankstown would provide a clear and consistent signal to the market that the centre will be a focal point for future employment growth. This is important for several reasons. Firstly, as State government has already designated Bankstown as a key employment centre within the Greater Sydney context. Secondly, as business and government agencies have historically preferred to locate in neighbouring centres (consistently identified in stakeholder consultation, see Appendix 5) a signal is required to highlight Bankstown's new status. Thirdly, Parramatta and Liverpool are competitor centres to Bankstown for jobs and tenants. State government investment in Parramatta centre has been, and continues to be, strong (see Section 2.2). Therefore, the establishment of a commercial core, as a first lever, may help grow the employment centre and attract investment and interest.

Another reason to safeguard employment floorspace in Bankstown is due to the recent bias towards housing development in centres (as discussed in Chapter 6). Residential development in, or nearby town centres, is important to maintain vibrancy, activity and passive surveillance. However, the Bankstown Strategic Centre also has to cater for the State government's employment targets, which are substantial.

The Canterbury Bankstown LSPS is supportive of employment growth in the core area of Bankstown, stating: 'areas in close proximity to mass transit stops, will be modern locations for new businesses, jobs, shops and community infrastructure'[71].

A commercial core would leverage the new Metro rail development and the new university campus development in the Civic precinct (identified as important in strategic policy planning and discussion on transport infrastructure, see Section 2.1 and 2.4).

A *modest* commercial core has been suggested to find a balance between retaining and protecting employment floorspace (to reach employment targets) without sterilising a large section of the town centre outside core work hours. Sterilisation of city centres due to B3 commercial core zonings were identified as a risk during consultation (see Appendix 5).

A modest commercial core also seeks to ensure mixed use and fine grain retail areas nearby are not heavily impacted. These qualities are considered important by Council and the local community. The Civic and Court precinct and around the new Metro station should be the focal point for the commercial core.

As an alternative to a modest commercial core, planning controls might permit residential floorspace to be included in new developments over and above the minimum provision of employment floorspace. This approach would help maintain vibrancy, activity and passive surveillance in the centre day and night. A stakeholder involved in the retail sector stated residential density nearby is important to help support businesses and productivity (see Appendix 5). Residential capacity would also contribute to any residential housing targets for the centre. Notwithstanding, as of February 2021, the State Government implemented

[71] Canterbury Bankstown LSPS, p. 19

changes to the Affordable Rental Housing SEPP which will permit build-to-rent housing in commercial core zones.

Potential actions

- Introduce a modest B3 Commercial Core zone, centred around the Civic and Court Precinct and new Metro station.
- Consider an additional B3 Objective of zone that protects character and heritage of special areas, like Saigon Place.
  - The Parramatta LEP (B3 Objectives of zone) includes: *To protect and enhance the unique qualities and character of special areas and heritage values within the Parramatta City Centre.*
- Consider an additional B3 Objective of zone that promotes active street frontage, to avoid sterilisation of the core and support activation of areas.
  - The Parramatta LEP (B3 Objectives of zone) includes: *To protect and encourage accessible city blocks by providing active street frontages, and a network of pedestrian-friendly streets, lanes and arcades.*
  - The Chatswood LEP (B3 Objectives of zone) includes: *To protect and encourage safe and accessible city blocks by providing active land uses on street and pedestrian frontages.*
  - The Sydney LEP (B3 Objectives of zone) includes: *To promote uses with active street frontages.*
- To support the development of commercial/health and education/arts & culture in the precinct, the B3 zone could include the following permitted uses:

  Business premises; Centre-based childcare facilities; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Hospitals; Hotel or motel accommodation; Information and education facilities; Medical centres; Office premise; Passenger transport facilities; Public administration buildings; Recreation facilities (indoor); Registered clubs; Respite day care centres; Restricted premises; Serviced apartments (prohibited in Parramatta B3); Tourist and visitor accommodation (prohibited in Hurstville B3 and Chatswood B3)[72].
- The commercial core overlaps with Saigon Place. It will be important to ensure zone objectives and planning principles are enforced to retain the valued fine grain nature of Saigon Place. Retain the Height of Buildings and FSR controls applied to the Saigon Place precinct to protect the fine grain nature of this retail area.

  Planning principles that support fine grain places include:
  - *Co-location* – fine grain activities are enhanced when they are co-located with similar fine grain activities
  - *Engaged with the street* – fine grain activities should connect with the street level, the public domain, pedestrians and cyclists as it promotes experience, inclusion and shared ownership
  - *Variety of scales* – large- and small-scale activities have a place in a fine grain environment. For example a regional scale library, and a small local library

[72] This list of permitted uses is based on the example of B3 zones for Parramatta, Hurstville and Chatswood. See Appendix 8 for a comparison of permitted uses in the Parramatta, Hurstville and Chatswood LEP B3 zones. Hurstville and Chatswood have open Permitted Use clauses where alongside the identified uses above, 'any other development not specified in clause item 2 or 4' are also permitted

    - *Multifunctional* – this will attract a diversity of people to use the fine grain place and space at different times of day and night
    - *Compact and permeable* – to engage the senses and enhance local identity
    - *Active use and active transport* – allowing for shared spaces and thoroughfares
    - *Variety of shapes and forms* – diversity of blocks and lot sizes which encourages variety in floorplates
    - *Flexible and adaptable* – buildings that are adaptable to cater to pop-ups, rapid responses to market demands and personalisation of architecture[73].
- A B3 zone requires careful management to avoid sterilisation of the commercial core outside business hours. Night-time economy strategies should align with the establishment of the B3 zone.
- If a complete prohibition on residential floorspace is not supported, consider an option where planning controls allow for residential floorspace only after a minimum provision of employment floorspace.

Recommendation 2: Maintain a minimum provision of employment floorspace in the 'centre frame'

Rationale

With the high employment targets placed on the centre, and the significant demand for employment floorspace beyond current planning control capacity, it will be important to protect employment floorspace in Bankstown centre (see discussion on job targets and floorspace capacity in Section 2.2 and Section 4.1).

Furthermore, as discussed in Chapter 6, recent market conditions have tended to favour housing where land zoned to accommodate 'mixed uses' tends to be developed as housing, with some retail, but rarely for office buildings or institutional uses. Should this trend continue there is a risk that town centres may evolve into concentrations of housing and retail activity, at the expense of employment activity. Therefore, safeguarding employment floorspace in the centre frame of Bankstown is key.

Potential actions

- Ensure a minimum provision of employment floorspace in the centre frame, for example, require ground floor and first floor non-residential uses (a continuation of the current LEP/DCP requirements).
- Ensure no net loss of commercial floorspace through redevelopment applied on a site-by-site basis.

Recommendation 3: Encourage the relocation of the hospital to the City Centre

Rationale

The Canterbury Bankstown LSPS states a 'centre-piece for Bankstown is a new hospital (subject to investigation by Health Infrastructure NSW) which will create a thriving and dynamic health and employment precinct'[74]. As discussed in Chapter 3, the presence of an anchor institution is one of the key characteristics required to create a successful centre as they are 'present, relevant and engaged with industry'. Relocation of the Bankstown-Lidcombe Hospital closer to Bankstown centre should be viewed as a key opportunity for increasing employment an economic activity in the centre.

---

[73] Greater Sydney Commission, 2017, Fine Grain People Places, https://issuu.com/roberts-day-global/docs/gsc_fin_-_fine_grain_people_places_, dated accessed: 171220
[74] Canterbury Bankstown LSPS, p. 19

Few sites in the City Centre provide appropriate sizes to accommodate a large hospital development. Sites should be large, close to the City Centre ring riad, but then also close to key arterial roads (Hume Highway, Stacey Street, Canterbury Road).

A City Centre site would be close to the Civic precinct, retail area and new Metro station which means hospital workers and visitors will be in close proximity to public transport, essential needs and services. The TAFE site, one large landholding with potential for institutional health uses, is also far enough away from the core of the City Centre that it could avoid traffic or pedestrian congestion (it was highlighted during consultation that hospitals require good emergency vehicle access and circulation). The TAFE site is one of the few City Centre sites that could accommodate this. Health Infrastructure held an Expression of Interest Process to determine the site of the new Bankstown-Lidcombe Hospital. This process was undertaken in mid-2020, however no site has been announced at this time.

A hospital is a major employer. As discussed in Section 2.4, a hospital can also attract additional allied health services, a private hospital and retail businesses. These entities tend to locate around a hospital site. Hospitals can also demand accommodation for visitors and affordable housing for key workers and support staff. Therefore, the relocated hospital has potential to generate additional jobs in Bankstown centre with allied health services and retail businesses, and potentially some accommodation. In addition, Bankstown Hospital is also a key teaching hospital for a number of Sydney-based universities, and is close to Bankstown Airport, which is a base for a number of aviation emergency/health services. Together the hospital, aviation health and emergency services, allied services, a potential provide hospital, synergies with clustering close to Western Sydney University and businesses would contribute significantly to the employment targets place on Bankstown centre.

There is already a cluster of allied health services along Rickard Road and Kitchener Parade in Bankstown. A new hospital in the northern half of Bankstown City Centre would help amplify this cluster.

The Canterbury Bankstown LSPS has identified the Chapel Road/Rickard Road precinct as a civic and cultural spine[75]. Relocating the Hospital to this precinct would assist this strategy - drawing activity and potentially more businesses north of the Metro Station precinct, therefore creating 'a spine' of activity from Saigon Place, through the Metro Station area and to Chapel Road via the Civic Precinct.

Potential actions

- Collaborate with NSW Health, key government and institutional land holders and Transport for NSW to progress planning for the relocation of Bankstown-Lidcombe Hospital, to ensure the best outcomes for Bankstown centre.
- Engage with the South Western Sydney Local Health District (includes Bankstown-Lidcombe Hospital) and the Sydney Local Health District (includes Canterbury Hospital) about future planning for community health services in the area. During consultation it was expressed that the two Health District are looking to integrate community health services in the area but also increase these services to cater to future population growth and demand (see Appendix 5).
- The Aldi site has an extensive carpark. This could be an opportunity site for the future should intensification of commercial or health uses be required.

[75] Canterbury Bankstown LSPS, p. 21

Recommendation 4: Enhance the image of the centre with appropriate economic development and branding strategies

Rationale

Stakeholder consultation revealed there is a general negative perception towards Bankstown and that, in part, this could be affecting business attraction. Some businesses are even unsure of the location of Bankstown in Greater Sydney. It was suggested this negative perception and lack of awareness are part of the reason why businesses and tenants are attracted to neighbouring centres, like Liverpool and Parramatta. Strategies are required to change this perception as Bankstown also has a number of strength (see Section 3.2).

Furthermore, if a B3 Commercial Core is established in the City Centre, it will be important that economic development strategies are in place to avoid sterilisation of the core. There are some B3 zones in Sydney where this sterilisation has occurred (Hurstville). The potential for sterilisation of any area designated as a commercial core was a concern raised in consultation.

Earlier recommendations protect employment floorspace and potential in Bankstown so that employment targets can be achieved and fulfil its health and education precinct status. However, the delivery of floorspace and commercial core zones alone are not a guarantee to attract tenants. An increase in employment floorspace capacity in conjunction with economic development strategies to attract businesses will be needed to generate activity.

Potential actions

- Consultation respondents highlighted a number of key strengths for Bankstown:
  - Diversity
  - Affordability
  - Accessibility (current and enhanced by Metro)
  - Fine grain retail options at Saigon Place
  - The Library and Knowledge Centre
  - Activity generated by, and facilities offered by, Bankstown Sports Club
  - Close proximity to Sydney CBD[76].

  These characteristics could be highlighted in any branding or economic development strategies.
- Night-time economy strategies should link with the timing of the university development.
- The Complete Streets Plan will be a key input to improvement of the centre.
  - *Strategy A Enhancing the Ring Road*[77] will improve pedestrian amenity in the proposed commercial core and fine grain areas. If the hospital is relocated to the periphery of Bankstown centre - adequate circulation and emergency vehicle access should be provided to this site.
  - *Strategy F High amenity CBD streets* and *Strategy G Focus areas for outdoor dining*[78] are supported as this will contribute to city greening and cooling, and street activation in the proposed commercial core and around the university. See Appendix 3 – Food retailing boom which discusses the popularity in outdoor eating in Sydney.

---

[76] See Section 3.2
[77] Complete Streets, p. 88
[78] Complete Streets, p. 98, 101,

- The proposed *Major Bus Route* travelling north-south along Chapel Road[79] is supported as this will link with the NSW TAFE site and also the future university campus.
- Transforming *Chapel Road into a Neighbourhood Street*[80] is supported as it will help draw pedestrians, activity and spending north of the Metro station, through the commercial core towards other retail and the potential hospital.
- Active frontages have been discussed under B1. Key Active Frontage in the Complete Streets plan. This action is supported as this create passive surveillance and helps to generate interaction and spending in an employment centre[81].
- Urban greening will support the Premier and Greater Sydney Commission's aim to grow the urban tree canopy and the green grid across Sydney and will help improve amenity in Bankstown centre.

- By 2036, retail gravity modelling suggests the Supermarket and Hospitality & Services commodity groups will be undersupplied (indicated in both the trend and COVID scenarios, see Appendix 6). Both of these commodity groups will support local residents, university students and visitors to the centre. Hospitality & Services will also help generate vibrancy in the centre and potentially support the night-time economy.

Recommendation 5: Ensure larger key sites located close to the future Metro station deliver a higher share of employment floorspace

Rationale

With the high employment targets placed on the centre, and significant demand for employment floorspace, it will be important to ensure planning mechanisms deliver employment floorspace in Bankstown centre.

There are several large sites, under single ownership and in close proximity to the new university campus, the Metro station, and Civic precinct that could deliver a higher share of employment floorspace, possibly through the development of separate commercial and residential buildings on these larger sites.

Potential actions

- Ensure a minimum provision of employment floorspace on larger key sites, for example, at least 50% of allowable floor space.
- Ensure no net loss of commercial floorspace through redevelopment, applied on a site-by-site basis.

[79] Complete Streets, p. 111
[80] Complete Streets, p. 111
[81] Completed Streets, p. 117

7.2 Campsie

Vision

Campsie has been designated as a strategic centre in regional, district and local strategic plans. The vision is for Campsie to be a major 'lifestyle' centre in the South District[82]. It will have an improved high street retail experience and the development of cultural and lifestyle amenities to attract visitors and leverage increased accessibility delivered by the Metro. There will be growth in allied health services linking with Canterbury Hospital, and the centre will continue to support second-tier commercial services. Campsie will have a strong connections to the Cooks River.

To achieve this, planning for Campsie Strategic Centre needs to address the following key issues:

- Lack of major anchor institutions that draw visitors to the centre. Canterbury Hospital is a major asset but remote from the high street. Campsie is sometimes viewed as a 'bypass' to neighbouring major centres, such as Burwood, Strathfield and Hurstville, that offer major retail and commercial opportunities.
- Physical obstructions: a large shopping centre with no high street access; a local library with perceived poor capacity; and a physical disconnect between Canterbury Hospital and Beamish Street.
- A general perception that the centre is 'tired' with poor retail amenity along the high street; poor amenity along Canterbury Road; and traffic congestion at times along Beamish Street.

Spatial plan and planning recommendations

6. Apply a B4 zoning in the town centre
7. Redevelop the Council administration site for employment, cultural, community and entertainment uses
8. Rezone land (B4 and B6) between Beamish Street and Canterbury Hospital to strengthen links between the high street and this anchor institution. Encourage the growth of a medical and allied health precinct in this area.
9. Consider opportunities to re-imagine the centre through the redevelopment of large opportunity sites (i.e. Campsie Shopping Centre and Campsie RSL)
10. Enhance the image of the centre with appropriate economic development and branding strategies.

[82] Canterbury Bankstown LSPS, GSRP and South District Plan

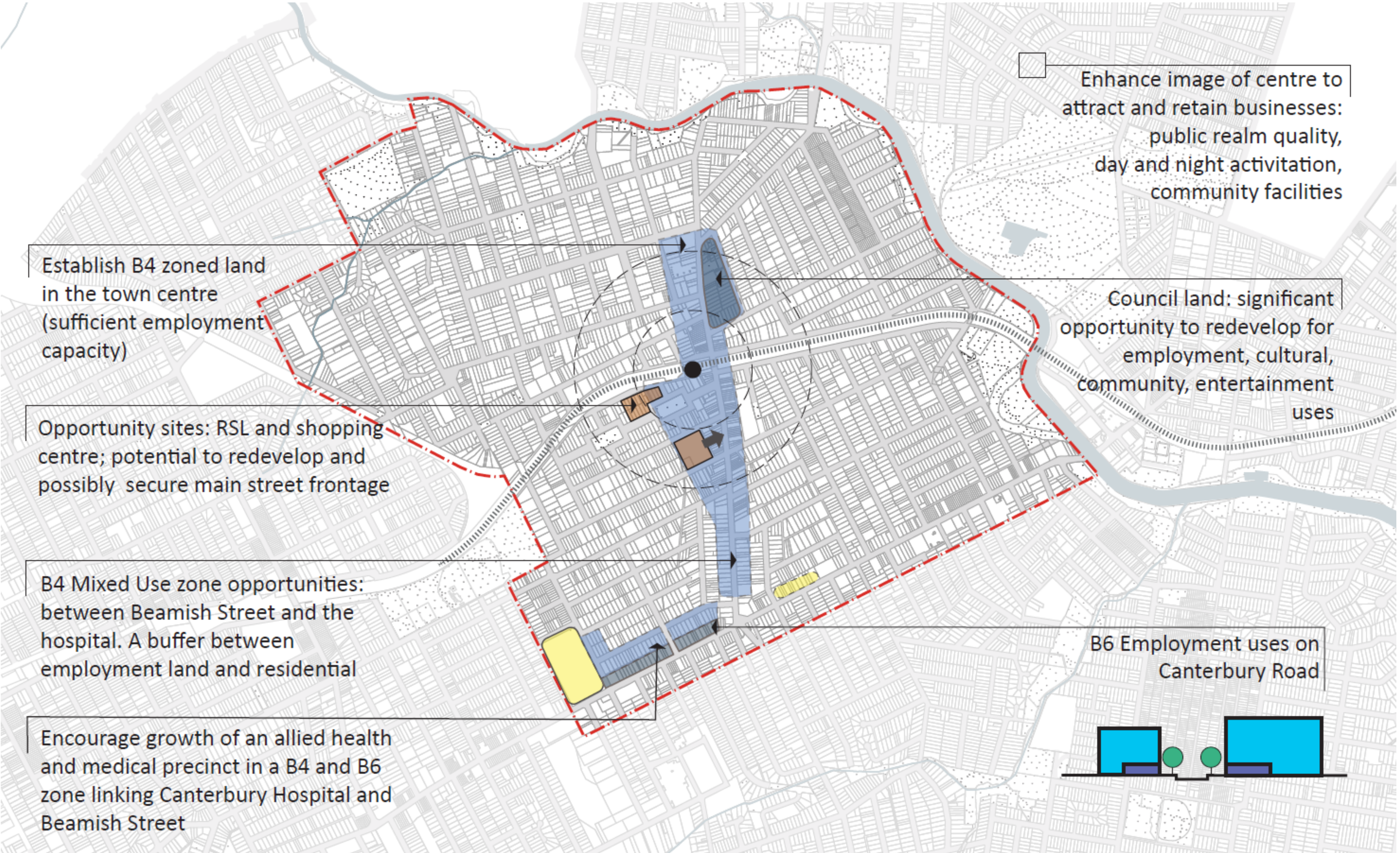


FIGURE 13: CAMPSIE SPATIAL PLAN

Source: SGS

Recommendation 6: Establish B4 zoning in the town centre

Rationale

Campsie town centre currently falls under a B2 Local Centre zoning. The GSC has defined Campsie as a 'strategic centre' within the Greater Sydney context with job targets that suggest an additional 2,700 jobs should be created in the centre by 2036 (see Section 2.1). Floorspace analysis suggests there would be sufficient capacity in the planning system to cater to 2036 upper job targets for Campsie (see Section 4.2).

In developing Campsie as a 'lifestyle' centre, local government is also focussed on retaining the fine grain nature of the high street, linking with the 'green and blue' grid, and having stronger connections with Canterbury Hospital.

Establishing a B4 zoning across the town centre would help elevate Campsie town centre from its local centre status, yet it is also a balanced approached that continues to support a mix of uses in the centre. A B4 zoning aligns with government aspirations to create a 'lifestyle centre'.

Potential actions

- Consider an additional B4 Objective of zone that promotes active street frontage.
- To support the development of Campsie as an allied health precinct, the B4 Mixed Use zone should include: *Health services facilities (health consulting rooms)* as a permitted with consent uses[83].

  By 2036, retail gravity modelling suggests *Supermarket, Hospitality & Services* and *Household Goods* commodity groups could be undersupplied (noting under the COVID-19 scenario Household Goods were not undersupplied by 2036). See Appendix 6. These commodity groups will support local residents and visitors to the centre. These types of businesses will also support the development of the 'lifestyle' centre and improved retail experience as designated in strategic planning.
- It will be important to ensure planning principles and controls are enforced to retain the valued fine grain nature of Beamish Street.

  Planning principles to retain a fine grain built form include:

  - *Co-location* – fine grain activities are enhanced when they are co-located with similar fine grain activities
  - *Engaged with the street* – fine grain activities should connect with the street level, the public domain, pedestrians and cyclists as it promotes experience, inclusion and shared ownership
  - *Variety of scales* – large- and small-scale activities have a place in a fine grain environment. For example, a regional scale library, and a small local library
  - *Multifunctional* – this will attract a diversity of people to use the fine grain place and space at different times of day and night
  - *Compact and permeable* – to engage the senses and enhance local identity
  - *Active use and active transport* – allowing for shared spaces and thoroughfares
  - *Variety of shapes and forms* – diversity of blocks and lot sizes which encourages variety in floorplates

[83] Based on permitted with consent uses as identified in the Planning Proposal - Canterbury Bankstown Draft Consolidated LEP

- *Flexible and adaptable* – buildings that are adaptable to cater to pop-ups, rapid responses to market demands and personalisation of architecture[84].

Planning controls:

- Ensure no net loss of commercial and retail floorspace. Capacity modelling based on existing planning controls has suggested there is no need for mandatory above ground floor employment floor space.

Recommendation 7: Redevelop the Council administration site for employment, cultural, community and entertainment uses

Rationale

Campsie is a busy, local centre with a vibrant high street that, largely, supports the everyday needs of its local residents. Government strategic planning aims to extend this activity, leverage the delivery of the Metro, and develop Campsie as a cultural and lifestyle centre within the Greater Sydney context. To assist this transition, Campsie needs to develop its cultural, community and entertainment land uses.

The Council administration site, to the north of Beamish Street, offer a unique opportunity to progress this transition. It is a large site and therefore, could cater to a range of uses. The site has good public transport accessibility (bus and rail) and existing green spaces. The Orion Theatre function centre is already located there. Overwhelmingly, these factors suggest the Council administration site is highly appropriate for employment, cultural, community, and entertainment land use redevelopment that achieves government aspirations.

Potential actions

- Introduce a Desired Future Character Statement for the precinct with appropriate objectives and controls to guide future development on the site and achieve desired outcomes.

Recommendation 8: Rezone land (B4 and B6) between Beamish Street and Canterbury Hospital to strengthen links between the high street and the anchor institution

Rationale

Under State Government strategic plans, Campsie is to be a thriving commercial centre with a range of medical services nearby. Under Local Government strategic plans, Campsie is described as an eastern lifestyle and medical precinct (see Section 2). The Canterbury Bankstown LSPS seeks to 'optimise the existing health support services, facilities and retail along Canterbury Road and support Canterbury Hospital to create a cohesive medical precinct'[85].

Analysis and consultation conducted during the study highlighted there is a physical disconnect between Campsie town centre and Canterbury Hospital. If the above strategic plans are to be realised, improvements and changes will be required to overcome the disconnect. Furthermore, Canterbury Hospital is undergoing expansion and a $6.5 million upgrade (see Section 2.2). Leveraging the upgrade and strengthening links to this anchor institution is relevant – particularly, as one of the key characteristics of a successful centre is the presence of anchor institutions (see Figure 7).

Consultation with the area health service highlighted a need for retail and services close to the Hospital for staff and visitors. Activation of land around the Hospital was supported (see

---

[84] Greater Sydney Commission, 2017, Fine Grain People Places, https://issuu.com/roberts-day-global/docs/gsc_fin_-_fine_grain_people_places_, dated accessed: 171220

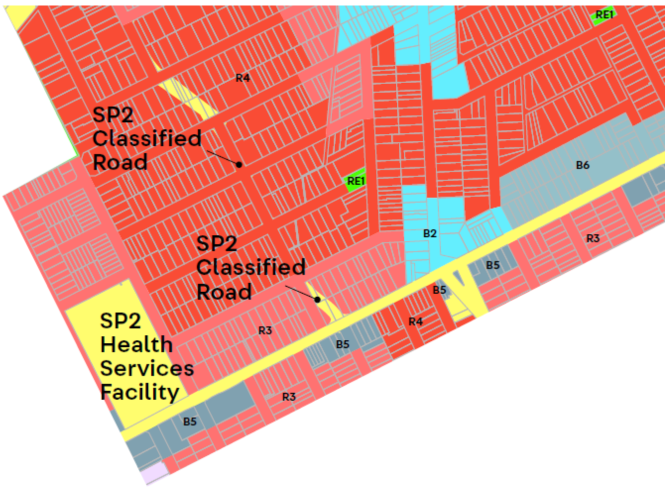
[85] LSPS, p. 19

Appendix 5). There is also potential for a private hospital to be located in close proximity to Canterbury Hospital and the town centre, along Canterbury Road. This would legitimise the development of a 'medical precinct' between the hospitals and town centre even more.

Potential actions:

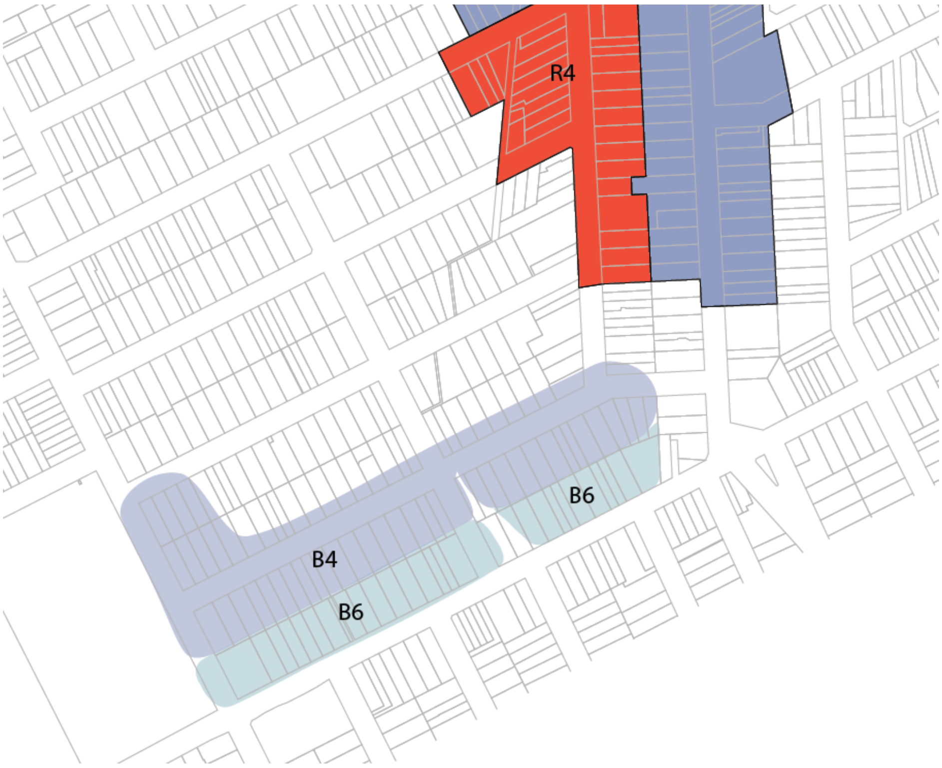
- To support activation of land around Canterbury Hospital; encourage growth of allied health functions and retail in Campsie centre; and to improve physical links between the Hospital and high street:
  - As a first step, rezone sites along Canterbury Road (between the Hospital and Beamish Street) as B6 Enterprise Corridor. This would create a consist strip of employment strip along this point of the corridor and help attract bulky goods and urban services along the busy corridor. Floorspace analysis indicated there is capacity in the system to cater to employment floorspace demand toward 2036.
  - Remove the Additional permitted use control (Schedule 1) that promotes residential accommodation in the Zone B5 Business Development.
  - As a second step and when demand permits, consider extending the B4 Mixed Use zoning along the southern side of Fletcher Street. This will help connect Canterbury Hospital to the high street of Campsie. Encourage allied health and retail uses to the area. This step should only be taken in the longer term when there is demand. Floorspace analysis has indicated there is no immediate shortage of employment floorspace to 2036.
  - Maintain the B2 zone at the junction of Beamish Street and Canterbury Road
  - Encourage health and allied health investment within this area (along the Canterbury Road corridor, between Beamish Street and Canterbury Hospital).

FIGURE 14: EXISTING LAND USE ZONING – BEAMISH STREET AND CANTERBURY ROAD JUNCTION NEAR CANTERBURY HOSPITAL.



Source: Canterbury Bankstown Council

FIGURE 15: PROPOSED LAND USE ZONING – BEAMISH STREET AND CANTERBURY ROAD JUNCTION NEAR CANTERBURY HOSPITAL



Source: Canterbury Bankstown Council

Recommendation 9: Consider the redevelopment potential of opportunity sites (Campsie Shopping Centre and Campsie RSL)

Rationale:

A shopping centre can help create a successful centre by attracting and retaining people in the centre (Critical Mass - see Chapter 3). Campsie has a large shopping centre close to the high street but without main street access. During consultation it was expressed by some respondents that the shopping centre was poor quality and in need of redevelopment (see Appendix 5). Council has a key stake in the Campsie Shopping Centre site (as it is also the location of the local library). Therefore, as a stakeholder, Council can contribute to the best planning outcomes for the site.

Campsie RSL is a valuable site with close proximity to the rail station, green space at Anzac Square and Carrington Square, and good access to Anzac Mall and retail on the high street. The site has a large carpark.

While analysis suggested there was no immediate shortage of floorspace in Campsie centre, these two sites offer long-term potential should additional floorspace be required.

Potential actions:

- Consider site specific outcomes for the redevelopment of key sites that may provide significant public benefit and add to the centres attractiveness, such as events and conferencing spaces, enhanced retail experiences, entertainment and night-time uses.
- In the longer term, should Campsie centre demand expansion of employment space, consider the opportunities offered by the carpark at the RSL site.

Recommendation 10: Enhance the image of the centre with appropriate economic development and branding strategies

Rationale:

During consultation it was suggested that Campsie centre was 'tired'. In particular, the shopping centre is of poor quality; the library is perceived to be too small for the population; and shop frontages are poor quality (see Appendix 5). The centre is also considered a 'bypass' to other neighbouring centre that offer higher order goods and services. While Campsie centre is busy for long hours each day, it tends to attract locals rather than visitors from outside the LGA (see Appendix 5).

If Campsie is to achieve its 'strategic and lifestyle' centre status, appropriate economic development and branding strategies in conjunction with the delivery of the Metro and development of cultural and entertainment floorspace, will be important to help attract external visitors and greater spending in the centre.

Potential actions:

- Consultation respondents highlighted a number of key strengths for Campsie:
  - Diversity
  - Affordability
  - Accessibility (current and enhanced by Metro)
  - The fine grain high street
  - The range of fresh produce available throughout the retail strip
  - It is a popular centre with locals
  - It has good levels of retail activity for extended hours of the day along the high street
  - The centre already has a 'community lifestyle' feel about it. This is a solid base to work from
  - Close proximity to 'green and blue' spaces
  - Close proximity to Sydney CBD[86].

These characteristics should be highlighted in any branding or economic development strategies.

- Night-time economy strategies should link with the Metro development and redevelopment of the northern site to an entertainment, community and cultural hub.
- Urban greening will support the Premier and Greater Sydney Commission's aim to grow the urban tree canopy and green grid across Sydney. It will support LSPS aims to link Campsie town centre to surrounding 'green and blue' spaces and it will help improve amenity in the centre in general.
- As discussed under Recommendation 6 – objectives that support active retail frontages will help improve the image of the town centre and provide passive surveillance.
- Investigate the creation of a grants program with partners for shopfront improvements.

[86] See Section 3.3

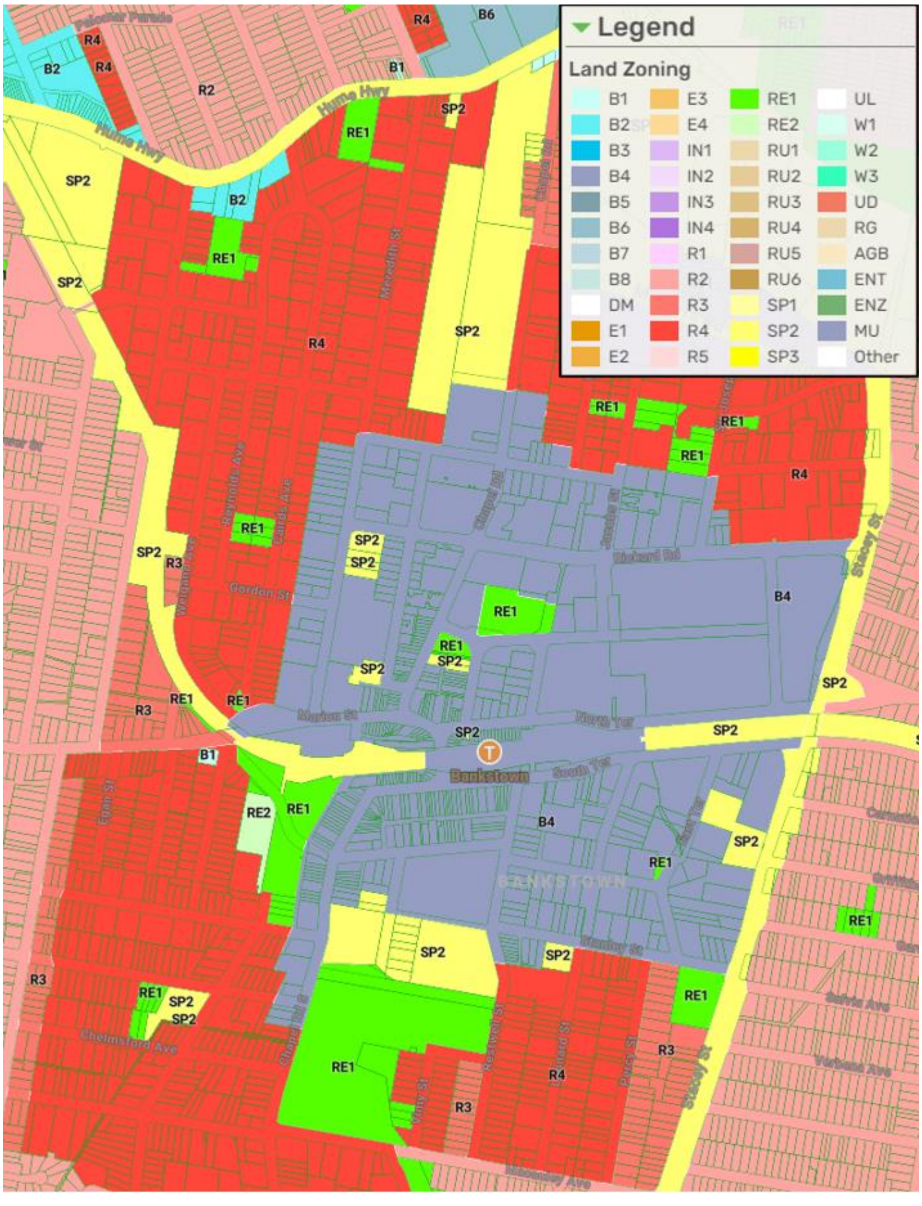
APPENDIX 1: EXISTING PLANNING CONTROLS

Bankstown Town Centre

Land use zoning

Bankstown Town Centre is predominantly B4 – Mixed Use land use zone. It is generally surrounded by R4 – High Density Residential. Other surrounding zones include R3 – Medium Density Residential, R2 – Low Density Residential, RE1 – Public Recreation, SP2 – Educational Establishment, and SP2 – Rail Infrastructure Facilities.

FIGURE 16: LAND USE ZONES – BANKSTOWN TOWN CENTRE



Source: Mecone Mosaic

Special provisions

The objectives of Clause 6.9 *Restrictions on development in Zone B4 Mixed Use* of the Bankstown Local Environmental Plan 2015 (BLEP) is to reinforce the status of Bankstown City Centre as a major centre for the LGA and as a place of employment, ensuring commercial floorspace supply in the commercial core.

For lots identified as 'Area 3', see below, restrictions on development requires that the ground and first floor of mixed-use development be used for commercial purposes or other non-residential purposes after the erection of change of use in land.

The objective of Clause 6.7 *Special provisions applying to business premises* of the BLEP seeks to encourage home-based, small-scale business enterprise on the fringe of the City Centre as a way to promote local job opportunities.

For lots identified as 'Area 4', see below, Clause 6.7 designates that the development consent authority must be satisfied that the development is part of a mixed-use development, comprised of business premises on the ground floor with principal street frontage and connected internally to a dwelling.

FIGURE 17: RESTRICTIONS ON DEVELOPMENT IN ZONE B4 – BANKSTOWN TOWN CENTRE

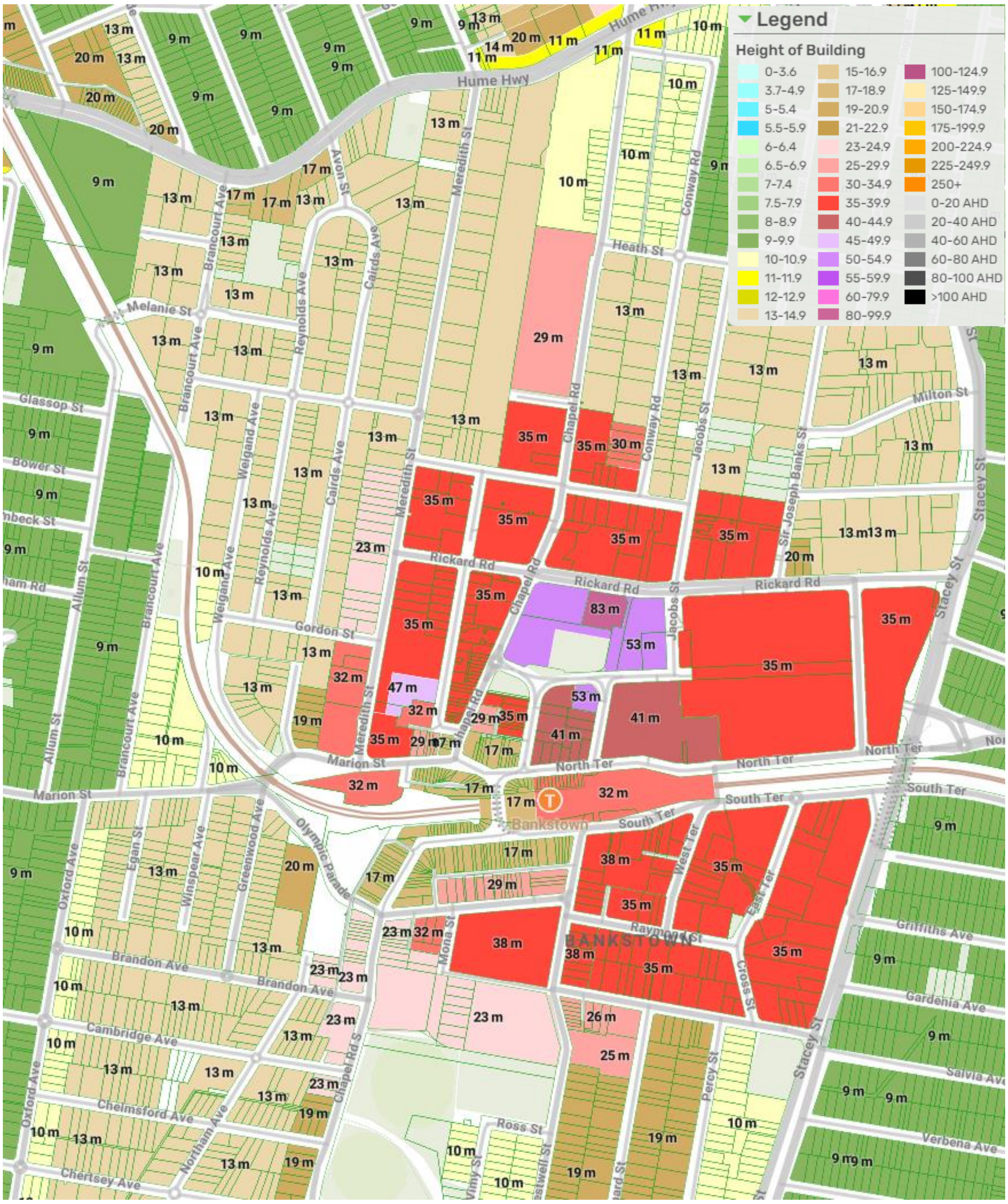
Source: BLEP, 2015

Height of buildings

The building height limit in Bankstown Town Centre varies under the BLEP 2015. There is a height limit range from 41 metres to 83 metres on various lots north of the station. A maximum height of 35 metres generally applies to the 'inner core' of the city centre. Lower building heights of around 17 metres to 23 metres apply to sites in close proximity to the station and south of the station.

An addition to the local provision *Clause 6.12 (2 and 3a) Design excellence at certain sites at Bankstown*, designates that if the consent authority is satisfied that design excellence has been demonstrated by the development within the Compass Centre site (83 North Terrace, 85 North Terrace, 99 North Terrace and 62 The Mall), then a maximum height of 83 metres is permitted.

FIGURE 18: HEIGHT OF BUILDINGS (METRES) – BANKSTOWN TOWN CENTRE



Source: Mecone Mosaic

FIGURE 19: CHANGE OF HEIGHT CONTROLS TO 83M AS PER CLAUSE 6.12 BANKSTOWN LEP 2015 THROUGH DEMONSTRATION OF DESIGN EXCELLENCE – COMPASS CENTRE SITE

Source: Canterbury Bankstown Council

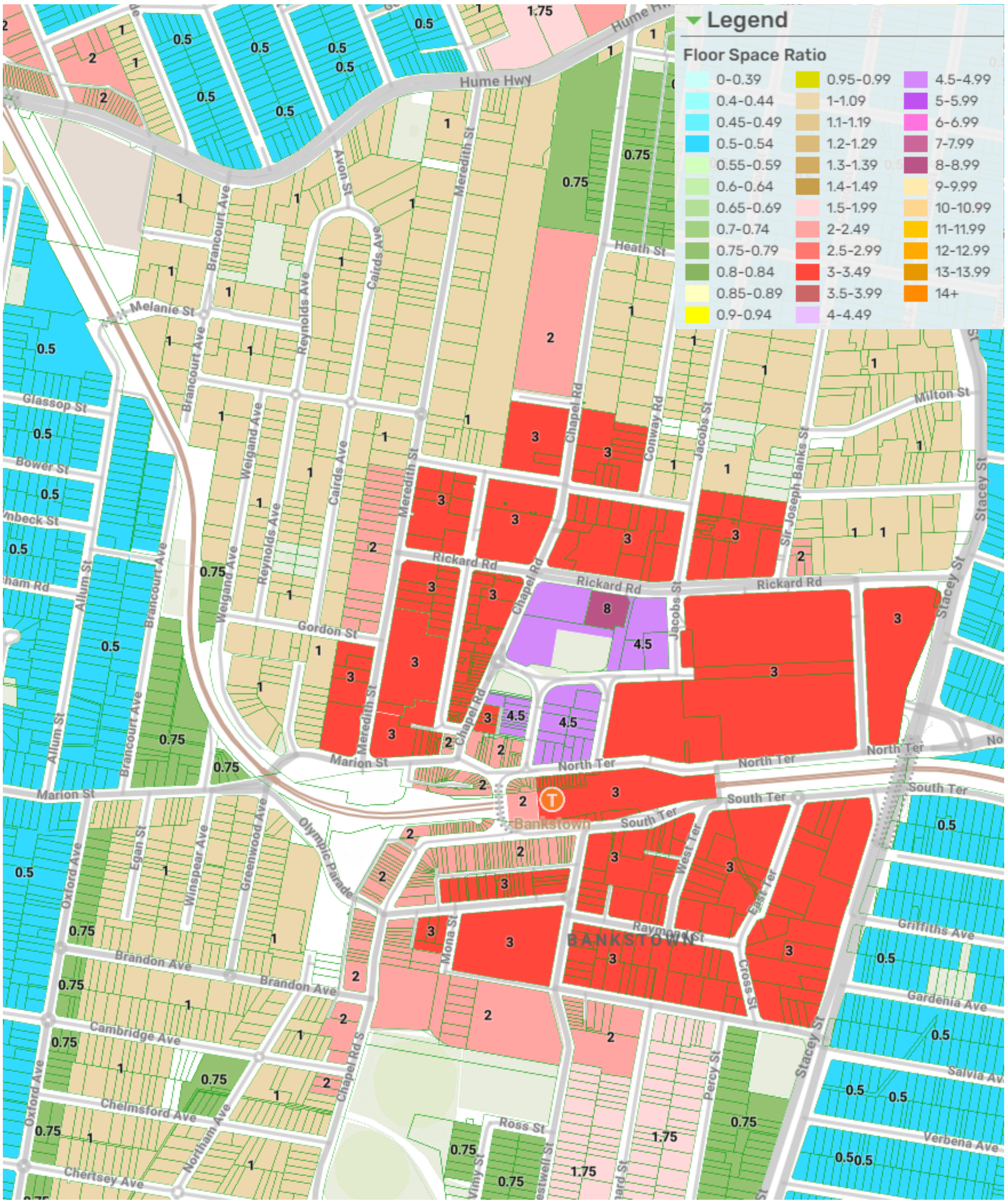
Floorspace ratio

Floorspace ratio (FSR) varies across Bankstown Town Centre. Sites to the north of the rail station contain the highest FSR, up to 8:1. Surrounding these sites, FSRs are set at 3:1. Sites to the south of the station, particularly around Saigon Plaza have an FSR of 2:1.

An FSR of up to 5:1 is achievable on the Compass Centre site (see yellow box below), subject to achieving design excellence.

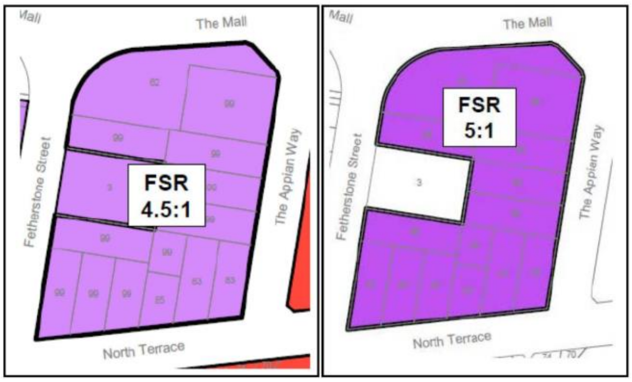
Clause 4.4A of the BLEP 2015 provides an FSR bonus of 0.5:1 on B4 – Mixed Use Zones containing an FSR limit of 3:1. The FSR bonus applies to commercial and mixed-use development that meets and/or exceeds the prescribed sustainability targets for energy and water use.

FIGURE 20: FLOORSPACE RATIO – BANKSTOWN TOWN CENTRE



Source: Mecone Mosaic

FIGURE 21: CHANGE OF FSR CONTROLS TO 5:1 AS PER CLAUSE 6.12 BANKSTOWN LEP 2015 THROUGH DEMONSTRATION OF DESIGN EXCELLENCE – COMPASS CENTRE SITE

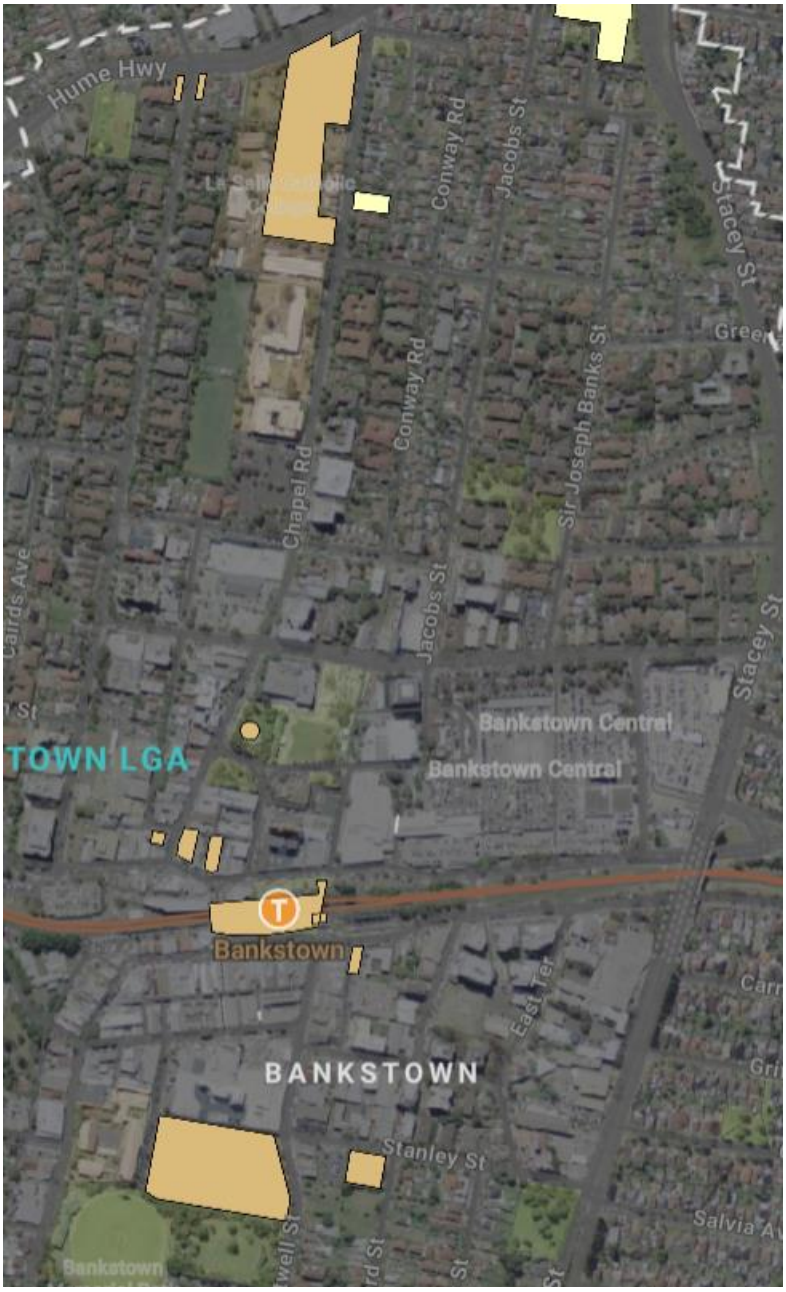


Source: Canterbury Bankstown Council

Heritage

Sites of heritage significance within Bankstown Town Centre, are identified below in the figure below. These are centred around the rail station, and also north at St Felix Catholic Church Cemetery and south of the Town Centre at Bankstown Public School.

FIGURE 22: HERITAGE SITES – BANKSTOWN TOWN CENTRE



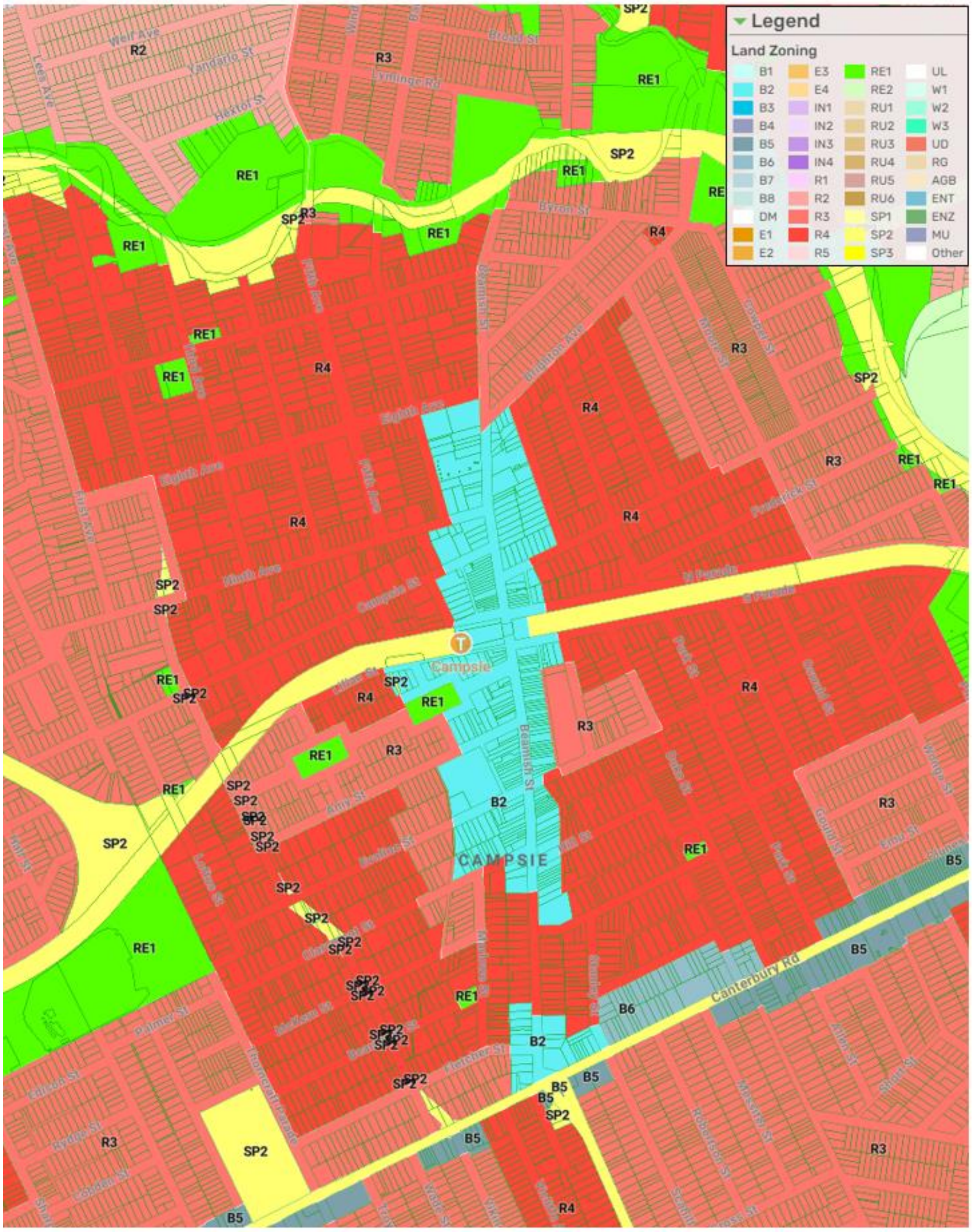
Source: BLEP, 2012

Campsie Town Centre

Land use zoning

Campsie Town Centre is predominantly zoned B2 – Local Centre and surrounded by R3 – Medium Density Residential and R4 – High Density Residential. Along the Canterbury Road corridor, the land use zoning is B2 – Local Centre at the intersection with Beamish Street and extending east and west along Canterbury Road some lots are zoned B5 – Business Development and B6 – Enterprise Corridor. The rail corridor (SP2 – Infrastructure) runs east-west through the Town Centre. Canterbury Hospital (SP2 - Infrastructure) is located approximately 1.1km south-west of Campsie Town Centre.

FIGURE 23: LAND USE ZONING – CAMPSIE TOWN CENTRE



Source: Mecone Mosaic

Special provisions

For B5 zoned lots identified as ‘A’ along Canterbury Road, see the figure below, Schedule 1 Clause 1 of the Canterbury Local Environmental Plan (CLEP) 2012 permits development for the purpose of residential accommodation should the development be part of a mixed-use development. In the case of a boarding house, the area of the lot is equal or greater than 5,000 sqm.

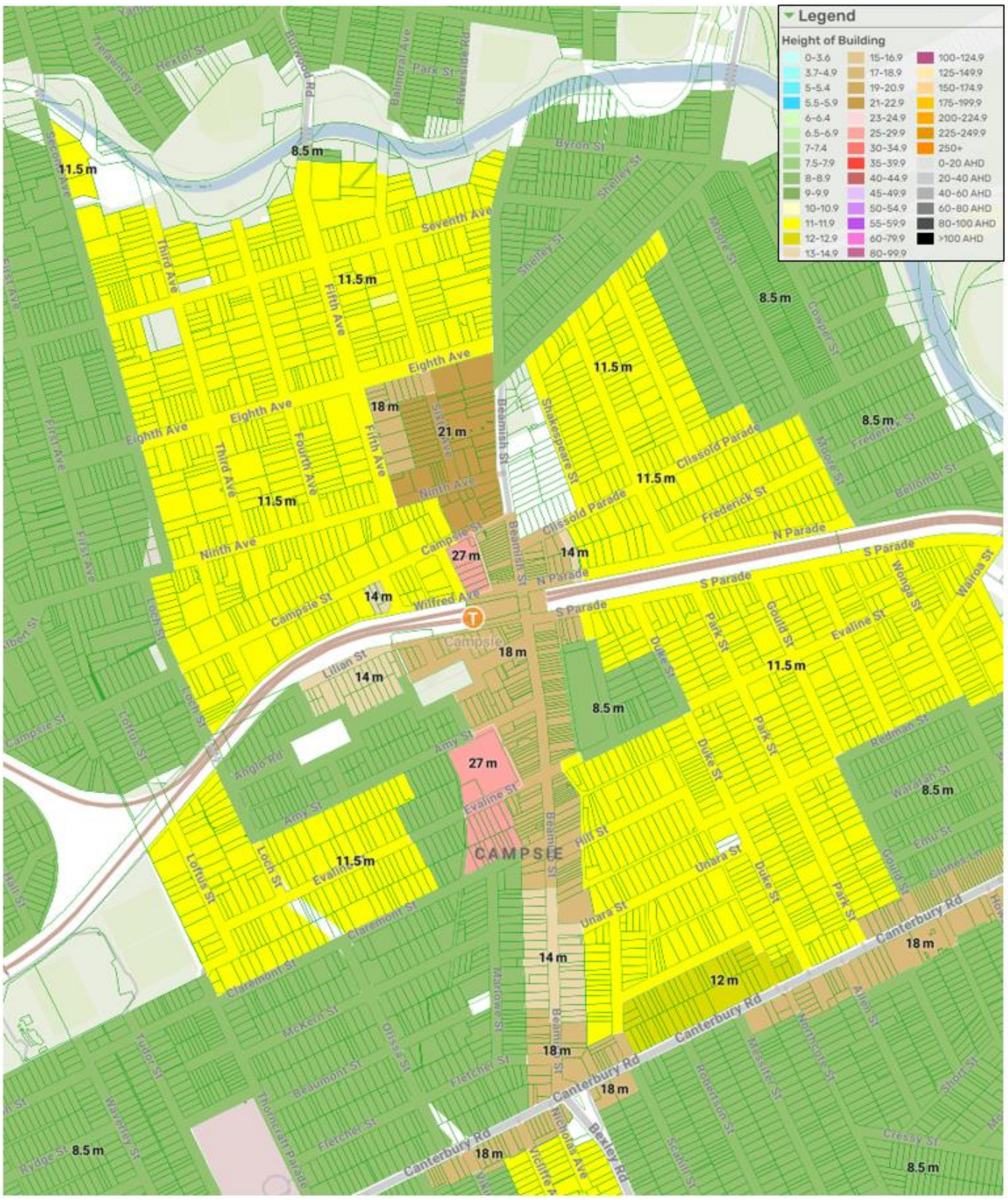
FIGURE 24: B5 ZONE SPECIAL PROVISIONS FOR RESIDENTIAL ALONG CANTERBURY ROAD (ORANGE)

Source: CLEP, 2012

Height of buildings

The building height limit ranges from 14 metres to 21 metres along the spine of Beamish Street and for B5 and B6 zones along Canterbury Road. Some lots set back from Beamish Street and within the B2 – Local Centre zone have a height limit of 27 metres.

FIGURE 25: HEIGHT OF BUILDINGS (METRES) – CAMPSIE TOWN CENTRE

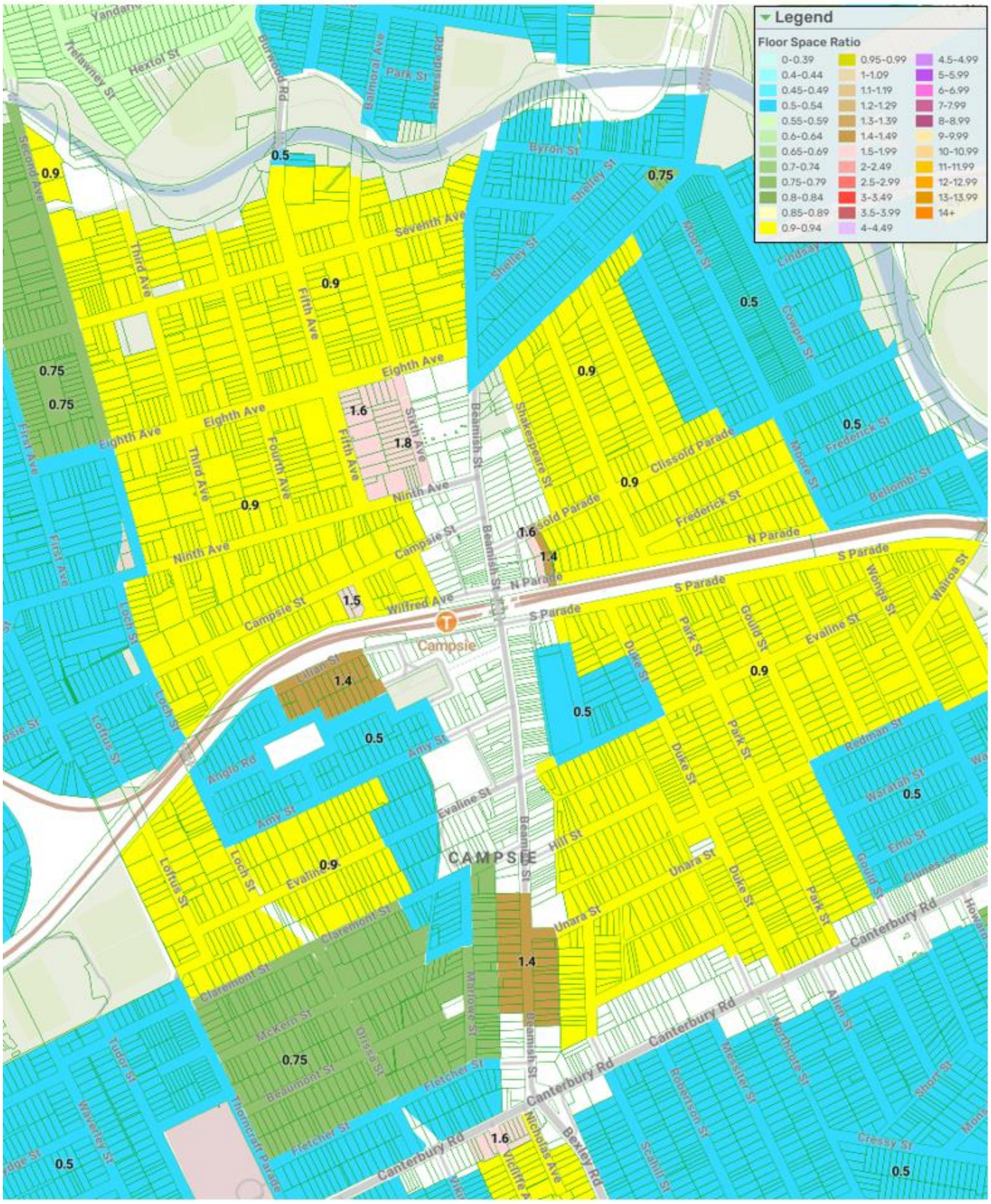


Source: Mecone Mosaic

Floorspace ratio

There is no FSR designation for the B zones and SP2 zones in and around Campsie Town Centre.

FIGURE 26: FSR – CAMPSIE TOWN CENTRE



Source: Mecone Mosaic

Heritage

Campsie Town Centre has a number of sites of heritage significance, particularly around the rail station and fronting Beamish Street. There is also heritage value south at the site of Canterbury Hospital and north, outside of the Town Centre, along Eighth Avenue and Fifth Avenue (see figure below).

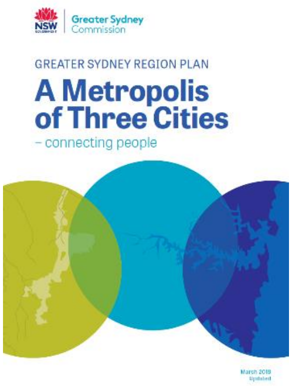
FIGURE 27: HERITAGE SITES

Source: CLEP, 2012

APPENDIX 2: POLICY CONTEXT

State government policy

Greater Sydney Region Plan



Delivered by the Greater Sydney Commission, the Greater Sydney Regional Plan (GSRP) sets out the vision for a 'Metropolis of Three Cities', consisting of an Eastern Harbour City, Central River City and Western Parkland City. These are to be centred on the existing Sydney CBD, Parramatta CBD and the Western Sydney Aerotropolis respectively, with the ultimate goal of ensuring that all Sydney residents have access to one of these centres within 30 minutes of their home.

Bankstown Strategic Centre

Bankstown is designated as a health and education precinct.

The Central River City Vision also illustrates the potential for a mass transit link from Parramatta to Kogarah via Bankstown, to be investigated in the next 10-20 years. This is reinforced by *Jobs and skills for the city – Objective 19: Greater Parramatta is stronger and better connected,* which states that public transport connections to Parramatta will be prioritised, including the line to Kogarah via Bankstown. A mass transit link from Bankstown to Liverpool is also earmarked as a long-term visionary project.

The Bankstown health and education precinct and Bankstown Airport/Milperra industrial and urban services precinct are identified as collaboration areas. Collaboration areas are a new approach to deliver great places in Greater Sydney. Collaboration areas bring together different levels of government and key local institutions and organisations to contribute their insights to place-making, address complex issues and to implement co-ordinated change (see *A collaborative city – Objective 5: Benefits of growth realised by collaboration of governments, community and business).*

Bankstown Arts Centre is cited as a key cultural institution to foster a greater dispersion of arts and cultural institutions in areas outside of the Eastern Harbour City (see *A city for people – Objective 9: Greater Sydney celebrates the arts and supports creative industries and innovation*).

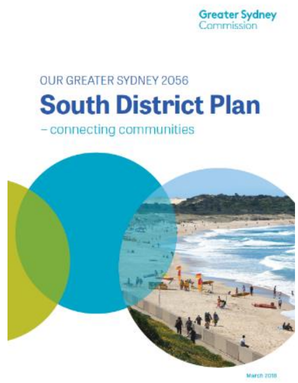
The corridor from Sydenham to Bankstown (including Bankstown Strategic Centre) is identified as an urban renewal corridor (see *Housing the city – Objective 10: Increase Housing Supply*).

Campsie Strategic Centre

Campsie is designated as a strategic centre in the South District.

The Plan identifies Campsie as a site of urban renewal along the Sydenham to Bankstown metro corridor (see *Housing the city – Objective 10: Increase Housing Supply).*

South District Plan



The South District Plan is a 20-year plan that implements the directions contained in the Greater Sydney Region Plan.

In addition to the committed and potential State-led infrastructure projects from the GSRP, the Bankstown to Sydenham Open Space Corridor is also identified as a Greater Sydney Green Grid priority, as is the Cooks River Open Space Corridor with improved links to the Campsie town centre.

The District Plan includes a baseline target of 17,000 jobs in the Bankstown Strategic Centre by 2036, with a higher target of 25,000 (from a base of 12,100 in 2016) and highlights the importance of the new university and collaboration area as keys to achieve this. The South District Plan indicates that investment and redevelopment of strategic sites in Bankstown centre would provide a unique opportunity for innovative forms of sustainable development.

For Campsie, the baseline employment target is for a total of 7,000 jobs by 2036, with a higher target of 7,500 (from a base of 4,800 in 2016). Strengthening of employment uses along Beamish Street, improved linkages to Canterbury Hospital and surrounding medical facilities will be key steps to achieve this. *Planning Priority S6: Creating and renewing great places and local centres and respecting the District's heritage* recognises the key role played by Beamish Street as a centre of retail, pedestrian movement and local character.

FIGURE 28: EMPLOYMENT TARGETS, GSC

Target	Bankstown	Campsie
2016 estimate	12,100	4,800
2036 baseline	17,000	7,000
2036 higher target	25,000 (additional 12,900)	7,500 (additional 2,700)

Source: South District Plan

Employment growth is identified as the principal underlying economic goal for metropolitan and strategies centres like Bankstown and Campsie. The South District Plan notes the designation of a commercial core within a strategic centre may be required to overcome the impact of residential development in centres that have potential to push out commercial activity. Key to this is finding the right balance between the provision of mixed-use zones and residential zones around commercial zones to ensure residents have easy access to services and facilities in centres[87].

It is expected there will be additional demand for retail floorspace of more than 680,000 sqm over the next 20 years in the South District and significant demand for additional office floorspace. To ensure jobs are easily accessible to where people live, opportunities should be created to attract retail and office development in existing or new centres[88].

The South District Plan identifies the following actions:

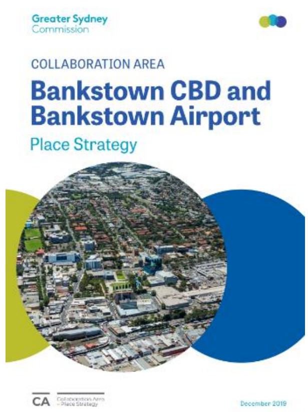
- Provide access to jobs, goods and services in centre by creating the conditions for residential development within strategic centres and within walking distance, but this must not come at the expense of the attraction to grow jobs, retailing and services. If

[87] GSC, South District Plan, p. 62
[88] GSC, South District Plan, p. 63

appropriate, a commercial core should be defined that is informed by an assessment of need.

- Bankstown is to be strengthened by supporting links to allied and health services and education facilities, as well as by facilitating the attraction of office and commercial floorspace and provide the opportunities for commercial and retail land uses to innovate.
- Campsie is to have strengthen links to the Hospital and allied health services and strengthening the amenity of Beamish Street which will support its retail and lifestyle potential.

Bankstown City Centre and Bankstown Airport Place Strategy



Co-designed by the Greater Sydney Commission and the Bankstown CBD and Bankstown Airport Collaboration Area Stakeholder Group. States a vision for the Bankstown CBD and Bankstown Airport Collaboration Area as a centre for employment and education, with 25,000 workers and 25,000 students by 2036.

Improved connections between Bankstown and its airport are identified as a key objective within the strategy. *Priority 2* emphasises the role of improved infrastructure for walking and cycling in improving connectivity within the collaboration area.

Priority 6 seeks to strengthen Bankstown's position as a cultural centre. Actions in support of this goal are to develop or retrofit multipurpose facilities or vacant properties to support create activities and enterprise, and to investigate the development of a major arts and cultural centre in Bankstown CBD.

Actions to encourage short stay accommodation and student housing in the Bankstown CBD to support the arrival of major education and health institutions is identified as a key action under *Priority 4.*

Future Transport 2056 (2018)

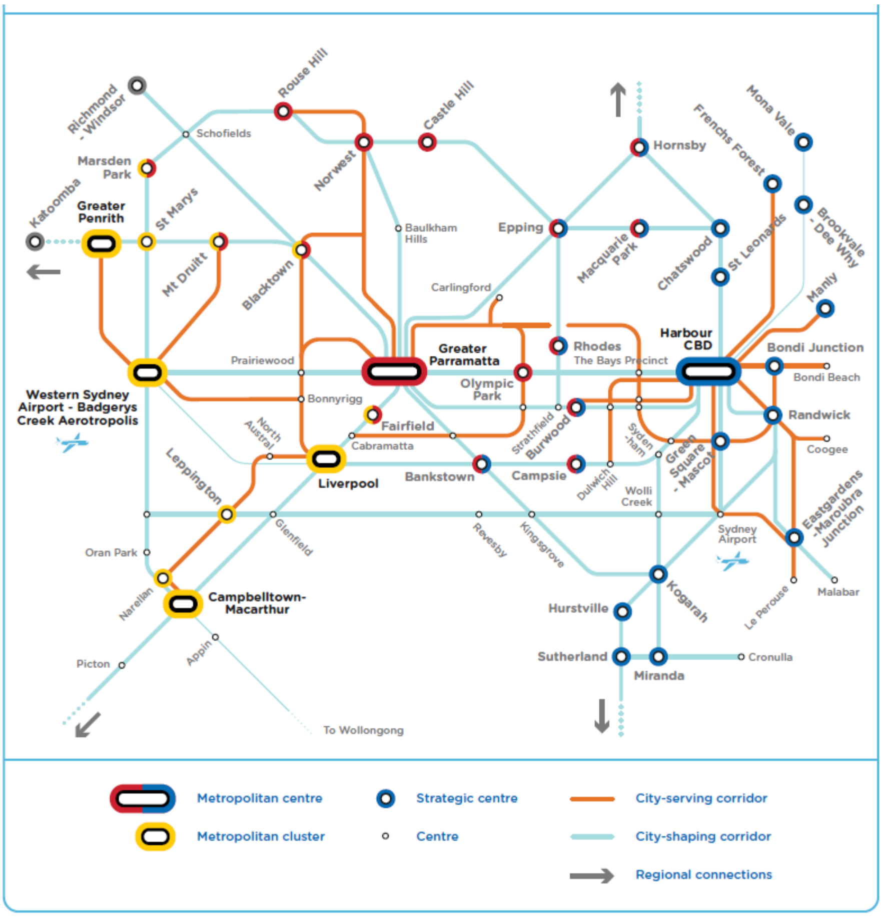
Future Transport 2056 is the NSW Government's long-term transport strategy. The Greater Sydney Services and Infrastructure Plan provides transport infrastructure priorities and aims to achieve a 30-minute city. New and upgraded transport connections are identified for this purpose, see the figure below.

The future transport plan identifies Campsie and Bankstown as strategic centres and as part of a City Shaping Corridor. Projects identified around Campsie and Bankstown are:

- Initiatives for investigation (0-10 years):
  - Parramatta to Bankstown to Hurstville/Kogarah Rapid Bus Link
  - Improved bus services between the north of Parramatta and centres to the south of Parramatta.
  - Walking improvements around metropolitan and strategic centres
  - Cycling improvements around metropolitan and strategic centres and on the Principal Bicycle Network.
- Initiative for investigation (10-20 years):

- Parramatta to Kogarah Mass Transit/Train Link, with a potential mass transit interchange at Bankstown CBD
- Further investment in cycling connections within 5km of strategic centre.

FIGURE 29: CITY-SHAPING AND CITY-SERVING TRANSPORT NETWORKS FOR 2056, WITH SEVERAL NEW TRANSPORT CONNECTIONS THROUGH RANDWICK LGA



Source: NSW Government 2018, Future Transport 2056 Greater Sydney Services and Infrastructure Plan

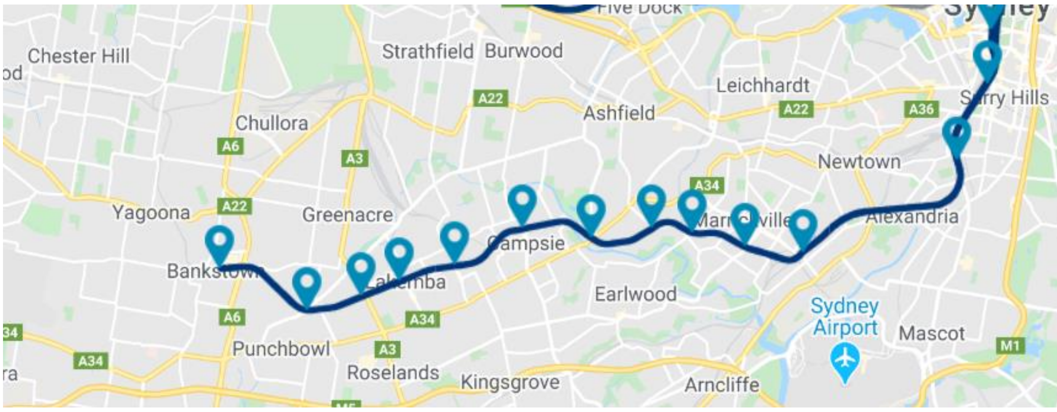
Sydney Metro South West Line

The Sydney Metro South West Line will run from Sydenham to Bankstown. Eleven new stations between Sydenham and Bankstown will be upgraded. The Metro will provide a train every four minutes in peak hour and is set to be complete by 2024. The turn up and go service will increase the public transports systems capacity by 100,000.[89]

Transport for NSW, the NSW Department of Planning and Environment are working together to provide a Town Centre Masterplan. The preferred Infrastructure Report does not detail Bankstown station arrangements. The Campsie Station is identified where the station entry will be retained and upgraded.

[89] NSW Government, https://www.sydneymetro.info/citysouthwest/project-overview, date accessed: 170221

FIGURE 30: SOUTHWEST METRO CORRIDOR



Source: Sydney Metro, 2020

Local government policy

Connective City 2036

Bankstown

The LSPS supports 25,000 jobs in Bankstown centre. *Metropolitan Directions* support the construction of new mass transit links outlined in the Metropolitan and District Plans.

City Direction - Chapel Road Precinct describes Council's vision for future land use and civic improvements to occur in the Bankstown CBD. This vision reinforces Bankstown's role as the focal point for economic activity, civic life and population growth in the LGA. This is supported by *Action E1.1.5,* which states a focus on Bankstown CBD in advancing initial land use planning to align with the first 5 years of the LSPS.

Appian Way will be pedestrianised, complementing Saigon Mall, Bankstown Mall and the Civic Precinct as a key activity node. A ring road will be constructed around the CBD to divert through-traffic.

These initiatives are also outlined in the *Movement and Place Plan,* which provides a framework for transit, vehicular traffic and parking. For Bankstown CBD, this prescribes a reduction in on-street parking, and in overall parking provision as transit connectivity improves.

Action E2.2.29 states that Council will collaborate with the NSW Government to plan for current and future Sydney metro projects, high frequency bus routes and potential light rail.

Chapel Road will form a key urban spine through the city, linking it north to key industrial lands at Chullora. High-rise residential and commercial development will be collocated with metro services, a potential new public hospital and a new university campus. This will serve employment objectives and achieve a critical mass of residents and workers in the CBD. This aligns with *E9.9.188* – which aims to maximise people's ability to access their nearest centre on foot.

Other relevant actions within the LSPS include:

- *E1.3.11* Collaborate with Sydney Metro to promote and deliver well designed integrated station developments at Bankstown.

- *E3.1.53* Provide capacity for 25,000 jobs and 25,000 students in Bankstown City Centre by 2036.
- *E3.1.55* Implement controls for no net loss of employment floor space on sites within the Bankstown and Campsie centres.
- *E3.7.75* Provide housing typologies that support the employment role of Bankstown, Campsie.

Campsie

City Direction – Eastern Lifestyle and Medical Precinct describes a vision for Campsie, with Canterbury Road and Beamish Street described as a medical, cultural and shopping centre in the LGA's east. The LSPS supports 7,500 jobs for Campsie town centre.

This vision includes an emphasis on respecting the heritage and prevailing built character of Beamish St, with opportunities for new housing to be considered sensitively along the strip, while maintain active ground floor uses.

Canterbury Road will be the main focus of the precinct, with public domain improvements providing improved connectivity between the centre and Canterbury Hospital. Existing health support services, facilities and retail along Canterbury Road will be optimised to promote clustering of medical-related businesses and create a medical precinct (*E3.2.62* Plan for a health precinct that includes urban services anchored by Canterbury Hospital in Campsie). This will be necessary to realise *Action E3.1.56* – to provide capacity for 7,500 jobs in Campsie Town Centre by 2036.

Improving connections to the Cooks River is another key element of this vision, with new wetlands and park areas along the riverfront and improved access to the centre. This is supporting by *Evolution 4* and *Evolution 5,* which contain actions for the development of the City's blue and green grids respectively.

Along the Cooks River from Fifth Avenue to Canterbury, there will be a focus on restoring an ecologically healthy river, with new wetlands and park areas redesigned for habitat, relaxation and exercise. There will be a balance between playing fields and habitat to allow space to restore the river.

The *Movement and Place Plan* for Campsie notes the inability of the existing road network to service increased traffic volumes, with a need for careful integration of future development with alternative transport modes.

Canterbury Bankstown Housing Strategy

Bankstown

The Strategy provides a vision for Bankstown CBD as a 'modern high profile mixed use commercial CBD', with apartment development suited to a variety of demographics.

An intention is also to align with the Greater Sydney Commission's affordable housing position, with 5-10% of new housing within Bankstown CBD to be affordable housing for essential service workers. *Strategy 5.4.3* reinforces this with the development of an affordable housing policy and contributions scheme.

Student housing is also envisioned to support to the new university campus and Council's objective for 25,000 students in the CBD. Within *4.2 – Responding to need*, consideration of incentive mechanisms to produce student housing is included.

Strategy 5.3.3 suggests a review of height limits and FSR controls on key sites to provide adequate capacity to achieve visions for dense, high-rise development. *Strategy 5.4.4.*

complements this by stating that a competitive design process should be employed for large developments.

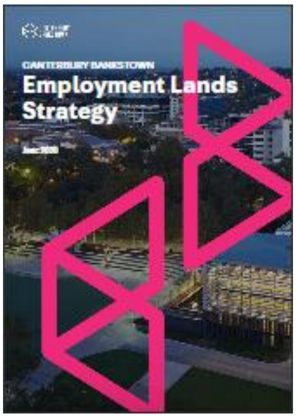
Campsie

The Strategy describes the need for new housing options which respect the existing urban character of the centre, with affordable housing targets of 5-10%. This section also reiterates the role of Campsie as a lifestyle centre.

Strategy 5.3.4 also aims to provide housing in Campsie which is compatible with the existing built form. This section describes the need for a range of housing typologies to support the centre's role as a lifestyle destination.

It recommends the development of a masterplan to identify key under-utilised sites and set controls to encourage supply of residential development which is sympathetic to the area's character and primary role as an active commercial centre.

Canterbury Bankstown Employment Lands Strategy



Bankstown

Section 9.1.6. notes that the current vacancy rate within the Bankstown CBD is 3%, less than in the Sydney CBD. Also noted is the high potential demand for B grade office space within the centre, and the comparative weakness of demand for highly priced A grade space.

Section 9.1.10 provides an estimate for the required increase in commercial floorspace to achieve the 2036 'baseline' and 'higher' job targets for Bankstown CBD, as outlined in the South District Plan. This is between 273,220m^2 and 550,630m^2 of new employment floorspace in the Bankstown CBD. Council's LSPS adopts the higher job target and therefore the higher employment floorspace is required to be delivered in Bankstown's City Centre.

Recommendations are also made to apply B3 commercial core zoning to parts of the centre in order to protect the long-term capacity of the area to deliver employment floorspace. This is outlined in *8.1. – Proposed zoning framework.*

Section 9.1.11 recommends protection of commercial floorspace through a requirement that new development does not result in a net loss of commercial floor area.

Campsie

The Campsie centre is currently approximately 108,370m^2, with a concentration of commercial uses along the Beamish Street stip. According to *Section 9.2.*10, there is an estimated requirement of between 108,258m^2 and 127,344m^2 of new employment floorspace in order to achieve job targets set out in strategic documents. Council's LSPS adopts the higher job target and therefore the higher employment floorspace is required to be delivered in Campsie City Centre. It should be noted that this study did not include Canterbury Road/Hospital.

Vacancy rates in Campsie were low, with 4% vacancy throughout the precinct, as outlined in *Section 9.2.6.*

The strategy recognises the need to carefully consider the use of under-utilised sites (such as carparks) given the constraints on the centre in terms of heritage, local character and fragmented land ownership along Beamish Street.

The strategy outlines an approach with complements the existing strengths, with a lifestyle/entertainment precinct along Beamish Street and medical uses clustered around the hospital.

Community Strategic Plan – CB City 2028

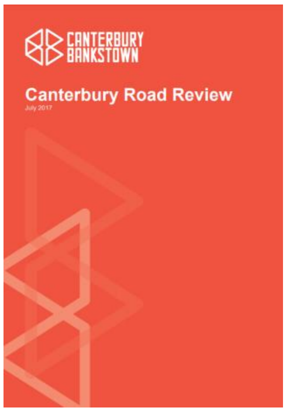
Council's vision and strategic directions are expressed in the Community Strategic Plan. The 10-year strategy is based on one vision: *"Canterbury – Bankstown is thriving dynamic and real".*

The plan is also guided by seven principles that are *Safe & Strong, Clean & Green, Prosperous & Innovative, Moving & Integrated, Healthy & Active, Liveable & Distinctive and Leading & Engaged.*

Council success indicators outline that:

- There will be 10,000 new jobs in Bankstown and 1,500 new jobs in Campsie
- Canterbury and Bankstown Hospital will be "transformed into state-of-the-art facilities".
- The Bankstown transport hub and the underground station will ensure that the area is moving and integrated.

Canterbury Road Review



The Review considers a new approach to the development footprint and urban form of Canterbury Road with junction points for development to create attractive places with local open space and public transport connections.

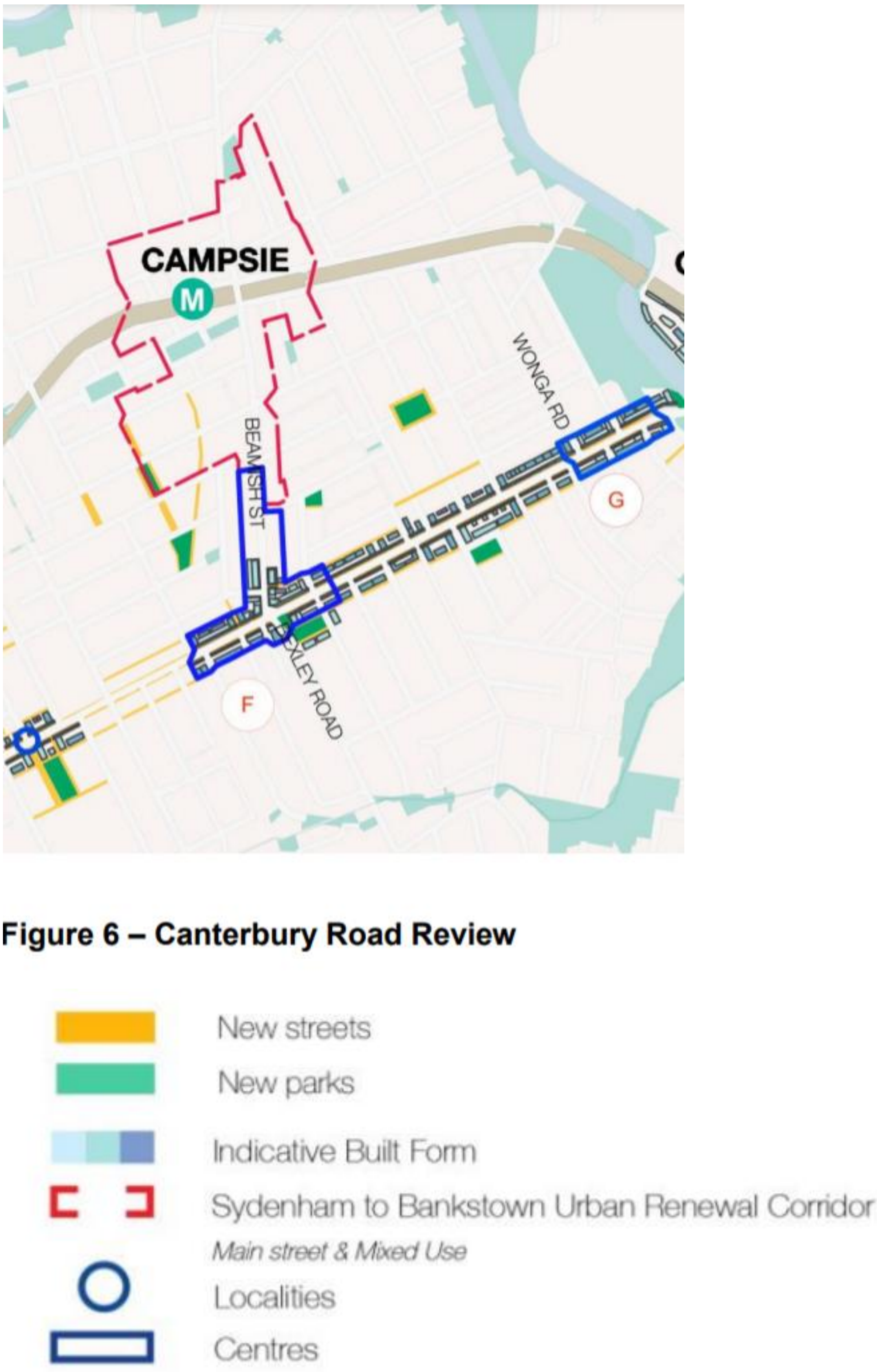
The study generally found that Canterbury Road should continue to provide land for bulky goods retail and service/light industry to meet demand[90].

Recommendations include:

- Exclude multi-storey housing from other land fronting Canterbury Road (recommendation 3). Concentrate residential development, as part of a mixed use development, within the Junctions and Localities (See Figure below, identified on the map in blue), to support more feasible development outcomes in those locations.
- Investigate the potential for bulky goods retail and light industry on the ground plane of mixed used residential developments on Canterbury Road (recommendation 4)
- Ensure a consistent minimum setback from Canterbury Road for potential streetscape improvements (recommendation 8).

[90] Page 2

FIGURE 31: CANTERBURY ROAD REVIEW – ROAD CORRIDOR PLAN



Source: Canterbury Road Review, p. 24

APPENDIX 3: TRENDS AND DRIVERS

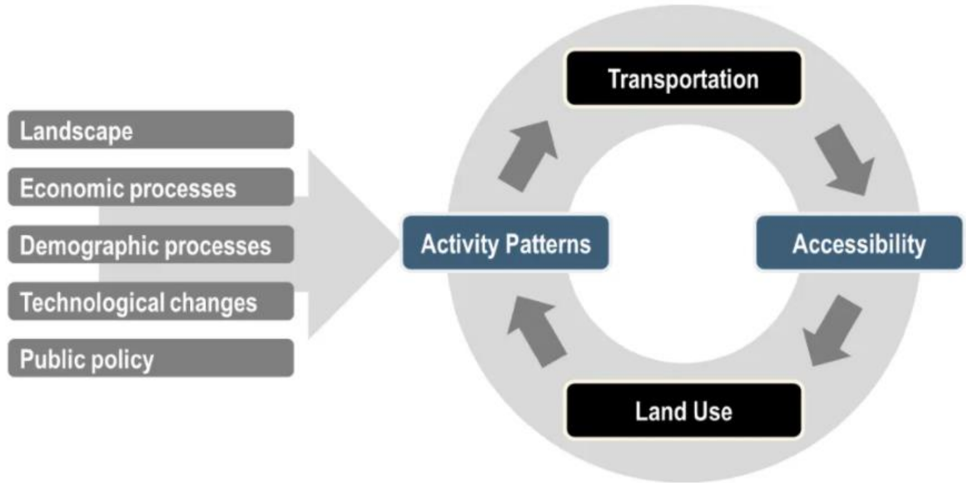
Transport infrastructure

The introduction of new transport infrastructure can enable economic growth; facilitate increased access to a wider market base for production, distribution and consumption of goods and services; impact land values; and shape commercial, residential, retail and industrial land uses (changing development patterns and the growth trajectory of a place).

The changes seen in a centre can include:

- Higher density development (commercial, mixed use or residential) typically around transport nodes due to improved accessibility
- Demographic change as the infrastructure attracts new people to live and work in a centre
- Landscape changes[91].

FIGURE 32: TRANSPORT – LAND USE INTERACTION



Source: https://transportgeography.org/?page_id=58

The Australian Transport Assessment and Planning framework states a key principle is to understand the inclusion of the city shaping transport infrastructure, and then take advantage of the impact that it would have on a city's structure[92].

The Sydney Metro Southwest project is to deliver a Sydney Metro train every four minutes in the peak to stations along the Southwest line, which includes Bankstown and Campsie in 2024[93]. This transport development will dramatically change the accessibility to and from both centres and impact the role, function, built form and future land use in the centres.

---

[91] Rodrigue, J, 2020, https://transportgeography.org/?page_id=5290, date accessed : 061020; ATAP, 2020, https://www.atap.gov.au/framework/integrated-transport-land-use-planning/6-Strategic-or-city-shaping-infrastructure, date accessed: 061020; Giuliano, https://transportgeography.org/?page_id=4882, date accessed: 071020

[92] ATAP, 2020, https://www.atap.gov.au/framework/integrated-transport-land-use-planning/6-Strategic-or-city-shaping-infrastructure, date accessed: 061020

[93] Sydney Metro, 2020, https://www.sydneymetro.info/citysouthwest/project-overview, date accessed: 071020

Knowledge and creative sector industries

The rise of knowledge and creative industries

In line with global trends, Australian economies have transformed in recent decades with the interaction of the technological revolution, globalisation and reduced trade barriers. The technological revolution has disrupted and changed workflow; globalisation has blurred national borders and increased competition for talent; and free trade has enhanced economic integration.

Growth and development of economies is also being driven by a complex structural realignment of business investment, the clustering of enterprises, the transformation of the production process and the adoption of niche marketing approaches. The knowledge sector has been impacted by these economic shifts and changes to the ways of work.

Knowledge-intensive jobs are a key part of a modern economy and tend to involve jobs where there is a need to come up with new ideas; solve complex problems; or find better ways of doing things (for example developing new products or teaching customers new ways of doing things)[94].

Knowledge industries can be involved in research and development (R&D) and knowledge transfer through data analysis and teaching. Many knowledge-intensive jobs are within the services sector; however they are not necessarily limited to it. For example, advanced manufacturing uses innovative technology and produces customised products, similarly the mining industry can involve the use of innovative technology[95]. Knowledge based firms and workers are attracted to well connected, diverse and high amenity locations. Firms require access to both deep client pools and skilled labour markets.

The nature of work has also changed in the knowledge sector. There has been growth in 'freelancers' and people developing 'job portfolios' to source their work globally. Innovators are able to create new products in much more sophisticated coalitions.

The creative sector also benefits from agglomeration economies[96]. Creative hubs, clusters and precincts often vary across a range of dimensions, including mix of land uses, degree of business development support, value chain extension, presence of anchor tenancies, and the mix and orientation of tenancies. A common dimension across most emerging creative precincts is the take-up of underutilised sites and low rent post-industrial building stock. This reflects the imperative for affordable space for creative industries.

A common dimension across most emerging creative precincts is the take-up of underutilised sites and low rent post-industrial building stock. This reflects the imperative for affordable

What is the knowledge sector?

The term 'knowledge sector' describes an evolving component of the city involving the production, circulation and use of information with actual or potential economic, social and environmental benefits. The sector comprises:

• key assets and infrastructure, including knowledge repositories such as libraries, research hardware and software including communications facilities, capabilities and analytical tools

• public and private organisations and networks (including events), involved in knowledge production, dissemination and application, including (but not limited to) the business, education, government and not-for-profit sectors.

ACIL Tasman has defined the City of Melbourne's knowledge sector as consisting of three components: the core, the intermediate component and the periphery which is novel and evolving

Source: https://www.melbourne.vic.gov.au/SiteCollectionDocuments/knowledge-sector-study.pdf

---

94 Gratten Institute, 2014, https://grattan.edu.au/wp-content/uploads/2014/07/814-mapping-australia-economy1.pdf, p. 21-22, date accessed : 061020

95 Gratten Institute, 2014, https://grattan.edu.au/wp-content/uploads/2014/07/814-mapping-australia-economy1.pdf, p. 21-22, date accessed: 061020

96 Under the Broad Industry Categories, creative and arts jobs falls under Population Serving employment, noting there are some jobs such as architecture, photographic services and graphic design which can be defined as 'creative' but are part of the knowledge sector as well.

space for creative industries. Many inner-city areas have seen their creative industries relocate, as gentrification drives land use change and pushes up land prices. Planning controls and facilitating the re-use of industrial sites for creative uses could be beneficial to creative industries.

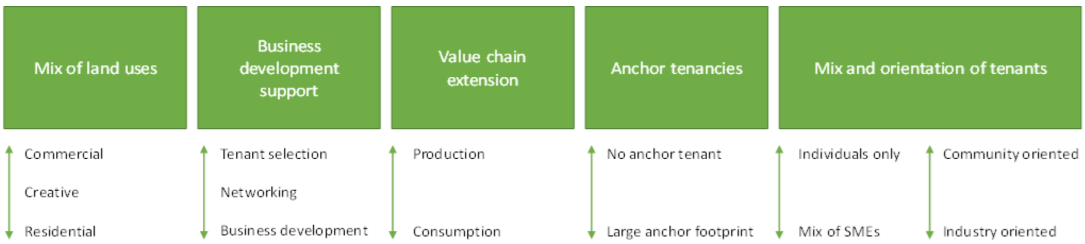
Knowledge and creative sector workers are attracted to cities or places that offer:

- Quality of life/quality of place (having a variety of natural and constructed amenities, education options, community facilities, climate, environmental quality, housing affordability, transport access, leisure and cultural possibilities, vibrant street life).
- Urban diversity (having a diversity of gender, ethnicity, community and place)
- Social equity[97].

To help grow these industries, physical space needs to be provided. Knowledge sector workers are attracted to liveability and personal development opportunities. For example, libraries, laboratories, workshops/studios, conference spaces and training facilities that are highly accessible and integrated into the urban fabric. These facilities should create opportunities for collaboration. Council has a role in contributing to the knowledge sector as a facilitator, promoter, sponsor and a provider of information for the knowledge sector.

Bankstown and Campsie centres offer some of these attributes such as diversity, and a variety of natural and constructed amenities. Some attributes are in the process of being upgraded such as transport accessibility, while there are other attributes that could be improved (such as quality of place and street life as suggested in consultation).

FIGURE 33: DIMENSIONS OF CREATIVE HUBS, CLUSTERS AND PRECINCTS



Source: Department of Environment, Land, Water and Planning, 2018

Knowledge based workers and flexible working arrangements

The concept of flexible working arrangements and 'working from home' has gathered momentum in the last few decades[98]. Knowledge-based workers, facilitated by improvements in technology, are increasingly able to move fluidly through cities and centres conducting day-to-day work and meetings from home, local town centres and different locations.

It is expected people will continue to seek flexibility in their working arrangements to avoid growing traffic congestion and lengthy daily commutes[99], but also as it is increasingly recognised that the 40-hour, five day working week in a city centre may not be as practical as it once was for in a contemporary family setting. Greater flexibility in working hours may also continue as Millennials (who have started their work careers in the high-tech flexible age)

[97] Yigitcanlar, T & Baum, S., 2007, 'Attracting and retaining knowledge workers in knowledge cities', Journal of Knowledge Management 11 (5), https://www.researchgate.net/publication/27474139_Attracting_and_retaining_knowledge_workers_in_knowledge_cities , date accessed: 071020

[98] CBRE, 2020, The Future is Flex, https://www.cbre.com.au/research-reports/Australia-Market-Snapshot---The-Future-is-Flex, date accessed: 201120

[99] Hopkins, J., 2019, 'Flexible working, the neglected congestion-busting solution for our cities', https://theconversation.com/flexible-working-the-neglected-congestion-busting-solution-for-our-cities-122130, date accessed: 27/04/20

take up leadership roles[100]. Flexibility in working arrangements may also find new support in a post-COVID world where workers - previously used to commuting and conducting a full working week in major centres – become more attuned to the possibility and practicalities of working more extensively from their home bases.

Case study: Merging residential and employment developments - Habitat and lifestyle precinct Byron Bay

Habitat Byron Bay is a company which has created a lifestyle precinct in Byron Bay where people can live, work and play - the development provides "home and business under one roof".

The residential/commercial development typology offers people the opportunity to work or run their business from the home. The design of the mixed-use apartment also makes it simple to convert the workspace into a second bedroom. This ensures that the apartment can respond to future uses.

Planning controls

- Zone: B4 Mixed Use
- FSR: 0.9 – 1
- Height of Building: 9m

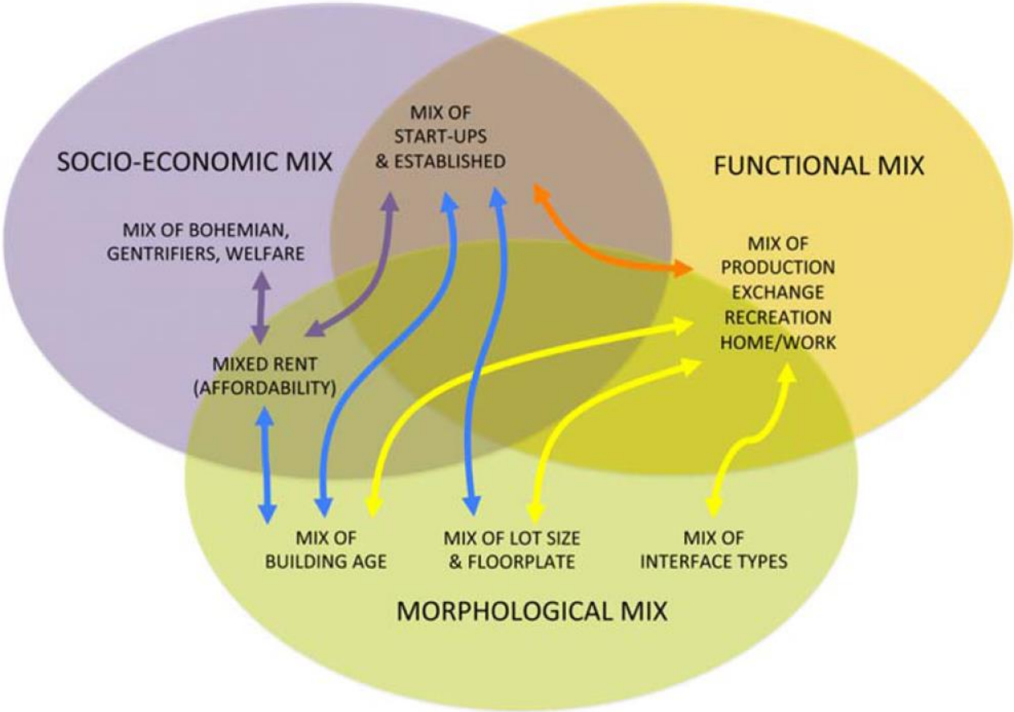
'Quality of place' supporting knowledge and creative workers

Florida's work on the creative class focuses on creative workers who share a 'common ethos that values creativity, individuality, difference and merit' [101]. Their preferences are based on lifestyle interests which go beyond the standard quality of life amenities. Leading creative centres, therefore, tend to provide lifestyle amenities, as well as a solid mix of high-tech industry, plentiful outdoor amenities, and an older urban centre whose rebirth has been fuelled in part by a combination of creativity and innovative technology.

At a fine grain level, Wood and Dovey[102] have defined the land use and development requirements that support creative clustering. These can include a mix of building age, mixed lot size and floorplates, mixed rents and mixed functional uses, see below.

[100] Alton, 2018, Millenials are ready to be leaders: here's how they are doing it, https://www.forbes.com/sites/larryalton/2018/01/17/millennials-are-ready-to-be-leaders-heres-how-theyre-doing-it/?sh=31640d2f36f9, dated accessed: 27/04/20
[101] Florida, R 2003, The Rise of the Creative Class, Pluto Press, North Melbourne
[102] Wood, S., & Dovey, K. 2015, Creative Multiplicities: Urban Morphologies of Creative Clustering. Journal of Urban Design, 20(1), 52-74.

FIGURE 34: URBAN MORPHOLOGY OF CREATIVE CLUSTERING



Source: Wood and Dovey, 2015

COVID-19 has effectively closed creative services such as theatres, art galleries, music venues and museums. A recent report suggests that the creative services economy was struggling before the onset of COVID-19 which makes the sector even more vulnerable to these global shocks. Post COVID-19, councils must work towards contributing and supporting a creative ecosystem and encourage the provision of cultural institutions.

Co-working spaces

Co-working originated in 2005 in San Francisco, representing a 'third way' of working that was between the traditional format of an office workplace/community environments and the freelance/independent mode of work that was more isolated and tended to be homebased. The 'third way' was the practice of working individually but in a shared environment[103].

Co-working spaces are shared workplaces that are used by professionals working in different knowledge related industries, often freelance and self-employed workers. Physically, these co-working spaces are rented office facilities that can include a desk, Wi-Fi connection, common areas, as well as a range of other amenities like printers, private phone booths, 24/7 access, front desk services, mail and package handling and professional and social events. Rental options vary and can include a standalone office for a team, a hot desk in an open space or a permanent desk in a shared office[104].

[103] Gandini, A, 2015, ' The Rise of Coworking Spaces: A Literature Review', http://www.ephemerajournal.org/sites/default/files/pdfs/contribution/15-1gandini.pdf, date accessed: 15/05/2019
[104] WeWork, https://www.wework.com/workspace, date accessed: 15/05/2019

In recent years there has been an increase in the number of co-working spaces in Australia. In 2017, a total of 300 co-working spaces were counted, this was up from 60 spaces in 2013. Co-working spaces attracted professional service workers, knowledge-based workers and 'creative' freelancers such as graphic designers and editors[105].

Case Study: Co-working developments - Commune, Erskineville and Waterloo

Commune Erskineville is a re-purposed warehouse site located in the suburban backstreets off the Princes Highway. Commune provides the opportunity for people to rent out a communal desk space either on a full-time basis for $155 per week or part time basis for $100 per week. Spaces can be rented out for $25 a day on a casual basis.

Commune Waterloo is a space is divided into several areas that can be hired for small to large events of 1000 people. It includes studio spaces for use by photographers and artists. Creativity is supported and events that are held at Commune including regular yoga and dancehall by donation. Commune aims to foster collaboration, creative experiences and have a positive impact on the local community.

Source: Commune Co-Working, 2016

In relation to co-working spaces and the impact of COVID-19, there has been a mixed response. It has been suggested people may be hesitant to use these shared spaces in the short term, but in the long-term, people will return as the co-working model has filled a gap in the market[106]. However, Cushman & Wakefield NSW suggests the smaller tenants (sub 300 sqm) that had previously utilised co-working spaces may be unlikely to return, preferring to continue working from home, or rent their own office space in the CBD or in an affordable suburban centre. Colliers International has indicated that inquiries for sub-150 sqm offices in Parramatta CBD had remained strong during the pandemic where businesses with a presence in the CBD are looking to expand to high-quality satellite offices are taking advantage of the economic downturn[107].

Suburban office-based employment and population serving services

Sydney's CBD has long been the commercial focal point for Greater Sydney supporting a high concentration of high paying jobs. Beyond the CBD, however, there also exists a number of suburban centres (such as Chatswood, Parramatta, Bankstown, Kogarah) that provide

[105] Mahlberg, T 2017, 'Australian coworking spaces cater to a more diverse crowd than just young tech entrepreneurs', date accessed 15/04/2019.
[106] Formigle, 2020, https://www.forbes.com/sites/forbesrealestatecouncil/2020/05/26/three-predictions-for-the-post-pandemic-office/#5a66e5634b7e
[107] McDougall, 2020, https://www.commercialrealestate.com.au/news/nsw-leasing-small-offices-952328/

commercial floorspace and support 'population serving' commercial style jobs (such as the smaller law, accountancy, and engineering firms).

In the wake of the COVID crisis, real estate operators are expecting a surge in popularity for suburban small-office suites, as tenants avoid open-plan office environments and seek their own spaces that are close to home[108]. In terms of office design, it is expected there will be a reduced emphasis on social activity/common areas and a renewed focus on personal workstations[109].

This trend means suburban town centres may have a renewed focus and may have to support a new working population during the work week as people choose/prefer to work closer to home. Town centres may require new or different facilities (such as smaller office suites or co-working spaces), more population serving services (such as cafes and food outlets), 'quality of place' (see section below) and building typologies to cater to the home based/flexible knowledge workforce.

CBRE predicts suburban locations will be the next phase of growth for the flexible office market (includes coworking centres and serviced offices) particularly in Sydney and Melbourne[110]. In particular, they earmark Bondi Junction and Rockdale as centres 'flex operators' should look at for expansion as there is a high concentration of white-collar workers within a 15-minute drive, as well as the traditional suburban office markets of Parramatta, Chatswood and Macquarie Park. This presents a challenge and opportunity for centres like Bankstown and Campsie - as there is a gap within the Greater Sydney context that could be filled with flexible office arrangement in the south west, but the density of office workers would not be as strong as other centres. CBRE also notes that transport accessibility is an important drawcard for the flexible office market[111]. This will be a strength for Bankstown and Campsie in the future.

Retail and dining

The impact of online retailing on high street retail

The growth in online retailing has been strong in recent years. Average online shopping industry growth is estimated at 14.3 per cent between 2014 and 2019[112]. KPMG is expecting a second wave of e-commerce growth in the post-COVID period (the first wave coinciding with the start of COVID) when consumer confidence returns, and they have become accustomed to buying online. They argue a similar trend was seen after the Global Financial Crisis (GFC), when consumers first looked online to find ways to save money, and then online buying habits remained in the four years post the GFC[113].

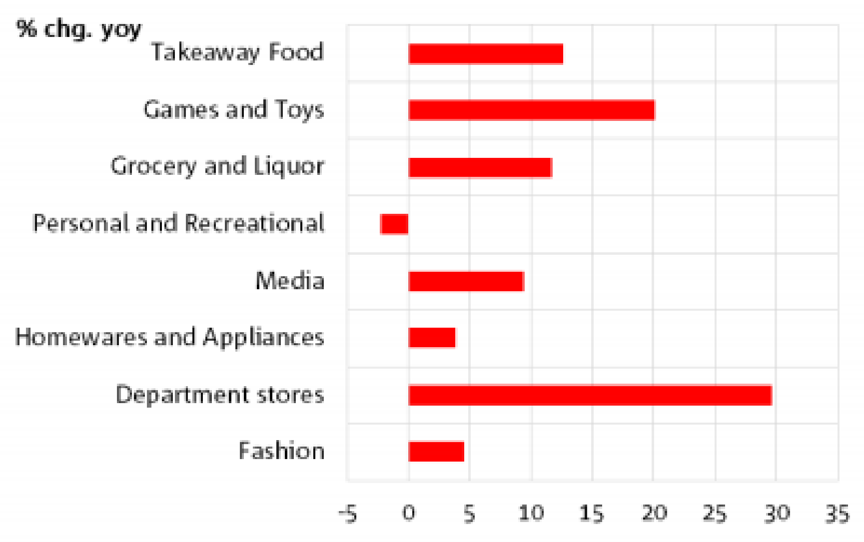
Since 2013, it is estimated online retail turnover has grown 142 per cent[114]. National Australia Bank estimated that in the 12 months leading up to January 2019, Australians spent

[108] McDougall, 2020, https://www.commercialrealestate.com.au/news/nsw-leasing-small-offices-952328/; Cummins, 2019, https://www.smh.com.au/business/companies/suburban-office-sector-giving-the-cbd-some-competition-20190314-p514a2.html
[109] Formigle, 2020, https://www.forbes.com/sites/forbesrealestatecouncil/2020/05/26/three-predictions-for-the-post-pandemic-office/#5a66e5634b7e
[110] CBRE, August 2020, The Future is Flex, http://cbre.vo.llnwd.net/grgservices/secure/Australia%20Market%20Snapshot_The%20Future%20is%20Flex.pdf?e=1606444646&h=705497075dc99b162d1402ef6581dd51, date accessed: 201120, p. 12
[111] CBRE, August 2020, The Future is Flex, http://cbre.vo.llnwd.net/grgservices/secure/Australia%20Market%20Snapshot_The%20Future%20is%20Flex.pdf?e=1606444646&h=705497075dc99b162d1402ef6581dd51, date accessed: 201120 p. 14
[112] Ibisworld, 2019, 'Online shopping in Australia – market research report', https://www.ibisworld.com/au/industry/online-shopping/1837/, date accessed: 22/04/20
[113] Cohen & Stewart, 2020, 'COVID-19 Retail's survival and revival', https://home.kpmg/au/en/home/insights/2020/04/coronavirus-covid-19-retail-survival-and-revival.html, date accessed: 22/04/20
[114] Department of Industry, Innovation and Science, 2017, Inquiry into impacts on local businesses in Australia from global internet-based competition: Department of Industry, Innovation and Science submission, industry.gov.au, p. 9

approximately $28.88 billion on online retail which was the equivalent of about nine per cent of retail in the traditional 'brick and mortar' retail sector[115].

Department and variety stores recorded the highest online retail sales at approximately 29.6 percent year to year sales average, followed by games and toys (20.1 percent) and takeaway food (12.7 percent).

FIGURE 35: ONLINE RETAIL SALES BY INDUSTRY (YOY S.A.)



Source: NAB, Online Retail Sales Index, January 2019

The rise of online retail sales has had an impact on 'bricks and mortar retailing'. To overcome this impact and optimise centre competitiveness, traditional 'bricks and mortar' retailers and landlords (prior to COVID) were providing increased floorspace for food and beverage, grocery and non-retail uses to align with strong customer trends towards dining out. Shopping centres were also exploring mixed-use options or change-of-use options where more value is extracted from the site by adding residential, commercial or hotels to surplus land or air space above centres. Entertainment, events and 'experiences' were also becoming more important to develop the social aspect of retail, as Millennials seek a different shopping experience than previous generations[116].

For large retailers, it is predicted that Australia's trend of department store floorspace expansion and the existing footprint of these stores will decrease as market share is lost to online retailers. For small retailers, it is expected that leveraging local customer relationships and providing in-store services and advice will continue to make these retailing options relevant[117].

It has been noted, in both domestic and international contexts, that growth in online retailing has led to increased demand for industrial and logistics property. Colliers International expects the demand for industrial space in Australia due to e-commerce growth will occur over the short, medium and long term and lead to a greater emphasis on supply chain efficiency and effectiveness[118]. A likely consequence is that industrial and urban services land

---

[115] NAB, 2019, 'NAB Online Retail Sales Index, Monthly Update – January 2019, https://business.nab.com.au/nab-online-retail-sales-index-monthly-update-january-2019-33762/, date accessed: 28/03/2019
[116] JLL, 2018, 'Australian Shopping Centre Investment Review & Outlook 2018', https://www.jll.com.au/content/dam/jll-com/documents/pdf/research/apac/australia/australian-shopping-centre-investment-review-outlook-2018.pdf, dated accessed: 28/03/2019
[117] Department of Industry, Innovation and Science, 2017, Inquiry into impacts on local businesses in Australia from global internet-based competition, industry.gov.au, p. 12, 14.
[118] Colliers International, 2018, 'eCommerce is driving Australian Industrial Investment', https://www.colliers.com.au/news/2018/industrial-most-in-demand-property-asset-class-for-2018/, date accessed: 28/03/2019

will become more valuable, particularly in locations like Campsie and Bankstown that are in close proximity to urban populations.

Retail as an experience

To counter competition from competitively priced online retail, bricks and mortar centres are placing increasing emphasis on service-oriented offerings and quality. This also differentiates retail centres from one another to attract customers[119].

Leisure-based retailing relies in part on creating an appealing and enjoyable experience to attract and retain consumers[120]. Recent research by CBRE into the retail habits of 18 to 34-year-olds has found a growing preference for retail centres with foreign brands and a wide range of high-quality food and beverage options[121]. The introduction of international retailers is supporting high street shopping districts and shopping centres in the Sydney and Melbourne CBDs[122].

To remain competitive with online retail, local retail centres must ensure that they provide a pleasant retail experience and offer retail premises for a wide range of sectors. This results in the diversification of uses and activities in centres, for example shopping centres offering entertainment spaces or medical centres; and ambient local centres offering a range of activities.

Retailers in Campsie and Bankstown will need to consider the 'experience trend' to help overcome the impact of online retailing and to support growth of the 'lifestyle' concept in both centres.

---

[119] Jones Lang Lasalle, 2013, 'The evolution of Brisbane Retailing', July 2013, http://www.jll.com.au/australia/en-au/Research/JLL-AU-Advance-The-Evolution-Of-Brisbane-Retailing-July2013.pdf

[120] Mathwick, C. et al (2002), 'The effect of dynamic retail experiences on experiential perceptions of value: an Internet and catalogue comparison', Journal of retailing, 78, 51-60.

[121] CBRE, 2015a, 'Implications for retailers as the demographic wave moves through'; CBRE, 2015b, 'Asia Pacific Consumer Market: How we like to shop online'

[122] JLL (2015) Australian Shopping Centre Investment Review and Outlook 2015. http://www.jll.com.au/australia/en-au/research/retail

Case Study: Improving local centre amenity - The Spot, Randwick

The Spot in Randwick LGA is home to several bars, restaurants and cafes, and the Ritz Cinema which is a historic art deco cinema. The high amenity is characterised by:

- Accessible to the Randwick Strategic Centre by active transport and accessible to Sydney CBD
- Well maintained and walkable
- Fine grained development
- Landscaping and trees create a comfortable urban environment
- Attractive and has a range of outdoor dining places
- Park benches allowing people a place to relax
- Traffic calming devices and pedestrian crossing facilitate high pedestrian amenity.

The Spot is an example of how place can be transformed through urban design principles such as landscaping, traffic calming interventions, the provision of street furniture and encouraging an outdoor dining culture.

Case Study: Customer experience in the retail sector - The Grounds of Alexandria, Alexandria

The Grounds of Alexandria offers a number of customer experiences in the one location. The Grounds is located in a converted pie factory in an industrial area in Alexandria. The site includes a café, a bakery, an animal farm and retailing (homewares and lifestyle gifts). Events are regularly held (such as themed nights, weekend brunch and creative workshops). The space provides customers with an experience that involves exploring, shopping, learning, eating and drinking.


Source: https://www.broadsheet.com.au/sydney/cafes/grounds-alexandria

Fine grain spaces in local centres

'Fine grain' is a term used to describe small-scale spaces that provide a low-cost layer of diverse and specialised activities in a place[123]. Fine grain spaces can encourage consumer patronage in local centres, greater community interaction, cultural and creative expression and promote more walkability and sociability in activities and through the fabric of the built environment[124].

In terms of retail, 'fine grain' includes shop fronts at a human scale, often in the form of a main street or high street. A fine grain high street shopping experience offers a 'more' unique retail experience to shopping centres with small local businesses and boutiques. Examples are often seen in villages in the Blue Mountains, such as Leura or Blackheath, or in the Southern Highlands, for example Bowral, both key visitor destinations.

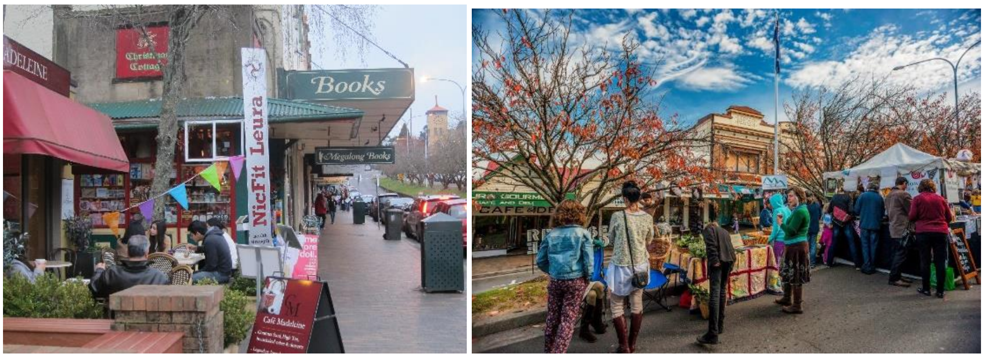
As shopfronts are often owned and rented individually along a high street, there is limited control on where certain shops and businesses set up. This contrasts with shopping centres, where centre mangers can direct the location of stores to create clusters, such as fashion floors and fresh food sections. The inability to control the clustering of businesses may limit the ability for collaboration, which in turn may impact the shopping experience as a 'one-trip' experience. However, this lack of synergy may form part of the appeal of high street retailing with an eclectic mix of stores in proximity.

High street retailing has faced significant challenges in recent years. This is attributed to the rise of regional shopping centres, changes in consumer habits and online retailing. Fine grain retailing along high streets has, however, adapted to combat these changes, evolving from a convenience shopping role to be a destination and an experience. This is evident in the rise of cafés and cultural uses, such as art galleries and performance spaces that are not easily replicated in shopping centres and are not available online.

Principles to successfully promote fine grain activities include having a variety of scales with small and large activities; proximity of shared activities; permeability and engagement with the street; and having spaces that are multifunctional and encourage shared use any time of the day[125].

Campsie's fine-grain spaces could evolve to provide more hospitality uses and community focused experiences and gathering places. This would be encouraged by local housing redevelopment, the proximity of parkland, and connections to the river, multi-functional social infrastructure, and a walkable local street network. Bankstown should ensure the fine grain nature of Saigon Place is maintained and leveraged.

FIGURE 36: LEURA MAIN STREET, BLUE MOUNTAINS - AN EXAMPLE OF FINE GRAIN RETAILING



Source: Google Image, 2020

[123] City of Sydney, 2015, George Street 2020 – A public domain activation strategy, part 3, https://www.cityofsydney.nsw.gov.au/__data/assets/pdf_file/0010/308827/George-Street-2020-A-Public-Domain-Activation-Strategy_Part3.pdf, date accessed: 09/04/2019

[124] Greater Sydney Commission, 2017, Fine Grain People Places, https://issuu.com/roberts-day-global/docs/gsc_fin_-_fine_grain_people_places_, date accessed: 10/04/2019, p. 4

[125] Greater Sydney Commission, 2017, Fine Grain People Places, https://issuu.com/roberts-day-global/docs/gsc_fin_-_fine_grain_people_places_, date accessed: 10/04/2019, p. 20-21

Changes in retail trading hours

Retail trading hours have relaxed over the past twenty years where shops tend to open on both weekdays and weekends. They are also increasingly trading for longer during the day and into the evening. In part, retailers are reassessing their trading hours as operating hours are seen as outdated - failing to keep up with societal shifts, such as flexible working hours and single parent households that demand alternate shopping times, but also comes in response to the rise of online shopping and an attempt to gain a competitive angle[126].

Tenancies that have longer opening hours can also support retail services that operate 'after hours', such as cinemas and restaurants. This creates a symbiotic relationship and can help to promote and sustain the night-time economy in a precinct.

The food retailing boom

Prior to COVID, NAB noted food retailing was one of the better performers in the retail sector, largely driven by a boom in breakfast and lunches at cafes and online ordering of take-way for dinner[127]. Cafés and restaurants accounted for approximately 14 per cent of retail sales volumes across Australia at $3.5 billion, up from $2.5 billion in 2009[128].

Fuelled by Australia's strong coffee culture, the café and coffee shop industry were estimated to be worth $9.8 billion in 2018-19 where a growing number of speciality cafes and coffee shops had opened for business and have led to high industry competition[129].

Busier lifestyles requiring faster food and convenient dining options; increased expenditure on recreation and leisure activities; and an appreciation for coffee culture and the lifestyle associated has support this growth in food retailing[130].

Outdoor dining in Sydney has remained popular, particularly given the conducive climate. Outdoor dining and restaurant-defined retail strips requires a reconfiguration of footpaths and road alignment, a strong focus on urban amenity, including street trees, provision of furniture and pedestrian/diner safety, as well as the supportive policies that enable these developments to take place.

Some restaurants and cafes are also becoming reliant on their ability to be attractive 'instagrammable' places to eat and dine. Central to this idea is that the establishments need to be well designed, have luxurious fittings, and interior accents, as well as high quality and interesting food offerings.[131] Recent examples of cafes and restaurants that have created well designed spaces include Koku Culture Café in Ashfield, Bills in Surry Hills and Glacage in Bankstown.

---

[126] Inside Retail, 2014, 'Should retailers extend trading hours?', https://www.insideretail.com.au/news/retailers-extend-trading-hours-201407, date accessed: 09/04/2019

[127] NAB, 2017, The Future of Retail: the trends reshaping retail and the future implications for the Australian marketplace', https://business.nab.com.au/wp-content/uploads/2017/09/The-future-of-retail-September-2017.pdf, date accessed: 09/04/2019

[128] Colliers, 2016, Back to the Future: light rail to spur CBD retail growth, Research and Forecast Report: First Half 2016, p. 10

[129] IBISWorld, 2018, 'Cafes and coffee shops in Australia', www.ibisworld.com.au, p. 4

[130] IBISWorld, 2018, 'Cafes and coffee shops in Australia', www.ibisworld.com.au, p. 5-7

[131]Galagher, S, 'The 27 most Instagrammable cafes in Sydney', https://www.harpersbazaar.com.au/culture/most-instagrammable-cafes-in-sydney-8430

FIGURE 37: BILLS, SURRY HILLS; KOKU, ASHFIELD

Source: https://www.broadsheet.com.au/sydney/surry-hills/cafes/bills-surry-hills

For shopping centres and associated food courts, refits tend to involve high quality, contemporary dining design with clustered cafes, restaurants and fresh food outlets. These areas can be internal to the shopping centre but also have outdoor components. Department stores are no longer the key drawcard for customers to shopping centres, rather 'contemporary food courts' are the new spaces to congregate rather than just transact and are increasingly used as the driver of footfall by shopping centre operators. Recent examples include Top Ryde Shopping Centre's Piazza Dining Precinct with outdoor sections, Westfield Chatswood's Hawker Lane and Westfield Hurstville with its new rooftop dining and entertainment precinct[132].

Three design principles are often used in these developments:

- Outdoor/alfresco: rooftop, high street, open-air, indoor/outdoor combinations appear vital to producing a successful product and add to existing nightlife in close surrounds.
- Green: relevant to the outdoor dining environment, consumers are responsive to plants, trees and earthy tones, extending the duration of patronage.
- Access: night-time accessibility is fundamental, with clear pathways, street frontages and easy access to parking facilities[133].

[132] Colliers, 2016, Back to the Future: light rail to spur CBD retail growth, Research and Forecast Report: First Half 2016, p. 28

[133] Colliers, 2016, Back to the Future: light rail to spur CBD retail growth, Research and Forecast Report: First Half 2016, p. 28-9

FIGURE 38: TOP RYDE DINING PIAZZA; HAWKER LANE CHATSWOOD

Source: Google Image

Smaller supermarkets formats

Another new trend is the development of smaller format supermarkets that are tailored to the local market and offer a larger range of convenient, ready-to-go foods. Key reasons for smaller format supermarkets include the lack of available land in urbanised areas, higher rents, and the arrival of global players (Aldi) in the Australian supermarket scene forcing store closures, rising inventory costs and wages requiring downsizing.

Supermarket operators, however, see the smaller format as an opportunity to offer tailored products of convenience rather than focusing on a wide selection of goods, at a range of prices. They see customer habits have changed where Australians want faster, takeaway foods of high quality which fits with the smaller supermarket format[134]. For the supermarket giants, Coles and Woolworths, the new format is a way to compete with the independent retailers, such as Harris Farm and IGA.

The popularity of farmers markets

Fresh food markets, or farmer's markets, have grown in popularity in recent years. Farmer's markets provide a direct link between food producers and customers[135]. The largest farmers market in Melbourne sees a total of 5,000 people in one day[136]. Consumers and local communities who are generally attracted to markets see them as providing quality fresh produce with positive health and environmental outcomes. Marketgoers also see the importance of supporting local operators and growers. For example, Carriagework's weekly Saturday markets in Sydney's Eveleigh provides inner city customers with the opportunity to buy directly from regional producers.

[134] Mitchell, S, 2018, 'Coles unveils first Coles Local convenience store format', Financial Review, https://www.afr.com/business/retail/coles-unveils-first-coles-local-convenience-store-format-20181111-h17rz5, date accessed: 10/04/2019; Grimmer, L & Mortimer, G, 2018, 'Honey I shrunk the store: why your local supermarket is getting smaller', https://theconversation.com/honey-i-shrunk-the-store-why-your-local-supermarket-is-getting-smaller-98246, date accessed: 10/04/2019; Hatch, P, 2018, 'Coles opens its own little shop as battle for customers goes small', https://www.smh.com.au/business/companies/coles-opens-its-own-little-shop-as-battle-for-customers-goes-small-20181113-p50foj.html, date accessed: 15/05/2019

[135] Woodburn, C 2014, 'Understanding the characteristics of Australian farmer's market', http://sagefarmersmarket.org.au/wp-content/uploads/2017/05/RIRDC-Understanding-Australian-Farmers-Markets.pdf, date accessed: 16/06/2020.

[136] Abernethy, M, 2016, 'Farmers'markets make the most of city foodies', https://www.afr.com/life-and-luxury/arts-and-culture/farmers-markets-make-most-of-city-foodies-20160304-gnab92, date accessed 16/06/2020.

Case Study: Using existing public spaces - Bangalow produce market

The Bangalow Farmers market, Byron Bay is held every Saturday in the Bangalow Hotel carpark. The farmers market invites local producers and farmers to sell their fresh produce. The markets enable the community to buy fresh, local produce with low food miles. The market increases activation within the town centre.

Source: https://www.byron-bay.com/blog/farmers-markets-byron-bay/

Underground floorspace

Underground floorspace tends to occur in Sydney and Melbourne's CBD as increasing rents or congestion mean retailers look to underground options. Supermarkets are sometimes keen to locate below ground as it is usually associated with reduced rents, while building owners sometimes look to maximise their tenant's time within a precinct, therefore providing population serving uses below ground (such as gyms, food and beverage and laundromats). Traditionally, agents see the underground floorspace distribution as 70-80% food and beverage, 20% gyms, and 10% other uses[137]. There are now more and more underground or semi-underground uses, including supermarkets, at sites including Sydney CBD, the Bondi Pacific at Bondi Beach, the former St Margaret's Hospital site in Surry Hills. In these instances, large format retail uses are provided for with a small ground floor presence, with the remainder of the use underground, avoiding large expanses of blank walls and inactive frontage to the street.

Constraints to underground floorspace could include operational issues (particularly for food and beverage operators) such as drainage and water leaks, exhaust and grease trap requirements. For new developments, rail and utility networks would be a consideration.

The City of Sydney LEP includes a bonus of floorspace for entertainment and club uses, equal to the parts of the basement area of buildings that are used for entertainment purposes. This policy would encourage entertainment uses in Central Sydney (Clause 6.7).

[137] Commercial Real Estate, 2019, https://www.commercialrealestate.com.au/news/how-underground-shops-are-still-attracting-customers-in-a-changing-retail-market-852115/; CBRE, 2018: https://www.cbre.com.au/about/media-center/rail-relics-to-provide-iconic-sydney-development-opportunity

Any allowance for underground floorspace need to be considered within the context of the local area. 'Bricks and mortar' retail on the high street and in town centres are, generally, already struggling against the rise of online retail. Therefore, any underground floorspace use would only be warranted if the above ground uses are productive, vibrant and have low vacancies. Safety by design should also be a consideration with entries to underground spaces opening to an active street.

Large format uses would help to encourage activity in a centre. Uses for underground floorspace in Bankstown and Campsie could include *Community facilities; Entertainment facilities; Function centre; Registered club, Recreation facilities (indoor); and Restricted premises.*

Case Study: Bistecca – Sydney's CBD

An interesting concept and well-designed space could help draw customers into a space underground. Bistecca is an underground restaurant located in Sydney's CBD which opened with a unique proposition: high quality Florentine steak and wine in an underground setting. The business had experienced operators.

Source: Google Image; https://www.commercialrealestate.com.au/news/how-underground-shops-are-still-attracting-customers-in-a-changing-retail-market-852115/

Entertainment and leisure

Arts and culture

Arts and culture play a crucial role in social inclusion and the identity of Australian communities. Arts and cultural events can promote social cohesion within communities by facilitating shared experiences and promoting a sense of place. In turn, this highlights the importance of having arts and cultural infrastructure in local centres to support events.

Examples of arts and cultural infrastructure include:

- Significant cultural institutions such as museums, art galleries, theatres and performance spaces - Sydney Opera House, Questacon, MONA, the National Library of Australia.

- Significant natural assets of cultural value and their supporting infrastructure, such as Uluru in the Northern Territory.
- Small and large venues such as theatres, art studios, festival spaces, public art programs, galleries, local libraries, live music venues and other spaces for art and cultural production, sometimes used in a temporary way.
- Digital cultural infrastructure, such as platforms providing access to online collections and performance[138].

In 2017-2018, it was reported that 82 per cent of Australians attended an event or exhibition[139]. Deloitte Access Economics identified the economic visitation value for the arts and cultural scene in Sydney where the highest value was attributed to cinema ($611m), followed by live music concerts ($284m), live theatre or dance show ($188m), and art gallery or museum ($112). Arts and culture can be a strong contributor to an economy.

Campsie and Bankstown are well-placed to develop the arts and culture industry. Both have relevant infrastructure in close proximity to public transport nodes and retail areas (theatre venues, conferencing and event space, libraries).

Case Study: New suburban arts and culture development - The Concourse, Chatswood

The Concourse in Chatswood is a recent example of a large-scale suburban arts and entertainment venue development. The venue is owned and managed by Willoughby City Council. It has a central location adjacent to Chatswood Interchange station and sitting between Westfield Shopping Centre and Chatswood Chase Shopping Centre.

The Concourse includes a 1000 seat capacity concert hall and theatre, rehearsal centre (261sqm), arts exhibition space (92 sqm) and multi-purpose function space (500 sqm). The conference facilities and venues are available for hire.

The facility hosts a range of performances and events, and an outdoor urban screen is programmed to broadcast digital art, cinema, news and live sporting events. The precinct includes two open green spaces restaurants, cafes and retail stores, as well as Chatswood Library (over 5000 sqm).

Source: https://theconcourse.com.au/about/

[138] Australian Infrastructure Audit

Case Study: Repurposing existing local centre properties to support the arts - Renew Newcastle

Renew Newcastle is a well-established and successful empty space revitalisation scheme that connects creatives with vacant property owners – helping to establish small artistic businesses in existing underutilised local centre properties.

The Newcastle case study, experience and intellectual property is part of Renew Australia, which provides training, consultancy and support services to business, government and community groups engaged in the creative activation of space. Since its establishment in 2008, the model has been replicated in Adelaide, Townsville, Geelong, Ballarat and Paramatta.

Renew Newcastle is based on a default licence agreement that allows creatives to access a property on a rolling 30-day basis. The property owners can give 30-day notice at any time should they receive a commercial offer. This allows the owner to provide the property without risking the potential commercial return. The lack of security in the tenancy is traded for a subsidised rent below market rates. Most active project participants in Newcastle are only paying a $25 per week participation fee.

In Newcastle, over the last decade, this has facilitated the activation of over 82 properties with 264 participants, 174 of which have developed successful businesses.

The benefits of the model include:

- Creation of jobs and skills development
- Volunteer engagement
- Improved business confidence for participants and surrounding businesses
- Improved regional brand value and tourism
- Subsidised space for creatives
- Street activation
- Local tourism
- Increased property values
- Reduced crime, graffiti and vandalism.


Source: https://renewnewcastle.org/

Food culture and experience dining

As discussed above, the emergence of food culture and experience dining has increased in recent years as a form of entertainment and leisure. Council needs to ensure that streetscapes and main streets offer wide foot paths and high amenity to cater for the emerging food culture.

Accommodation

Campsie and Bankstown tend to have standard hotel accommodation options that suit budget and mid-range travellers (Bankstown has a Travelodge and Rydges (out of centre) and Campsie has two budget hotels)[140]. There has been changes in the type of visitor accommodation available on the market in recent years. Models have diversified from chain hotels towards rentals that:

- Cater to both short-term and longer-term stays
- Accommodation that offers a more personal 'local' experience than a typical hotel
- Accommodation options that provide privacy but also offer inhabitants a chance to meet new people and socialise in common areas of the complex.

New accommodation options tend to target younger individuals[141].

Given Bankstown and Campsie are earmarked for university and hospital developments, commercial growth and a focus on developing arts and culture, attracting these types of new accommodation options to the centres (particularly Bankstown) may be favourable with younger age cohorts and may help generate activity in the centre.

Hmlet

Most recently Hmlet has entered the Australian market. Hmlet is a co-living accommodation hub targeting young professionals for the short and long-term. The company has properties that are in cities across the world including Singapore, Hong Kong, Tokyo, and is also located across a number of suburbs of Sydney (Petersham, Newtown, Parramatta, St Peters, Marrickville, Balgowlah, Paddington, Alexandria and Bondi).

Hmlet provides furnished rooms, studios and 1- and 2-bedroom apartments. Utilities such as Wi-Fi, cleaning and bills are included in the rental cost. Options such as having a short term, or a long-term stays make Hmlet an attractive place for young professionals to live and for newly arriving young professionals from overseas who may require a quick and easy rental option in a new city. Communal areas including kitchens and entertainment areas and optional social activities provide a space for people to interact and socialise. This type of housing may be attractive in Bankstown to support workers (or potentially students) in the health and education sector. In Campsie, it may be attractive to a working population based in Sydney's CBD or other surrounding key employment centres.

FIGURE 39: HMLET SINGAPORE AND HMLET SYDNEY

[140] Google Maps, 2020, https://www.google.com/maps/search/campsie+and+bankstown+hotels/@-33.9067562,151.0193756,14z, date accessed 11/06/2020.
[141] Chancellor, J, 2020, 'Co-living among young professionals on the rise across Australia', https://www.realestate.com.au/news/coliving-among-young-professionals-on-the-rise-across-australia/

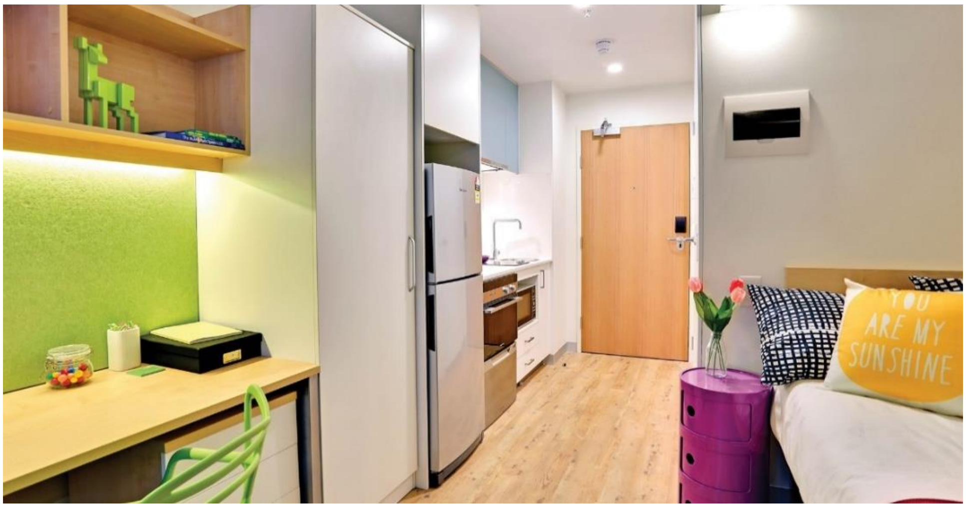
Source: https://www.agoda.com/en-au/hmlet-cantonment/hotel/singapore-sg.html?cid=1844104

Urbanest

Urbanest is another accommodation provider that has grown in Sydney in recent years. Sydney's Urbanest developments are located in Chinatown (CBD south), Darling Square (Darling Harbour), Darlington USYD, Glebe, Haymarket and Ultimo. The developments are in central areas in close proximity to universities. They are also located in Adelaide, Melbourne, and Brisbane.

Urbanest is designed for student needs where utilities such as water, electricity and internet are included in the weekly rent. Rents range from $385 to $589 per person[142]. Purpose-built student accommodation (PSBA) providers are supporting students who want the experience of living in a communal setting but an alternative to college living or a privately rented property. PBSA is often used by international students, and younger students new to the housing market. Growth of the international student population (prior to COVID) has driven strong demand for PBSA[143]. This type of housing may become attractive in Bankstown as the student population grows.

FIGURE 40: URBANEST



Source: Urbanest Student Accommodation, 2019.

Airbnb

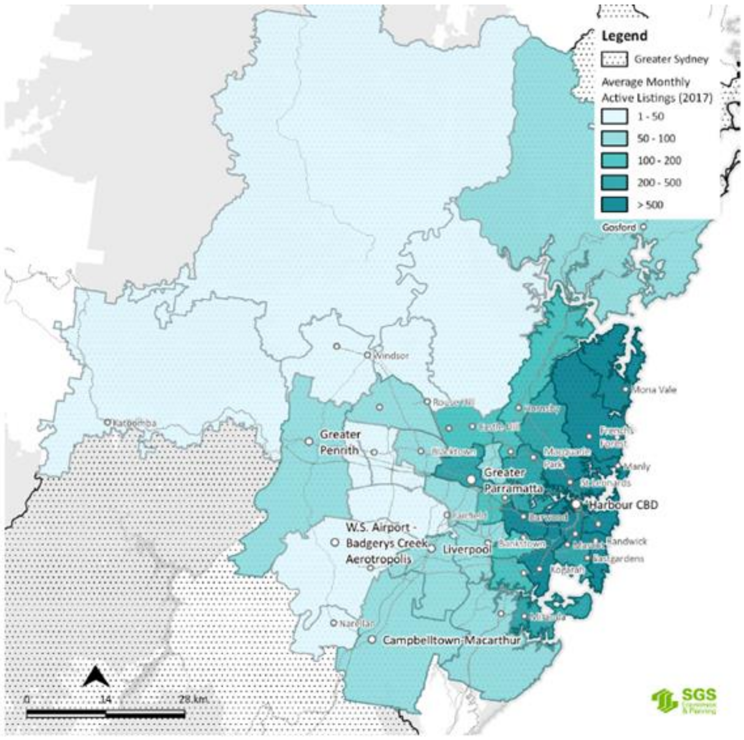
The most prominent new arrival in the accommodation market in recent years has been Airbnb. It offers short and long-term rentals organised over an app by property owners. A study by SGS analysed the impact of Airbnb on Melbourne and Sydney. The study found in 2017 Airbnb dwellings made up 0.9 per cent of total dwellings, which is a small proportion.

---

[142] Urbanest, 2020, 'Urbanest Australia Student Accomodation', https://urbanest.com.au/,date accessed 16/06/2020
[143] SGS Economics and Planning, 2019, 'Student Housing in the City of Sydney', date accessed 20/10/2020

Airbnb has grown in popularity over the last couple of years, but listings were only likely to be rented 50 per cent of the time. This indicates Airbnb is contributing to a gap in the accommodation market rather than saturating it. Furthermore, the report indicated that Airbnb listings were spread across Sydney, with most of the listings located around the harbour and the beaches, see the figure below. A scan of Airbnb indicates there are a few properties in Bankstown available and none in Campsie.

FIGURE 41: AVERAGE MONTHLY LISTINGS THAT HOSTED AIRBNB GUESTS IN GREATER SYDNEY



Source: SGS Economics and Planning, 2019

Accommodation facilities and design

A number of trends have developed in accommodation facilities and design in recent years. 'Smart rooms' are becoming increasingly prominent. They provide guests with services such as voice assistants, motorised curtains, and automatic lighting[144]. The COVID-19 crisis has defined new standards of cleanliness where the Hilton Hotel has recently launched its new "Hilton CleanStay with Lysol Protection". It was formed in collaboration with the Mayo Clinic's Infection Prevention and Control Team. New standards including extra cleaning of high touch areas such as light switches and contactless check in[145]. Research also suggests that hotels and accommodation spaces should be developing and advertising their sustainability initiatives[146].

Tourism

Tourism has been identified by the Greater Sydney Commission as one of the economic sectors that are targets for success for the city (pre-COVID). In 2014-15, tourism contributed

[144]Sarkar, S, 2018, '10 Hotel Trends that Will Shape Guest Experience', https://www.entrepreneur.com/article/324089, date accessed: 11/06/2020.

[145] Anderson, M, 2020, 'Hotels respond to COVID-19 with New Cleaning Standard, https://www.smartmeetings.com/news/126147/hilton-responds-covid-19-new-cleaning-standard, date accessed: 11/06/2020.

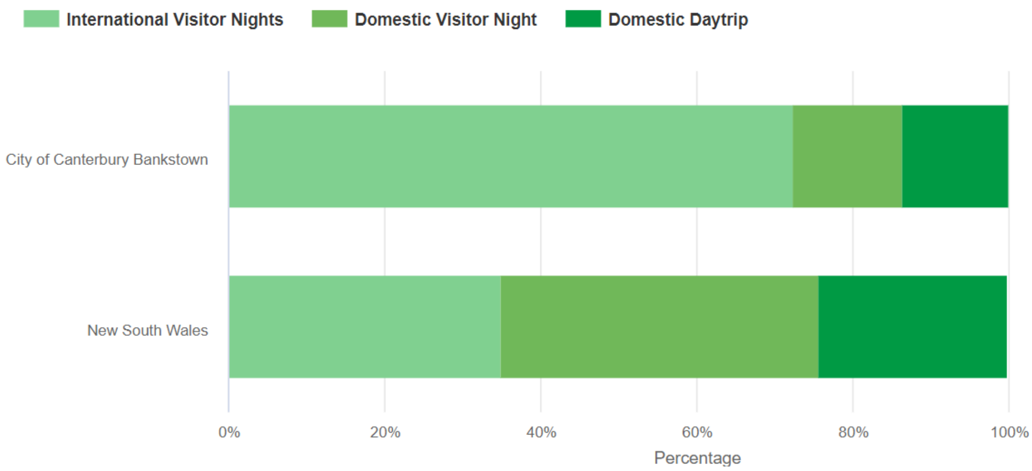
[146] Novotny M, 2020, 'How will sustainability at your hotel benefit your business?', https://www.seagoinggreen.org/blog/how-will-sustainability-at-your-hotel-benefit-your-business, date accessed 20/10/2020

$15.4 billion to the economy and directly employed 74,300 people. To help progress growth of tourism in Greater Sydney they suggest encouraging the development of well-designed and located facilities; enhancing amenity, vibrancy and safety in town centres; support the development of artistic or cultural activities; and developing industry skills critical to growing the visitor economy.

In 2018/19, the total of tourism and hospitality sales in Canterbury-Bankstown LGA was $679.1 million (an increase from 2013/14 of $142.5 million). Total employment rose to 3,167 jobs (up from 2,732 jobs in 2013/14)[147].

For the year 2018/19, international visitors made up the majority of visitor nights spent in Canterbury Bankstown LGA at about 72%. Domestic visitors nights in the LGA are smaller at 14%. Domestic daytrippers to the LGA were also about 14%[148].

FIGURE 42: BREAKDOWN OF VISITOR NIGHTS IN 2018/19 TO CANTERBURY-BANKSTOWN



Source: Economy.ID

It is likely the high number of international visitors to the LGA are a result of international visitors coming to Sydney to see family and friends living in the LGA. Ensuring local facilities and attractions cater to these visitors will be key to capture the international spend. Attracting the domestic visitor market to the LGA could be an opportunity area, and particularly relevant given COVID-19 and the potential for more domestic/local travel in the near future.

[147] Economy.id, https://economy.id.com.au/canterbury-bankstown/tourism-visitor-summary
[148] Economy.id, https://economy.id.com.au/canterbury-bankstown/tourism-visitor-summary

APPENDIX 4: LOCAL EMPLOYMENT & FLOORSPACE PROSPECTS

Health

Drivers and operational environment

Canterbury Hospital

Located 1.5km from Campsie Station, the Canterbury Hospital is a core element of the strategic vision for the Eastern Lifestyle and Medical Precinct. This vision seeks to catalyse development of a cluster of medical-related businesses along Canterbury Road.[149]

The hospital is currently undertaking a $6.5 million upgrade to its emergency department, with updates to several existing spaces and addition of a purpose-built paediatric area.[150] This investment is driven by increases in patronage, with an additional 5,000 patients presenting to the emergency room annually in the last five years.[151]

This trend is likely to continue, given approximately 85,000 additional dwellings are projected for the Sydenham to Bankstown Metro Corridor, with Canterbury Hospital positioned as one of the major population-serving institutions to service this increase.[152]

Bankstown-Lidcombe Hospital

$1.3 billion has been announced by the NSW Government for the development of a new hospital in the Bankstown City Centre. This is subject to review of potential sites by Health Infrastructure NSW and is currently in the early planning stages.[153] Although details of the proposed scale/design/location of the facility are unavailable currently, its potential role in Bankstown CBD can be understood.

As noted in the previous section, the economic development of centres is driven by a clustering of enterprises and institutions to create a 'business ecosystem'. This is a key driver of the Bankstown Hospital redevelopment, with the aim of enhancing the city's commercial core through anchor institutions, such as hospitals and universities.

Alignment of investment in health and education within the Bankstown CBD provides a strong basis for economic development, increasing Bankstown's capacity to train and retain human capital within its centre. These co-location benefits are the principal aim of the Bankstown Health and Education precinct.

The NSW TAFE site to the north of the centre and is currently earmarked as one of the potential locations for the hospital redevelopment. It offers strong potential for linkage to the new university campus.

---

[149] City of Canterbury Bankstown 2020, 'Connective City 2036', https://www.cbcity.nsw.gov.au/council/planning-for-the-city/connective-city-2036
[150] NSW Health 2019, 'Canterbury Hospital Emergency Department Expansion', https://www.slhd.nsw.gov.au/canterburyhospitalproject/
[151] Sydney Connect 2019, 'Major expansion of Canterbury's Emergency Department', https://www.slhd.nsw.gov.au/sydneyconnect/story-Canterbury-Emergency-Department.html
[152] NSW Planning and Environment 2017, 'Sydenham to Bankstown Urban Renewal Corridor Strategy', https://www.planning.nsw.gov.au/-/media/Files/DPE/Plans-and-policies/sydenham-to-bankstown-urban-renewal-corridor-strategy-2017-06-part-1.pdf
[153] City of Canterbury Bankstown 2020

Ancillary health functions

The economic development of centres is often driven by a clustering of enterprises and institutions to create a 'business ecosystem'. Canterbury Hospital and the proposed Bankstown Hospital are identified as major levers for enterprise and business development in their respective precincts. Both hospitals require, and have the ability to attract, health related services such as specialist clinics, pharmacies, pathology collection centres, research centres, aged care and community health facilities and other services (e.g: cleaning and retail).

The presence of a city centre-based hospital in Bankstown creates an opportunity to develop a more robust night-time economy with supporting retail, entertainment and dining development.

Supportive land use policy and public domain improvements between Beamish St, the new Metro station and Canterbury Road should be employed to optimise opportunities for clustering of medical-related businesses in the precinct through to Canterbury Hospital. There are a number of existing dwelling houses within the periphery of Canterbury Hospital on Canterbury Road that have been converted to pharmacies and health consulting rooms. This already suggests that a cluster of health services facilities in the precinct has started. There are likely to be further opportunities for further development of ancillary health services (in new development or within the footprint of existing residential dwelling houses) to leverage the demand for these services within the periphery of the hospital.

The Canterbury-Bankstown LSPS supports the development of a cohesive medical precinct around Canterbury Hospital. The vision for Canterbury Road is to create an urban boulevard and medical destination focused on Canterbury Hospital. The local health planning authority during consultation supported the activation of land around Canterbury Hospital for uses relevant to workers, patients and their families at the Hospital, such as retail, cafes and allied health services.

Overnight visitation for friends and family of patients

If patients are coming from interstate for treatment at a metropolitan hospital, there may be a need for family and friends to stay nearby the hospital during treatment and recovery.

The Canberra Hospital offers on-site residential accommodation for short-term stays for public and staff. There are 59 rooms (hostel) and 1 family room and a total of 116 residence beds[154]. Occupancy is estimated to be 100% throughout the week and weekend[155]. Facilities include:

- Twin, single or (limited) family rooms
- Supplied linen that is changed weekly
- Shared shower, kitchen, cooking, dining, living and laundry facilities
- Access to staff cafeteria if required.

Room rates per night are single ($43), second person 5yr and older ($17), children under 5 yrs ($0), double room ($60). Interstate outpatients and their carers who live 100km+ from Canberra may be eligible for accommodation support.

---

[154] A newspaper article quoted 140 people were staying at the residence on a particular night, this may include beds for staff members at the facility (https://aboutregional.com.au/canberra-hospital-carers-accommodation-valued-and-needed/)

[155] Cancer Council, 2009, Accommodation Review – hospital allied accommodation providers, https://www.cancercouncil.com.au/wp-content/uploads/2010/11/AccommodatingChangeProviderReport.pdf, date accessed: 151220, p. 12

Residence accommodation is considered simple and 'shoebox style' but a great support to regional people with sick family members. Socially, the different families are able to interact in the communal lounge room at night which creates a support network for individuals[156].

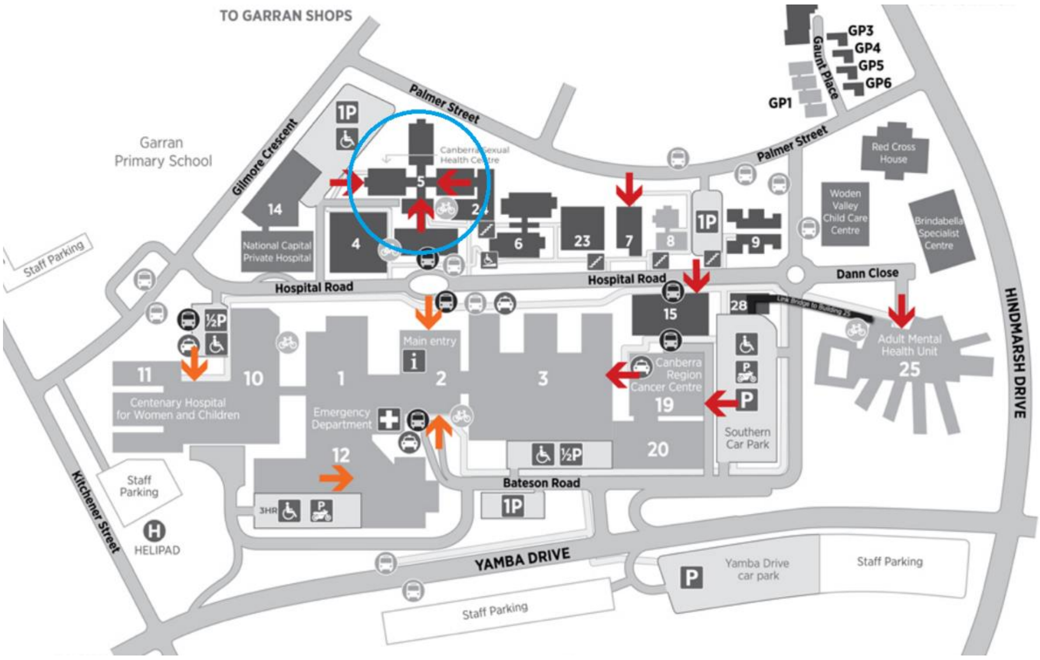
Canberra Hospital is currently transitioning the residence to a different building on campus which will offer less rooms in the future. The current facility is being redeveloped for an emergency and critical care facility[157].

Canberra Hospital has 672 patients bed. As a proportion, the number of residence beds to patient beds on-site is about 17%. This could be slightly higher if factoring in staff staying in residence accommodation short-term. There may also be families or relatives staying on other short-term accommodation off-site.

Bankstown-Lidcombe Hospital has about 434 beds[158]. Therefore, using Canberra Hospital as a rough proxy, this could mean that about 74 residence beds would support Bankstown-Lidcombe Hospital and cater to people who may come to the town centre and stay short-term while their family member is in hospital. However, this figure would also vary based on the types of health services Bankstown-Lidcombe provides (ie: the extent to which medical services require patients to stay longer term) and the proximity to other accommodation options in the southwest of Sydney.

Bankstown-Lidcombe Hospital currently does not include residence accommodation options. The average on-site room occupancy rate for accommodation facilities is about 81% in NSW and 73% for off-site[159].

FIGURE 43: CANBERRA HOSPITAL SITE MAP – RESIDENCES (PUBLIC AND STAFF) IN BLUE



Source: https://www.health.act.gov.au/hospitals-and-health-centres/canberra-hospital

[156] Campbell, 2019, 'Canberra Hospital carers accommodation valued and needed', https://aboutregional.com.au/canberra-hospital-carers-accommodation-valued-and-needed/, date accessed: 171220
[157] ACT Government, 2020, https://www.health.act.gov.au/hospitals-and-health-centres/canberra-hospital/residential-accommodation, date accessed: 151220
[158] https://www.swslhd.health.nsw.gov.au/pdfs/OP_Bankstown-Lidcombe.pdf, date accessed: 171220
[159] [159] Cancer Council, 2009, Accommodation Review – hospital allied accommodation providers, https://www.cancercouncil.com.au/wp-content/uploads/2010/11/AccommodatingChangeProviderReport.pdf, date accessed: 151220, p. 5

Key worker accommodation

Key workers can be defined as occupations which provide essential services to the public, including teachers, nurses, police and ambulance officers and those in fire and emergency services[160]. Therefore, many of those directly employed in health services at Canterbury and Bankstown Hospitals are (or will be) essential service workers. Furthermore, those indirectly employed by the hospitals in surrounding businesses may also fall into this category.

Housing affordability is an issue for key workers, many of whom have limited capacity for major increases in earnings throughout their careers, such as nurses or paramedics. Between 2006 and 2016, home ownership affordability in Sydney declined significantly for key workers seeking to enter the housing market. In the September Quarter of 2016, the median affordable purchase price for key workers was less than 60% of the median purchase price in middle ring suburbs (such as Campsie and Bankstown). [161]

The effect of this is demonstrated in other parts of Sydney where large health institutions are located. For example, research conducted by Randwick City Council has found that the Children's Hospital and Royal Hospital for Women struggle to fill nursing vacancies as nurses are priced out of living in the area.[162]

Lack of housing diversity can also present a challenge for affordability, with the median price of strata-titled housing falling below the Greater Sydney median.[163] Affordability outcomes for key workers may be worse in areas without sufficient stock of unit housing.

Therefore, additional investment in healthcare facilities in the Bankstown and Campsie centres is likely to potentiate increased demand for key worker affordable housing for key workers and other low to moderate income earners within the LGA.

This aligns with the findings of the Canterbury Bankstown Housing Strategy, which prescribes that 5-10% of new housing within Bankstown and Campsie should be affordable housing.[164] An affordable housing policy should be developed to evaluate delivery mechanisms to achieve this target (e.g: inclusionary zoning).

Education

Drivers and operational environment

Employment

The new Western Sydney University (WSU) Campus proposed for the Bankstown CBD, known as the Bankstown City Campus (BCC) will accommodate approximately 10,000 students and 700 professional and academic staff, with 2,000 students expected to be on campus at any given time within class hours.[165] It is also likely that this will have flow-on effects for employment and economic activity in the Bankstown CBD.

---

[160] Hill PDA 2019, 'Georges Rivers Inclusive Housing Strategy and Delivery Program', http://www.georgesriver.nsw.gov.au/StGeorge/files/1b/1b2821be-7da8-46bc-8f7f-5a665048305b.pdf

[161] University of Sydney 2018, 'Key worker housing affordability in Sydney', https://www.tmbank.com.au/~/media/community/news/pdf/2018/tmb-key-worker-housing-affordability-report-part-1.ashx

[162] NSW Nurses and Midwives Association 2018, 'NSWNMA backs affordable housing for essential workers', https://www.nswnma.asn.au/nswnma-backs-affordable-housing-for-essential-workers/

[163] Hill PDA 2019

[164] Hill PDA 2019, 'Canterbury Bankstown Housing Strategy Summary Report', https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.cbnkshaveyoursay.files/1815/7534/1853/Canterbury_Bankstown_Housing_Strategy_Summary_Report.pdf

[165] Minister for Planning and Public Spaces 2019, 'New WSU Bankstown Campus plans on exhibition', https://www.planning.nsw.gov.au/News/2019/New-WSU-Bankstown-Campus-plans-on-exhibition

A memorandum of understanding signed between WSU and the University of Technology Sydney (UTS) will see teaching and research opportunities for postgraduate students and staff members from both universities at the BCC. [166]

Labour Market Interaction

Courses offered to students at the site will be across a range of disciplines, with ICT, accounting, education, psychology, humanities and business included in the academic program. [167] This will provide greater opportunity for higher educational attainment for students in the Southwestern Sydney, increasing the skilled labour supply in the area.

These increases in human capital and skilled labour are typically linked to increases in productivity and economic specialisation in knowledge intensive sectors.[168]

The co-location of the new campus with the Bankstown Library and Knowledge Centre, and the inclusion of co-working spaces within the BCC, will assist in creating a work/study environment which potentiates collaboration.

The development of employment floorspace within the Bankstown CBD may also encourage the retention of human capital generated by the BCC in businesses located in the Bankstown CBD.

Commercialisation and ancillary functions

Current plans show that levels 14-17 will be occupied by 'industry partnership space'. This aspires to provide coworking spaces for start-ups, non-profits and corporates seeking to collaborate with researchers and postgraduate students of the university. [169]

A conference facility planned for level 8 of the BCC, in additional to event spaces on the ground and level 18 of the building, will also provide opportunities for the campus to host over 500 guests.[170]

Through use of these spaces, the universities will aim to foster the development of partnerships between local enterprise and the university, with a focus on advanced manufacturing and health. This may provide opportunities for development of research solutions and technologies with the potential for commercial use.

Food and beverage retailing will also form a component of the BCC development with almost 500m^2 of floorspace provided. These 'retail/engagement' areas are located on the ground floor of the campus, adjacent to the new landscaped area along Appian Way, which will form the main pedestrian thoroughfare associated with the site (see figure below).

---

[166] Whibley 2019, New partnership a major boost for Western Sydney region's entrepreneurial potential', https://www.westernsydney.edu.au/newscentre/news_centre/more_news_stories/new_partnership_a_major_boost_for_western_sydney_regions_entrepreneurial_potential

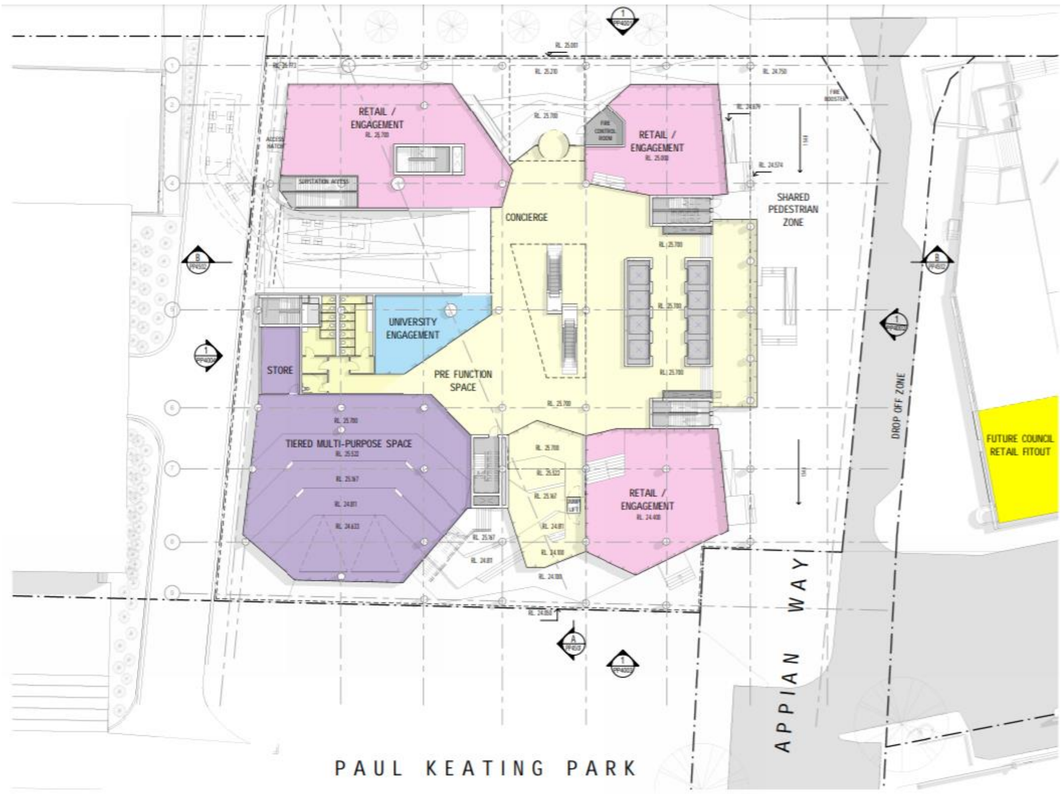
[167] Whibley 2019, 'World-class campus for Bankstown CBD', https://www.westernsydney.edu.au/newscentre/news_centre/more_news_stories/world-class_campus_for_bankstown_cbd

[168] Boschma & Kloosterman, 2005, 'Learning from Clusters', https://books.google.com.au/books?hl=en&lr=&id=HchwD78983QC&oi=fnd&pg=PR9&dq=Learning+from+Clusters:+A+Critical+Assessment+from+an+EconomicGeographical+Perspective.&ots=Z5SeHod6X&sig=wOgpzOikeEj3g2148IMFaznAi94#v=onepage&q&f=false

[169] Lyons Architecture 2018, 'Request for SEARs – Concept Drawings', https://www.planningportal.nsw.gov.au/major-projects/project/11456

[170] Urbis 2019, 'Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment', https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=SSD-9831%2120191024T053241.878%20GMT

FIGURE 44: BCC GROUND FLOOR CONCEPT PLANS



Source: Lyons Architecture 2018

Student accommodation

In 2018, WSU Bankstown (Milperra) Campus had 6,873 full time enrolled students. Most of these students were local domestic students (92%). About 520 students (8% of total enrolments) were 'mobile' students - domestic regional, interstate or international students[171]. As of 2019, 87 of these 520 'mobile' students lived in purpose-built student accommodation. The capacity of student accommodation for 290 students[172]. Remaining 'mobile' students are living in the local housing market (due to its relative affordability) or other housing market and commuting to campus.

Low demand for student accommodation has been attributed to the high proportion of local domestic students; the relative affordability of the surrounding housing markets; and the poor location of the Milperra campus away from transport, employment and amenity[173].

It is expected the student profile at the new BCC will be similar to that of the Milperra Campus where international students form about 6% of student enrolments (significantly less than other Sydney universities)[174]. Advice is to monitor international student enrolment numbers, as an increase in numbers may increase demand for student accommodation[175]. Noting, in the short-term, demand will be low due to the impact of COVID-19 on international students numbers in Australia[176].

Arts and Culture

[171] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 52
[172] Urbis, 2019, Western Sydney University - Bankstown City Campus Socio-Economic Impact Assessment, p. 52
[173] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 52
[174] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 54
[175] Urbis, 2019, Western Sydney University – Bankstown City Campus Socio-Economic Impact Assessment, p. 57
[176] Ross, J, 2020, 'Australia looks offshore with overseas students' return uncertain', https://www.timeshighereducation.com/news/technological-flavour-australias-new-international-education-strategy, date accessed: 091220; Sinclair, j, 2020, 'Return of international students shrouded in uncertainty', https://www.researchprofessionalnews.com/rr-news-australia-universities-2020-11-return-of-international-students-shrouded-in-uncertainty/, date accessed: 091220

Key existing institutions

Bankstown and Campsie centres also serve important roles as centres of culture within the LGA and are home to locally significant artistic and cultural institutions and places.

Campsie

The street-life generated by local restaurants, cafes and businesses along Beamish St in Campsie is one of the key underpinnings of the 'Eastern Lifestyle Precinct' envisioned in the Canterbury Bankstown LSPS. This sense of activity benefits from the fine-grained streetscape and density of uses along Beamish St, recognised by directives in the LSPS which seek to preserve the area's urban character.

Adjacent council-owned land to the north of Campsie station, the Orion is a long-standing cultural institution within the centre. It currently acts as a venue for functions, weddings, corporate events etc.[177]

Several smaller cultural/civic institutions are also found in Campsie, including the Campsie Library and Campsie Cultural Centre. A review is currently being undertaken into these venues to determine how they might be best utilised as key cultural assets.

Bankstown

The Bankstown Arts Centre provides publicly available art exhibitions, accommodation for professional and amateur arts organisations and flexible spaces for arts practice. [178] The Centre also provides facilities for classes run by the local arts society and rehearsals/meetings of the Bankstown Theatre Society.

Performances are held in the Bryan Brown theatre, located within the Bankstown Library and Knowledge Centre, another significant civic institution, located adjacent to Paul Keating Park and the future BCC. [179]

Although not comprised of one single institution, Saigon Place is an important site of culture within Bankstown, forming the hub for the area's Vietnamese residents, many of whom own businesses along the strip. This provides an important 'third place' – a publicly accessible location outside of the home or workplace, acting as a key site of community interaction and cultural exchange.[180]

Drivers for expansion

As noted in the previous section, opportunities for arts and culture increasingly fulfill both a key social and community function and act as a crucial contributor to the economic health of centres. These trends are a key driver behind initiatives to embellish the artistic and cultural offerings of both centres. Entertainment and arts venues increasingly co-locate with retail destinations to leverage pedestrian activity in centres.

The importance of outdoor dining and the 'retail experience' offered by Bankstown and Campsie centres is noted within the LSPS, Recognising the role of fine-grained streetscapes, such as Beamish St and Saigon Place, in defining the character and attractiveness of their respective precincts. This can be observed in the designation of 'lifestyle precincts' with a strong emphasis on food and beverage retailing and cultural institutions, such as Campsie's 'Eastern Lifestyle Precinct'.[181]

---

[177] Wayne 2012, 'Orion Theatre/Orion Function Centre – Campsie, NSW', https://pastlivesofthenearfuture.com/2012/06/12/orion-theatreorion-function-centre-campsie-nsw/
[178] Bankstown Arts Centre n.d., 'About Us', https://www.cbcity.nsw.gov.au/arts-centre/about-us
[179] Bankstown Theatre Company n.d., https://www.bankstowntheatrecompany.com/
[180] Low 2020, 'How cafes, bars, gyms, barbershops and other 'third places' create our social fabric', https://theconversation.com/how-cafes-bars-gyms-barbershops-and-other-third-places-create-our-social-fabric-135530
[181] City of Canterbury Bankstown 2020, 'Connective City 2036', https://www.cbcity.nsw.gov.au/council/planning-for-the-city/connective-city-2036

Campsie

Within Campsie, a large council land holding to the north of Campsie Station, including the Canterbury Bankstown Council – Campsie Branch and Orion Theatre, is envisioned as a site for new community and cultural facilities in the centre.

The site offers potential for use in a format similar to that of Denmark's 'Dokk1' project, including a public library, event spaces, theatres and exhibition spaces. Adaptive re-use of the historically significant Orion Theatre is potentially a key element of this vision, providing a natural space for performances, events and exhibitions[182].

Collingwood Yards, Melbourne

The Collingwood Yards, Melbourne is a non-for-profit social enterprise that provides space for emerging artists and arts organisations and is an example of a new suburban development that supports the arts and culture industry. The complex has over 50 separate tenancies (including 17 art studios, a radio station, and a performance space) with affordable rents and structured support.

Located on the site of a former technical school, the complex is approximately 6,500 sqm and consists of three buildings and a large public courtyard.

The Collingwood Yards are part of the wider Collingwood Arts Precinct in inner North Melbourne and will open in stages throughout 2020.

Source: Broadsheet, https://collingwoodyards.org/

Bankstown

Key strategic documents, such as the LSPS and Bankstown City Centre and Bankstown Airport Place Strategy, contain directives for the investigation of feasibility and possible locations for a regional-scale arts and cultural facility in Bankstown City Centre. [183]

This may be similar in purpose and scale to The Concourse cultural centre in Chatswood, which amalgamates several civic and cultural uses in a centrally located site within the Chatswood CBD (see below)[184].

[182] City of Canterbury Bankstown 2020
[183] Greater Sydney Commission 2019, 'Bankstown CBD and Bankstown Airport Place Strategy', https://gsc-public-1.s3-ap-southeast-2.amazonaws.com/s3fs-public/bankstown_place_strategy_web.pdf
[184] The Concourse n.d., 'Booking Enquiries', 'https://theconcourse.com.au/venue-hire/booking-enquiries/

The Concourse, Chatswood

Opened in 2011, The Concourse is located centrally within the Chatswood CBD, on the site of a former civic centre and town hall. It includes a 1,000 seat concert theatre and 499 seat theatre, designed to accommodate a full range of performances. These are complemented by a rehearsal centre, which provide 161 sqm of rehearsal space across two studio rooms. A multi-functional 'civic pavilion' provides 509 sqm of floorspace for presentations and conferencing, with flexible configurations and a full catering kitchen. A 92 sqm exhibition space also provides a space for small, curated visual art exhibitions. A 5,000 sqm library within the centre also provides a key civic function and visitor drawcard.

The complex also includes several outdoor elements, including an amphitheatre and 'urban screen', a 50sqm outdoor LED screen, both set amid landscaped gardens and open space.

Restaurants and bars adjacent to these areas precinct contribute to The Concourse's offering as an experience destination.

Source: https://theconcourse.com.au/

Commercial and retail

Bankstown and Campsie centres support second tier commercial markets, such as smaller accounting and law firms. Bankstown also offers A-grade commercial office space, however attracting large firms and government agencies has been challenging with competition from neighbouring centres like Parramatta[185]. Both centres offer extensive retail options (fine grain and shopping centre).

To fulfil the LSPS vision and achieve employment targets, Bankstown will need to expand its floorspace capacity. Both centres need to review their branding and image to help attract businesses[186]. Revitalisation of both shopping centres has been identified.

[185] As indicated in consultation and floorspace analysis chapters
[186] Related to chapters on floor

APPENDIX 5: CONSULTATION NOTES

Consultation aim

Gaining a grounded understanding of the prevailing market dynamics for commercial, retail and residential property in Campsie and Bankstown centres is useful in providing planning and economic development advice for town centres.

To inform advice for Bankstown and Campsie town centres, SGS conducted interviews with a range of stakeholders. Information gathered has helped to inform SGS's understanding of the centre's opportunities and constraints and provides an indication of the type and scale of development that may be required in each centre.

Participants

Participants included:

- 2 x real estate agents (both with a Bankstown focus)
- 2 x property managers (both involved in Campsie and Bankstown)
- 1 x council staff member in the property area (involved in Campsie and Bankstown)
- 2 x major local business operators/landowners (both with a Bankstown focus)
- 2 x NSW Health representatives (Sydney Local Health District that includes Campsie and South Western Sydney Health District that includes Bankstown).

Three hotels (Bankstown, Greenacre, Yagoona) and several other real estate agents were also contacted. These stakeholders did not provide responses.

Interviews were held throughout August – October 2020, therefore the impacts of COVID were a consideration in some responses.

Consultation questions

Interviews were conducted in a semi-structured format. A combination of questions were raised with participants as relevant to their area of work:

Issues and opportunities

- What are the challenges for economic development of Campsie/Bankstown town centres?
- What are the opportunities for the economic development of Campsie/ Bankstown town centres?
- How are the commercial/retail markets in Campsie/ Bankstown performing?
- Are there any significant vacancies in the area? What type?
- Are there changes that could be made to the planning controls that would better facilitate commercial/retail development opportunities in the two centres?

Land use and floorspace

- Is there any over or under supply of commercial/retail land?
- What are the major factors driving demand for commercial/retail floorspace? (e.g. affordability, types of spaces, competition from other centres).

- What formats or types of employment floor space are likely to be required in the future? E.g. smaller office suites; medical consulting rooms; larger single floor plates (>1000 sqm); grade of floorspace etc.
- Is competition for development sites from residential uses impacting the development of employment floor space in Bankstown/Campsie?
- Is there competition from developers to build residential on sites in the town centres?

Bankstown specific

- Should there be a commercial core in Bankstown? Some options that have been raised in recent studies include commercial core north and also north/south of the rail line. What would be the best location for commercial core in Bankstown if it were appropriate for the centre?
- What was the decision behind the inclusion of commercial floorspace in the property in Bankstown? What is the uptake of floorspace like? What sort of businesses are looking for A-grade commercial floorspace in Bankstown?
- What sort of visitors stay in hotel accommodation in Bankstown? What sort of events or conferences are they attending? What are the occupancies rates?
- What was the decision making behind recent planning proposals in Bankstown?

Major new infrastructure

- What impact might the new university campus have on demand for employment and housing in Bankstown?
- The university, metro rail and hospital investments are potentially major game changers for the two centres – what changes do you anticipate?
- Are there any issues or challenges with current hospital operations and its location?
- What sort of allied health could support the hospital in surrounding areas around the hospital?
- What population changes are you expecting that the hospital will have to support?
- Are there synergies between a public and private hospital?
- How can Council support the hospital and allied health functions?

Other centres in Greater Sydney

- What are the competitor locations/centres in Greater Sydney to Bankstown and Campsie? What do other centres offer that makes other centres more attractive for businesses to locate there?

Key findings and responses - Bankstown

Current market performance

- Currently the commercial/retail real estate market is experiencing very weak demand [interview conducted during COVID] for employment floorspace within the Bankstown CBD.
- As the market softens [due to COVID], rents drop and businesses that normally would not locate in the Sydney CBD or a tower building will start to consider it. In stronger times, they will move out of the CBD. Businesses located in shop tops consider buildings with views and then they may move out five years later. This has often occurred with Edgecliff tower with businesses moving between the CBD and Edgecliff [This comment was alluding to the fact business may look to Sydney CBD to rent cheaper floorspace due to COVID].

General issues

Critical mass and lack of market

- A lack of critical mass of people in the Bankstown centre was seen as limiting demand for retail floorspace, with few incentives for pedestrian traffic in the centre, this is made worse by the presence of Bankstown Central shopping centre.
- The lack of residents may also be inhibiting the development of a strong night-time economy in the centre.
- Two of the A-grade buildings in Bankstown have been produced by Council and the Sports Club. Therefore, the market really has not come to the centre.

Urban form

- The rail line through the centre is viewed as a major physical constraint which divides the centre, with better north-south connections needed to improve wayfinding and pedestrian access.
- There are many old parts to the Vicinity Centre, the challenge is to 'right size' the asset and find uses for the surplus floorspace.
- At the macrolevel, Bankstown town centre is tired. There has been very little investment from state and local government and there is no market depth there.

Perception

- Many people don't really know where Bankstown is. Many feel it is unsafe, even though it is no worse than other centres. Bankstown has always had a negative stigma attached to it and we need to work to change this. There are good rents in Bankstown, good floorplates, every service, highly accessible by transport – why not try it?

Other

- It may be the case that the government departments don't consider the Flinders Centre due to the proximity and relationship to the gaming areas.
- Bankstown is not attracting private firms; it is still mostly local companies. Professionals such as accountants, lawyers, mortgage brokers and community services are attracted to Bankstown (100-300 sqm predominantly).
- The Council needs to collaborate with the developers, the market.
- The DA process can be difficult and can turn investors away. The vision for Bankstown with the university building as the centrepiece is great. Red tape should not get in the way.

Land use and floorspace

Commercial

- There are currently only three A-grade spaces in Bankstown – the Flinders Centre, the Civic Council building, and Meredith Street. The rest of the commercial floorspace is distributed around the centre and is of lower quality.
- The majority of current inquiries for floorspace seem to be for small office tenancies of approximately 100 sqm, with limited appetite for larger, higher quality office space. It was noted that commercial floorspace is generally in higher demand to the north of Bankstown Station.
- The Flinders Centre was cited as a demonstrative example of the weak appetite for high-quality commercial floorspace in Bankstown, with several floors vacant for a number of years.
- The Civic Tower is well occupied. Five floors are Council occupied (5820 sqm). The Flinders Centre added 50% more to A-grade stock when it was built.
- There is approximately 58,465 sqm of office space in Bankstown centre (2017/18). About 45% of it is A-grade. Vacancy in 2017 was 3.8%, down from 4.6%. In 2016 it was 6.2%.
- Flinders: the floorplates are 1350 sqm with 5-star NABARS and 5 green star ratings. There is a gym and also a medical centre is coming.
- Many considered it strange that commercial floorspace was to be developed on the Bankstown Sports Club site. As a non-for-profit organisation, the Club can engage in more than just profiteering and business. The Club is heavily involved with the local community and invests in start-ups. The Flinders development was a chance to diversify away from alcohol, food and gaming. The Club received 70% from gaming, other clubs tend to receive 95%.
- Even with COVID, out of 10 floors in the Flinders Centre only 3 are vacant. Regus have level 8 and an option for level 7. They are the only full floor tenant. Regus is doing good business at the moment due to COVID.
- The DA for the Vicinity Centre is for an additional 28,000 sqm of commercial. This will be a significant rise in commercial floorspace if it goes ahead given it is difficult to attract larger private firms to Bankstown.
- There is potentially 70% of floorspace vacant at the Flinders Centre.
- The DA for the Vicinity site is the first step into commercial. It is likely they will struggle to get tenants in, given there are vacancies in the Flinders, and Civic building. There is also speculative floorspace going into the university as well (top third to be commercial tenants). The floorspace earmarked for the Vicinity is substantial, akin to what you could find in the CBD. Given there is capacity throughout the centre, it may be difficult to fill.

Retail

- The retail mall model is struggling in the current market and the Bankstown shopping centre asset/retail GLA is big. 'Right sizing' of the asset is key at the moment.
- Historically Vicinity has not done residential. An important consideration with residential is the interface. The main strategy for Vicinity is to have density around their asset and residential helps to create that density. Vicinity has an income driven mindset, not a 'sugar-hit' mindset which leads to build-to-rent strategies, and hotel type products that can generate long-term income. There will be sites that they carve off and sell eventually.

Major new infrastructure

University

- The university development will be the best activator for Bankstown. Student activation can occur day and night in a centre and they also bring in potential for accommodation as well.
- There may be demand for student accommodation and student services and more retail with the arrival of the new university. However, employers are unlikely to see the development as presenting a pool of talent to draw from and therefore a reason to locate in Bankstown. The image of the university building is impressive however, and that is more likely to the be drawcard that will attract attention to Bankstown. Unless there is a match

in student accommodation in the centre, the student may not stay in the centre and spend. The WSU Parramatta Campus is empty. There is no retail there. If you go to a campus like UNSW there is retail throughout the campus. Will the Bankstown campus offer retail options?

- One of the big four is mentioned as a 'business partner' with the university. There has to be a connection with the university, for example, the workers are students, and the rent is kept low.
- The Civic precinct is starting to reach its limits with the university going in.

Hospital

- If the hospital was located in the town centre it could be a major attractor for Bankstown. But even if it were close-by there could still be a flow on benefit in allied health, perhaps administration but it really depends on where they land the location of it.
- The TAFE site at Bankstown has been touted for a new hospital. Whether or not it is a good site for a hospital is questionable as there is a great deal of congestion around that site. Emergency vehicles would have trouble getting in and out. The Vicinity site or even the eastern side on Stacey Street would be better as they have easier access. However, it is easier for Health to negotiate with TAFE.

Metro

- The Metro is unlikely to bring business into Bankstown in the short term. Perhaps in the long-term things may change, and the entities that went to the north-west may consider coming back to Bankstown.

Other centres in Greater Sydney

- Larger commercial tenants were thought to be increasingly favouring Liverpool CBD over Bankstown. Several banks have relocated their suburban office for southwestern Sydney to Liverpool. This is attributed to the development of the Western Sydney Airport and Aerotropolis within Liverpool LGA.
- Bankstown is a challenge and has a long way to go as a centre. It is like the poor cousin to other surrounding centres. In the last ten 10 years, many of the big commercial tenants have moved to north-west or Parramatta, for example Optus and another telecommunications company. The focus now is to get medium sized firms in, medical tenants like Hurstville. If the hospital comes to Bankstown, plus the university, they could be key attractors.
- The competitor centres for government departments are Parramatta and Liverpool.
- All the other major CBDs in Sydney have started to move away from B3 commercial core and are turning back to mixed use. Although, it is noted that they tend to already have the commercial core established. Commercial cores are not always attractive, and people tend to be there and then they leave, and the centre is empty. It is questionable as to whether Bankstown would benefit from having a quarantined commercial core. The key question is how to encourage life in a centre but also have commercial opportunities? If there is no commercial core, then centres can become overrun with residential and mixed use. Could Bankstown have a commercial core and then loosen the zoning, as Macquarie Park is undergoing now?
- A challenge will be to ensure Bankstown does not end up like Hurstville with dead zones at night. It is important to retain the mix of use in the centre.
- Other centres in Sydney have done a better job at selling themselves. It is tough trying to get any entity, such as the big corporations like Deloitte, KPMG or PwC, interested in Bankstown. They consider other centres, but Bankstown is never mentioned. Sometimes the big companies visit because of the accessibility of Bankstown centre but they never take the floorspace. It would only take 1 or 2 companies to invest in Bankstown to help raise its profile. No companies think about Bankstown as a potential centre to locate which is difficult. The EOIs for government offices never consider Bankstown.

Other

Hotel accommodation

- The Travelodge Hotel in Bankstown, associated with the Club, is popular. Although right now it is struggling due to COVID with occupancy at 15%. Prior to COVID it was at 95% occupancy. The people staying there in the past tended to be Chinese tourists. They were on highly structured tours and were taken out of the centre to dine and purchase retail goods. Their spend inside the Club was limited. Since 2008, the visitors have changed - companies became more prudent on where their workers were staying and the location and price of accommodation at the Travelodge became ideal. The number of corporates staying at the hotel has increased to about 80%. It is not white-collar corporates however, more blue-collar – train drivers or paramedics. The paramedics usually book about 20 rooms per day as they do simulation training at the Bankstown Airport. They tend to socialise at the Club after hours. They are 'FIFO' guests who come for Monday to Friday training and then leave on the weekend.

Bankstown Sports Club

- Prior to COVID, the Bankstown Club had 72,000 members. In 6 weeks, during COVID, the membership has increased to 105,000. The average age of membership was 65 years and now it is 46 years with an increase in the 18-29 bracket. The COVID situation has meant a younger generation were attracted to take out membership – as they know they can enter the Club and maintain social distance which they may not be able to do in a city bar at the moment.
- The Club has also invested in craft beer, a rooftop bar and speakeasy bar – aspects that appeal to a younger demographic and the rise in younger membership speaks to this investment. The key question is how to maintain the younger members?
- There is the shopping centre across the road, good sports facilities on offer, the incoming metro, the university is coming, the hotel is there – Bankstown is like its own little CBD, there is no need to travel to the Sydney CBD. The experiences the Club is creating in Bankstown are interesting.
- The workforce at the Bankstown Club has dropped by 30% due to COVID but they can still operate well enough as they are able to offer social distancing.
- The Sports Club has done a lot to promote and advocate for Bankstown Centre.

Opportunities

Centre activation

- There is a need to 'activate' the centre, with more demand for population-serving commercial/retail uses potentiated by a higher residential population.
- The new university campus was also perceived as a major opportunity to generate higher levels of foot traffic in the area.
- The Club purchased land across the road that links directly to the Metro. It could be sold for apartments, but a better use is to create something like Federation Square (Melbourne) to beautify the city and connect to the Metro. It could be smaller commercial with public space, making it like Barangaroo, or a start-up hub. It is now a joint venture with Council.

Residential

- Residential development in Bankstown centre was viewed as an opportunity, rather than a threat to the centre's capacity to support commercial uses. Establishing a sufficient critical mass of residents and pedestrians in the Bankstown centre was seen as a key imperative for business development, providing opportunities for population-serving commercial uses to develop further.

- Having density around retail is always good (residential or commercial). Commercial is a good companion use as people can come into the retail space and spend. Vicinity is aiming to redistribute FSR around the asset and keep the retail asset whole and turn it into a high performing asset.

Commercial

- With COVID, there could be potential that an entity like Westpac may no longer need an entire building but may look to rent a floor in various centres here and there. Therefore, they could look at a centre like Bankstown, where the rents are cheaper than Parramatta.

Land use

- Council has a lot of land assets in Bankstown, many multideck carparks with surrounding lands. Marion Street carpark – there is a small masterplan being down for that site to see how it can be fixed up and activated.
- 5/7 West Terrace multideck carpark would be another couple of sqm in the centre of town. It would be good to see a supermarket go in there. An EOI went out a few years ago but it was around the time of the council merger and had to be put on hold, it may come up again in the next few years.
- The Club owns the bowling club (42 Northern Ave) and have been in talks with Council for a while about a land swap for Greenfield carpark. This would allow Council a lot of opportunity in the southwest corner of the centre, potentially for a major community centre.
- The Hoyts site is interesting. They are only halfway through their lease. Its future depends on Vicinity.
- There is a lot of opportunity in Bankstown with major land holdings scattered around the centre. This is very unique as most other councils don't have such assets.
- Vicinity planning proposal – the best value on the site is opposite the train station. It is also the oldest part of the mall; therefore it is a strategic decision to demolish it and create a super lot for mixed use.

Image and branding

- Improving the image of Bankstown is required.
- A key strength of Bankstown is the area's multiculturalism. It was suggested that this could be capitalised on through the development of a 'hawker-style' food precinct, serving as a destination for affordable experience dining.

Partnerships

- There could be potential for the Club to work with the university. To invest in start-ups for example.
- The DA for the Vicinity Centre, if approved, will compete with the Flinders Centre. However, in Bankstown different entities do work together to promote the centre regardless. The Airport, the Chamber of Commerce are all trying to bring activity into Bankstown. It suggests that people do have confidence in building the commercial potential of the centre because why have they gone commercial rather than residential?
- Could education establishments consider taking up floorspace in Bankstown? Unlikely as there is no open space. It would have to be a high-rise school with open space on the rooftop.
- Council and the Club, and the university, should work together to raise the profile of Bankstown. If the north-south metro comes into Bankstown that would really put Bankstown at the 'centre'. A start-up hub in Bankstown might attract the bigger companies.

Other

- The ALDI site in Bankstown was identified as an opportunity to pursue greater activity in the centre through integrated mixed-use development. The Spring Square development by Poly Group (a developer) is viewed positively, with the potential for it to act as a test for the demand for residential accommodation in Bankstown centre.

- Carparking in Bankstown is being 'revamped' and is being moved to the outskirts of the centre. The university will offer little carparking.
- Major government tenants tend to look at Bankstown over Campsie. Some government departments have moved to Parramatta (FACS and Education). The focus is really on Liverpool and Bankstown for government departments.
- The Sports Club is looking to the bigger picture for Bankstown. The foundations for the Travelodge Hotel started in 1994 but it wasn't built until 2000, around the time of the Olympics. The belief is to build the foundations now and benefit later, as in the case of the Flinders Centre. The Club did not want to build apartments on the site of the Flinders Centre. The advice was to build smaller commercial spaces, but the Club felt that Bankstown should have an A-grade commercial space. Only the Council building and the Meredith centre are the other A-grade floorspace offers in Bankstown. However, the Meredith centre doesn't attract the right sort of amenity given the agencies that are located there (Police, CentreLink and DoH). The Flinders offers a premium option. Approximately 12-15 tenants have been knocked back that have applied for space in the Flinders Centre. The Flinders is A-grade quality for A-grade tenants.
- Bankstown has amazing potential. It has great transport connections, waterways and greenspace. It is ten times better than Parramatta.
- COVID has accelerated as sorts of trends. The decentralisation model of work was already being considered (not just in NSW, but VIC and other states). Singapore is a good example of decentralising workers to the suburbs. Bankstown has so much space it could cater to the decentralisation of workers, and people want to work from home now. Vicinity is ready to pitch the concept of decentralised working in the satellite of Bankstown to top corporates. While Liverpool and Parramatta are competitors, the rents in Bankstown are much more attractive. If government is true to itself, it would invest some workers in Parramatta and a lot in Bankstown. A-grade commercial floorspace in Bankstown is far cheaper than in Parramatta.
- A-grade floorspace in Bankstown has/will have embellishments like end-of-trip facilities and amenity. The benefit of Bankstown is that they also have retail there as well. Bankstown will always win on the amenity pitch.

Key Findings – Campsie

Current Market Performance

- Campsie is a popular centre for locals to purchase everyday needs and essential items.
- The Campsie By-pass is extremely busy, usually because people are trying to get to Burwood or Hurstville. The people attracted to the main street retail tend to be locals.

General issues

Critical mass and lack of market

- Unlike other centres such as Hurstville and Burwood, Campsie never got the big drawcards of a Westfields, or the 'first' commercial office building. It should have potential over Bankstown given it is closer via rail, but it didn't have major strategic designation of other centres.
- The community lifestyle of Campsie will hamper any commercial potential in the centre. There are no major tenants that have been looking to move into office space in Campsie. These type of tenants tend to look at Bankstown. Some government departments have moved to Parramatta (FACS and Education). The focus is really on Liverpool and Bankstown for government departments.
- The planning proposal for high rise on Beamish Street – its impressive but perhaps an overstretch for the centre. There is no justification for something of this size at this time. It may start at 28 floors and end up at 14.

Urban Form

- The shopping centre is not the best quality, it is not big, and it is old, and does not have main street access. The library in the centre is about 2,400 sqm. The centre needs a bigger library about 4,500 sqm.
- At one stage there was a Council program run to help fix up the frontages of the retail shop. There was minimal take up of the program and the shops tend to operate with run down frontages.
- The connection between Beamish Street and Canterbury Hospital is difficult [due to distance]. The Hospital does what it does in its location. Links could be improved somehow.
- Campsie has such a long spine, where do you create the 'hub' – at the northern council site end potentially. There is also a large mix of cultures to tie together in this centre.

Other

- If parking is removed from Beamish Street, the strip shopping will be affected.
- Development of the Council carparks has been considered over the years. Plan have been considered to place the carparks underground, however it is likely this has never been a popular design with Council due to safety concerns.
- There are a few Council carpark land holdings [that could be utilised for other purposes]. These are small and are scattered through the centre.

Land use and floorspace

Retail

- Campsie is in need of a decent shopping centre.
- The local Asian population prefers to shop daily, and this can be seen with the activity along Beamish Street that runs throughout the day and until late in the evening.

Commercial

- To create more commercial in Campsie, there could be one large input of commercial floorspace/zoning or have planning controls so that the developer is not overcommitted – a requirement for small scale commercial that would allow medical imaging, lawyers and architects and then there is potential as the centre gentrifies. The government may then gain interest in the centre. The development could be a few shops on ground level with a few floors of office above and the carpark behind.
- The inclusion of B3 into Campsie would sterilise the centre. A more preferable strategy is to require first floor commercial in the mixed-use zone.
- The development of Campsie as a 'medical hub' should not come at the exclusion of other employment and industry opportunities. Take Kogarah for example, it has a bigger hospital, yet the centre isn't solely for medical uses. Campsie should retain its mix for smaller, local uses.
- There are lots of medical related businesses in Campsie already. Businesses such as medical imagining and dentists make up part of the market.

Opportunities

- Education has looked for space in Campsie in the past. It would have to be a high-rise style school and a joint development between Education and Council [if it were to be located at the northern Council site].
- The key opportunity site for Campsie is the northern end of the town centre, Council's major land holding.
- On the western side of Beamish Street is the Anglo Road open space. This area could offer an opportunity, not for high rise, but for something unique given its existing unique presence in the middle of the road.

Major infrastructure – Canterbury Hospital

General

- Canterbury Hospital is a small hospital district hospital. It has level 4 services – metro/district services.
- The hospital in Canterbury is bursting at the seams now.
- They are working with Bankstown Hospital and the South West Health District as to how services can be integrated.

Capacity and the future

- The hospital has half the floorspace it will need.
- It is well maintained but the hospital does not have enough capacity for current demand and the increase in demand for the future.
- They have a plan for its development. By 2036 the hospital will be redeveloped with a larger bed base, potentially an increase of 175 beds in the plans.
- More theatres and larger imaging will be provided at district level services.
- Staff increases will occur. They are expecting growth, not just in allied health. This growth should input to the job growth number significantly.
- Health jobs continue to grow. Health jobs are sustainable and will not be replaced by machines and they will be needed as population ages.
- The health service wants to develop community-based health facilities (either within the hospital boundary or elsewhere in the LGA). They want to develop more substantial facilities including early childhood services, drug health services for example, underpinned by multicultural services. They want to build a wellness model that shifts healthcare into the community. They also want to focus on virtual models of healthcare as well.
- Health would want to integrate with other services and government agencies in the future.
- Canterbury Hospital will have a stronger education focus. This will include having large junior medical staff and early post graduate studies from the University of Sydney and other universities across Sydney (the University of Sydney is the primary university that is linked to Canterbury Hospital).
- There is opportunity for zoning changes around the hospital – the hospital would like to activate the land around the hospital, to activate with medical centres and rehabilitation, imaging, clinical spaces. There are opportunities to activate the space around the hospital with cafes etc for staff and visitors.
- They would like to partner with Council to make sure they get some community-based facilities, integrated centre with NGOs involved (eg: like Riverwood). They would need space for that and would need Council's assistance on it.

Journey to work

- Lots of staff live locally or beyond.
- Travel to work is generally by car. There is parking under the hospital and around the hospital is not too bad for parking.

Local community and local area

- They are aware that there are a high number of vulnerable communities in Canterbury – with a range of health issues such as type two diabetes.
- Generally, the health service is concerned from an urban health perspective of overdevelopment in the area. They would support developments that are greener and more sustainable with good amenity to support the physical and mental health of the local community.

Other

- Councils is aware of a private hospital to be developed. However, given the lower socio-economic status of the area, it is questionable how accessible and feasible a private hospital will be.

- In terms of sustainability there are many opportunities. Currently the hospital has a large solar system on the roof. There is the appetite to build this up. Sustainability is a large focus for the Hospital.

APPENDIX 6: FLOORSPACE ANALYSIS

Bankstown floorspace supply

Methodology

SGS has developed a metropolitan-wide floorspace estimation tool. This tool utilises a number of datasets including building footprint datasets, Google data, shopping centre data as well as numerous government datasets. Where data was missing, or insufficient, this was overlayed with manually audited buildings and shopping centres.

The result is the ability to estimate the type of use occurring within buildings on each property. Each building is then aggregated to form part of its broader centre.

Floorspace supply (existing floorspace)

Floorspace analysis was undertaken for the Bankstown Centre. A high-level overview is illustrated in the figure below. It is a summary of the dominant building use that is occurring on each property boundary.

Much of the Bankstown study area is made up of Commercial, Retail, Community and Health & Education floorspace, with the areas surrounding the study area made up of predominantly residential floorspace.

FIGURE 45: DOMINANT LAND USE ACROSS THE BANKSTOWN STUDY AREA^

Source: SGS Economics and Planning, 2020

^^ Usage was estimated through the use of Google API data, where each business usage is categorised into the broad categories below. Not all businesses are captured, with some minor mismatches expected due to the self-reported nature of the data.

A summary of building GFA estimates is provided below. Overall, there is around 846,153 square metres of floorspace within the study area. Commercial floorspace makes up the most floorspace within the study area, with 359,081 square metres, or about 43.0 per cent. This is followed by Community floorspace with 149,098 square metres, or about 17.6 per cent. Community floorspace is dominated by the Bankstown Sports Club, which is estimated to make up around 60,000 square metres. There is around 122,550 square metres of Health & Education, 107,709 square metres of retail and 107,715 square metres of residential floorspace.

TABLE 23: GFA ACROSS THE BANKSTOWN STUDY AREA (SQM)

Land Use	GFA	Proportion
Commercial	359,081	42.44%
Community	149,098	17.62%
Health & Education	122,550	14.48%
Retail	107,709	12.73%
Residential	107,715	12.73%
Total	**846,153**	**100.00%**

Source: SGS Economics and Planning, 2020

Floorspace by sub-precinct

Seven sub-precincts have been identified within Bankstown. Each has been identified and illustrated in the figure below. The most notable sub-precincts include Bankstown Central/Compass Centre, which is the major retail destination and Chapel Road North, which is the location of the TAFE NSW Bankstown campus and La Salle Catholic College.

FIGURE 46: BANKSTOWN SUB-PRECINCTS

Source: SGS Economics and Planning, 2020

Bankstown Central/Compass Centre has the highest total amount of GFA, with approximately 164,633 square metres. This is made up predominantly of retail and commercial floorspace, which is indicative of this sub-precinct making up the commercial core of the broader centre. Chapel road North holds the second highest amount on 155,225 square metres. Unlike Bankstown Central/Compass Centre, this sub-precinct is made up predominantly of health and education floorspace.

Other notable sub-precincts include Southern Retail, Entertainment and Commercial which contains the most significant amount of community floorspace. This is in large part due to the Bankstown Sports Club, which is estimated to be around 60,000 square metres. The Fine Grain Retail and Commercial sub-precinct holds the highest amount of commercial floorspace, which is notable since it signifies that Bankstown is not dominated by commercial and retail floorspace aggregated into large single ownerships such as a shopping mall. Rather, it is equally an area for small businesses and retailers.

TABLE 24: GFA ACROSS THE BANKSTOWN STUDY AREA (SQM)

Sub-Precinct	Retail	Commercial	Health & Education	Residential	Community	Total
Bankstown Central/Compass Centre	79,262	65,600	-	9,760	10,010	164,633
Chapel Road North	2,026	23,916	111,082	18,200	0	155,225
Health and Commercial	900	64,554	11,468	26,204	30,192	133,318
Southern Retail, Entertain. & Commercial	11,962	43,263	-	17,083	60,938	133,246
Fine Grain Retail and Commercial	11,290	67,536	-	2,820	10,991	92,636
Civic and Court	1,264	50,119	-	-	33,713	85,096
Rickard Road Health & Commercial	1,004	44,092	-	33,647	3,254	81,999
Total	107,709	359,081	122,550	107,715	149,098	846,153

Source: SGS Economics and Planning, 2020

Bankstown retail analysis

Retail supply

Across Bankstown, there is approximately 107,709 square metres of retail floorspace[187]. The highest commodity group is found in Department Store floorspace 32,771 square metres or 30.4 per cent of all retail. This is followed by Hospitality and Services with 27,777 square metres, or 25.8 per cent. All other commodities sit between 5 and 13 per cent of total retail floorspace.

TABLE 25: FUTURE SUPPLY WITHIN BANKSTOWN BETWEEN 2016 AND 2036 (SQM)

Commodity Type	Floorspace	Proportion
Department Stores	32,771	30.4%
Hospitality and Services	27,777	25.8%
Clothing and Soft Goods	14,092	13.1%
Other Retail	9,730	9.0%
Household Goods	9,161	8.5%
Supermarket	8,829	8.2%
Other Food	5,349	5.0%
Total	107,709	100.0%

Source: SGS Economics and Planning, 2020

Analysis of Cordell Connect data and planning documentation estimates an additional 6,541 sqm of floorspace in the coming online by 2036. This equates to growth of around 6.1%, which is around double what is being seen across the Canterbury-Bankstown LGA. Much of this growth is set to occur in Hospitality and Services (2,021 sqm), followed by Other Retail (1,021 sqm), Other Food (1,001 sqm) and Supermarket (900 sqm). These growth rates are

[187] One caveat to this data is that it focusses on retail 'goods', rather than retail 'services'. This is because in order to undertake the broader retail gravity modelling, supply must be aligned to the MarketInfo household expenditure data, which is predominantly broken down by retail goods. It is about aligning the two datasets together as much as possible. Therefore, retail services (such as banks, massage services, doctor's surgery, insurance) are not classified as retail, but rather as commercial floorspace.

higher than the average growth rates across the LGA, indicating it is an area of interest for introducing new supply.

TABLE 26: FUTURE SUPPLY WITHIN BANKSTOWN BETWEEN 2016 AND 2036 (SQM)

Commodity Type	2016	2036	Growth	Change	LGA
Supermarket	8,829	9,729	900	10.2%	4.5%
Other Food	5,349	6,350	1,001	18.7%	9.4%
Hospitality and Services	27,777	29,797	2,021	7.3%	4.3%
Clothing and Soft Goods	14,092	14,891	798	5.7%	3.7%
Household Goods	9,161	9,961	800	8.7%	1.2%
Other Retail	9,730	10,751	1,021	10.5%	7.8%
Department Stores	32,771	32,771	-	0.0%	0.0%
Total	**107,709**	**114,250**	**6,541**	**6.1%**	**3.5%**

Source: SGS Economics and Planning, 2020

The majority of anticipated retail floorspace is expected to be coming from the Mixed Use development at 32 Kitchener Parade, which is estimated to be around 2,745 square metres. This is followed by approximately 1,936 square metres at Bankstown Central and 1,520 square metres at the Compass Centre. A small amount of hospitality floorspace has been estimated for the Western Sydney University development.

TABLE 27: FUTURE SUPPLY BY COMMODITY (ESTIMATED) WITHIN BANKSTOWN (SQM)

Project	Type	Supermarket	Oth Food	Clothing	Hospitality	HH Goods	Oth. Retail	Dep. Store	Total
Western Sydney Uni	DA	-	-	-	341	-	-	-	341
32 Kitchener Parade, Bankstown	DA	500	500	400	545	400	400	-	2,745
Compass Centre Redevelopment	DA	400	250	200	200	200	270	-	1,520
Bankstown Central Shopping Centre	DA	-	250	200	936	200	350	-	1,936
Total		**900**	**1,001**	**800**	**2,021**	**800**	**1,021**	**-**	**6,541**

Source: SGS Economics and Planning, 2020; Cordell Connect

Retail demand

Retail demand is calculated through the SGS metropolitan retail gravity model. This is a mathematically derived estimate of how centres are able to attract household expenditure.

Larger centres have greater pull, or 'gravity' and are therefore able to attract this expenditure from larger distances. The result is that household expenditure can be estimated as centre 'turnover'. An additional variable is the role of 'attractiveness', which SGS defines as each centre in the retail hierarchy. Strategic centres such as Bankstown, have a higher degree of attractiveness, compared to shops along an arterial road. Other key datasets include small area land use population and employment data, which is used to project future retail demand across Greater Sydney, which is used to then estimate whether they will draw expenditure away from traditional centres and towards newer centres.

By 2036, retail demand in Bankstown is set to grow by around 13,840 square metres or 12.8 per cent. This is around five per cent lower than the 18.0 per cent growth set to occur across the LGA. Hospitality and Services is projected to be in greatest demand, with 5,280 square metres, followed by Supermarket (4,761 square metres), Other Food (2,232 square metres) and Household Goods (2,224 square metres). Demand for these commodities are growing at either the same rate, or at a faster rate than the broader LGA. There is negligible or declining demand growth set for Clothing, Other Retail and Department Store floorspace. This is expected as these commodity groups can be obtained online. They are declining at the same rate, or faster than the broader LGA.

TABLE 28: CURRENT AND FUTURE RETAIL DEMAND WITHIN BANKSTOWN (SQM)

Commodity Type	2016	2036	Growth	Change	LGA
Supermarket	8,829	13,590	4,761	53.9%	45.4%
Other Food	5,349	7,580	2,232	41.7%	33.3%
Hospitality and Services	27,777	33,056	5,280	19.0%	18.1%
Clothing and Soft Goods	14,092	14,180	88	0.6%	0.0%
Household Goods	9,161	11,385	2,224	24.3%	17.4%
Other Retail	9,730	9,575	-155	-1.6%	-1.7%
Department Stores	32,771	32,182	-589	-1.8%	-0.2%
Total	**107,709**	**121,548**	**13,840**	**12.8%**	**18.0%**

Source: SGS Economics and Planning, 2020

Retail gap

If future retail demand is greater than future retail supply, there is a retail gap. By 2036, under a scenario where there is a moderate increase in online retail over time, Bankstown is expected to experience a retail gap of around 7,298 square metres. This gap is found mostly in Supermarket, Hospitality and Household Goods floorspace. A retail surplus exists for Clothing, Other Retail and Department Store floorspace.

TABLE 29: RETAIL GAP BY COMMODITY IN BANKSTOWN (SQM)

Commodity Type	2021	2026	2031	2036
Supermarket	-834	-1,612	-2,547	-3,861
Other Food	-202	-305	-640	-1,231
Hospitality and Services	1,151	933	-907	-3,259
Clothing and Soft Goods	1,206	1,648	1,271	711
Household Goods	28	-31	-615	-1,424
Other Retail	636	1,115	1,336	1,176
Department Stores	-6	203	817	589
Total	1,979	1,951	-1,285	-7,298

Source: SGS Economics and Planning, 2020

Retail gap (Covid-19 scenario)

An additional retail scenario was undertaken to estimate the impact of Covid-19 on the local retail environment. To factor in the impact, the model suggests a long-term structural shift to higher online retail spending, as well as a 10 per cent shift towards neighbourhood centres and a 10 per cent shift away from the Sydney and Parramatta CBD's. Under the Covid-19 scenario, Bankstown is expected to shift from a retail gap to a retail surplus of floorspace.

This impact on Bankstown is largely attributable to the type of floorspace found at the shopping mall at Bankstown Central, where there is a high proportion of floorspace available to commodity groups most impacted by online retail and changes to consumer trends.

TABLE 30: RETAIL GAP BY COMMODITY IN BANKSTOWN (SQM)

Commodity Type	2021	2026	2031	2036
Supermarket	-757	-1,363	-2,045	-2,971
Other Food	-163	-176	-389	-800
Hospitality and Services	988	700	-1,063	-3,158
Clothing and Soft Goods	1,809	2,964	3,371	3,689
Household Goods	259	743	848	1,037
Other Retail	907	1,827	2,591	3,161
Department Stores	1,213	3,168	5,960	8,325
Total	4,256	7,862	9,274	9,283

Source: SGS Economics and Planning, 2020

Bankstown shifts from a 7,298 square metre gap to a 9,283 square metre surplus. This represents a change of around 16,581 square metres. The largest contribution to this change is in Department Store floorspace, which shifts from being largely in balance at 589 square metres to a surplus of 8,325 square metres. Other large shifts occur in Clothing floorspace, Household Goods floorspace and Other Retail floorspace.

TABLE 31: COMPARISON OF RETAIL SCENARIOS, BANKSTOWN (SQM)

Column heading	2036 Base Case	2036 Covid-19	Change
Supermarket	-3,861	-2,971	+890
Other Food	-1,231	-800	+430
Hospitality and Services	-3,259	-3,158	+101
Clothing and Soft Goods	711	3,689	+2,978
Household Goods	-1,424	1,037	+2,461
Other Retail	1,176	3,161	+1,985
Department Stores	589	8,325	+7,736
Total	-7,298	9,283	+16,581

Source: SGS Economics and Planning, 2020

Bankstown capacity analysis

Employment and residential capacity analysis were undertaken across Bankstown under four separate scenarios. Each scenario represented the minimum number of storeys that were designated as employment-only floorspace:

- Capacity assuming the first floor is employment floorspace
- Capacity assuming the first two floors are employment floorspace
- Capacity assuming the first three floors are employment floorspace
- Capacity assuming the first four floors are employment floorspace.

These scenarios mean that for every additional level of floorspace designated for employment, there is an increase in available employment capacity and a reduction in residential capacity. In order to meet Bankstown's job targets, future floorspace may need to be designated for employment purposes and not for any residential purposes, where possible.

Methodology

Capacity was calculated through the use of the building footprint data which contains numerous characteristics including the building's height and estimated ground floor area. Blending this data with relevant property, zoning, residential and point of interest data makes it possible to identify properties which may have the ability to be rebuilt with a greater amount of new floorspace.

Properties were only measured for capacity if they did not have any significant site constraints such as heritage or environmental constraints, those with more than five strata addresses, the site being greater than 50 per cent of its maximum allowable size and the site not being home to any community use such as a church, school, community facility, etc.

A summary of the capacity results are found in Table 32 below. There are between approximately 238,000 and 473,000 square metres of additional employment floorspace capacity or 183,000 and 418,000 square metres of additional residential capacity under the four scenarios. In other words, available employment floorspace rises or falls based on the set number of floors designated only for employment purposes.

An important consideration is that there is no change to capacity under the first floor or first two floor scenario. That is because all available properties deemed possible for additional capacity were located in Bankstown's B4 Mixed Use Zone. Within Bankstown, there is a local provision for a minimum of two floors designated for employment floorspace. As such, there was no ability to consider only a single floor for employment floorspace.

TABLE 32: NET ADDITIONAL CAPACITY, BANKSTOWN (SQM)

	Employment Capacity	Residential Capacity	Total Capacity
First floor	237,647	418,745	656,392
Second floor	237,647	418,745	656,392
Third floor	378,515	277,877	656,392
Fourth floor	473,976	183,819	657,795

Source: SGS Economics and Planning, 2020

Capacity based on the number of levels to allocate as employment-only has been provided below. It finds that the vast amount of employment floorspace is found within Bankstown Central/Compass Centre. If the first two floors were restricted to employment, there would be around 65,305 square metres available. This expands significantly if the first four were employment only to 254,938 square metres. Bankstown's Health and Commercial and Southern Retail precincts contain around 21,000 square metres under a first and second floor scenario to around 69,000 square metres under a four-floor scenario.

TABLE 33: EMPLOYMENT CAPACITY BY SUB-PRECINCT, BANKSTOWN (SQM)

Sub-Precinct	First floor	First two floors	First three floors	First four floors
Bankstown Central/Compass Centre	65,305	65,305	182,825	254,938
Health and Commercial	15,779	15,779	28,423	41,066
Rickard Road Health and Commercial	-	-	-	-
Southern Retail, Entertain. & Commercial	6,383	6,383	17,087	27,792
Total	**87,467**	**87,467**	**228,335**	**323,796**

Source: SGS Economics and Planning, 2020

There is approximately 150,000 square meters of employment capacity within Chapel Road North, Civic and Court and Fine Grain Retail and Commercial. These are sub-precincts where they are expected to be fully commercial, with no allocations designated for residential floorspace.

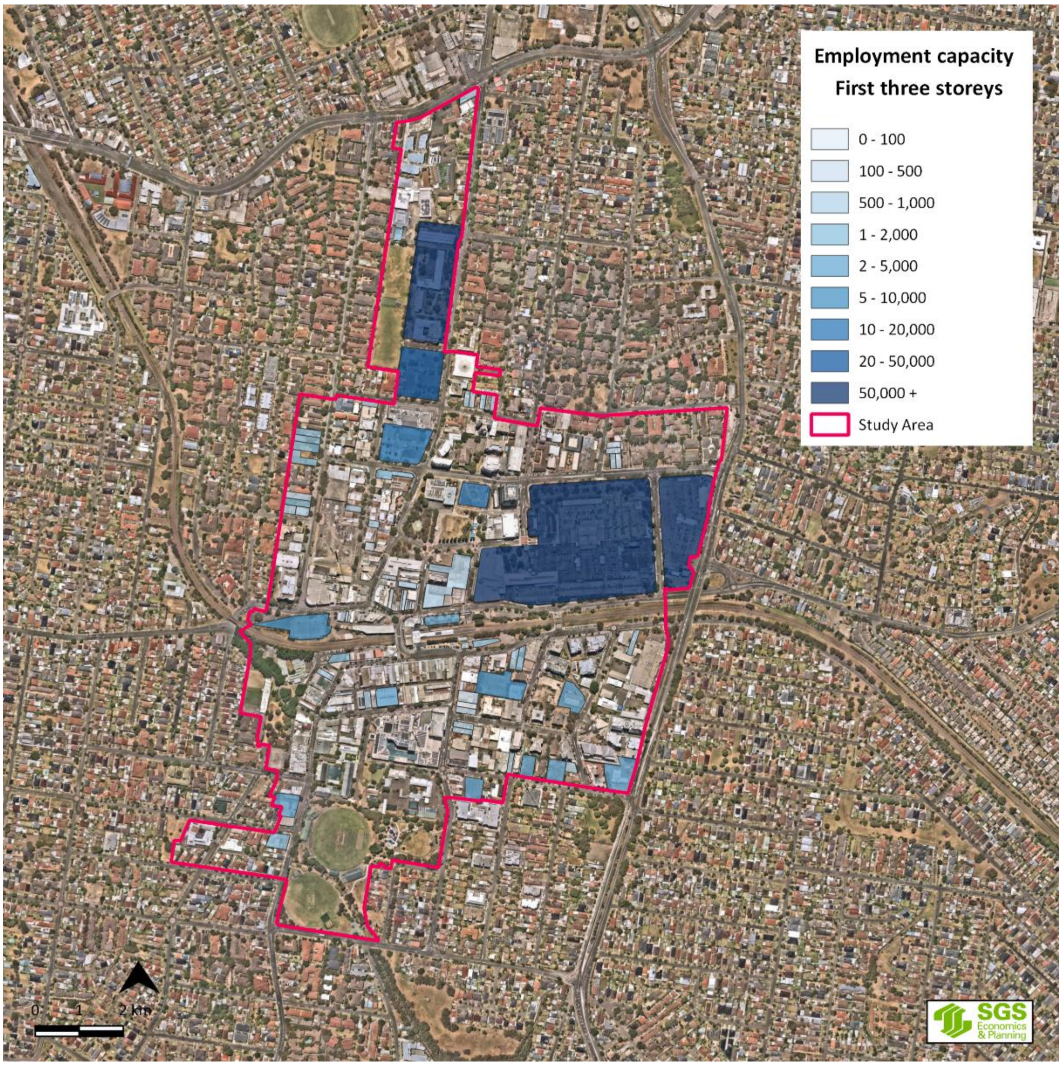
TABLE 34: EMPLOYMENT CAPACITY BY SUB-PRECINCT (FULL COMMERCIAL), BANKSTOWN (SQM)

Sub-Precinct	Total Employment Capacity
Chapel Road North	126,019
Civic and Court	14,987
Fine Grain Retail and Commercial	9,174
Total	**150,180**

Source: SGS Economics and Planning, 2020

A spatial representation of employment capacity under a three-floor scenario is provided in Figure 47. As can be seen, the largest amount of available employment capacity can be found at Bankstown Central/Compass Centre. It is home to the large shopping centre, which has significant capacity for expansion. Another key site is the TAFE campus, which makes up the potential expansion for Chapel Road North. Other identified sites are largely vacant sites such as car parks, or sites with excess land available for redevelopment.

FIGURE 47: EMPLOYMENT CAPACITY - FIRST THREE STOREYS RESTRICTED TO COMMERCIAL (SQM)



Source: SGS Economics and Planning, 2020; Nearmap, 2020

As employment capacity rises, due to the growing amount of dedicated employment floorspace, residential floorspace decreases. The capacity analysis finds that under a first and second floor scenario, there is around 418,745 square metres of residential floorspace. Again, this is largely due to restrictions on having a minimum two floors of employment at Bankstown Central. This amount decreases to around 183,819 square metres under a four-floor scenario. The largest contribution to residential floorspace under a first and second floor scenario is found in Bankstown Central/Compass Centre. Available residential capacity drops to 16,678 square metres under a four-floor scenario. All other sub-precincts experience no change, or moderate falls to their residential capacity.

TABLE 35: RESIDENTIAL CAPACITY BY SUB-PRECINCT, BANKSTOWN (SQM)

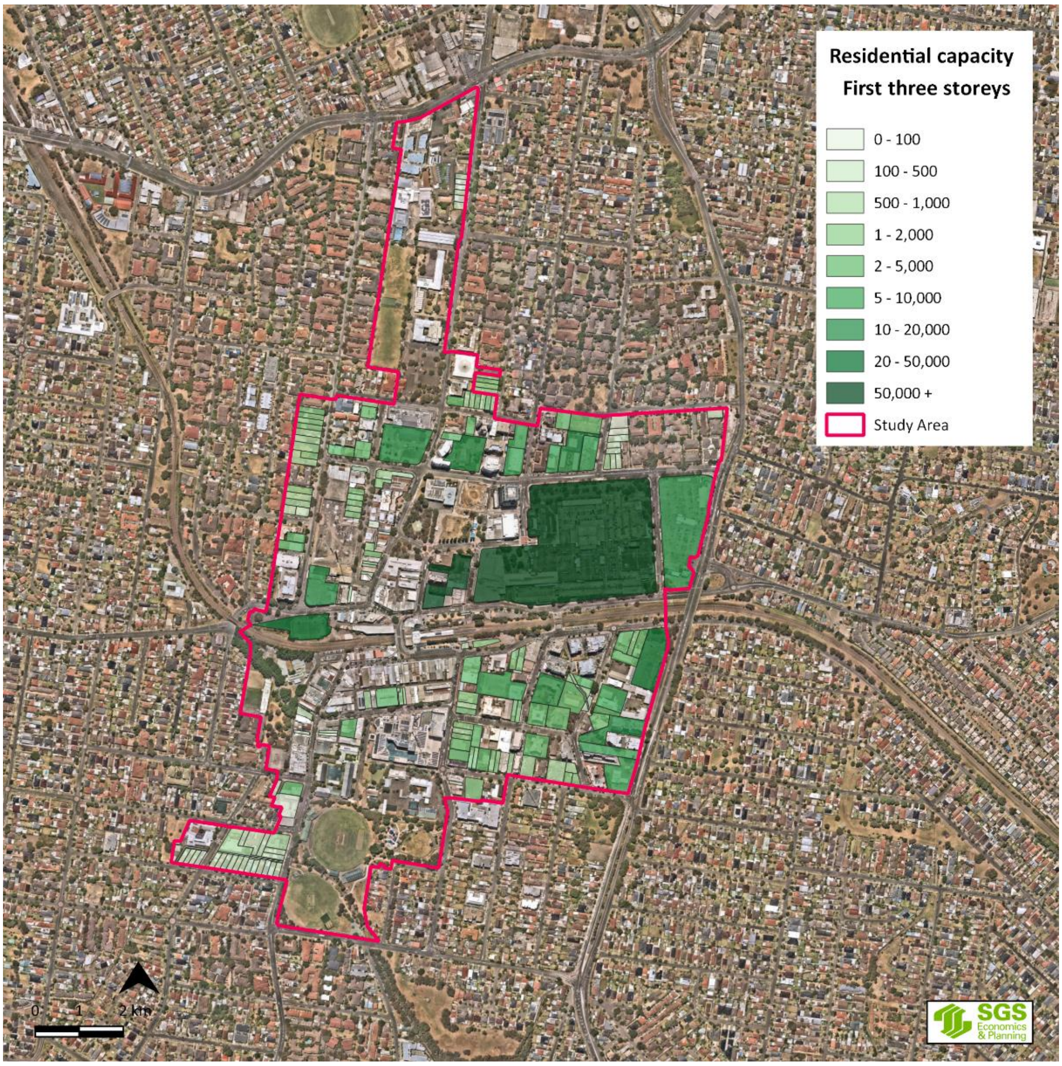
Sub-Precinct	First floor	First two floors	First three floors	First four floors
Bankstown Central/Compass Centre**	206,311	206,311	88,791	16,678
Chapel Road North#	2,879	2,879	2,879	2,879
Civic and Court	-	-	-	-
Fine Grain Retail and Commercial	-	-	-	-
Health and Commercial	95,914	95,914	83,271	70,628
Rickard Road Health and Commercial	58,489	58,489	58,489	58,489
Southern Retail, Entertain. & Commercial	55,152	55,152	44,448	35,146
Total	**418,745**	**418,745**	**277,877**	**183,819**

Source: SGS Economics and Planning, 2020

*** An additional scenario was undertaken specifically for the Compass Centre property. If this were increased to 83m (22 storeys), residential capacity in this sub-precinct would be 270,221 (first two storey scenario), 152,701 sqm (first three storey scenario) and 80,588 sqm (first four storey scenario).*

A spatial representation of residential capacity is provided below. This is assuming the first three floors are commercial floorspace, with the remainder set as residential floorspace. The largest amount of available residential capacity lies at Bankstown Central. This is due to the fact that, despite the first three storeys being locked for employment floorspace, there still remains a significant amount of floorspace available for residential floorspace up to its maximum height.

FIGURE 48: RESIDENTIAL CAPACITY - UNDER A FIRST THREE FLOORS OF EMPLOYMENT FLOORSPACE (SQM)



Source: SGS Economics and Planning, 2020; Nearmap, 2020

Future floorspace capacity

Job estimates for Bankstown have been aggregated into four broad industry categories (BIC's). These are Knowledge-Intensive, Health & Education, Population Serving and Industrial jobs[188]. Excluding the Industrial BIC, the Bankstown precinct is expected to grow by around 4,502 Knowledge/Health& Education/Population Serving jobs by 2036[189]. Under the 2036 'upper' target defined by the GSC, which considers major new developments such as the WSU university, new hospital as well as the new Bankstown metro station, there are expected to be approximately an additional 13,994 jobs[190].

Multiplying the trend scenario of 4,502 additional jobs with a high-level jobs to floorspace ratio of 30:1, we anticipate demand for approximately 135,060 square metres of employment floorspace. Using the same jobs to floorspace ratio on the 2036 upper target of an additional 13,994 jobs estimates demand for up to 419,820 square metres of employment floorspace. Therefore, future employment demand is estimated between 135,000 and 419,000 square

[188] A breakdown of job type under each of these four BIC categories is at Appendix 7

[189] Using the latest TPA Travel Zone projection data (pre-COVID) which estimates 2016 Knowledge/H&E/Population Serving jobs for the town centre at 10,320. A lower target or business as usual is expected to be 14,822 jobs in these three categories. The difference is an additional 4,502 jobs.

[190] Using the latest TPA Travel Zone projection data (pre-COVID) which estimates 2016 Knowledge/H&E/Population Serving jobs for the town centre at 10,320. An upper target of 24,314 jobs in these three categories has been identified. Therefore, the difference is an additional 13,994 jobs.

metres. The Canterbury-Bankstown LSPS supports employment growth to achieve the Upper Target.

TABLE 36: ESTIMATED EMPLOYMENT DEMAND

	Trend Scenario	Upper Target
Additional Knowledge Intensive, Health & Education, Population Serving jobs in 2036	4,502 additional jobs	13,994 additional jobs
Jobs to floorspace ratio^	30	30
Estimated future floorspace demand (sqm)	**135,060**	**419,820**

Source: SGS Economics and Planning, 2020
^Based on previous SGS floorspace audit data. 30 sqm per job is used to account for health and education jobs which take in more floorspace than other professional services jobs.

These demand numbers were compared to the four capacity scenarios to determine whether there is sufficient employment floorspace capacity to meet this demand. If not, it means that there will be greater employment demand than is able to be met under the planning control scenarios.

Under the 2036 trend scenario, there will be sufficient employment floorspace across Bankstown. Under the first and second floor scenarios, the planning controls would still have around 102,587 square metres of employment floorspace left over. If controls were expanded to allow the first three floors to be employment floorspace, there would be even more available capacity of 243,455 square metres. A four-floor scenario would have leftover capacity of 338,916 square meters.

If the 2036 upper targets are realised in Bankstown, there would be insufficient employment capacity available. Under the first and second floor scenarios, demand is far higher than available capacity, resulting in a gap of around 182,173 square metres. If Bankstown were allowed to allocate the first three storeys to commercial, the gap would be reduced to around 41,305 square metres. If the Council allowed the first four floors to be allocated for employment, this would shift the Bankstown market into having sufficient floorspace capacity.

TABLE 37: CAPACITY GAP, UNDER THE TREND AND UPPER TARGET SCENARIOS (SQM)

		Capacity Scenario			
		First floor	First two floors	First three floors	First four floors
2036 Trend Scenario	Demand	135,060	135,060	135,060	135,060
	Capacity	237,647	237,647	378,515	473,976
	Gap	**102,587**	**102,587**	**243,455**	**338,916**
2036 Upper Target	Demand	419,820	419,820	419,820	419,820
	Capacity	237,647	237,647	378,515	473,976
	Gap	**-182,173**	**-182,173**	**-41,305**	**54,156**

Source: SGS Economics and Planning, 2020

Campsie floorspace supply

Existing floorspace

A summary of Campsie's floorspace at a property boundary level is provided in Figure 49 below. It shows the study area is comprised mostly of commercial floorspace, which extends along Beamish Street and Canterbury Road. Both strips are broken up by a small amount of residential floorspace at the southern end of Beamish Street. Retail, health and education and community uses are scattered throughout the study area, with the greatest mix of uses tending to be concentrated to the south of Campsie Station in proximity to the Campsie Centre.

FIGURE 49: DOMINANT LAND USE ACROSS THE CAMPSIE STUDY AREA^

Source: SGS Economics and Planning, 2020

^ Usage was estimated through the use of Google API data, where each business usage is categorised into the broad categories below. Not all businesses are captured, with some minor mismatches expected due to the self-reported nature of the data.

A summary of building GFA estimates is provided below. Overall, there is around 437,553 square metres of floorspace within the Campsie study area. Commercial floorspace makes up the highest total, with around 180,158 square metres, or 41 per cent. This is followed by residential floorspace with 127,441 square metres (29.0 per cent) and Health and Education with 67,185 square metres (15.3 per cent). Retail and community floorspace each make up between 6 and 8 per cent of total floorspace.

TABLE 38: GFA ACROSS THE CAMPSIE STUDY AREA (SQM)

Land Use	GFA	Proportion
Commercial	180,158	41.0%
Residential	127,441	29.0%
Health and Education	67,185	15.3%
Retail	36,576	8.3%
Community	26,193	6.0%
Total	437,553	100.0%

Source: SGS Economics and Planning, 2020

Floorspace by sub-precinct

The Campsie study area has been broken down into around 8 sub-precincts. The key sub-precincts within Beamish Street include the Fine Grain Retail and Commercial, Northern and Southern Town Centres and the Civic Centre. The two main sub-precincts along Canterbury Road include the Canterbury Road Corridor and Campsie Medical, as below.

FIGURE 50: CAMPSIE SUB-PRECINCTS

Source: SGS Economics and Planning, 2020

Campsie Medical has the highest total amount of GFA with 93,687 square metres. This is made up predominantly of health and education floorspace of 67,185 square metres. It also has the only amount of floorspace flagged as being used for industrial purposes, which in the B5 zone in the south-western corner. The second largest is the Fine Grain Retail and

Commercial sub-precinct, with 84,827 square metres. This is made up of predominantly commercial floorspace. The Southern Town Centre holds the highest amount of retail and community floorspace, whilst the Mixed-Use precinct holds the highest amount of residential floorspace.

TABLE 39: GFA ACROSS THE CAMPSIE STUDY AREA (SQM)

Sub-Precinct	Retail	Commercial	Indust.	Health & Educ.	Residential	Community	Total
Campsie Medical	2,950	12,546	1,423	67,185	8,289	1,294	93,687
Fine Grain Retail + Comm.	13,891	56,984	-	-	5,877	8,076	84,827
Northern Town Centre	2,020	25,267	-	-	41,473	0	68,760
Mixed Use Precinct	1,128	15,684	-	-	40,062	2,926	59,800
Southern Town Centre	14,396	28,320	-	-	6,422	8,516	57,653
Campsie Medical Mixed Use	379	5,159	-	-	24,586	263	30,386
Canterbury Road Corridor	1,333	25,146	-	-	352	319	27,150
Civic Centre	477	11,053	-	-	381	4,801	16,712
Total	**36,576**	**180,158**	**1,423**	**67,185**	**127,441**	**26,193**	**438,975**

Source: SGS Economics and Planning, 2020

Campsie retail analysis

Retail supply

Across Campsie, there is approximately 36,576 square metres of retail floorspace. The highest commodity group is found in Hospitality and Services with 12,140 square metres, or 33.2 per cent of total floorspace. This is followed by Department Store floorspace with around 6,880 square metres (18.8 per cent) and Supermarket floorspace with 5,968 square metres (16.3 per cent). All other commodity groups make up between five and eleven per cent of total retail floorspace.

TABLE 40: FUTURE SUPPLY WITHIN CAMPSIE BETWEEN 2016 AND 2036 (SQM)

Commodity Type	Floorspace	Proportion
Hospitality and Services	12,140	33.2%
Department Stores	6,880	18.8%
Supermarket	5,968	16.3%
Household Goods	4,257	11.6%
Other Retail	2,974	8.1%
Other Food	2,332	6.4%
Clothing and Soft Goods	2,024	5.5%
Total	**36,576**	**100.0%**

Source: SGS Economics and Planning, 2020

An analysis of Cordell Connect data and planning documentation estimates an additional 3,024 square metres of additional retail floorspace by 2036 for the centre. This equates to growth of around 8.3 percent, which is almost three times the rate of growth across the Canterbury-Bankstown LGA. Much of the growth is set to occur in Supermarket floorspace, where an additional 1,500 square metre supermarket is expected to come online. There is also around 1,525 square metres of specialty retail expected across other food, hospitality, other retail and household goods floorspace.

TABLE 41: FUTURE SUPPLY WITHIN CAMPSIE BETWEEN 2016 AND 2036 (SQM)

Commodity Type	2016	2036	Growth	Change	LGA
Supermarket	5,968	7,468	1,500	25.1%	4.5%
Other Food	2,332	2,632	300	12.9%	9.4%
Hospitality and Services	12,140	12,888	747	6.2%	4.3%
Clothing and Soft Goods	2,024	2,024	-	0.0%	3.7%
Household Goods	4,257	4,407	150	3.5%	1.2%
Other Retail	2,974	3,301	327	11.0%	7.8%
Department Stores	6,880	6,880	-	0.0%	0.0%
Total	**36,576**	**39,600**	**3,024**	**8.3%**	**3.5%**

Source: SGS Economics and Planning, 2020

The majority of anticipated retail floorspace is expected to be coming from the proposed development at Ninth Avenue, with around 2,377 square metres. Smaller retail developments are expected at 10 London Street with 200 square metres of food and other retail and the Campsie RSL with 448 square metres of hospitality floorspace.

TABLE 42: FUTURE SUPPLY BY COMMODITY (ESTIMATED) WITHIN CAMPSIE (SQM)

Project	Type	Supermarket	Oth. Food	Clothing	Hospitality	HH Goods	Oth. Retail	Dep. Store	Total
10 London St (Hotel/Retail)	DA	-	50	-	100	-	50	-	200
Campsie RSL	PP	-	-	-	448	-	-	-	448
Ninth Ave/ Beamish/Campsie St	PP	1,500	250	-	200	150	277	-	2,377
Total		**1,500**	**300**	**-**	**747**	**150**	**327**	**-**	**3,024**

Source: SGS Economics and Planning, 2020; Cordell Connect

Retail demand

By 2036, retail demand within Campsie is set to grow by around 12,096 square metres, or 33.1 per cent. This is around 15 per cent higher than the LGA average of 18.0%. Supermarket floorspace is expected to be in greatest demand, growing by 87.6 per cent, followed by Other Food floorspace with 51.4 per cent and Household Goods with 38.2 per cent. All commodity groups are expected to grow in demand, which contrasts with the LGA where there is nil or negative growth expected for Clothing, Other Retail and Department Store floorspace.

TABLE 43: CURRENT AND FUTURE DEMAND WITHIN CAMPSIE (SQM)

Commodity Type	2016	2036	Growth	Change	LGA
Supermarket	5,968	11,193	5,225	87.6%	45.4%
Other Food	2,332	3,531	1,198	51.4%	33.3%
Hospitality and Services	12,140	15,356	3,215	26.5%	18.1%
Clothing and Soft Goods	2,024	2,185	161	8.0%	0.0%
Household Goods	4,257	5,885	1,628	38.2%	17.4%
Other Retail	2,974	3,251	277	9.3%	-1.7%
Department Stores	6,880	7,272	392	5.7%	-0.2%
Total	**36,576**	**48,672**	**12,096**	**33.1%**	**18.0%**

Source: SGS Economics and Planning, 2020

Retail gap (Trend scenario)

Under the medium trend scenario (moderate growth in online retail) there is expected to be a retail gap of around 9,072 square metres by 2036. Much of the retail gap is expected in Supermarket floorspace of around 3,725 square metres, followed by Hospitality with 2,468 square metres and Household Goods with 1,478 square metres. Smaller gaps exist for Other Food floorspace (898 square metres), with negligible gaps for Department Store (392 square metres) and Clothing (162 square metres) and Other Retail (51 square metre surplus).

TABLE 44: RETAIL GAP BY COMMODITY IN CAMPSIE (SQM)

Commodity Type	2021	2026	2031	2036
Supermarket	-649	-1,697	-2,641	-3,725
Other Food	-148	-370	-602	-898
Hospitality and Services	284	-253	-1,328	-2,468
Clothing and Soft Goods	144	77	-46	-162
Household Goods	-72	-466	-986	-1,478
Other Retail	124	105	120	51
Department Stores	-48	-312	-291	-392
Total	-364	-2,915	-5,774	-9,072

Source: SGS Economics and Planning, 2020

Retail gap (Covid-19 scenario)

Under the Covid-19 scenario where there is a greater shift to online shopping, as well as a small uplift in demand to neighbourhood centres, the retail gap has reduced in Campsie from 9,072 square metres to 3,876 square metres. This is a stronger gap than Bankstown, which shifted from a retail gap to a retail surplus. This suggests that Campsie may be more resistant under a future which has been structurally impacted as a result of the pandemic.

TABLE 45: RETAIL GAP BY COMMODITY IN CAMPSIE (SQM)

Commodity Type	2021	2026	2031	2036
Supermarket	-593	-1,490	-2,217	-2,973
Other Food	-130	-312	-485	-696
Hospitality and Services	208	-359	-1,398	-2,413
Clothing and Soft Goods	232	272	274	301
Household Goods	38	-92	-245	-199
Other Retail	211	345	550	735
Department Stores	213	352	868	1,369
Total	180	-1,284	-2,653	-3,876

Source: SGS Economics and Planning, 2020

The most affected commodity groups are those most susceptible to online retail, such as Clothing, Household Goods, Other Retail and Department Stores. In Campsie, these are either in balance, or with a surplus of retail. There remains a gap for Supermarket, Other Food and Hospitality floorspace, though at a slightly smaller level than the base scenario. Overall, the impact on floorspace demand in Campsie has been around 5,196 square metres.

TABLE 46: COMPARISON OF RETAIL SCENARIOS, CAMPSIE (SQM)

Commodity Type	2036 Base Case	2036 Covid-19	Change
Supermarket	-3,725	-2,973	+752
Other Food	-898	-696	+202
Hospitality and Services	-2,468	-2,413	+55
Clothing and Soft Goods	-162	301	+463
Household Goods	-1,478	-199	+1,279
Other Retail	51	735	+684
Department Stores	-392	1,369	+1,761
Total	-9,072	-3,876	+5,196

Source: SGS Economics and Planning, 2020

Campsie capacity analysis

Employment and residential capacity analysis were undertaken across the Campsie Precinct under the four scenarios that are based on a minimum number of levels of employment floorspace (first storey employment, first two storeys, first three storeys, first four storeys).

The results find that there is between 87,000 and 152,000 square metres of additional employment capacity or 82,000 and 172,000 square metres of additional residential capacity under the four scenarios.

TABLE 47: NET ADDITIONAL CAPACITY, CAMPSIE

	Employment Capacity	Residential Capacity	Total Capacity
First floor	87,064	171,674	258,738
Second floor	124,737	129,002	253,739
Third floor	139,437	113,689	253,125
Fourth floor	151,672	81,539	233,211

Source: SGS Economics and Planning, 2020

Breaking down the employment capacity by sub-precinct finds that the vast amount of employment floorspace is found along the Canterbury Road Corridor, with around 66,000 square metres. This is achieved under all four of the building floor scenarios The next highest is the Campsie Medical sub-precinct, with 37,197 square metres. This is only achieved up to the first three floors, before losing capacity under the first four floor scenario.

The only sub-precincts that actively grow with more employment floorspace allocation are the Fine Grain Retail Precinct, Mixed Use Precinct and the Northern Town Centre and Southern Town Centre. Interestingly, these four sub-precincts have less employment floorspace under a first-floor scenario, indicating that much of the floorspace that currently exists, already occurs across two floors. If that to be reduced to one floor, it would result in a net loss of employment floorspace.

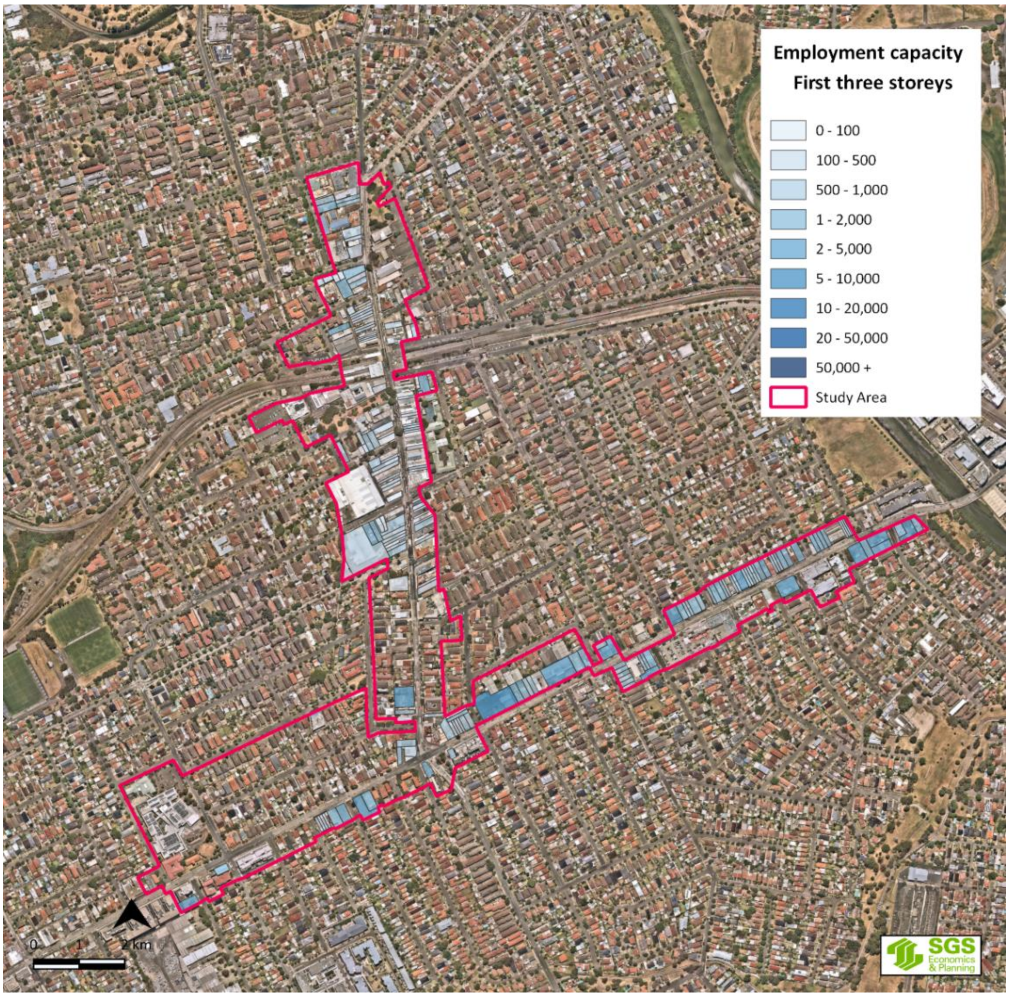
TABLE 48: EMPLOYMENT CAPACITY BY SUB-PRECINCT, CAMPSIE

Sub-Precinct	First floor	First two floors	First three floors	First four floors
Campsie Medical	37,197	37,197	37,197	17,283
Campsie Medical Mixed Use	8,346	16,629	-	-
Canterbury Road Corridor	66,554	67,067	66,247	66,247
Civic Centre	3,272	-	-	-
Fine Grain Retail and Commercial	-11,425	-736	9,952	20,640
Mixed Use Precinct	-2,775	4,308	11,391	18,474
Northern Town Centre	-4,888	1,649	8,186	14,724
Southern Town Centre	-9,218	-1,377	6,463	14,304
Total	**87,064**	**124,737**	**139,437**	**151,672**

Source: SGS Economics and Planning, 2020

A spatial representation of employment uplift is provided in the figure below. It finds that much of the additional capacity can be found along Canterbury Road, rather than the sub-precincts along Beamish Street. This suggests that the character of the high street area does not allow for significant employment uplift due to planning controls. A small amount of employment uplift is observed within the Northern and Southern Town Centre.

FIGURE 51: AVAILABLE EMPLOYENT CAPACITY, FIRST THREE STOREYS SCENARIO (SQM)



Source: SGS Economics and Planning, 2020; Nearmap, 2020

Available residential capacity declines with the growing amount of employment capacity. Analysing the four scenarios indicates residential capacity declines from 171,000 to 81,000 square metres. Much of the decline is evenly spread through the precinct. The largest decline is found at the Mixed-Use Precinct, which falls from 47,206 square metres to 25,957 square metres. Other moderate declines are found in the Fine Grain Retail and Commercial sub-precinct as well as the Northern and Southern Town Centres. Small increases in residential capacity are found in Campsie Medical Mixed Use and Canterbury Road Corridor, likely due to small commercial sites being rebuilt to their maximum capacity and allowing for a small increase in residential floorspace.

TABLE 49: RESIDENTIAL CAPACITY BY SUB-PRECINCT, CAMPSIE (SQM)

Sub-Precinct	First floor	First two floors	First three floors	First four floors
Campsie Medical	-	-	-	-
Campsie Medical Mixed Use	912	-9,098	6,918	6,918
Canterbury Road Corridor	110	-403	418	418
Civic Centre	-	-	-	-
Fine Grain Retail and Commercial	44,212	33,524	22,836	12,147
Mixed Use Precinct	47,206	40,123	33,040	25,957
Northern Town Centre	37,089	30,552	24,014	17,477
Southern Town Centre	42,145	34,304	26,463	18,623
Total	**171,674**	**129,002**	**113,689**	**81,539**

Source: SGS Economics and Planning, 2020

A spatial representation of residential capacity is provided below at the first three floor scenario. It finds that much of the additional uplift in residential capacity is spread widely across the study area, with a small concentration adjacent to the Campsie Centre. This highlights the more traditional fabric of the area, where much of the uplift is likely to occur through small fine-grain transformations, rather than any significant uplifts occurring through a single landowner.

FIGURE 52: RESIDENTIAL CAPACITY, FIRST THREE STOREYS COMMERCIAL (SQM)

Source: SGS Economics and Planning, 2020

Future capacity

Based on current trends, the Campsie centre is expected to grow by around 1,971 jobs by 2036 (excluding the small amount of industrial jobs)[191]. Under the 2036 'upper' target defined by the Canterbury-Bankstown LSPS, there is to be an additional 2,730 jobs.

Similar to Bankstown, these jobs were multiplied by a high-level jobs to floorspace ratio of 30:1. The result is an additional floorspace demand 59,126 square metres under the trend scenario and 81,890 square metres under the upper target scenario.

[191] Using the latest TPA Travel Zone projection data (pre-COVID) which estimates 2016 Knowledge/H&E/Population Serving jobs for the town centre

TABLE 50: ESTIMATED EMPLOYMENT DEMAND

	Trend Scenario	Upper Target
Additional jobs by 2036 Knowledge Intensive, Health & Education, Population Serving jobs in 2036	1,971 additional jobs	2,730 additional jobs
Jobs to floorspace ratio^	30	30
Estimated future demand	**59,126 sqm**	**81,890 sqm**

Source: SGS Economics and Planning, 2020
^Based on previous SGS floorspace audit data. 30 sqm per job is used to account for health and education jobs which take in more floorspace than other professional services jobs.

For all scenarios, there is expected to be sufficient employment capacity across Campsie town centre. Under the 2036 trend scenario, the available capacity at a first-floor level of dedicated employment floorspace is already higher than the future employment demand. The result is having surplus capacity of around 27,938 square metres. This gap increases to around 92,545 square metres under a four-floor scenario. The same trend continues under the upper target scenario, though with a smaller gap. There is only a 5,174 square metre surplus of capacity under the first-floor scenario, which increases to a gap of 69,781 square metres under a four-floor scenario.

TABLE 51: CAPACITY GAP, UNDER THE TREND AND UPPER TARGET SCENARIOS

		Capacity Scenario			
		First floor	First two floors	First three floors	First four floors
2036 Trend Scenario	Demand	59,126	59,126	59,126	59,126
	Capacity	87,064	124,737	139,437	151,672
	Gap	27,938	65,611	80,310	92,545
2036 Upper Target	Demand	81,890	81,890	81,890	81,890
	Capacity	87,064	124,737	139,437	151,672
	Gap	5,174	42,847	57,546	69,781

Source: SGS Economics and Planning, 2020

According to the 2017 Canterbury Road Review, a small amount of residential floorspace has been identified for potential rezoning to B6. If this were to occur, this would not impact employment capacity figures in this study, as these sites have not been considered as part of the employment capacity calculations. These sites do have net a maximum residential capacity of around 1,695 square metres. If these were converted to B6, it would reduce residential capacity by around 1,695 square meters.

The Canterbury Road Review discusses the possible lack of feasibility of the B6 zoning. Hypothetically, if all the B6 zoning was not considered feasible for additional redevelopment, it would result in a loss of around 20,000 square metres of employment capacity. Under the 2036 trend scenario, this would still leave sufficient employment floorspace of around 7,938 square metres (27,938 – 20,000). Under the upper target scenario however, this would leave an employment floorspace gap of -14,826 square metres (5,174 – 20,000). That means that under an upper target scenario, there would be a need to consider an increase to employment capacity along other sections of the Campsie precinct, such as Beamish Street.

Summary

Floorspace analysis indicates:

- Campsie is expected to have enough capacity under the current planning controls to cater to projected employment demand.
- Bankstown, however, is likely to not have enough floorspace capacity under the current planning controls to cater to demand and employment projections. Therefore, if employment targets are to be reach in Bankstown planning interventions to achieve the required amount of floorspace will be needed for the future.

Future tourism demand

Tourism data by LGA was provided by Tourism Research Australia (TRA). TRA is an Australian government department, underneath Austrade that provides statistics and research on both international and domestic tourism within Australia. Each year they run two major surveys that measure the contribution of tourism and provide input into modelling spend for Australia's regions[192].

Visitation

Visitation is made up of (i) international tourists, (ii) domestic overnight tourists and (iii) domestic day tourists.

Since 2009, total visitation in Canterbury-Bankstown has grown at a slightly faster rate than the NSW average. Since 2009, visitation has grown by around 45.8 per cent, which is around 7 per cent higher than the NSW average. This equates to annual growth of around 3.8 per cent, compared to the annual growth across NSW at 3.3 per cent.

TABLE 52: TOTAL VISITATION WITHIN CANTERBURY-BANKSTOWN (PERSONS)

Year	Canterbury-Bankstown LGA	NSW
2009	498,000	72,832,528
2019	726,000	101,108,973
Change	228,000	28,276,445
Growth	45.8%	38.8%
AAGR	**3.8%**	**3.3%**

Source: Tourism Research Australia, 2020

Breaking down the trends by sub-category finds that the largest growth is occurring within international visitation. International visitors to Canterbury-Bankstown are growing at around 9.3 per cent annually, which is around double the rate of the NSW average of 4.3 per cent.

TABLE 53: VISITATION BY TOURIST TYPE WITHIN CANTERBURY-BANKSTOWN (PERSONS)

Tourist Type	Canterbury-Bankstown LGA			NSW		
	2009	2019	AAGR	2009	2019	AAGR
International	28,000	68,000	9.3%	2,768,731	4,226,638	4.3%
Domestic overnight	108,000	184,000	5.5%	23,983,845	33,531,590	3.4%
Domestic day	362,000	474,000	2.7%	46,079,953	63,350,746	3.2%

Source: Tourism Research Australia, 2020

Reason for stopover

Reason for stopover - International tourists

Tourists are visiting for a number of reasons including holiday, visiting friends and relatives (VFR), business, education and other. In 2009 the dominant reason for international tourists was VFR, which makes up 57.1 per cent. In 2019, the number of international visitors had grown to 68,857 per year, at a rate of around 9.7 per cent annually.

Proportionately, the reasons for stopover have remained the same with higher overall volumes. The dominant reason is VFR, which makes up 57.4 per cent, followed by holiday on 22.7 per cent. The largest fall as been in business travel, which has dropped from 9.0 per cent of total trips in 2009 to 5.2 per cent in 2019.

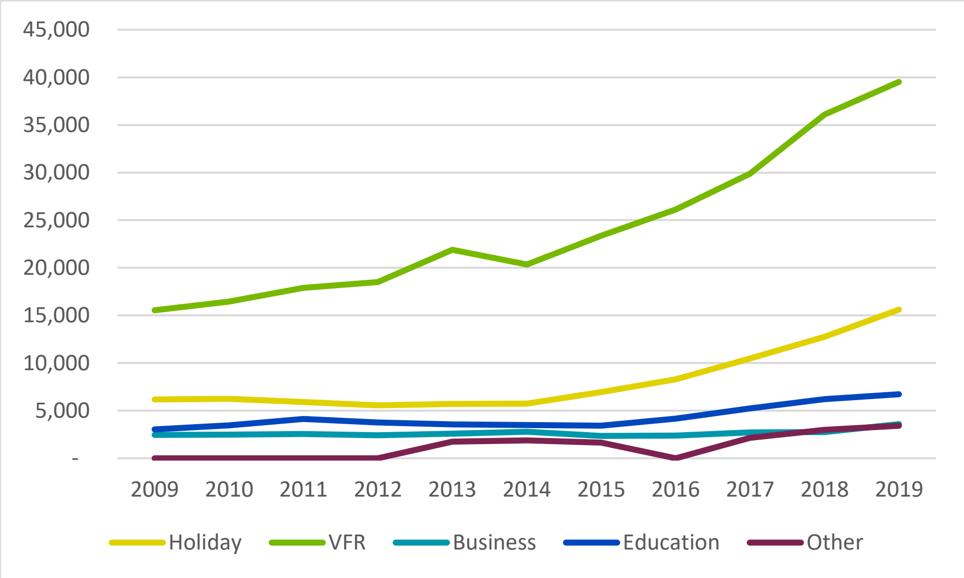
[192] Tourism Research Australia. 'About us – Methodology'. https://www.tra.gov.au/About-us/methodology

TABLE 54: TOTAL VISITATION WITHIN CANTERBURY-BANKSTOWN, INTERNATIONAL TOURISTS

Reason for Stopover	2009	Proportion	2019	Proportion	CAGR
Holiday	6,174	22.7%	15,608	22.7%	9.7%
Visiting Friends & Relatives	15,544	57.1%	39,522	57.4%	9.8%
Business	2,449	9.0%	3,588	5.2%	3.9%
Education	3,035	11.2%	6,724	9.8%	8.3%
Other	0	0.0%	3,415	5.0%	0.0%
Total	27,202	100.0%	68,857	100.0%	9.7%

Source: Tourism Research Australia, 2020

FIGURE 53: STOPOVER REASON, INTERNATIONAL TOURISTS



Source: Tourism Research Australia, 2020

Reason for stopover - Domestic overnight

A key question is whether there are any visitors from across Sydney/NSW that might be coming to Canterbury-Bankstown for work/education purposes that may indicate a growing demand for hotel floorspace. Due to the lack of data available between 2009 and 2012, this growth was reviewed for 2012 and 2019 only in the table below.

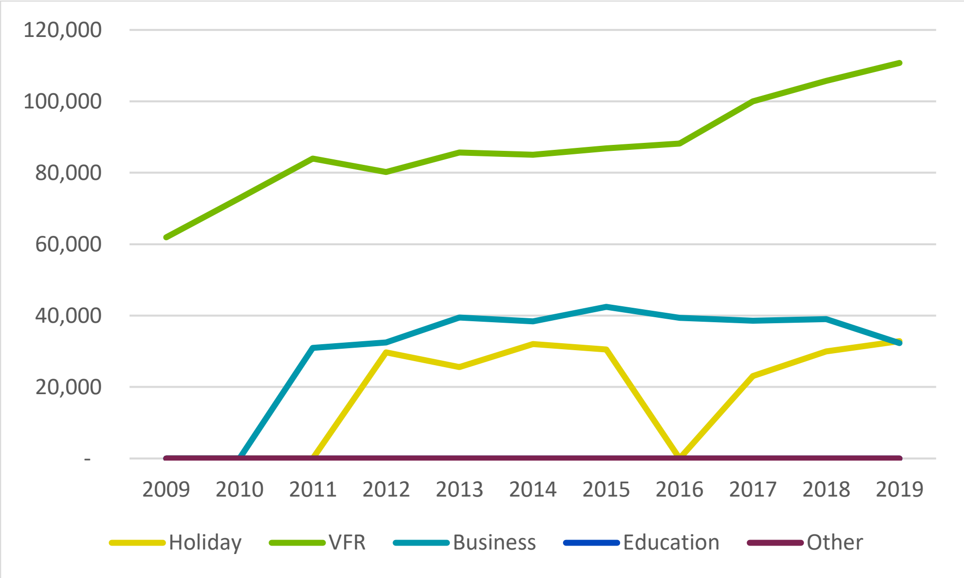
Data suggests the prime reason for domestic visitation to Canterbury-Bankstown is due to VFR, which grew from 80,235 to 110,755 in 2019. This represents annual growth of around 4.7 per cent. As a proportion of all trips, VFR made up 56.3 per cent of all domestic overnight trips in 2009. This has grown to make up around 63.0 per cent of all trips in 2019. Holiday and business trips have fallen. This suggests that VFR is increasingly the reason for travel occurring into the LGA from domestic overnight tourists, however there is limited information beyond these three categories.

TABLE 55: TOTAL VISITATION WITHIN CANTERBURY-BANKSTOWN, DOMESTIC OVERNIGHT

Reason for Stopover	2012	Proportion	2019	Proportion	AAGR
Holiday	29,690	20.8%	32,853	18.7%	1.5%
Visiting Friends & Relatives	80,235	56.3%	110,755	63.0%	4.7%
Business	32,517	22.8%	32,316	18.4%	-0.1%
Education	-	-	-	-	0.0%
Other	-	-	-	-	0.0%
Total	142,442	100.0%	175,924	100.0%	3.1%

Source: Tourism Research Australia, 2020

FIGURE 54: STOPOVER REASON, DOMESTIC OVERNIGHT TOURISTS



Source: Tourism Research Australia, 2020

Place of Stay

Place of stay - international tourists

To understand hotel demand within Canterbury-Bankstown, the TRA data provides a snapshot as to where tourists and visitors are staying. Tourists are surveyed on whether they stay in commercial accommodation such as hotels/resorts/motels and rented houses/apartments, or private accommodation such as with friends or relatives, or other private accommodation (such as Airbnb).

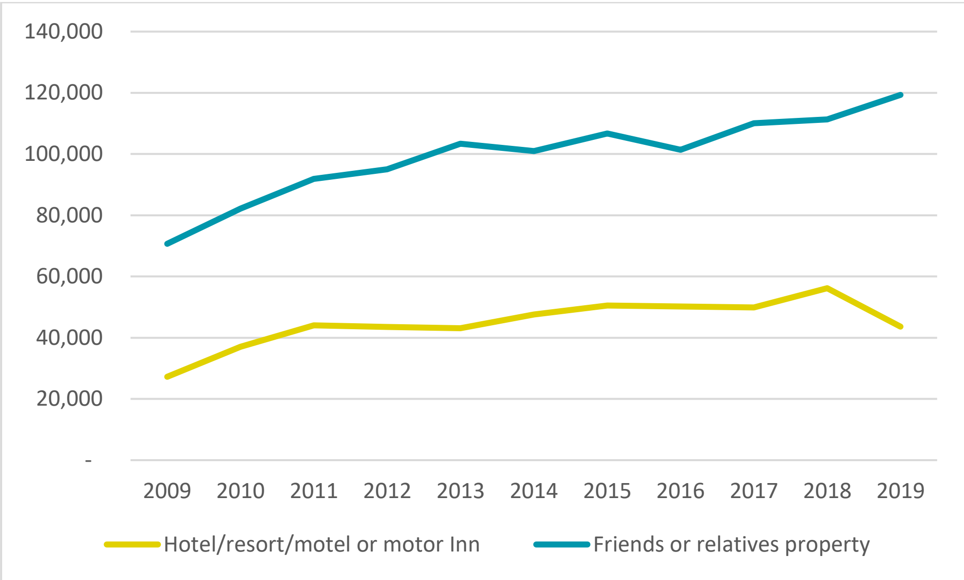
In 2009, 71.3 per cent of all international tourists stayed at a friends or relatives property. Around 11.7 per cent stayed at hotels and another 10.1 per cent stayed at a rented house or apartment. In 2019, the number of trips has increased as a total, though the proportions have remained relatively flat. The number of international tourists staying with friends and relatives has fallen, whilst staying at hotels and rented houses has risen.

TABLE 56: PLACE OF STAY IN CANTERBURY-BANKSTOWN, INTERNATIONAL TOURISTS

Reason for Stopover	2009	Proportion	2019	Proportion	AAGR
Hotel/resort/motel or motor Inn	3,157	11.7%	8,359	12.7%	10.2%
Rented house/apartment/flat or unit	2,711	10.1%	7,987	12.2%	11.4%
Friends or relatives property	19,225	71.3%	44,936	68.5%	8.9%
Other Private Accommodation	1,866	6.9%	4,342	6.6%	8.8%
Total	**26,958**	**100.0%**	**65,624**	**100.0%**	**9.3%**

Source: Tourism Research Australia, 2020

FIGURE 55: PLACE OF STAY IN CANTERBURY-BANKSTOWN, INTERNATIONAL TOURISTS



Source: Tourism Research Australia, 2020

Most noteworthy is the relatively modest growth of Other Private Accommodation in Canterbury-Bankstown, which comprises sites such as Airbnb. Growth is only around 8.8 per cent annually, which is around half the rate of growth across NSW (annual growth of around 16.4 per cent). As a proportion of trips, it has grown from 2.6 per cent to 7.7 per cent.

TABLE 57: PLACE OF STAY ACROSS NSW, INTERNATIONAL TOURISTS

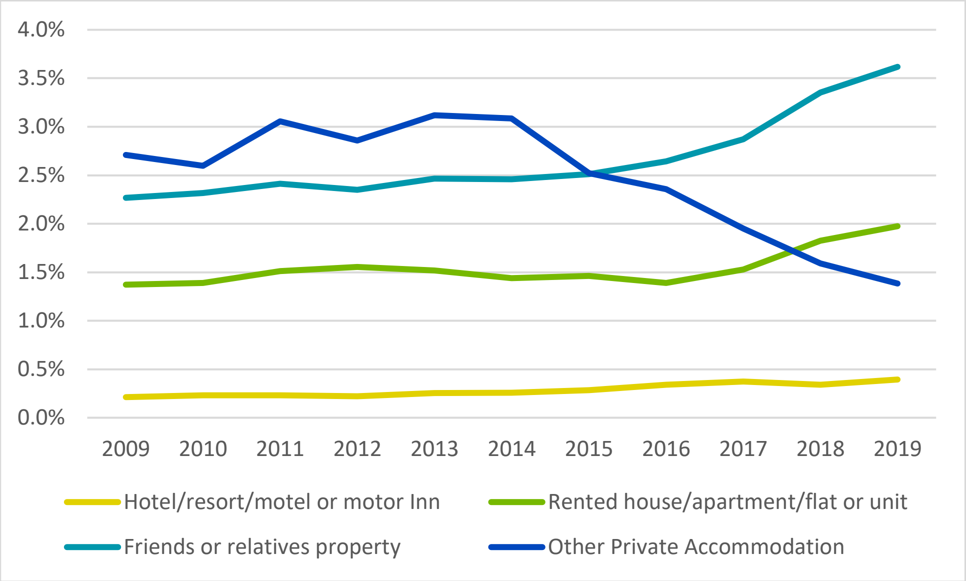
Reason for Stopover	2009	Proportion	2019	Proportion	AAGR
Hotel/resort/motel or motor Inn	1,487,660	57.2%	2,122,174	52.0%	3.6%
Rented house/apartment/flat or unit	197,557	7.6%	404,470	9.9%	7.4%
Friends or relatives property	847,893	32.6%	1,242,081	30.4%	3.9%
Other Private Accommodation	68,811	2.6%	313,750	7.7%	16.4%
Total	**2,601,921**	**100.0%**	**4,082,475**	**100.0%**	**4.6%**

Source: Tourism Research Australia, 2020

Comparing the place of stay data against trends across NSW finds that the number of international tourists staying with friends and family is growing faster than the NSW average. The proportion has changed from around 2.3 per cent in 2009 to 3.6 per cent in 2019. Similarly, there has been a small uptick in the proportion of staying in rented houses/apartments, which has grown from 1.4 per cent to 2.0 per cent. International tourists staying at hotels/resorts/motels has not substantially changed (0.2 per cent in 2009 to 0.4 per cent in 2019).

Most notable is the decreasing share of Other Private Accommodation such as Airbnb. This has decreased from 3.0% of the NSW total to 1.5%. This is explained by the relatively modest growth in Canterbury-Bankstown, compared to the significant growth occurring across the State.

FIGURE 56: PLACE OF STAY, PROPORTION OF NSW



Source: Tourism Research Australia, 2020

The data suggests that whilst Airbnb is growing quickly across Australia, the impact is seen less in Canterbury-Bankstown. It suggests that international tourists, whilst predominantly attracted to friends and relatives, are still reverting to more traditional types of accommodation such as friends/relatives, hotels/motels and serviced apartments. This is potentially related to the fact that the average stay for international tourists in Canterbury-Bankstown is around 38 days in 2019 (compared to the NSW average of 22). Therefore, there may be a greater need for accommodation that supports day-to-day functions and long-term stays than holiday suites. There could also be a cultural distinction where Airbnb-style accommodation may not be a consideration for many visitors coming into the LGA.

Place of stay - Domestic overnight tourists

There is less data available to understand places of stay for domestic overnight tourists. Only time-series data for hotels/resorts/motels and friends/relatives is available for Canterbury-Bankstown.

The survey data shows that the number of domestic tourists staying in hotels/resorts/motels has grown from around 27,240 visitors to 43,650 visitors stay. This represents growth of around 4.8 per cent annually. Domestic tourists staying in rented houses/apartments/flats has increased from 70,682 visitors in 2009 to 119,319 in 2019. This represents growth of around 5.4 per cent. As a proportion, the trends have remained flat, with minimal difference since 2009.

TABLE 58: PLACE OF STAY – CANTERBURY BANKSTOWN, DOMESTIC OVERNIGHT TOURISTS

Reason for Stopover	2009	Proportion	2019	Proportion	AAGR
Hotel/resort/motel or motor Inn	27,240	27.8%	43,650	26.8%	4.8%
Rented house/apartment/flat or unit	70,682	72.2%	119,319	73.2%	5.4%
Total	**97,922**	**100.0%**	**162,969**	**100.0%**	**5.2%**

Source: Tourism Research Australia, 2020

The level of growth occurring for domestic tourists when compared to the NSW average is growing faster than the NSW average. Hotels/resorts/motels are growing at around 3 per annually, with rented houses and apartments growing by around 3.1 per cent annually. This suggests a greater level of demand for more traditional hotel accommodation in Canterbury-Bankstown, though it is important to note that this excludes those staying in Other Private Accommodation, such as Airbnb.

TABLE 59: PLACE OF STAY ACROSS NSW, DOMESTIC OVERNIGHT TOURISTS

Reason for stopover	2009	Proportion	2019	Proportion	AAGR
Hotel/resort/motel or motor Inn	8,603,424	42.1%	11,614,886	40.6%	3.0%
Rented house/apartment/flat or unit	9,872,131	48.3%	13,369,352	46.7%	3.1%
Total (including other reasons)	**20,441,568**	**100.0%**	**28,631,095**	**100.0%**	**3.4%**

Source: Tourism Research Australia, 2020

Summary

Canterbury-Bankstown is experiencing tourism growth at a faster rate than the NSW average (3.8 per cent annually vs 3.3 per cent in NSW). In 2009, most tourism came from domestic day tourism (73 per cent of all trips), followed by domestic overnight (21 per cent) and then international (6 per cent). In 2019, this has slightly changed. Domestic day tourism has declined (65 per cent of all trips), domestic overnight has increased (25 per cent) and international tourism has increased (9 per cent). The fastest growth is coming from international visitors (9.8 per cent annually, vs 4.3 per cent annually across NSW).

In 2009, the primary reason to visit for international visitors was to see friends and relatives (57.1 per cent of trips), followed by Education (11 per cent) and Business (9 per cent). In 2019, visiting friends and relatives has remained the same at (57.4 per cent), whereas education has declined (10 per cent) and business has declined (5 per cent). With the development of the new university campus in Bankstown, it could be possible that international visitation would increase to some degree for the reasons of visiting friends or relatives, education or business in the future.

In 2009, the primary reason for domestic overnight visitors has been to visit friends and relatives, which made up (56 per cent of all trips), followed by business (23 per cent) and holiday (21 per cent). In 2019, the number visiting friends and relatives has increased to 63 per cent. Those coming for a holiday has declined (19 per cent) and those coming for business has declined (18 per cent). Similarly, with the development of the new university campus in Bankstown, domestic overnight visitation could increase to some degree in the future for reasons of visiting friends and relatives, education or business. If the hospital were to locate in Bankstown centre, this could attract some domestic overnight stays.

For Canterbury-Bankstown LGA international tourists in 2009 mostly stayed with friends and relatives (71 per cent of all trips), followed by hotels (12 per cent) and rented houses (10 per cent). This has remained relatively stable in the years to 2019, with friends and relatives making up 69 per cent of all trips, followed by hotels (13 per cent) and rented houses (12 per cent). There is moderate increase in 'Other Private Accommodation' (Airbnb), which is much different to the growth in Airbnb across the rest of NSW.

Domestic overnight tourists typically stay in rented houses and apartments (72 per cent) and hotels (28 per cent). This has remained relatively stable in the years to 2019, with domestic overnight tourists staying in rented houses (73 per cent) and hotels (27 per cent). This is much higher than the typical NSW average where the split between rented houses and hotels is much more evenly split.

In summary, between 2009 and 2019 there were more visitors coming to Canterbury-Bankstown, who were increasingly coming to both visit and stay with their friends and relatives. The proportion of tourists arriving for business or education is generally declining. There is no strong evidence to suggest that there is a need to extensively revise planning controls in order to meet any assumed increases in tourism arrivals. This of course might be revised over time with some of the major projects entering into the LGA such as the hospital and university.

APPENDIX 7: EMPLOYMENT CATEGORIES

ANZSIC 2006 Division Code	ANZSIC 2006 Division Title	Group
J	Information Media and Telecommunications	Knowledge Intensive
K	Financial and Insurance Services	Knowledge Intensive
L	Rental, Hiring and Real Estate Services	Knowledge Intensive
M	Professional, Scientific and Technical Services	Knowledge Intensive
N	Administrative and Support Services	Knowledge Intensive
O	Public Administration and Safety	Knowledge Intensive
P	Education and Training	Health and Education
Q	Health Care and Social Assistance	Health and Education
E	Construction	Population Serving
G	Retail Trade	Population Serving
H	Accommodation and Food Services	Population Serving
R	Arts and Recreation Services	Population Serving
S	Other Services	Population Serving
A	Agriculture, Forestry and Fishing	Industrial
B	Mining	Industrial
C	Manufacturing	Industrial
D	Electricity, Gas, Water and Waste Services	Industrial
F	Wholesale Trade	Industrial
I	Transport, Postal and Warehousing	Industrial

APPENDIX 8: PERMITTED USES COMPARISION

TABLE 60: COMPARISON OF LAND USES FOR B3 COMMERCIAL CORE UNDER THE PARRAMATTA, HURSTVILLE AND CHATSWOOD LEPS.

Land uses	Parramatta B3 (Parramatta LEP) A major centre in Greater Sydney and a competitor to Bankstown centre	Hurstville B3 (Hurstville LEP) A neighbouring, competitor centre with major infrastructure. The location of a large banking institution	Chatswood B3 (Willoughby LEP) A town centre with major infrastructure, commercial and retail employment and lifestyle/arts attractors
Height of building	Various 54m to 120m	Various 15m to 60m	Various 12m to 124m(RL)
Floor space ratio	Various 2:1 to 10.2:1	Various 3:1 to 9:1	Various 2.5:1 to 5:1
Permitted without consent			
Nil			
Permitted with consent			
Building identification signs			
Business identification signs			
Business premises			
Carparks			
Centre-based childcare facilities			
Commercial premises			
Community facilities			
Educational establishments			
Entertainment facilities			
Function centres			
Hospitals			
Hotel or motel accommodation			
Information and education facilities			
Medical centres			
Office premise			
Oyster aquaculture			
Passenger transport facilities			
Places of public worship			
Public administration buildings			
Recreation facilities (indoor)			
Registered clubs			
Respite day care centres			
Restricted premises			
Roads			
Serviced apartments			
Tank-based aquaculture			
Tourist and visitor accommodation			
Any other development not specified in item 2 or 4			
Prohibited Relevant uses include:		Tourist and visitor accommodation^	Tourist and visitor accommodation^

^Tourist and visitor accommodation is the umbrella term and can include backpackers accommodation, B&B's, farm stay, hotel or motel, serviced apartments but does not include camping grounds, caravan parks and eco-tourist facilities.

Contact us

CANBERRA
Level 2, 28-36 Ainslie Place
Canberra ACT 2601
+61 2 6257 4525
sgsact@sgsep.com.au

HOBART
PO Box 123
Franklin TAS 7113
+61 421 372 940
sgstas@sgsep.com.au

MELBOURNE
Level 14, 222 Exhibition St
Melbourne VIC 3000
+61 3 8616 0331
sgsvic@sgsep.com.au

SYDNEY
209/50 Holt St
Surry Hills NSW 20
+61 2 8307 0121
sgsnsw@sgsep.co