

COLLABORATION AREA

Bankstown CBD and Bankstown Airport

Place Strategy



Acknowledgement of Country

The Greater Sydney Commission acknowledges the Darug (Darag, Dharug, Daruk, Dharuk) people of the Eora Nation, the traditional owners of the lands that include the Bankstown CBD and Bankstown Airport Collaboration Area, and the living culture of the traditional custodians of these lands.

The Commission recognises that the traditional owners have occupied and cared for this Country over countless generations and celebrates their continuing contribution to the life of Greater Sydney.

List of shortened terms

LGA – Local Government Area

NETS – Newborn and paediatric Emergency Transport Service

RNP – Road Network Plan undertaken by Transport for NSW

TAFE – Technical And Further Education: vocational education and training system in Australia

DPIE – Department of Planning, Industry and Environment

DPIE – EES – Environment Energy and Sciences

DPIE – PS – Public Spaces

DPIE – EHC – Eastern Harbour City

GANSW – Government Architect NSW

SWSLHD – South West Sydney Local Health District

SLHD – Sydney Local Health District

SSE – Sydney School of Entrepreneurship

TfNSW – Transport for NSW including Roads and Maritime Services

UNSW – University of New South Wales

WSU – Western Sydney University

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Foreword

Peter Poulet
Central City District
Commissioner
South District Commissioner



Bankstown CBD and Bankstown Airport Collaboration Area is on the cusp of a major transformation, with the convergence of government and institutional investments in projects such as Sydney Metro Southwest, a new vertical Western Sydney University campus in Bankstown CBD and a \$1.3 billion relocated Bankstown Hospital.

The mix of these investments, the many parties involved and uniqueness of the area's diverse population, which is passionate about their culture, identity and the arts, requires a collaborative approach. This is one of the few places in Greater Sydney that has its own airport - it is a place where entrepreneurs can ground themselves and be positioned to scale into global markets. It is a place of ambition and innovation.

This Place Strategy provides one agreed vision for the future of Bankstown CBD and Bankstown Airport. It enables government, institutions, businesses and the community take advantage of momentum which already exists. Building on the good work that the previous South District Commissioner, Morris Iemma, undertook over the past year, we are now ready to take this strategy through to implementation.

The Place Strategy begins with connectivity, by reconfiguring and integrating regional transport routes. Walking and cycling will be encouraged as the mode of choice. The arts, creativity and culture will be embedded in all aspects of the built environment, whether it be planning processes, temporary activations or investigations into new regionally significant art facilities.

The area's entrepreneurial culture and its health, academic, research and training precinct will be fostered and a rethink of green infrastructure will be shaped around Bankstown's water resources.

With a whole-of-government, Council and institutional approach, the Collaboration Area will become a green, healthy and dynamic destination and a centre for jobs and education for the South District.

1

Introduction

This Place Strategy aims to guide its transition from a suburban centre to a distinctive health, academic, research and training precinct by leveraging government and institutional investments, and creating a place to innovate and test ideas.

This Place Strategy was co-created with stakeholders over 12 months. It will inform, coordinate and maximise policy and investment decisions by the NSW Government, City of Canterbury-Bankstown Council and major institutions.

This Place Strategy establishes a vision for Bankstown CBD and Bankstown Airport Collaboration Area based on the community's vision expressed in the City of Canterbury Bankstown Council's strategies and policies including *CBCity2028*, the City's Community Strategic Plan. It also reflects the objectives of the *Greater Sydney Region Plan* and *South District Plan*.

This Place Strategy identifies impediments and opportunities, sets priorities for the Collaboration Area and identifies actions to deliver the vision.

1.1 A complex urban area

The transformation of the Collaboration Area into a health, academic, research and training precinct will result in new jobs, a mix of housing types and investment in infrastructure to support the transformation. This requires a deliberate and coordinated effort to resolve impediments and leverage opportunities, such as:

- creating safe and attractive walking and cycling connections such as Stacey Street and along the Sydney Metro corridor
- improving public transport connections such as those between Bankstown CBD and Bankstown Airport
- creating an attractive built environment, particularly in Bankstown CBD, key places (Figures 1 and 2) and public spaces
- implementing Green Grid connections along Georges River, Salt Pan Creek and between Bankstown to Sydenham
- reconsidering how land in and around Bankstown Airport is used
- addressing the anticipated increase in students (8,000 to 25,000 by 2036), workers (12,000 to 25,000 by 2036) and visitors, as well as anticipated population growth
- preserving land for commercial opportunities and protecting it from residential uses
- developing the Bankstown Health Neighbourhood to enhance the private and public health service offering in the area
- addressing stormwater management network capacity and flooding risk
- setting a benchmark for precinct-level sustainability and resource efficiency.

2

Bankstown CBD and Bankstown Airport Collaboration Area

Bankstown CBD and Bankstown Airport Collaboration Area is described in Figures 1 and 2.

The Collaboration Area includes:

- **Bankstown CBD** - a strategic centre with a shopping centre, hospitality and entertainment destinations.
- **Bankstown to Sydenham Open Space Corridor** - a Greater Sydney Green Grid corridor with opportunities for new walking and cycling links and open space along the Bankstown to Sydenham Sydney Metro line.
- **Salt Pan Creek Corridor** - part of the Green Grid yet is largely disconnected public open spaces that lead to the Georges River.
- **Yagoona Town Centre** - a local centre with a train station located to the north west of Bankstown CBD.
- **Bankstown South Bulky Goods Precinct** - a bulky goods retail precinct with furniture retailing, fast food and warehousing.
- **Bankstown Lidcombe Hospital and Senior College** - a cluster of NSW Government-owned land and open space around two kilometres from Bankstown CBD, consisting mainly of residential areas and the site of the Bankstown Lidcombe Hospital and Bankstown Senior College.
- **Condell Park Town Centre** - a local centre with a village atmosphere.
- **Condell Park High School and Regional Sports Precinct** - Condell Park High School and connected sport infrastructure, open spaces, anchored by Bankstown Showground, offering the potential for major sport, entertainment and performance, community, exhibition and market space.
- **Western Sydney University Milperra** - on the edge of the Milperra industrial area, including the Western Sydney University campus for Bankstown and Mount St Joseph College. The university is expected to relocate to its new Bankstown CBD campus when completed.
- **Airport Gateway** - in the north of Bankstown Airport where most aviation and affiliated businesses are based in a mix of office, industrial and aviation hanger buildings.
- **Airport South** - medium to large factories and warehouses in an area that is largely undeveloped.
- **Georges Hall Town Centre** - a local centre with a village atmosphere near the Airport Gateway, and home to Georges River Grammar School.
- **The Crest** - a recreation and sporting facility close to Bankstown CBD.
- **Industrial and Employment Areas** - located in and around the Collaboration Area in Milperra, Bankstown South, Padstow and Chullora and consisting mainly of warehousing.

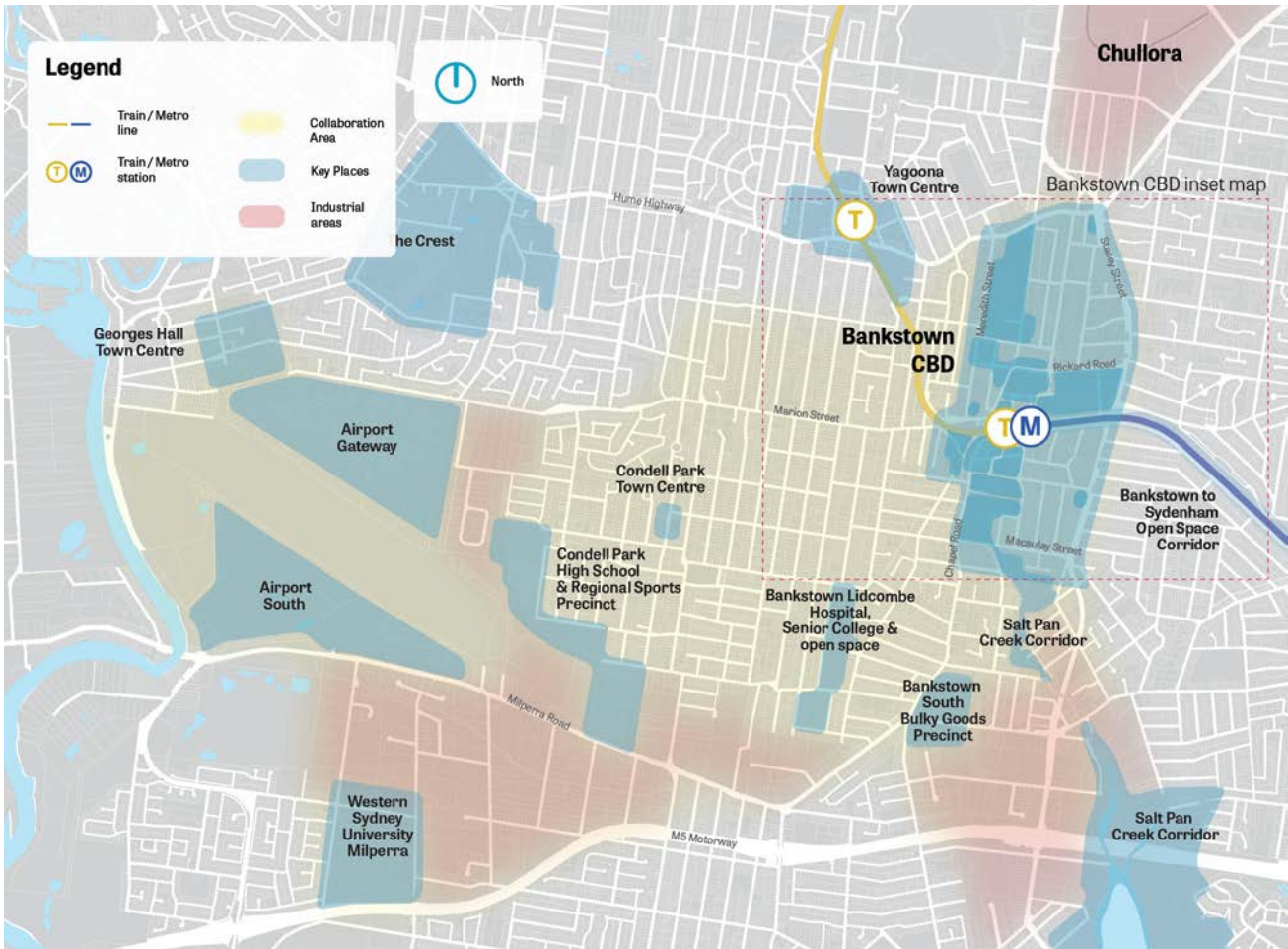
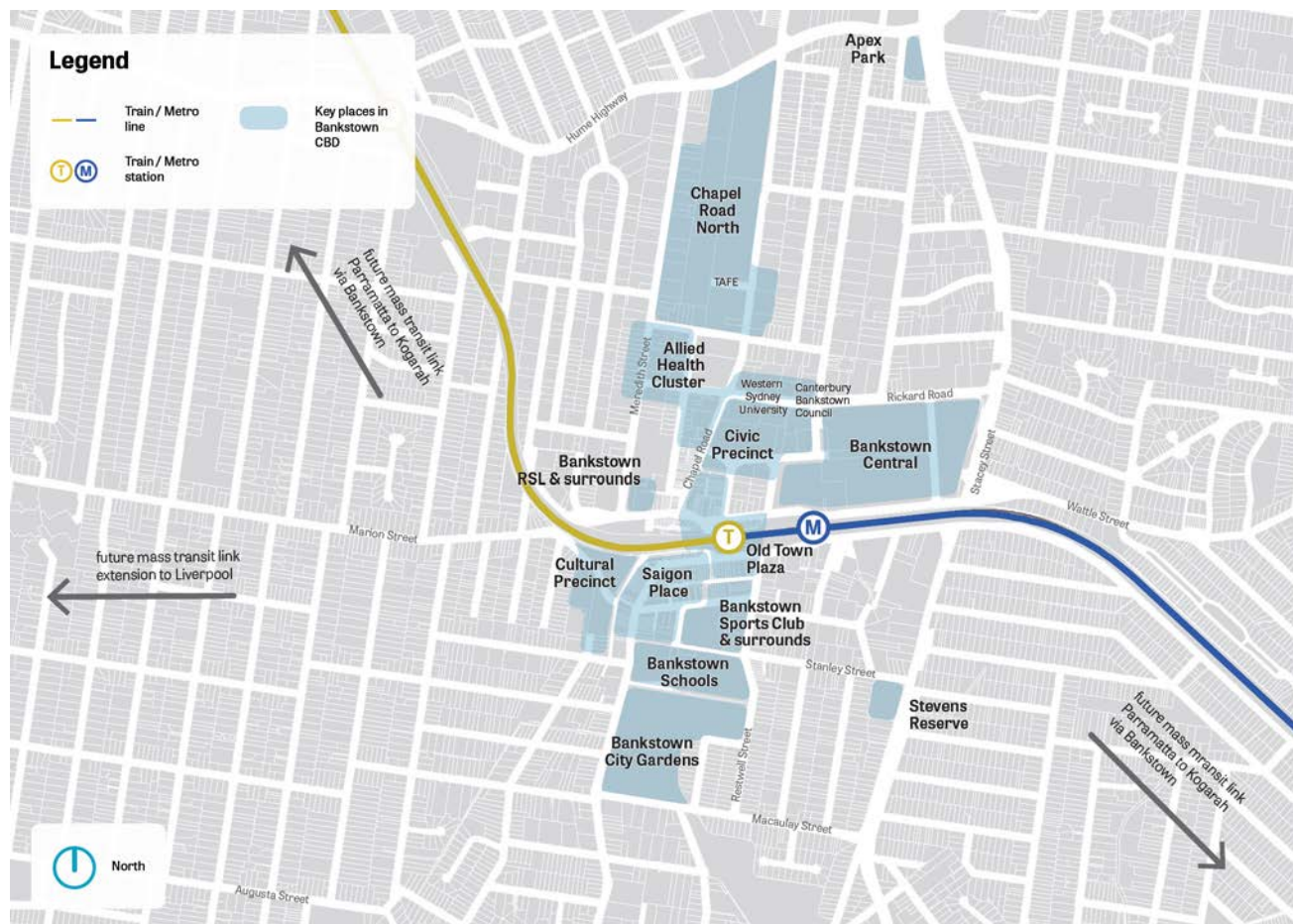


Figure 2: Bankstown CBD key places



Bankstown CBD is a destination in its own right that serves a regional catchment of people within a mix of smaller precincts. These include:

- **The Civic Precinct** at the heart of Bankstown includes major civic institutions such as the Library, Council Chambers and Paul Keating Park.
- **The Cultural Precinct** contains Bankstown Arts Centre.
- **Old Town Plaza Precinct** is a low-scale, retail and commercial precinct with heritage items and art deco architecture.
- **Chapel Road North** is Bankstown's northern gateway anchored by Bankstown TAFE and several private schools.
- **Allied Health Cluster** is a cluster of allied health services centred around Rickard Road and Kitchener Parade.
- **Bankstown Central** is a shopping centre with more than 240 shops and 85,000sqm of retail floor space. Without any outward-facing shops or services there is little movement or activity.
- **Bankstown Sports Club** and surrounds is a popular entertainment and hospitality destination on the southern side of Bankstown CBD.
- **Bankstown RSL Club and surrounds** is a popular entertainment and hospitality destination on the northern side of Bankstown CBD.
- **Saigon Place** is the "high street" precinct of Bankstown consisting mainly of low-rise retail and commercial uses.
- **Bankstown Schools Precinct** is the site of Bankstown Primary School and Bankstown Girls High School on the southern side of Bankstown CBD.
- **Bankstown City Gardens**, incorporating Memorial Oval, is the primary open space in Bankstown CBD.
- **Stevens Reserve** is open space on the edge of Bankstown CBD.
- **Apex Park** is open space on the edge of Bankstown CBD, sitting on top of a hill and offering views of the surrounding area.

2.1 Catalysts for growth and opportunities

The number of people living in the Collaboration Area is expected to increase from 41,300 in 2016 to 61,800 in 2036¹. In the same period, the number of jobs is expected to increase from 37,300 in 2016 to 46,300 in 2036², spurred on by transformative investments.

- **Sydney Metro South West**³, is expected to be completed in 2024 and will include a station at Bankstown. It will better connect Bankstown to Sydney CBD on turn-up-and-go services every four minutes during peak hours. The NSW Government's long-term transport strategy, *Future Transport 2056*, also proposes mass transit links from Parramatta to Kogarah via Bankstown and Bankstown to Liverpool. With better rail connections to Sydney CBD, Parramatta and Liverpool, the movement of people to and through the Collaboration Area will improve its desirability as a place to live, work, play and visit.
- **Government Commitment of \$1.3 billion to develop health services in Bankstown**⁴. This will include a new Bankstown Hospital at a new site. Site selection studies are currently underway. The funding commitment is in addition to the \$25million expansion of the Emergency Department at Bankstown Lidcombe Hospital.

1 TfNSW Travel Zone Explorer (Accessed October 2019) (<https://www.transport.nsw.gov.au/data-and-research/forecasts-and-projections/travel-zone-explorer>)

2 TfNSW Land Use Planner - Employment (Accessed October 2019) (<https://www.transport.nsw.gov.au/data-and-research/forecasts-and-projections/employment/land-use-planner-employment>)

3 Sydney Metro 2019 (<https://www.sydneymetro.info/citysouthwest/sydenham-bankstown>)

4 NSW Treasury 2019

- The relocation of a **Western Sydney University vertical campus**⁵ from Milperra to Bankstown CBD's Civic Precinct, commencing from 2022, will support the existing TAFE campus and increase the number of tertiary students in the CBD. This will create economic opportunities for local jobs, including knowledge-intensive jobs. The campus will improve access to tertiary education for more people by co-locating education with transport infrastructure, services and activity of the CBD. It will create spaces for enterprise partnerships, education and research facilities and support services. The University's academic program will be tailored to local community and industry profiles to foster a creative and socially inclusive environment. People will be encouraged to use public transport, or walk and cycle, and landscaping will be integrated with the broader public domain, in particular Paul Keating Park and The Appian Way.

Western Sydney University analysed the catalytic impacts of the campus, hospital relocation and investment in mass transit public transport. Its report found that Bankstown CBD will see significant localised transport-related benefits from a Sydney Metro interchange, and will contribute to additional property and social institutional investment pipeline. These in turn, provide a platform to:

- progress additional public transport opportunities to and within the Collaboration Area
- meet the vision for the Bankstown Complete Streets (see Action 10)
- improve walking, cycling and public transport links between Bankstown CBD and areas such as Bankstown Airport
- use the improved connection of footpaths and public spaces as an organising principle that aligns with other frameworks such as the Movement and Place Framework (see chapter 7)
- encourage diverse uses, arts and cultural opportunities and night-time activity within Bankstown CBD
- incorporate public art, particularly at the hospital to benefit patients, staff and visitors
- improve Bankstown's brand to attract business and jobs
- grow a health, academic, research and training precinct in the Bankstown CBD
- integrate circular economy principles
- improve water quality
- invest in the Green Grid and other sustainability objectives.

⁵ Western Sydney University 2019 (https://www.westernsydney.edu.au/newscentre/news_centre/more_news_stories/world-class_campus_for_bankstown_cbd)

Figure 3: Catalysts for growth in Bankstown: Sydney Metro, Western Sydney University and Bankstown-Lidcombe Hospital



3

The vision for the Bankstown CBD and Bankstown Airport Collaboration Area

By 2036, Bankstown CBD and Bankstown Airport Collaboration Area will be a green, healthy and dynamic destination that capitalises on its diverse culture and its proximity to Salt Pan Creek and Georges River. It will be a centre for jobs and education, offering 25,000 jobs and places for 25,000 students within Bankstown CBD. It will be a dynamic and connected incubator at the heart of Greater Sydney and will be a test ground that grows and scales the advanced manufacturing, aviation and health and education sectors.

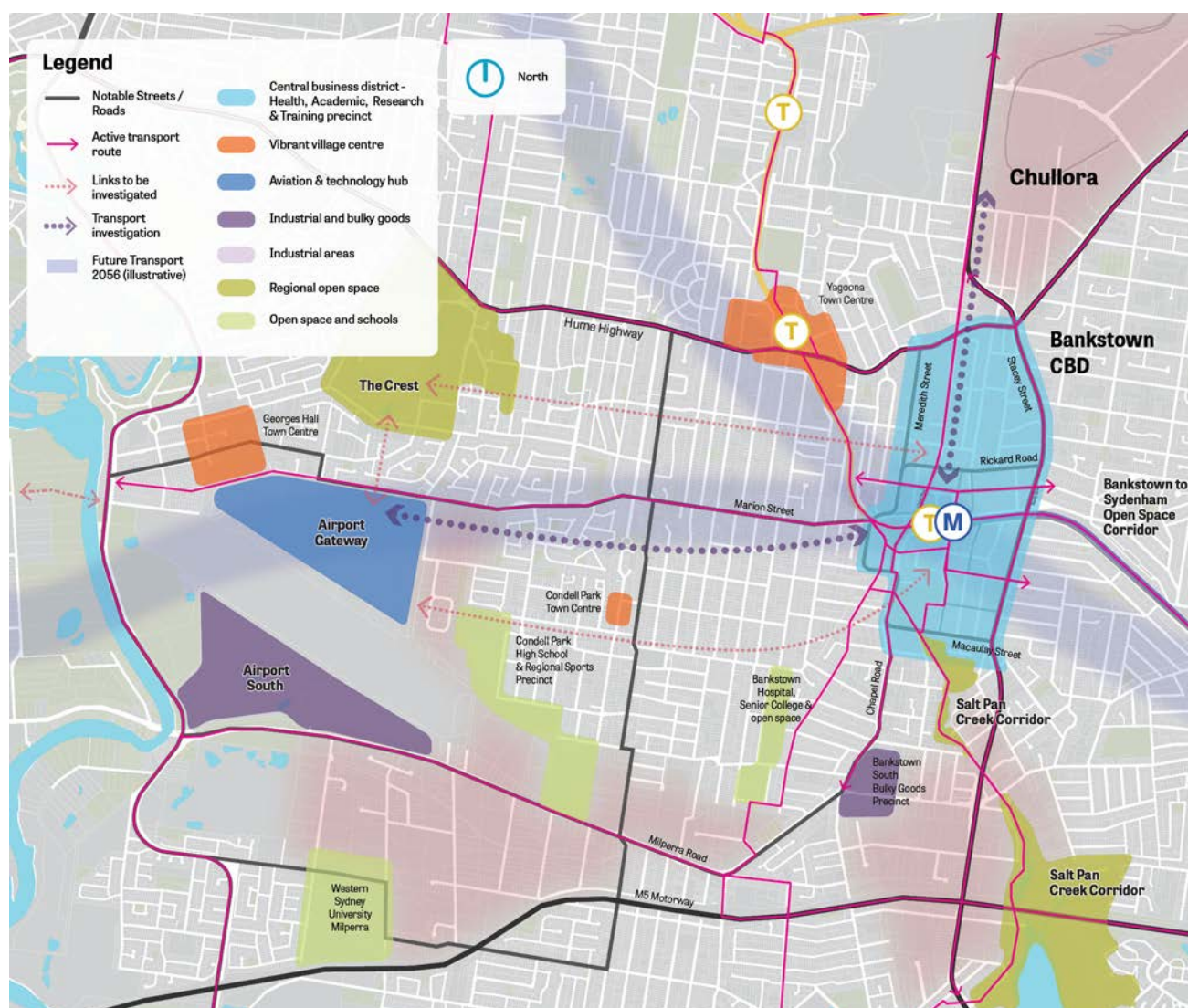
3.1 Shared objectives

The Greater Sydney Commission established a Bankstown CBD and Bankstown Airport Collaboration Area stakeholder group to identify a vision and address the opportunities and impediments for the area. The stakeholder group has agreed to objectives that will guide activity to meet the vision and act as markers to test whether future projects will contribute to the vision.

These objectives are for Bankstown CBD and Bankstown Airport Collaboration Area to be:

- well connected to the rest of Greater Sydney via mass transit links
- a place where people can easily choose to walk or cycle
- an industrial precinct, aviation centre and training ground and hub for emergency air services
- a health, academic, research and training precinct anchored by institutions including a new Bankstown Hospital and Western Sydney University Bankstown Campus
- an incubator for entrepreneurial culture where technology and innovation are embraced
- known for its distinctive culture, diversity and arts
- liveable, socially connected, inclusive and healthy
- a sustainable strategic centre that interacts with Salt Pan Creek and Georges River

Figure 4: Bankstown CBD and Bankstown Airport Collaboration Area structure plan



4

Summary of priorities and actions

	Connectivity		Liveability		Productivity
Priorities:	Priority 1: Reconfigure and integrate connected regional transport routes	Priority 2: Improve walking and cycling throughout the Collaboration Area	Priority 3: Match Bankstown's growth with investment in high urban amenity	Priority 4: Plan for Bankstown CBD as a vibrant, diverse and thriving centre	Priority 5: Foster Bankstown's assets and its innovative and entrepreneurial culture
Actions:	<p>Action 1: Develop a place-based integrated transport strategy that considers the health, academic, research and training precinct, growth at Bankstown CBD and connectivity to, from and within the Collaboration Area</p> <p>Action 2: Investigate undergrounding Bankstown Metro station when considering strategic transport decisions such as Bankstown to Liverpool or Parramatta to Kogarah mass transit links</p> <p>Action 3: In collaboration with the freight industry, identify last mile freight routes to protect sensitive places in Bankstown CBD and other centres</p> <p>Action 4: Investigate real-time transport information for institutions, their communications networks and public areas to encourage people to walk, cycle or use public transport</p>	<p>Action 5: Investigate improvements for better at grade pedestrian facilities across major road corridors with consideration to enhanced design, place and safety outcomes at the interface of Bankstown CBD, key gateways and destinations</p> <p>Action 6: Review parking provision and reduce parking rates (including maximum parking rates) to match Bankstown's relative accessibility</p> <p>Action 7: Build Green Grid connections and improve walking and cycling to and along Salt Pan Creek Corridor, Bankstown to Sydenham Open Space Corridor and Georges River</p> <p>Action 8: Investigate 'Active Routes to Schools' pilots in the Bankstown CBD and Bankstown Airport Collaboration Area</p>	<p>Action 9: Develop minimum standards and review mechanisms to ensure a well-designed built environment</p> <p>Action 10: Promote Bankstown as a cultural anchor when planning for the Sydenham to Bankstown Urban Renewal Corridor</p> <p>Action 11: Develop a staging and implementation plan for Complete Streets</p> <p>Action 12: Adopt best-practice principles that actively encourage social connectivity, health and wellness through built form and public domain</p> <p>Action 13: Enable good urban outcomes in Bankstown CBD by enhancing interactions between Bankstown Airport, Council and industry</p>	<p>Action 14: Encourage short to medium term accommodation and student housing in the CBD</p> <p>Action 15: Develop and implement the Night Time Economy Action Plan</p> <p>Action 16: Identify and promote opportunities for the joint, shared and community use of schools as open space or community facilities</p>	<p>Action 17: Consider local services to support entrepreneurs, start-ups, social enterprises and provide a one-stop-shop for career development</p> <p>Action 18: Facilitate relationships between start-ups and Council for potential partnership opportunities</p> <p>Action 19: Grow Bankstown Airport as a significant aviation, technology, industrial and employment precinct</p> <p>Action 20: Connect local manufacturers with NSW Government-led initiatives to assist the transition to advanced manufacturing</p>
Immediate imperatives <ul style="list-style-type: none"> Action 1: Develop a place-based integrated transport strategy that considers the health, academic, research and training precinct, growth at Bankstown CBD and connectivity to, from and within the Collaboration Area Action 7: Build Green Grid connections and improve walking and cycling to and along Salt Pan Creek Corridor, Bankstown to Sydenham Open Space Corridor and Georges River Action 36: Establish a governance group to facilitate the implementation of the Place Strategy 					

		Sustainability	Governance	
Priority 6: Strengthen Bankstown's identity to embody its diversity, arts and culture	Priority 7: Catalyse Bankstown's health, academic, research and training precinct through co-location and integration of institutions	Priority 8: Enhance requirements and incentivise sustainability	Priority 9: Make Bankstown a sustainable, resilient and water sensitive strategic centre	Priority 10: Develop an enduring precinct-level governance structure
Action 21: Develop or retrofit multipurpose facilities to provide specialised resources that support creative activities in Bankstown Arts Centre and other locations Action 22: Identify opportunities to repurpose vacant properties and precincts for creative activities Action 23: Investigate a regional-scale arts and cultural facility in Bankstown CBD	Action 24: Build partnerships between Bankstown Hospital, universities, research institutes and emergency services at Bankstown Airport such as NETS, Royal Flying Doctor Service and NSW Ambulance air service Action 25: Consider clustering the acute hospital and health services with related research and educational uses in Bankstown CBD Action 26: Investigate locating a private hospital in Bankstown CBD, and how it would complement the redeveloped Bankstown Hospital (public) and create employment Action 27: Work with local employers such as Bankstown Lidcombe Hospital, community groups, social services and education partners to promote diverse local employment pathways Action 28: The health, academic, research and training precinct become a leader in preventative and virtual health care, reducing demand on ambulatory and acute care and creating a healthier community when planning for Bankstown Health Neighbourhood	Action 29: Investigate higher BASIX and sustainability targets for the development in the Collaboration Area Action 30: Facilitate a precinct-based pilot for an integrated approach for higher environmental performance in Bankstown CBD	Action 31: Adopt a water-sensitive city approach to precinct planning and urban design with sustainable urban water management as a core element Action 32: Develop a Green Infrastructure Strategy Action 33: Upgrade stormwater infrastructure servicing Bankstown CBD which provides quality urban interfaces with public areas Action 34: Upgrade Milperra Drain to manage flooding impacts and enhance ecological benefits Action 35: Investigate options and partnerships for food waste treatment and the creation of circular economy for better waste management	Action 36: Establish a governance group to facilitate the implementation of the Place Strategy

5

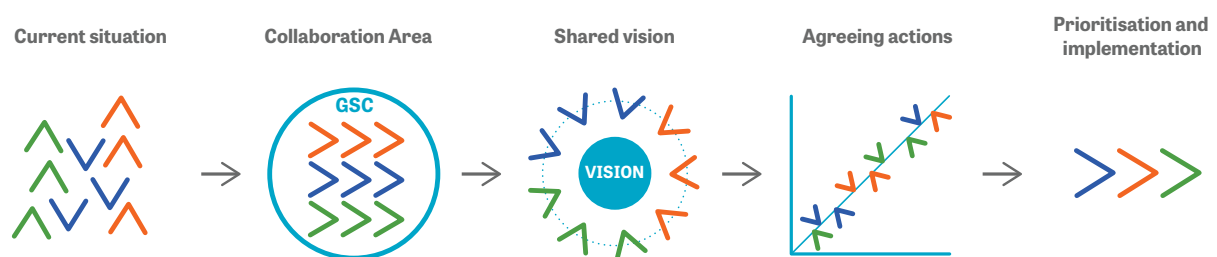
A collaborative process

Collaboration Areas represent a place-based, multi-stakeholder approach to solving complex urban issues. The Greater Sydney Commission establishes a stakeholder group in each Collaboration Area chaired by the District Commissioner.

The stakeholder group meets regularly in various settings including large workshops and smaller working groups. Emerging priorities are tested and refined over time, building a deeper understanding of each stakeholder's influence on the place.

The outcome is a Place Strategy that prioritises connectivity, productivity, liveability, sustainability and places.

Figure 5: Collaboration Area process



The Commission established the Bankstown CBD and Bankstown Airport Collaboration Area stakeholder group in December 2018. At the end of the formal engagement process in September 2019, the group included:

- Create NSW
- City of Canterbury Bankstown Council
- Department of Planning, Industry and Environment
- Government Architect NSW
- Health Infrastructure NSW
- Ingham Institute for Applied Medical Research
- Ministry of Health
- Office of Sport
- NSW Ambulance
- NSW Land and Housing Corporation
- NSW Treasury (including the former Department of Industry and Jobs for NSW)
- School Infrastructure NSW
- South West Sydney Local Health District (SWSLHD)
- Sydney Local Health District (SLHD)
- Sydney Metro
- Sydney Metro Airports (Bankstown Airport)
- Sydney School of Entrepreneurship (SSE)
- Sydney Water
- TAFE NSW
- Transport for NSW including Roads and Maritime Services
- University of NSW
- Western Sydney University

Other stakeholders who have contributed to this process through a Reference Group include:

- Australian Dragon Business Association
- Bankstown Sports Club
- Bankstown City Unity Bank
- Canterbury Bankstown Chamber of Commerce
- Catholic Archdiocese of Sydney
- Sydney Catholic Schools
- Travelodge Hotel
- Vicinity Centres

The Collaboration Area stakeholder group has:

- agreed on a vision
- documented shared objectives
- identified existing infrastructure and current capacity
- highlighted the requirements for and roadblocks to growth in the Collaboration Area
- detailed opportunities to improve connectivity, liveability, productivity and sustainability performance
- developed this Place Strategy.

6

Framework and response

6.1 Policy inputs and related documents

The Place Strategy should be considered alongside the Greater Sydney Region Plan and South District Plan. Current legislation and NSW Government policies also apply, with baseline information and considerations from existing policies and related documents incorporated into this Place Strategy.

The *Greater Sydney Region Plan* identifies Bankstown CBD as a strategic centre and a health and education precinct. Together with the Bankstown Airport and Milperra industrial area, these places anchor the Bankstown CBD and Bankstown Airport Collaboration Area.

The *South District Plan* includes Planning Priority S8: Growing and investing in health and education precincts and Bankstown Airport trade gateway as economic catalysts for the District. Particularly for Bankstown CBD, this Planning Priority seeks to leverage projects such as the planned Western Sydney University Campus in Bankstown CBD and Sydney Metro Southwest to grow the emerging health and education precinct.

The South District Plan also identifies Bankstown Airport and Milperra industrial areas as places of significant economic activity in the South District. The District Plan includes the following objectives:

- Objective 21: Internationally competitive health, education, research and innovation precincts
- Objective 24: Economic sectors are targeted for success

Future Transport 2056 identifies Successful Places and A Strong Economy as outcomes.

Successful Places will:

- activate centres with a new Movement and Place framework
- encourage active travel (walking and cycling) and using public transport
- strengthen local partnerships.

A Strong Economy requires:

- a transport system that powers our future \$1.3 trillion economy
- connecting people to jobs, goods and services in our cities and regions.

The Premier's Priorities for 2019-2022 focus on improving education standards, improving the health system and creating a better environment. Bankstown CBD and Bankstown Airport Collaboration Area will contribute to:

- **Improving outpatient and community care:** Focus on preventative healthcare to help people stay healthy while ensuring the hospital system operates as efficiently as possible.
- **Greener public spaces:** Public spaces are accessible and enjoyable by all for free and the proportion of homes in urban areas within a 10-minute walk of quality green, open and public space will increase by 10 per cent by 2023.
- **Greening our city:** The NSW Government aims to plant 1 million trees by 2022.

Other related documents which have informed the Place Strategy include:

Council plans:

- *CBCity2028* Community Strategic Plan
- *Connective City 2036* - Draft Canterbury Bankstown Local Strategic Planning Statement
- Draft Canterbury Bankstown Economic Development Strategy
- Draft Canterbury Bankstown Cultural Strategy
- Draft Youth Action Plan
- Bankstown CBD Complete Streets Plan
- Pedestrian Access and Mobility Program
- Active Transport Action Plan
- Disability Inclusion Action Plan
- Open Space Strategic Plan
- Salt Pan Creek Reserve Concept Masterplan

NSW Government plans:

- Draft Sydenham to Bankstown Urban Renewal Corridor Strategy 2017 (DPIE)
- NSW Government Resource Efficiency Policy 2019 (DPIE)
- Cultural Infrastructure Plan 2025+ (CreateNSW)
- Better Placed (GANSW)
- Greener Places [draft] (GANSW)
- Sydney Green Grid (GANSW)
- Aligning Movement and Place (GANSW)
- NSW Advanced Manufacturing Industry Development Strategy (NSW Treasury)

Other:

- Bankstown Airport Masterplan 2019 (Sydney Metro Airports)
- Blueprint for an Active Australia (National Heart Foundation)

6.2 How to use this Strategy

This Place Strategy identifies priorities and actions that, in addition to the *Greater Sydney Region Plan* and *South District Plan*, will meet the vision and shared objectives. It proposes 10 priorities and outcomes, 34 Actions and three immediate imperatives. It uses the following terms:

- **Priorities:** The focus areas to progress the objectives of the *Greater Sydney Region Plan* and *South District Plan* in the Bankstown CBD and Bankstown Airport Collaboration Area
- **Outcomes:** What the priority will achieve by 2036
- **Actions:** Initiatives and projects to realise the outcome
- **Immediate imperatives:** the actions to be undertaken early
- **Lead:** Stakeholders responsible for the action
- **Partner:** Stakeholders who actively collaborate with leads, integrate actions into their with own programs and provide technical assistance and advice

To align with the *Greater Sydney Region Plan* and the *South District Plan*, the priorities and actions are set around the themes of connectivity, liveability, productivity, sustainability and governance. Each section identifies the key opportunities and impediments then the agreed priorities and actions. The lead stakeholder to take responsibility for each action is identified along with the partner stakeholders.

Extensive engagement and feedback have been received in the co-creation of the Place Strategy. The appendices include the considerations that were captured as part of the development of the priorities and actions.

7

Priority and actions – Connectivity

7.1 Analysis of opportunities and impediments

Catchment and location

There are approximately 184,000 dwellings within 30 minutes of Bankstown CBD. This underscores Bankstown's metropolitan influence and potential, especially when compared with other centres, like Chatswood (157,000), Greater Parramatta (280,000) and Liverpool (164,000). Once Sydney Metro Southwest opens, further mass transit links to Parramatta and Liverpool will benefit Bankstown.

Figure 6: Bankstown's connectivity to other major centres and cities

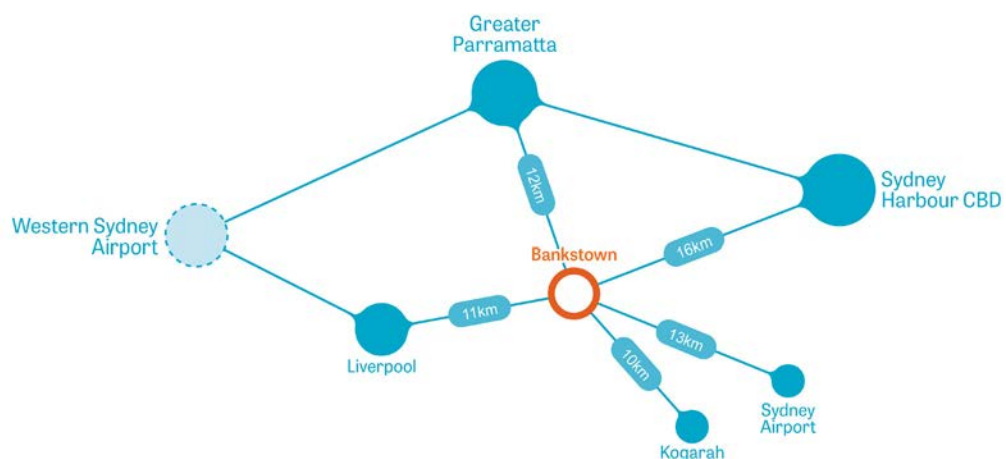


Figure 7: Bankstown CBD and Bankstown Airport Collaboration Area - 30 minute public transport catchment (TfNSW, 2019)



Congestion and transport choice

The Collaboration Area encompasses Milperra industrial area and is close to Chullora, north of Bankstown CBD, Moorebank industrial areas and the intermodal to the west of Bankstown Airport. This industrial and freight cluster is serviced by Stacey Street, Henry Lawson Drive, Milperra Road, Hume Highway and the M5, all of which are subject to major congestion, due mainly to the higher proportion of private vehicle use in and around the Collaboration Area.

For example, around 92 per cent of trips to work in the Collaboration Area are made by private vehicles, and 34 per cent of trips made from within the LGA. A further 24 per cent of trips were made by private vehicles from adjacent LGAs. This contributes to congestion and unreliable journey times⁶.

Encouraging more people to use public transport, particularly for local to regional trips, can reduce congestion and improve journey times, which also benefiting the area's freight and logistics industry.

This needs an increase in, and improvements to, public spaces, walking and cycling connections – they could even be nominated as State infrastructure to support the vision for Bankstown as green, healthy and dynamic destination.

Bankstown CBD is bisected by the rail line and Stacey Street to the east make it difficult for people to walk through the centre. The upgrade to Bankstown Station as part of Sydney Metro Southwest will create opportunities to improve pedestrian connections across the CBD. Through this, future public transport and walking and cycling connections could be the catalysts to change the way people travel.

Movement and Place in the Collaboration Area

The Movement and Place Framework is an integrated approach to balance the requirements of movement functions such as transport networks and all aspects of the built environment. The Framework creates a shared language and approach to help all stakeholders achieve better place outcomes for the people of NSW.

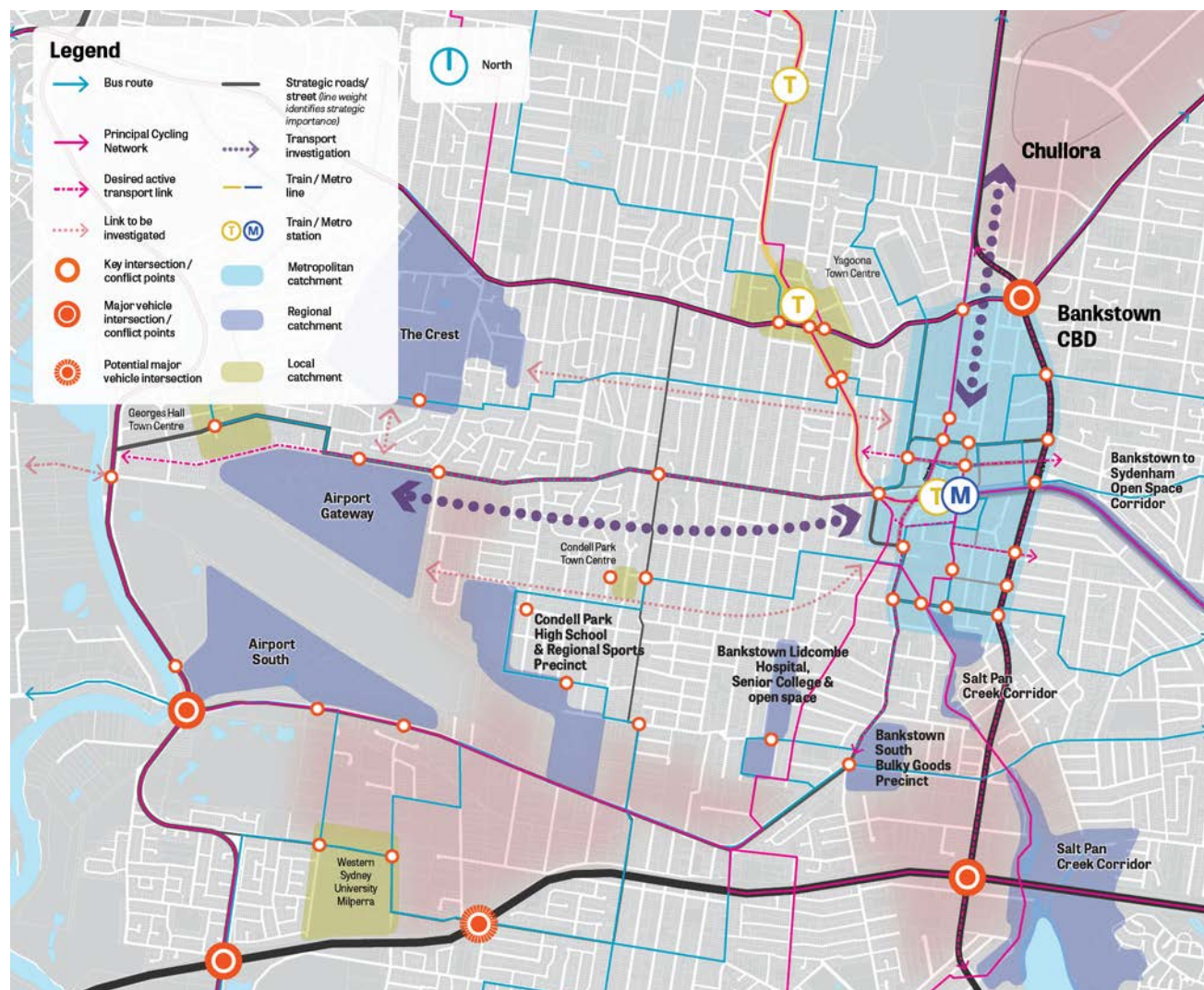
A pilot project (see appendices) integrated the Framework in Bankstown CBD and Bankstown Airport Collaboration Area, using Council's Bankstown CBD Complete Streets Strategy as a key input.

The pilot analysed each place in the Collaboration Area, then developed a vision for each. Stakeholders identified challenges and opportunities and developed priorities and actions with associated timing requirements. The pilot also considered key transport routes and desire lines, and intersections or conflict points that need to prioritise pedestrian and cycling access and cross-corridor connectivity. This work formed the basis for further transport investigations.

The pilot also influenced the development of the Collaboration Area Structure Plan.


6 ABS Journey to work data – Census 2016

Figure 8: Bankstown CBD and Bankstown Airport Collaboration Area Area Movement and Place issues and opportunities map



7.2 Connectivity priorities

The following priorities and actions are important to achieving the vision for the Bankstown CBD and Bankstown Airport Collaboration Area.


Priority 1 Reconfigure and integrate connected regional transport routes		
Outcome The Collaboration Area is better connected to the rest of Greater Sydney.		
 Actions	Lead	Partner
Action 1: Develop a place-based integrated transport strategy that considers the health, academic, research and training precinct, growth at Bankstown CBD and connectivity to, from and within the Collaboration Area	Transport for NSW	Council, Sydney Metro, Sydney Trains, Bankstown Airport, SWSLHD, SLHD, Health Infrastructure NSW, Ministry of Health, Ingham Institute, WSU, TAFE NSW, GANSW, DPIE – PS, private sector – Strategic Sites
Action 2: Investigate undergrounding Bankstown Metro station when considering strategic transport decisions such as Bankstown to Liverpool or Parramatta to Kogarah mass transit links	Sydney Metro	Council, Bankstown Airport and DPIE – PS
Action 3: In collaboration with the freight industry, identify last mile freight routes to protect sensitive places in Bankstown CBD and other centres	Council	TfNSW, Bankstown Airport and Private sector
Action 4: Investigate real-time transport information for institutions, their communications networks and public areas to encourage people to walk, cycle or use public transport	Transport for NSW	Council, Health NSW, WSU and private sector

Priority 2

Improve public transport, walking and cycling throughout the Collaboration Area

Outcome

People choose to use public transport, walk or cycle, and trips by car reduce.

 Actions	Lead	Partner
Action 5: Investigate improvements for better at grade pedestrian facilities across major road corridors with consideration to enhanced design, place and safety outcomes at the interface of Bankstown CBD, key gateways and destinations	Transport for NSW	Council
Action 6: Review parking provision and reduce parking rates (including maximum parking rates) to match Bankstown's relative accessibility	Council	Transport for NSW
Action 7: Build Green Grid connections and improve walking and cycling to and along Salt Pan Creek Corridor, Bankstown to Sydenham Open Space Corridor and Georges River	Council	Sydney Water, DPIE – EHC, DPIE – PS, TfNSW, GANSW, Sydney Metro and Sydney Trains
Action 8: Investigate 'Active Routes to Schools' pilots in the Bankstown CBD and Bankstown Airport Collaboration Area	Transport for NSW	Council, Department of Cabinet and Premier, DPIE – PS, Department of Education, Catholic and independent schools and GANSW

8

Priorities and actions – Liveability

8.1 Analysis of opportunities and impediments

Bankstown is an active and culturally diverse place which needs a greater diversity of uses and better quality urban areas to build its reputation as a metropolitan destination. The broader community, through consultation with Council, has expressed a desire for better designed public areas and well managed developments. Design and sustainability requirements for public domain upgrades and developments will help to achieve the Collaboration Area vision.

Night-time economy and uses

There is limited night-time activity in the Collaboration Area. The Bankstown Arts Centre runs performances, creative workshops and other community programs, however most night-time activity centres on internalised hospitality destinations such as Bankstown Sports and Bankstown RSL. Saigon Place is, to an extent, active at night, but remains a predominantly daytime precinct.

The Complete Streets strategy (see below), will focus on public domain upgrades and create opportunities to diversify this ‘big box’ night time activity to cater for students, visitors and shift workers and night-time economic uses into public areas. This could include hospitality and creative industries that operate day and night.

The Western Sydney University campus and a relocated Bankstown Hospital will bring medical professionals, researchers, shift workers, visitors, students and academics to the Collaboration Area. This influx of people will need student or short-term accommodation, conferencing facilities, community meeting places, creative making spaces, restaurants and cafes.

Travelodge at Bankstown Sports Club is the only hotel in the Collaboration Area. It has expanded over the past decade to meet demand. A second hotel is planned under Stage 2 of the Bankstown RSL redevelopment.

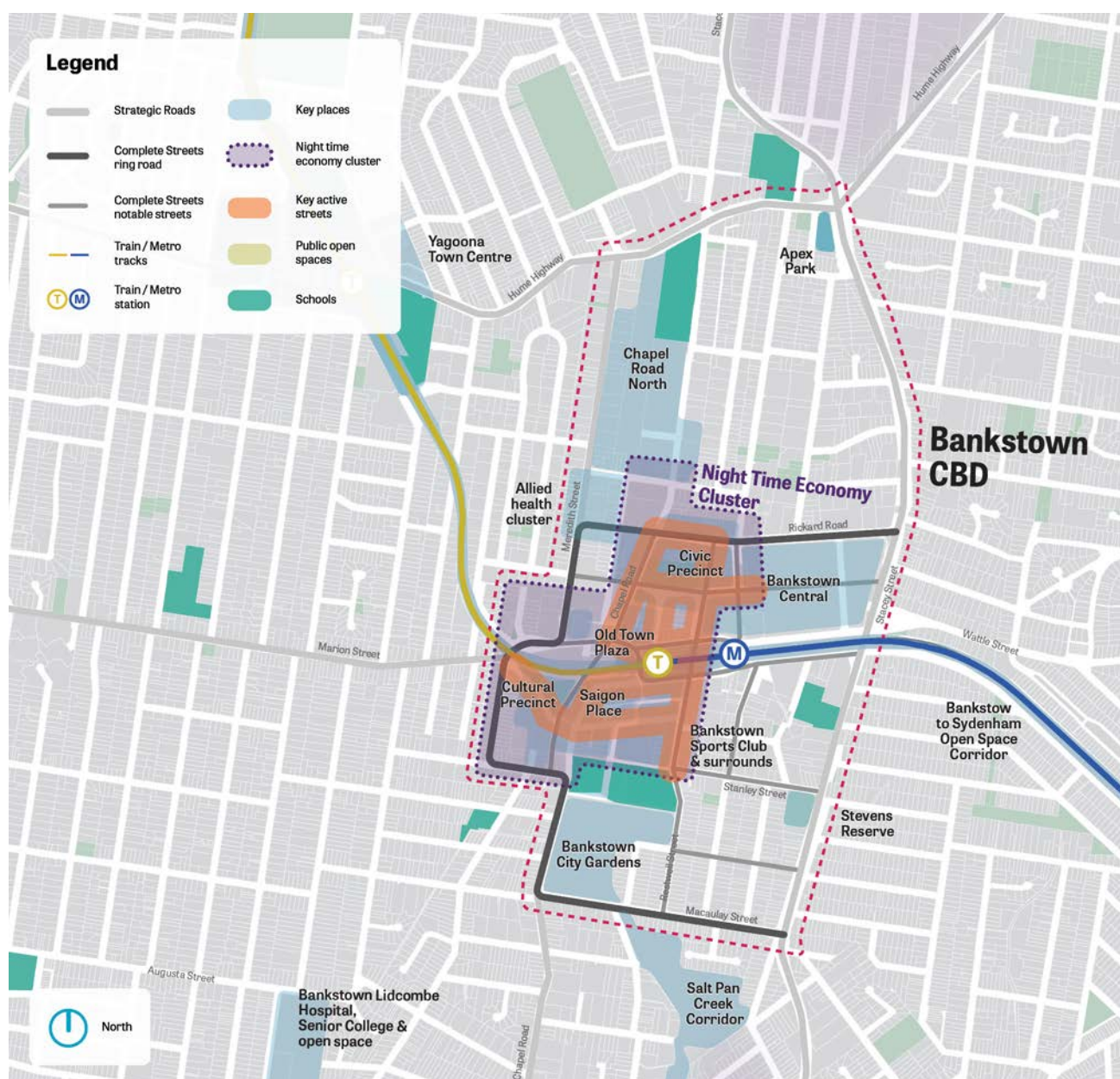
Complete Streets

Council’s Bankstown CBD Complete Streets strategy aims to improve walking and cycling in Bankstown CBD. It is designed for all users, modes and functions in the Bankstown CBD, and accounts for expected changes in the number of jobs and students and planned investment.

Complete Streets prioritises pedestrians within Bankstown CBD and makes the single occupant car the lowest priority. This will make Centre streets safer, more accessible and more attractive; business activity will be enhanced, streets will be greener and people will be able to move more active.

Complete Streets will require collaboration and early delivery, with its scope expected to be expanded beyond Bankstown CBD.

Figure 9: Key influencers of Liveability for Bankstown



Bankstown Airport and its impact on the built environment

Flight movements from Bankstown Airport currently limit opportunities for urban renewal and built form improvements in Bankstown CBD. Changes to the built form's interaction with the Obstacle Limitation Surface may be achieved in some circumstances, subject to aviation safety approval from Bankstown Airport, Civil Aviation and Safety Authority and Air Services Australia. By working together, Council and Bankstown Airport can ensure better built environment outcomes and the identification of efficiencies in approvals to support quality urban outcomes. Notwithstanding, it is acknowledged that further consultation is required with the Commonwealth Department of Infrastructure, Transport, Cities and Regional Development.

Schools and shared uses

The Collaboration Area includes including four government, four Catholic and two independent schools. Council and the education sector will identify opportunities for community use of school facilities, particularly in high growth areas such as the CBD.

Housing

New housing is required to support the planned health, academic, research and training precinct as it grows. Maintaining and adding to the mix of housing in and around centres can support the economic growth in centres and create opportunities for renewal and reinvestment in public spaces and local infrastructure. This mix should include:


- housing for key workers, the employees who work in essential areas like health and education, near Bankstown and Campsie so people live near where they work
- executive housing close to Chullora, Bankstown, Campsie to support knowledge-intensive employment
- student housing in Bankstown CBD to support the growing higher education roles of Bankstown and Bankstown Aviation and Technology Precinct
- visitor accommodation to support the employment precincts, hospitals, arts and cultural sectors and local tourism.


Aboriginal cultural places and spaces

Stakeholders acknowledge the prior occupation of the land by the Darug and the Eora peoples and will seek opportunities to recognise Aboriginal and Torres Strait Islander heritage through physical features within the Collaboration Area and by supporting community cultural activities.

The Commission, Council and stakeholders commit to better understanding and recognition of Aboriginal cultural places and spaces in the Collaboration Area, beginning with this Place Strategy. Council's draft Local Strategic Planning Statement commits to a local government area-wide Indigenous Cultural Heritage Study to inform the planning framework and ongoing strategic planning.

8.2 Liveability priorities

Priority 3 Match Bankstown's growth with investment in high urban amenity		
Outcome Bankstown is a sustainable, socially connected and well designed place.		
 Actions	Lead	Partner
Action 9: Develop minimum standards and review mechanisms to ensure a well-designed built environment	Council	GANSW DPIE - PS Bankstown Airport
Action 10: Promote Bankstown as a cultural anchor when planning for the Sydenham to Bankstown Urban Renewal Corridor	DPIE - EHC Council	CreateNSW
Action 11: Develop a staging and implementation plan for Complete Streets	Council	TfNSW, Sydney Water, Endeavour Energy and other utility providers
Action 12: Adopt best-practice principles to encourage social connectivity, health and wellness through built form and public domain	Council	DPIE - PS SWSLHD
Action 13: Enable good urban outcomes in Bankstown CBD by enhancing interactions between Bankstown Airport, Council and industry	Council and Bankstown Airport	DPIE - EHC and private sector

Priority 4 Plan for Bankstown CBD as a vibrant, diverse and thriving centre		
Outcome An increased number and diversity of uses in Bankstown CBD with longer operating hours.		
 Actions	Lead	Partner
Action 14: Encourage short to medium term accommodation and student housing in the CBD	Council	WSU and Bankstown Airport
Action 15: Develop and implement the Night Time Economy Action Plan	Council	CreateNSW
Action 16: Identify and promote opportunities for the joint, shared and community use of schools as open space or community facilities	Council and relevant school operator	Department of Education, and Catholic and independent Schools

9

Priorities and actions – Productivity

9.1 Analysis of opportunities and impediments

The *Greater Sydney Region Plan* and *South District Plan* identify Bankstown as a strategic centre and health and education precinct. In 2016, the Collaboration Area was home to approximately 37,300 jobs, with 12,100 in Bankstown CBD. The South District Plan sets a baseline job target for Bankstown CBD of 17,000 by 2036 and a high jobs target of 25,000 by 2036.

Health, academic, research and training precinct

Various investments provide the foundations for a health, academic, research and training precinct in Bankstown CBD that will drive and support international competitiveness. Between 2011 and 2016, the number of jobs in the Collaboration Area increased by around 1,600⁷, largely in the healthcare and social assistance, transport and warehousing, construction and education sectors. This trend is expected to continue once the Western Sydney University Bankstown CBD campus is completed and the NSW Health-led Bankstown Health Neighbourhood expands with the \$25 million upgrade of the existing Bankstown Hospital and relocated Bankstown Hospital.

Tertiary education and major health institutions are key anchors in the development for Bankstown CBD. The agglomeration of high-value, knowledge-intensive jobs near other can benefit different parts of the economy. Through a multiplier effect, these jobs will also facilitate the creation of population-serving jobs.

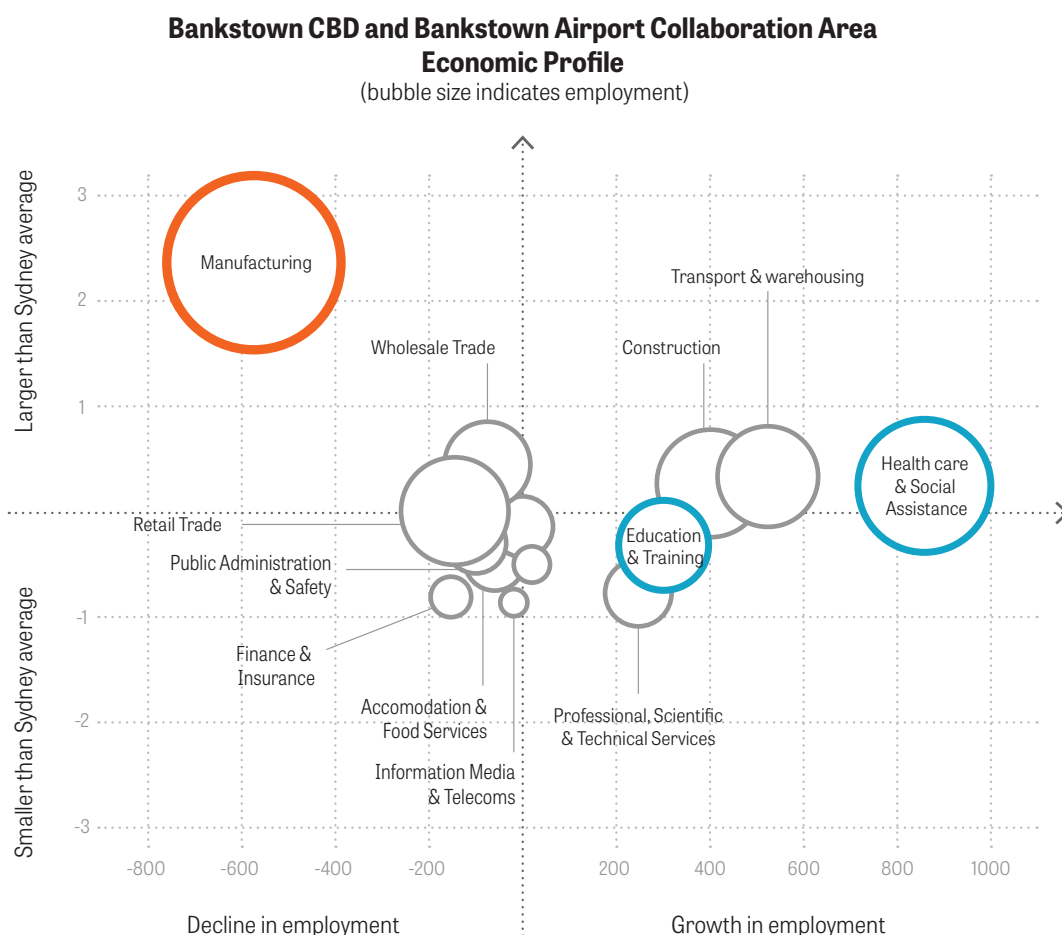
The introduction of the Ingham Institute, a research institution that focuses on the health and medical needs of people living in South West Sydney, will be a key anchor in the precinct. The Institute has over 40 research groups in areas such as cancer, clinical sciences and population and health services research, as well as partnerships with the SWSLHD, University of NSW and Western Sydney University.

The Bankstown Health Neighbourhood is an ecosystem of health and affiliated services. It aims to be known for clinical expertise, virtual care and excellence in integrated health services across all care settings. In 2019, the Bankstown Health Neighbourhood is anchored by Bankstown-Lidcombe Hospital, which is a principal referral hospital with tertiary affiliations to UNSW, University of Sydney and WSU. It provides a wide range of general medical and surgical services and other specialty services to the local community. The Bankstown Health Neighbourhood also includes other organisations such as Bankstown Community Health Centre, Supra LHD Services and general practice-led primary care clinics amongst others.

With Canterbury Hospital close to Bankstown and providing health care and social assistance jobs in the Collaboration Area, the planning for Bankstown Hospital and Bankstown Health Neighbourhood will complement Canterbury Hospital and health care services.

⁷ ABS Census Journey to Work and Labour Force Statistics 2016

Figure 10: Size and change of employment sectors within Bankstown CBD and Bankstown Airport Collaboration Area (DPIE, 2019)



As a local government area, Canterbury-Bankstown has a slightly higher than average unemployment rate, and a higher proportion of people not participating in the labour force compared to Greater Sydney. Currently, 28 per cent of the local workforce are employed locally, while 32 per cent of the local workforce are employed in Greater Parramatta. Additional training options in institutions such as TAFE NSW will help to increase and diversify job opportunities for all skill types. This will help to address the unemployment and participation rate⁸.

⁸ SGS Planning and Economics 2019

Bankstown Airport

Bankstown Airport is the third busiest airport in Australia and the busiest general aviation airport⁹. The Airport operates on a 24/7 basis and serves as a flying base for Emergency Services, major flying schools and small to medium-size air freight, aircraft maintenance, charter and private business flights. Home to more than 160 businesses, Bankstown Airport plays an important role as a major commercial centre within the Canterbury Bankstown region.

Bankstown Airport seeks to continue to be a dynamic, integrated aviation and commercial centre for Greater Sydney, including home for emergency services, general aviation, training, logistics and destination retail. Airport operations currently contribute almost \$1 billion annually and over 6,000 jobs to the NSW economy. This includes \$697 million and nearly 4,500 jobs to the local Canterbury-Bankstown economy. It is expected that investment and employment in the development of aviation and non-aviation commercial activities will grow significantly over the next 2-5 years. The Bankstown Airport Masterplan 2019 aims to deliver new businesses and services associated with the Airport contributing \$1.64 billion annually to the NSW economy. It is expected that this will generate 1,800 jobs over the next five years and approximately 4,000 jobs over the next 20 years.

Manufacturing

Bankstown is traditionally considered a blue-collar heartland of Sydney. Despite the reduction of manufacturing jobs between 2011 and 2016 (Figure 10), Bankstown's location quotient for manufacturing jobs – which is a simple ratio used to determine the concentration or dominance of an industry in a given area – has increased relative to Greater Sydney. This suggests Bankstown has not lost as many jobs in manufacturing relative to Greater Sydney and could indicate an underlying specialisation and productive nature of the industry. Most of the reduction in manufacturing jobs are offset by an increase in transport and warehousing jobs.

Entrepreneurial culture

Canterbury-Bankstown LGA has the second-highest number of ABN registrations in NSW after Northern Beaches LGA. Between 2013 and 2017, the number of actively trading businesses in the Bankstown CBD and Bankstown Airport Collaboration Area increased from 5,200 to 6,000¹⁰. In particular, there is a notable increase of smaller businesses with 1-4 employees and 5-20 employees. This growth suggests an underlying entrepreneurial culture which exists within the Collaboration Area.

Arts and creative industries

The arts and creative sector provides a positive platform that encourages amenity, liveability and social cohesion, and can influence the reputation of a place. With a deficiency in arts and creative activity in the South District, Bankstown and the broader Collaboration Area's strong multicultural and community profile could be leveraged to build a distinctive arts and cultural reputation, attracting visitors and contributing to the local economy.

⁹ Bankstown Airport Masterplan 2019

¹⁰ DPIE, ABS Counts of Australian Businesses Statistics 2018

9.2 Productivity priorities

Priority 5

Foster Bankstown's assets and its innovative and entrepreneurial culture

Outcome

Small and medium enterprises evolve within a specialised start-up ecosystem in Bankstown.


 Actions	Lead	Partner
Action 17: Consider local services to support entrepreneurs, start-ups, social enterprises and provide a one-stop-shop for career development	Council	SSE, WSU and TAFE
Action 18: Facilitate relationships between start-ups and Council for potential partnership opportunities	WSU	Council, Sydney Water, DPIE – EES, Bankstown Airport and TAFE
Action 19: Grow Bankstown Airport as a significant aviation, technology, industrial and employment precinct	Bankstown Airport	Council
Action 20: Connect local manufacturers with NSW Government-led initiatives to assist the transition to advanced manufacturing	NSW Treasury	Council

Priority 6

Strengthen Bankstown's identity to embody its diversity, arts and culture

Outcome

Bankstown is known as a place with a unique multicultural, creative identity.


 Actions	Lead	Partner
Action 21: Develop or retrofit multipurpose facilities to provide specialised resources that support creative activities in Bankstown Arts Centre and other locations	Council	CreateNSW, Bankstown Airport, Department of Education, WSU, Sydney Catholic Schools, Independent Schools, and Private sector
Action 22: Identify opportunities to repurpose vacant properties and precincts for creative activities	Council	CreateNSW Arts and cultural organisations Private sector
Action 23: Investigate a regional-scale arts and cultural facility in Bankstown CBD	Council	CreateNSW

Priority 7

Catalyse Bankstown's health, academic, research and training precinct through co-location and integration of institutions

Outcome

Health, academic, research and training institutions in Bankstown CBD are co-located to maximise agglomeration.

 Actions	Lead	Partner
Action 24: Build partnerships between Bankstown Hospital, universities, research institutes and emergency services at Bankstown Airport such as NETS, Royal Flying Doctor Service and NSW Ambulance air service	SWSLHD	Council, NETS, WSU, TAFE, Ingham Institute, Aviation-emergency services operators at Bankstown Airport.
Action 25: Consider clustering the acute hospital and health services with related research and educational uses in Bankstown CBD	Health Infrastructure NSW	Council, SWSLHD, WSU, TAFE, Ingham Institute and NSW Ambulance
Action 26: Investigate locating a private hospital in Bankstown CBD, and how it would complement the redeveloped Bankstown Hospital (public) and create employment	Council	SWSLHD, Ingham Institute and the private sector
Action 27: Work with local employers such as Bankstown Lidcombe Hospital, community groups, social services and education partners to promote diverse local employment pathways	Council	SWSLHD, WSU, TAFE and community groups
Action 28: The health, academic, research and training precinct become a leader in preventative and virtual health care, reducing demand on ambulatory and acute care and creating a healthier community when planning for Bankstown Health Neighbourhood	SWSLHD	Council, Health Infrastructure NSW and TfNSW



10

Sustainability – priorities and actions

10.1 Analysis of opportunities and impediments

Greater Sydney Green Grid

Bankstown CBD and Bankstown Airport Collaboration Area presents many opportunities to be a more sustainable and resilient precinct. The area's Greater Sydney Green Grid corridors and green spaces include three north-south green corridors:

- Salt Pan Creek to Chullora through Bankstown CBD
- The Crest to Georges River National Park via Condell Park High School and Regional Sports Precinct
- Georges River

Major east-west green corridors are identified along Milperra Road and the Sydenham to Bankstown Metro Corridor. Major green spaces within and around the Collaboration Area include Memorial Oval, the green spine from Bankstown CBD to Salt Pan Creek, Bankstown Paceway and surrounding sports fields, the Georges River foreshore parks and The Crest at Bass Hill/Georges Hall.

Amenity and access to public space

The amenity of, access to, and activation of public spaces and natural assets must be enhanced. Green Grid and supporting public art and activation opportunities will connect Bankstown CBD and other places in the Collaboration Area to Georges River and Salt Pan Creek.

The Bankstown to Sydenham Open Space Corridor will unlock opportunities for walking, cycling and new open space that would connect Bankstown CBD with centres in the east, such as Campsie, Punchbowl, Lakemba and Canterbury.

Flooding and stormwater

The Collaboration Area faces flood issues due to its topography and the way urbanisation has altered the nature of drainage. Upgrades to other stormwater infrastructure could include Salt Pan Creek, which is mainly a stormwater channel running through Bankstown CBD into Georges River. This upgrade could reconnect Bankstown to Salt Pan Creek, create opportunities for walking, cycling and recreation, encourage better design and streetscape outcomes – all while better managing stormwater and flooding. This is also an opportunity for public art that honours Aboriginal heritage connected to the waterways.

Milperra Drain will require capacity upgrades as industrial development increases in the Bankstown Airport-Milperra precinct. An upgrade also provides the opportunity to improve environmental and water quality outcomes associated with the drain and surrounding land.

Figure 11: Greater Sydney Green Grid and Future Canterbury Bankstown Open Space Network

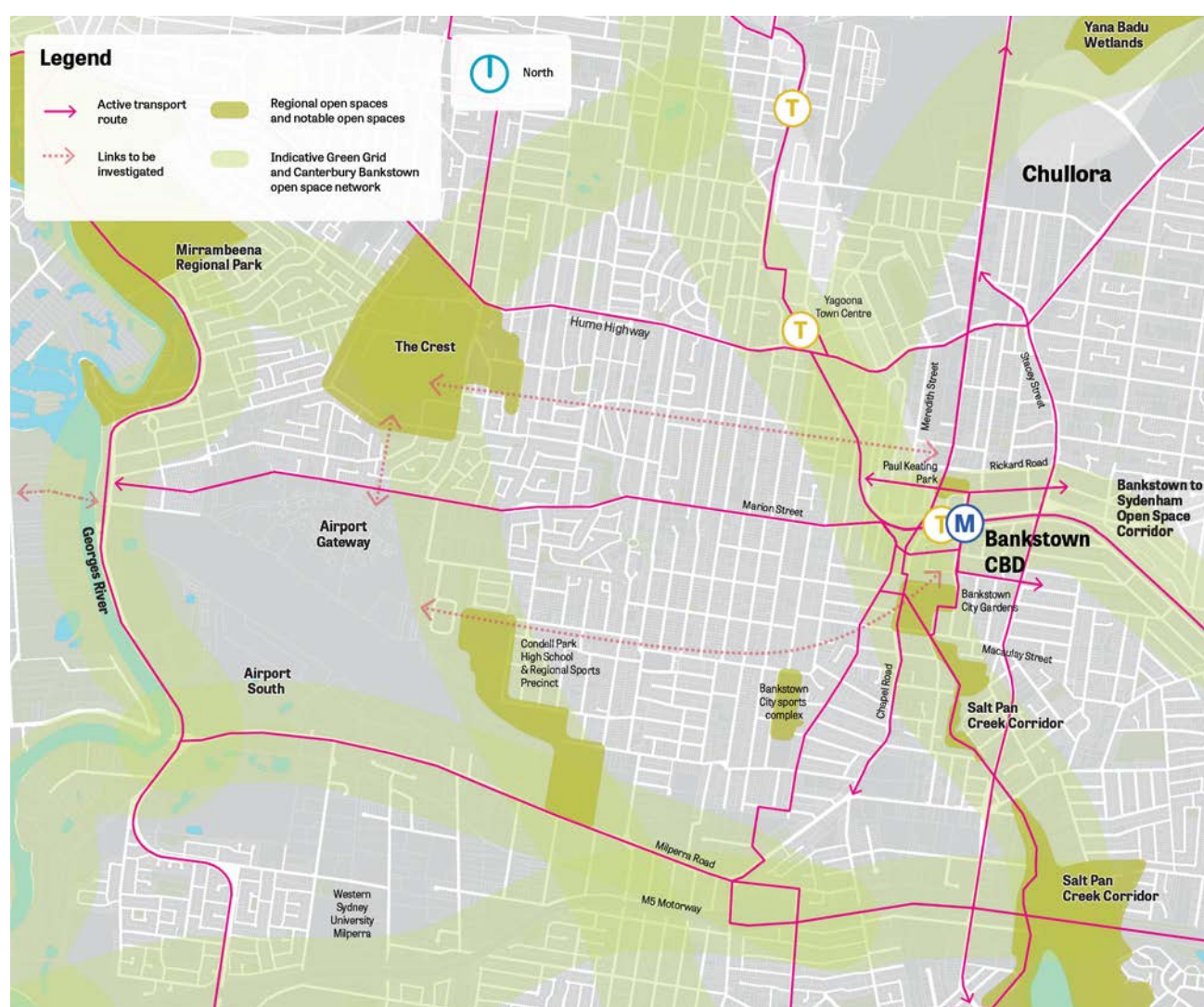


Figure 12: Bankstown CBD - urban heat island effect (SEED portal – DPIE EES, 2019)

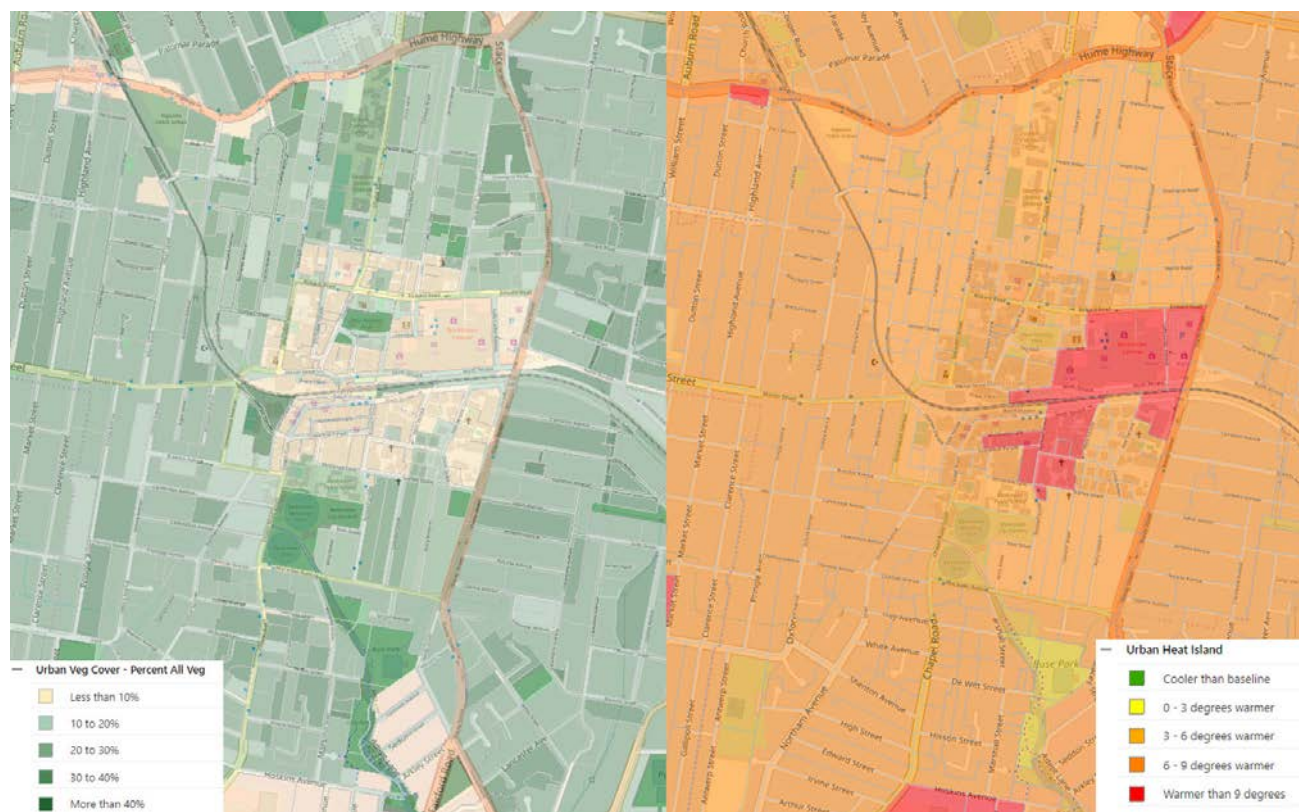
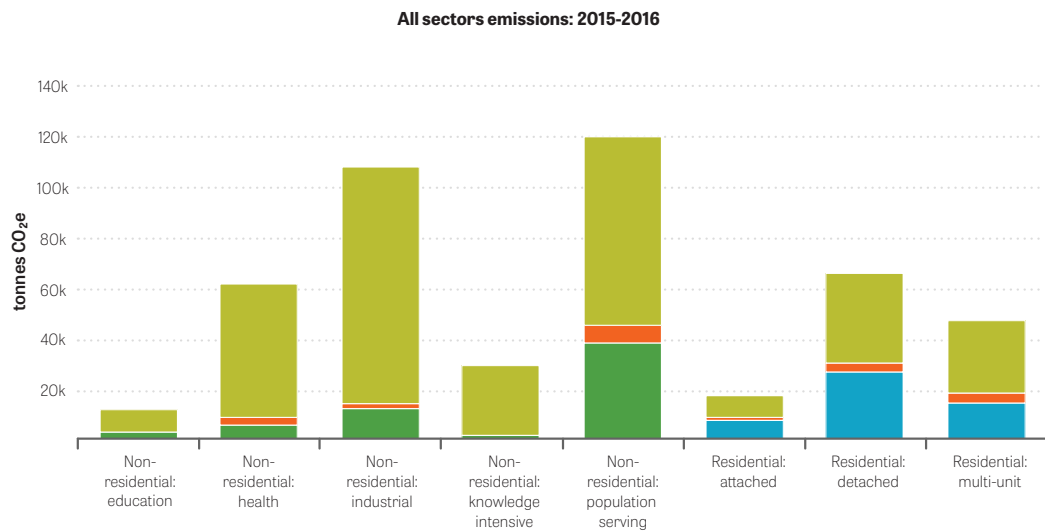


Figure 13: Source of emissions in Bankstown CBD and Bankstown Airport Collaboration Area 2015-2016 (Kinesis, 2019)



Urban tree canopy cover

Urban tree canopy cover can influence how resilience urban centres are to heat. A thicker canopy can reduce the urban heat island effect, improve air quality, encourage people to walk and reduce stormwater runoff.

The Collaboration Area's urban canopy cover is approximately 10 per cent¹¹, a relatively low figure compared with the 40 per cent target for Greater Sydney¹². Better connections between ecological corridors and open space areas within the Collaboration Area will reduce the urban heat island effect. A dual-pronged approach that includes both physical alterations to the environment and community education initiatives will address and mitigate the urban heat island effect.

Carbon emissions

'Non-residential – industrial' and 'non-residential population serving' uses are the largest emitters of carbon emissions within the Collaboration Area, with electricity being the largest contributor. Electricity is also consistently one of the largest contributors to emissions across other uses and typologies. Energy and resource consumption

can be addressed at a macro level through more sustainable means of electricity generation such as solar, stormwater recycling, access to efficient public transport and waste management initiatives.

Buildings and developments

Individual buildings and developments make minimal contributors to carbon emissions and resource efficiency. However, cumulatively, their design can influence electricity consumption and water recycling.

New developments are required to comply with BASIX and meet sustainability requirements on site. Enhancing these requirements, tailored to each place, could improve efficiency and reduce electricity and water usage.

Bankstown LEP includes a sustainability floor space bonus, which incentivises higher sustainability standards for development in Bankstown CBD, and the draft Local Strategic Planning Statement requires Council to investigate a design and sustainability excellence clause. Waste reduction should be integrated into the design of all developments to reduce waste to landfill. Ongoing operations of facilities need to avoid or recycle waste.

¹¹ DPIE Seed Portal Urban Green Cover data 2016

¹² Five Million Trees for Greater Sydney Local Government Grant Program 2018


10.2 Sustainability priorities

Priority 8

Enhance development requirements and incentivise sustainability

Outcome

The built environment makes a better contribution to a Net Zero Emissions City through energy efficiency measures, waste and water recycling.


 Actions	Lead	Partner
Action 29: Investigate higher BASIX and sustainability targets for development in the Collaboration Area	Council	Sydney Water, DPIE – EES
Action 30: Pilot a precinct-based integrated approach in Bankstown CBD including incentives for higher environmental performance such as integrated planning and management of water, waste, energy and environmental conditions	DPIE – EES	Council, Sydney Water

Priority 9

Make Bankstown a sustainable, resilient and water-sensitive centre

Outcome

More environmentally sensitive and higher amenity infrastructure and public spaces consider human interaction with water, the circular economy and the area's future environmental context.

 Actions	Lead	Partner
Action 31: Adopt a water-sensitive city approach to precinct planning and urban design that use sustainable urban water management as a core element	Council	Sydney Water, DPIE – EES and Bankstown Airport
Action 32: Develop a Green Infrastructure Strategy	Council	Sydney Water, GANSW, DPIE – EES, DPIE – PS, TfNSW and Bankstown Airport
Action 33: Upgrade stormwater infrastructure servicing Bankstown CBD which provides quality urban interfaces with public areas	Council and Sydney Water	Sydney Metro, DPIE – EES, WSU and private sector
Action 34: Upgrade Milperra Drain to manage flooding impacts and enhance ecological benefits	Council	DPIE – EES and Sydney Water
Action 35: Investigate options and partnerships for food waste treatment and the creation of circular economy for better waste management	Council	DPIE – EES, EPA, Sydney Water, Circular NSW and private sector

11

Governance

11.1 Analysis of opportunities and impediments

The City of Canterbury Bankstown Council advocates for growth and wellbeing in the Collaboration Area. Council has worked with the stakeholder group to develop the vision and start work on the emerging health, academic, research and training precinct.

This Place Strategy recognises that many partners from all levels of government, institutions and the private sector contribute to placemaking. Co-developing the future of the precinct through a place-based governance arrangement can focus on economic development and productive and efficient investments that benefit the Collaboration Area as a whole.

Western Sydney University and SWSLHD are active in the Collaboration Area and have been involved in place-based planning processes (Liverpool Collaboration Area). Each has the capacity to help Bankstown evolve.

Strong governance, inclusive of active collaborators, will support the implementation of priorities and actions, ideally through a Governance Group run on the following principles:

- Place-based – people involved must put place first, not their agency or organisation's interests
- Patient – the structure must ensure participants are involved for the long term
- Agile – Collaboration Area planning and governance should respond to opportunities, ideas or risk
- Open – the structure must recognise interests will differ and expose conflict respectfully
- Inclusive – new participants should be welcomed and invited to participate.

11.2 Governance priorities

The following priorities and actions underpin the vision for the Bankstown CBD and Bankstown Airport Collaboration Area.

Priority 10

Develop an enduring precinct-level governance structure

Outcome

An inclusive and coordinated approach supports Bankstown's development and evolution towards achieving the Collaboration Area vision.

 Actions	Lead	Partner
Action36: Establish a governance group to facilitate the implementation of the Place Strategy	Collaboration Area Governance Group	GSC

12

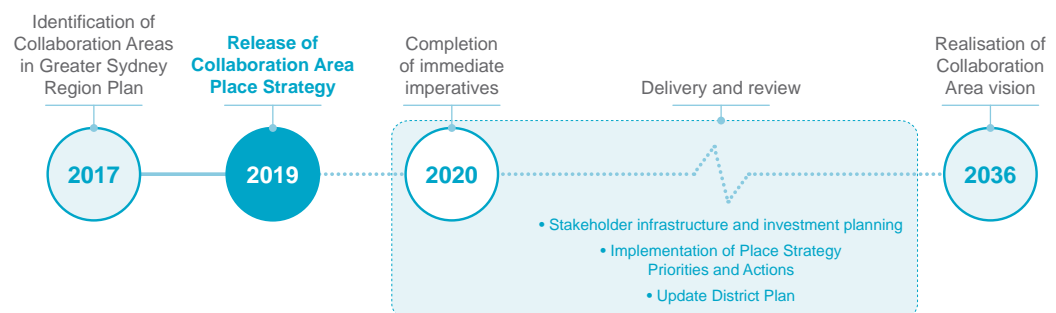
Next steps

Implementing the Bankstown CBD and Bankstown Airport Collaboration Area Place Strategy requires deliberate and coordinated effort from all stakeholders, various levels of government and the private sector. The Strategy is a decision support tool that recognises that State agencies and Council will undertake their own review and prioritisation processes before committing to infrastructure investment. Some actions must be addressed immediately before comprehensive planning can take place. This will ensure infrastructure delivery responds appropriately to the place-specific opportunities and impediments identified in this Place Strategy, while also guiding current and future planning proposals within the Collaboration Area.

Over time, the Collaboration Area will transition from being Greater Sydney Commission led, towards stakeholder group led. The establishment of a Governance Group for the Collaboration Area will facilitate the implementation of the Place Strategy moving forward. It should coordinate Actions and address Immediate Imperatives as outlined in this Place Strategy. The Greater Sydney Commission recommends the future Governance Group prioritise immediate imperatives to enable other projects to proceed.

Notwithstanding, this Place Strategy is representative of a point in time. It is expected that in time, the Collaboration Area, through its Governance Group will implement and identify new actions and initiatives for the Collaboration Area as it evolves.

Figure 14: Next steps for the Collaboration Area



12.1 The role of the Collaboration Area Governance Group

The Governance Group will play a critical role in the implementation of the actions set out in the Place Strategy to achieve the shared vision. The Collaboration Area Governance Group will:

- be the key point of contact for coordination and implementation of the Place Strategy;
- implement the Strategy's actions through further investigations, place-making, identifying funding mechanisms and supporting advocacy with relevant stakeholders to deliver the vision; and
- support investment in activities that leverage existing and new partnerships with health, education and the private sector to help achieve the Place Strategy's priorities and actions.

12.2 The role of City of Canterbury Bankstown Council

Council's ongoing leadership in the Collaboration Area is critical to the shared vision. Council will:

- help establish the Governance Group for the Collaboration Area
- help identify and facilitate opportunities for partnerships, particularly with the business community
- lead the strategic planning process, at the local level, in collaboration with State agencies and the key anchor institutions.
- provide opportunities for community engagement as the Place Strategy is implemented
- leverage community and local stakeholder input to decision-making to achieve better outcomes
- help implement the Strategy's actions through further place-making, identifying funding mechanisms and supporting advocacy with the Collaboration Area Governance Group to deliver the vision.

12.3 The role of the Commission

The Greater Sydney Commission facilitates whole-of-government coordination and partnerships with councils and establishes a stakeholder driven governance arrangement to oversee the long-term implementation of Collaboration Area Place Strategies. The Commission will:

- include the Place Strategy's objectives and actions in future updates to the South District Plan giving them a statutory basis;
- transition its leadership role to the Governance Group to continue planning and development of the Bankstown CBD and Bankstown Airport Collaboration Area;
- recognise the District Commissioner's strategic oversight for implementing the Place Strategy so that it continues to align with the South District Plan;
- assure the progress and continued collaboration around the vision and associated projects via local planning processes such as the updated local environment plan;
- elevate strategic issues and/or decision-making to Infrastructure Delivery Committee where appropriate; and
- administer an implementation framework and annual report to Infrastructure Delivery Committee (refer to Appendix 4 - Indicators for the Bankstown CBD and Bankstown Airport Collaboration Area).

12.4 The role of the NSW Government

The Place Strategy identifies projects that can only be implemented with the support of the NSW Government. The Collaboration Area process requires the involvement of State agencies to understand the key issues, articulate the vision and identify projects that might address the impediments to growth.

The NSW Government will:

- consider the timing, costs and benefits of the projects and initiatives to achieve the Collaboration Area vision in the context of the State Infrastructure Strategy and respective programs;
- where necessary, consider the preparation of business cases to support investment;
- continue to collaborate with the Commission, Canterbury Bankstown Council and across State agencies to identify opportunities for improved investment decisions that deliver infrastructure supporting the vision; and
- align and contribute to the delivery of the Premier's Priorities for 2019-2023.

12.5 The role of institutions

Institutions that will drive growth and investment in the Collaboration Area include Western Sydney University, TAFE NSW, Ingham Institute and Bankstown Hospitals (represented by NSW Health). These institutions will:

- promote partnerships and research opportunities with Ingham Institute, Western Sydney University, TAFE NSW, any other education providers and the private sector;
- help establish the Collaboration Area Governance Group;
- work with other anchor institutions and key stakeholders, particularly Council; and
- help achieve the Place Strategy's objectives and actions, subject to available funding.

12.6 The role of the community

This Place Strategy reflects the community's input into the development of the South District Plan, and CBCity2028. People will be offered further opportunities to have their say on planning for the Bankstown CBD and Bankstown Airport Collaboration Area through:

- future updates of the South District Plan;
- updates to Council's community strategic plan, local strategic planning statement and local environmental plan; and
- individual agency programs and projects.

13

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14

Appendices

The appendices contain information which underpin this Place Strategy. This includes:

- Summary of Movement and Place for significant areas within the Collaboration Area
- Key considerations for undertaking the Actions within the Place Strategy
- Principles for Bankstown CBD bus infrastructure, routing and layover planning
- Considerations for inclusivity and health to achieve a healthy urban environment
- Indicators for the Bankstown CBD and Bankstown Airport Collaboration Area

14.1 Actions and considerations

The development of each action incorporated various considerations as noted below:

Action 1

Develop a place-based integrated transport strategy that considers the health, academic, research and training precinct, growth at Bankstown CBD and connectivity to, from and within the Collaboration Area

Considerations

- Identifying corridors to connect Bankstown to Sydney CBD, Greater Parramatta and Liverpool
- Using the Movement and Place Framework to inform future work
- Implementing the Bankstown Complete Streets Plan
- Investigating opportunities to improve the frequency, directness and reliability of transport options between Bankstown CBD to nearby centres such as Bankstown Airport and Chullora
- Enhancing and integrating walking and cycling, particularly along Marion Street, Salt Pan Creek Corridor and Bankstown to Sydenham Open Space Corridor
- Improving pedestrian and cyclist connections and at-grade pedestrian facilities across major roads, and the design, place and safety outcomes at the interface of Bankstown CBD, key gateways and destinations
- Incorporating Council plans and strategies including the Pedestrian Access and Mobility Program, Active Transport Action Plan and Disability Access Inclusion Plan.
- Enhancing the design, safety and place outcomes at the Stacey Street interface with Bankstown CBD and walking and cycling facilities across multiple junctions around Bankstown CBD.
- On Henry Lawson Drive, improving walking and cycling facilities at intersections around Haig Avenue - Rabaul Road and Milperra Road to enhance access to Georges River with consideration to flood level and design
- Addressing capacity constraints at the Marion Street underpass
- Increasing opportunities for a north-south railway crossing to create a walking and cycling-friendly Bankstown CBD
- Rationalising the bus network, layovers, movements and interchange with respect to bus planning principles (see Appendix 14.3)
- Reviewing signal cycle time to give pedestrians and cyclists more time
- Addressing on-airport permeability such as a ring road so that airport traffic does not need to leave the airport to reach other parts of the airport
- Considering the future site of the relocated Bankstown Hospital, the WSU Bankstown CBD campus and other significant attractors
- Identifying quality urban space outcomes
- Incorporating the TfNSW Principal Bike Network
- Integrating real-time transport information into institutions, their communications networks and public areas to encourage, walking, cycling and public transport use (Action 5).

Action 2

Investigate undergrounding Bankstown Metro station when considering strategic transport decisions such as Bankstown to Liverpool or Parramatta to Kogarah mass transit links

Considerations

- Noting that Sydney Metro upgrades to Bankstown Station in 2024 are not likely to be underground
- Ensuring interim upgrade plans are an exemplar of urban design that facilitate a north-south pedestrian spine along The Appian Way and Restwell Street
- Identifying underground reservations and corridor alignments to accommodate mass transit links from Parramatta to Kogarah and Bankstown to Liverpool via Bankstown Airport and Milperra
- Ensuring future upgrades consider provision of and access to quality public spaces

Action 3

In collaboration with the freight industry, identify last mile routes to protect sensitive places in Bankstown CBD and other centres

Considerations

- Encouraging freight movements in centres outside normal business hours and/or consolidating movements to avoid busy pedestrian precincts
- Taking an integrated and precinct approach to the management of freight to service Bankstown CBD

Action 4

Investigate real-time transport information for institutions, their communications networks and public areas to encourage people to walk, cycle or use public transport

Considerations

- Ensuring users of Bankstown CBD can identify travel choices to key destinations
- Benefitting different city users, from residents and students to workers, hospital patients and visitors
- Creating opportunities to integrate with Council's Smart City initiatives

Action 5

Investigate and deliver improvements for pedestrian and cyclist connectivity and better at grade pedestrian facilities across major road corridors and provide enhanced design, place and safety outcomes at the interface of Bankstown CBD, key gateways and destinations

Considerations

- Refer to Council documents: Pedestrian Access and Mobility Program, Active Transport Action Plan and Disability Access Inclusion Plan
- TfNSW Principal Bike Network
- Stacey Street: Enhance design, safety and place outcomes at the interface with Bankstown CBD and walking and cycling facilities across multiple junctions around Bankstown CBD.
- Henry Lawson Drive: Improve walking and cycling facilities particularly at intersections around Haig Avenue - Rabaul Road and Milperra Road to enhance access to Georges River foreshore with consideration to flood level and design

Action 6

Review parking provision and reduce parking rates (including maximum parking rates) to match Bankstown's relative accessibility

Considerations

- Potentially introducing a maximum parking rate in the Bankstown CBD
- Minimising the use of kerbside space for long-stay, residential, commuter, loading and servicing parking to manage freight and on-street parking demand
- Investigating 'smart parking' approaches
- Consolidating parking towards the edges of Bankstown CBD through Marion Street and Brandon Street car park masterplans as part of the Complete Streets approach
- Providing coach/bus parking for uses such as hotel/motel accommodation or education establishments

Action 7

Build Green Grid connections and improve walking and cycling to and along Salt Pan Creek Corridor, Bankstown to Sydenham Open Space Corridor and Georges River

Considerations

- Preparing a high-level, principle-based strategy for the Sydenham to Bankstown Urban Renewal Corridor that include planning principles for the open space corridors (DPIE-EHC and Council)
- Providing walking paths to quality public space from Salt Pan Creek Corridor and Bankstown to Sydenham Open Space Corridor
- Providing support to Council, particularly with challenges associated with Stacey Street and Canterbury Road, to effectively deliver the Salt Pan Creek Green Grid links to Bankstown CBD

Action 8

Investigate 'Active Routes to Schools' pilots in the Bankstown CBD and Bankstown Airport Collaboration Area

Considerations

- Noting that the full benefits will be realised when government and non-government schools actively participate
- Potentially investigating further opportunities to encourage behaviour change with respect to trips to school.

Action 9

Develop minimum standards and review mechanisms to ensure a well-designed built environment

Considerations

- Ensuring development in the Collaboration Area is subject to a design quality process and sustainability excellence.
- Embedding design quality and sustainability excellence standards into the LEP, DCP and planning mechanisms and controls for Bankstown Airport
- Embedding water sensitive urban design with streetscaping and open space landscaping
- Considering the establishment of a design review panel

Action 10

Promote Bankstown as a cultural anchor when planning for the Sydenham to Bankstown Urban Renewal Corridor

Considerations

- Incorporating planning principles to identify and promote places for art and culture in the high-level strategy for the Sydenham to Bankstown Urban Renewal Corridor
- Incorporating planning principles to conserve and celebrate places of cultural significance in the high-level strategy

Action 11

Develop a staging and implementation plan for Complete Streets

Considerations

- Working with stakeholders to deliver Complete Streets, particularly cross-rail corridor connectivity, rationalisation of the bus network, an enhanced ring road network and improved walking and cycling networks
- Ensuring utility service providers facilitate better conditions so that trees can be planted in public areas to create green spaces (such as undergrounding overhead wires or improved design).

Action 12

Develop best-practice principles that actively encourage social connectivity, health and wellness through built form and public domain

Considerations

- Refer to inclusivity and health considerations in Appendix 14.4
- Managing and programming public spaces
- Embedding inclusive and health considerations into precinct master planning in the Collaboration Area (Council).
- Applying the health and inclusive considerations to the strategy for the Sydenham to Bankstown Corridor.

Action 13

Enable good urban outcomes in Bankstown CBD by enhancing interactions between Bankstown Airport, Council and industry

Considerations

- Improved processes which facilitate better urban outcomes which require the approval of Bankstown Airport, CASA, Airport Services Australia and the Commonwealth Department of Infrastructure, Transport, Cities and Regional Development

Action 14

Encourage short to medium term accommodation and student housing in the CBD

Considerations

- Providing short-term and student accommodation in the CBD will support universities, key workers, the health sector, and meetings, incentives, conferences and events (MICE) and tourism objectives for the Collaboration Area and surrounding employment precincts including Milperra and Chullora

Action 15

Prepare a place-based night time economy plan as part of Council's Night Time Economy Action Plan

Considerations

- Including a night-time economy core in Bankstown CBD, which will be a distinct destination.
- Ensuring the night-time economy strategy development includes major CBD anchors such as Bankstown Central, Bankstown Sports, Bankstown RSL, WSU, Bankstown Arts Centre, Saigon Place, Little Saigon Plaza and, in the future, Bankstown Hospital

Action 16

Identify and promote opportunities for the joint, shared and community use of schools as open space or community facilities

Considerations

- Working with government, Catholic and independent school sectors for joint, community and share use programs, particularly in high growth areas such as Bankstown CBD
- Considering the facilities available at schools (in all sectors) and their availability when master planning for precincts

Action 17

Consider local services to support entrepreneurs, start-ups, social enterprises and provide a one-stop-shop for career development

Considerations

- Establishing a business hub to support local entrepreneurs, start-ups and social enterprises with a focus on multicultural business, manufacturing and other local specialisations and sectors
- Investigating a careers centre in Bankstown, potentially seeded by a Council property, to support employability and skills

Action 18

Facilitate relationships between start-ups and Council for potential partnership opportunities

Considerations

- Creating partnerships in areas like sustainability, water and flood management, waste management, circular economy, advanced manufacturing, aviation, health and multicultural business
- Creating partnerships between start-ups, institutions and State agencies to boost the start-up ecosystem, enhance Bankstown's health, academic, research and training precinct and to improve sustainability
- Exploring grants, funding and regular meet up opportunities

Action 19

Grow Bankstown Airport as a significant aviation, technology, industrial and employment precinct

Considerations

- Increased employment floorspace in the Bankstown Airport site
- Foster advanced manufacturing and logistics at appropriate locations within Bankstown Airport
- Create opportunities for cross industry collaboration

Action 20

Connect local manufacturers with NSW Government led initiatives to assist the transition to advanced manufacturing

Considerations

- Transition existing manufacturers to advanced manufacturing business models, processes and technologies and attract specialist advanced manufacturers and educational providers to the Bankstown Airport Gateway aviation and technology hub
- Revitalise and incubate local advanced manufacturing and skills development through connection to Western Sydney business networks, providing access to skill capability and workforce development programs
- Work with Council to understand the case for investment including the benefits and incentives that would be available to investors and subsequently approaching potential tenants
- Build the capability of local manufacturers to participate in industry supply chains, including with the Aerotropolis, with a focus on advanced technologies - Additive Manufacturing Hub model from AMTIL
- Fuel the research and development of products, develop new manufacturing techniques and supply engineering and technological products/solutions through industry partnerships and funding programs with universities and industry organisations

Action 21

Develop or retrofit multipurpose facilities to provide specialised resources that support creative activities in Bankstown Arts Centre and other locations

Considerations

- Considering creative art spaces, cultural community events, maker spaces and theatre production
- Recognising the opportunities to use landholdings and private land such as Bankstown Central and Bankstown Airport for cultural production and place activation and may require respective landowners to lead the implementation
- Building on and expanding shared use of school land and facilities

Action 22

Identify opportunities to repurpose vacant properties and precincts for creative activities

Considerations

- Using spaces and places earmarked for redevelopment, vacant shop fronts and/or commercial/retail floor space or laneways for creative activities, led by landowners
- Considering music venues or spaces for large artworks/props, industrial art and design
- Considering these spaces when planning for the night-time economy

Action 23

Investigate a regional-scale arts and cultural facility in Bankstown CBD

Considerations

- Considering the need, form, location and delivery of a major cultural facility when master planning for Bankstown CBD.
- Considering Griffiths Park as an extension to the Bankstown Arts Centre, including the potential for a creative commons
- Planning for a regional arts and cultural facility to be the anchor for a Bankstown cultural precinct

Action 24

Build partnerships between Bankstown Hospital, universities, research institutes and emergency services at Bankstown Airport such as NETS, Royal Flying Doctor Service and NSW Ambulance air service

Considerations

- Capitalising on the potential of an Ingham Institute in Bankstown (approved in principle)
- Creating opportunities for translational research between health and aviation industries

Action 25

Consider clustering the acute hospital and health services with related research and educational uses in Bankstown CBD

Considerations

- When relocating Bankstown Hospital:
 - consider Bankstown Health Neighbourhood and its location near a future health services cluster
 - improve connectivity to other major anchors of the health, academic, research and training precinct
 - promote walkability from key public transport nodes and urban amenities

Action 26

Investigate locating a private hospital in Bankstown CBD, and how it would complement the redeveloped Bankstown Hospital (public) and create employment

Considerations

- Considering the role of the private hospital with respect to healthcare delivery, research and education
- Investigating a private hospital and associated health services

Action 27

Work with local employers such as Bankstown Lidcombe Hospital, community groups, social services and education partners to promote diverse local employment pathways

Considerations

- Ensuring any business hub or careers centre partners with Bankstown Hospital, TAFE or WSU to provide pathways to relevant employment and skills training required (Council)

Action 28

The health, academic, research and training precinct become a leader in preventative and virtual health care, reducing demand on ambulatory and acute care and creating a healthier community when planning for Bankstown Health Neighbourhood

Considerations

- Taking a holistic approach to health care particularly through preventative and population health considerations.

Action 29

Investigate higher BASIX and sustainability targets for the development in the Collaboration Area

Considerations

- Applying these to commercial and other non-residential developments

Action 30

Facilitate a precinct-based pilot for an integrated approach to sustainability in Bankstown CBD

Considerations

- Incentives for achieving higher levels of environmental performance in developments
- Large site redevelopment should consider the development and implementation of a precinct scale strategy for water, flood and waste management and sustainable energy provision
- Precinct scale generation of renewal or alternative energy along with its distribution and potential sale
- Integrating planning and management of water, waste, energy and environmental conditions
- Investigating opportunities and methods (including changes to policies or legislation) to enable precinct scale electricity sharing – for example the development of a large scale and decentralised renewal energy scheme by capturing the solar energy from industrial buildings for local and regional distribution and sale of electricity

Action 31

Adopt a water-sensitive city approach to precinct planning and urban design with sustainable urban water management as a core element

Considerations

- Using a water sensitive approach in master planning
- Investigating opportunities for stormwater recycling and reuse

Action 32

Develop a Green Infrastructure Strategy

Considerations

- Undertaking street-level context analysis to determine opportunities for extending the Green Grid as part of the Green Infrastructure Strategy and master planning, including the physical arrangement of roads and footpaths (and the condition of assets), as one element of a strategy to extend the tree canopy cover
- Increasing urban tree canopy cover on public and private land
- Considering sport infrastructure as part of public open spaces
- Potentially changing the uses for golf courses
- Integrating with Complete Streets
- Including green infrastructure like green roofs, walls and street trees in development
- Ensuring the Green Infrastructure Strategy informs master planning, including consideration of required new open spaces, connecting green spaces through the Collaboration Area, providing active transport corridors and urban ecological spaces.

Action 33

Upgrade stormwater infrastructure servicing Bankstown CBD which provides quality urban interfaces with public areas

Considerations

- Noting that current flood planning levels require new development in the Bankstown CBD to be raised from the street level
- Reducing these levels to enhance urban quality and streetscape outcomes as sites in the north of the CBD are renewed
- Integrating with urban water cycle management and improving urban design to enhance urban space.

Action 34

Upgrade Milperra Drain to manage flooding impacts and enhance ecological benefits

Considerations

- Increasing capacity to manage flooding impacts of Bankstown Airport-Milperra precinct
- Including stormwater harvesting and local re-use in the upgrade
- Enhancing ecological benefits to the Green Grid through channel naturalisation.
- Improving stormwater harvesting and re-use for local users such as Bankstown Golf Club and industry adjacent to Milperra Drain
- Enhancing planting to support the Green Grid and the movement of animals
- Creating an active transport connection

Action 35

Investigate options and partnerships for food waste treatment and the creation of circular economy for better waste management

Considerations

- Using Bankstown Collaboration Area as a pilot for food waste treatment and the circular economy

Action 36

Establish a governance group to facilitate the implementation of the Place Strategy

Considerations

- Transitioning the Greater Sydney Commission from lead to partner as the Governance Group matures

14.2 Movement and Place - significant areas within the Collaboration Area and actions

A pilot project integrated the Movement and Place Framework in the Collaboration Area, using Council's Bankstown CBD Complete Streets Strategy as a key input. The pilot analysed each place in the Collaboration Area, then developed a vision for each, as detailed below.

The analysis identified specific challenges, the corridors these impact and proposed actions.

Bankstown CBD – CBD

Bankstown CBD Vision

Bankstown CBD is a regionally significant centre and thriving, dynamic and authentic destination that reflects the cultural diversity of the people that live and work in Bankstown.

Individual Precinct Visions

Civic Precinct - The Civic Precinct is the highly active centrepiece of a Bankstown that serves a metropolitan catchment. The redevelopment of the Hoyts site and adjacent commercial complex contributes to the civic nature of Paul Keating Park.

Cultural Precinct - The Cultural Precinct is the centre of arts and culture, servicing a regional catchment. It is home to an expanded and innovative Bankstown Arts Centre and curated Griffith Park. Connections to the Civic Precinct and associated cultural and civic facilities are enhanced.

Old Town Plaza Precinct - The Old Town Plaza Precinct is a low scale, fine grained precinct with heritage assets. It is centred around Bankstown Railway Station is a pedestrian focused retail and business precinct within Bankstown CBD.

Chapel Road North - Chapel Street North precinct is the northern anchor of Bankstown CBD and a major node of the health, academic, research and training precinct. It forms part of the economic and cultural Chapel Road spine that connects Chullora to Bankstown.

Allied Health Cluster - The Allied Health Cluster will provide capacity to facilitate expanded allied health premises that support the growing Bankstown Health Neighbourhood and the Western Sydney University in Bankstown's CBD.

Bankstown Central - Bankstown Central is the preeminent retail destination in the region and Bankstown CBD's eastern anchor. It offers a diversity of retail, hospitality, entertainment, commercial uses. It will contribute Bankstown's urban experience by engaging with the surrounding streets and offer finer grain shopfronts.

Bankstown Sports Club and surrounds - Bankstown Sports Club is a vibrant entertainment and commercial precinct in the south Bankstown CBD, with active streets and laneways and connections to the Saigon Place precinct.

Bankstown RSL Club and surrounds - Bankstown RSL on the north side of Bankstown CBD integrates with and supports nearby employment areas.

Saigon Place - Saigon Place is the 'high street' precinct of Bankstown and a focus for the lived and authentic Bankstown experience, with connections to Bankstown's cultural precinct.

Bankstown to Sydenham Open Space Corridor - Bankstown to Sydenham Open Space Corridor will transform surplus rail easement land and wide local streets that run parallel to the rail line into an active walking, cycling and open space corridor connecting Cooks River, Wolli Creek Regional Park, The Greenway and Salt Pan Creek Open Space Corridor. The cycle path will form part of the Principal Bicycle Network.

Bankstown Schools Precinct - Bankstown Schools precinct, including Bankstown Girls High School and Bankstown Public School, will offer shared facilities and better access.

Bankstown City Gardens - Bankstown City Gardens, incorporating Memorial Oval, is the primary open space in Bankstown CBD. It connects with the rest of Bankstown and is the southern gateway of Bankstown CBD into the Salt Pan Creek Corridor.

Salt Pan Creek Corridor - Salt Pan Creek Corridor is regional open space with attractive and safe walking and cycling links to Bankstown CBD and Bankstown to Sydenham Open Space Corridor.

Stevens Reserve - Stevens Reserve on the edge of Bankstown CBD is a gateway from the east of Stacey Street and provides open space for people living in nearby higher density residential areas.

Apex Park - Apex Park on the edge of Bankstown CBD offers views to the surrounding area and easy access to and from Bankstown CBD for people living in nearby higher density residential areas.

Bankstown CBD – CBD			
Issues / Challenges	Key related movement corridors	Actions	Triggers
No integrated transport strategy for the Collaboration Area	All movement corridors in Collaboration Area	See Action 1	<ul style="list-style-type: none"> • Immediate
Council has undertaken Complete Streets works but has no identified means of implementation and associated funding	<ul style="list-style-type: none"> • Jacobs Street • Restwell Street • North Terrace • South Terrace • West Terrace • East Terrace • The Mall • The Appian Way • Fetherstone Street • Bankstown City Plaza • Chapel Road • Dale Parade • Mona Street • McDonald Lane • Olympic Parade • Marion Street • Rickard Road • Meredith Street • Greenfield Parade • Stewart Lane • Stanley Street • Other streets covered by Complete Streets 	Develop a staging and implementation plan for Complete Streets	<ul style="list-style-type: none"> • Western Sydney University CBD Campus • Sydenham to Bankstown Metro • Investigations for planning of new Bankstown Hospital • Proposed Bankstown to Liverpool mass transit link • Proposed Parramatta to Kogarah mass transit link
The rail corridor bisects Bankstown CBD and hinders pedestrian north-south connections	<ul style="list-style-type: none"> • Jacobs Street • Restwell Street • North Terrace • South Terrace • West Terrace • The Mall • The Appian Way • Fetherstone Street • Bankstown City Plaza • Chapel Road • Marion Street 	See Action 2	<ul style="list-style-type: none"> • Sydenham to Bankstown Metro • Proposed Bankstown to Liverpool mass transit link • Proposed Norwest to Kogarah mass transit link • Potential Bankstown to Lidcombe/Liverpool Rail Corridor

Bankstown CBD – CBD			
Issues / Challenges	Key related movement corridors	Actions	Triggers
Future rail corridors to Bankstown will have implications for underground facilities such as parking	TBC – movement corridors affected by corridor reservations	Investigate reservations and corridor alignments to accommodate future mass transit links and to inform master planning of Bankstown CBD	<ul style="list-style-type: none"> Proposed Bankstown to Liverpool mass transit link Proposed Norwest to Kogarah mass transit link
High car dependency, and significant through-traffic and commuter parking in the CBD	Ring Road network: <ul style="list-style-type: none"> Rickard Road Stacey Street Meredith Street Stanley Street 	Develop a parking strategy	<ul style="list-style-type: none"> Master planning of the Bankstown CBD
The extensive bus network crosses the railway while bus layover on both sides of the City Centre take up land for bus parking. Bus interchange is complicated due to limited crossing opportunities	<ul style="list-style-type: none"> North Terrace South Terrace Jacob Street The Mall 	Rationalise the bus network and consider bus layover, movements and interchange	<ul style="list-style-type: none"> Immediate Sydenham to Bankstown Metro Proposed Bankstown to Liverpool mass transit link Proposed Norwest to Kogarah mass transit link
Impediments to Green Grid connection from Bankstown to Salt Pan Creek include the Schools precinct, and Stacey Street/Canterbury Road intersection	<ul style="list-style-type: none"> Mona Street Stacey Street Canterbury Road 	Implement Green Grid and improve active transport provisions along Salt Pan Creek Corridor, and Bankstown to Sydenham Open Space Corridor	<ul style="list-style-type: none"> Immediate Stacey Street RNP and subsequent upgrades Canterbury Road RNP and subsequent upgrades
Stacey Street is a barrier to east-west and north-south cycle and pedestrian movement	<ul style="list-style-type: none"> Stacey Street Rickard Road Stanley Street Greenacre Road Wattle Street North Terrace South Terrace 	Investigate improvements for cyclist connectivity and better at-grade pedestrian facilities across Stacey Street at multiple junctions around Bankstown CBD	<ul style="list-style-type: none"> Stacey Street RNP and subsequent upgrades

Salt Pan Creek Corridor

Vision

Salt Pan Creek Corridor between Salt Pan Creek Regional Park and the Bankstown City Centre is an integrated ecological, recreational, hydrological and active transport spine for the City.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Unlocking connectivity across Stacey Street/Fairford Road and Canterbury Road	<ul style="list-style-type: none"> • Stacey Street/ Fairford Road • Canterbury Road. 	<p>See Action 1</p> <p>Investigate better cyclist connectivity and at-grade pedestrian facilities across Stacey Street at multiple junctions around Bankstown CBD</p>	<ul style="list-style-type: none"> • Stacey Street/Fairford Road RNP. • Investigations for upgrades to the road corridors and the Stacey Street and Canterbury Road junction.
Parts of the Corridor run through the rear of residential and industrial properties, limiting its presence in residential and employment areas	<ul style="list-style-type: none"> • Salt Pan Creek Regional Park • Chapel Road, Macauley Avenue • Marshall Street • Dewitt Street • Adept Lane • Stacey Street, Canterbury Road • Gow Street • M5 Motorway 	<p>Implement Green Grid and improve active transport provisions along Salt Pan Creek Corridor; and Bankstown to Sydenham Open Space Corridor</p>	<ul style="list-style-type: none"> • Master planning of surrounding lands.

Yagoona Town Centre

Vision

Yagoona will provide local services and additional housing, supported by direct rail and bus services and good walking and cycling connections.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Poor integration with Bankstown CBD	<ul style="list-style-type: none"> • Hume Highway • Bankstown Railway Corridor 	<p>See Action 1</p> <p>Implement Green Grid and improve active transport provisions along Salt Pan Creek Corridor; and Bankstown to Sydenham Open Space Corridor</p>	<ul style="list-style-type: none"> • Master planning of Bankstown CBD and Yagoona

Bankstown South Bulky Goods Precinct**Vision**

As the southern gateway into the Chapel Road Spine into Bankstown the precinct provides a transition from low-rise to high density housing between southern Bankstown and Padstow to support the growing population.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Lack of high quality development and public domain	<ul style="list-style-type: none"> • Canterbury Road • Chapel Road 	Action 1	<ul style="list-style-type: none"> • Master planning and new planning controls for Bankstown City Centre

Bankstown Hospital and Senior College**Vision**

This important health and education precinct will benefit from the relocation of acute hospital services, allowing a lower impact on surrounding low density residential properties.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Disconnection from the Bankstown CBD due to poor transport access and distance from rail transport.	<ul style="list-style-type: none"> • Chapel Road • Eldridge Road 	Action 1	<ul style="list-style-type: none"> • Immediate • Reconsider demand after relocation of some or all health functions. • Any changes to the operation of Bankstown Senior College.

Condell Park Town Centre**Vision**

Condell Park which will continue to serve the day to day needs of the local community.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Poor public transport accessibility	<ul style="list-style-type: none"> • Simmat Avenue 	Action 1, with a focus on demand for better public and active transport connections within the Condell Park catchment.	<ul style="list-style-type: none"> • Place planning

Condell Park High School & Regional Sports Precinct

Vision

This cluster of education and sports fields will operate day and night and attract people from across the region for the Showground, basketball, netball and other sports.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Poor public transport accessibility	<ul style="list-style-type: none"> Eldridge Road Ethel Street Yanderra Street Third Avenue 	Develop a Place-based Future Transport Strategy (integrated transport strategy) which considers demand for off-peak travel to the sports facilities, Club Condell Park and Bankstown Paceway.	<ul style="list-style-type: none"> Place planning

Western Sydney University Milperra

Vision

Western Sydney University will be transitioning off the Milperra campus. This will provide an opportunity for the Milperra site to become an innovative and sustainable community while retaining a continued education presence.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Walkability and permeability	<ul style="list-style-type: none"> Horsley Road/ Bullecourt Avenue 	Future development must enhance permeability and walkability through Council controls.	<ul style="list-style-type: none"> Planning proposal and future development applications for the WSU Campus Comprehensive LEP
Lack of fast, reliable connectivity between Bankstown and Liverpool.	<ul style="list-style-type: none"> Milperra Road Henry Lawson Drive 	Action 1, with a focus on demand for better public transport to this precinct.	<ul style="list-style-type: none"> Relocation of Western Sydney University Campus Future redevelopment of WSU Milperra Campus.

Airport Gateway

Vision

The northern gateway of the airport is the 'front door' to aviation activities and will be the primary hub of aviation-related activity on the airport as part of the Bankstown Aviation and Technology Hub.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Public transport, walking and cycling connectivity to and from Bankstown CBD	<ul style="list-style-type: none"> • Marion Street • Airport Avenue 	Action 1, with a focus on better connections between Bankstown CBD and Bankstown Airport via Marion Street.	<ul style="list-style-type: none"> • Immediate
Permeability and connectivity to and from Georges Hall	<ul style="list-style-type: none"> • Marion Street • Birdwood Road • Airport Avenue • Link Road 	Action 1, with a focus on connections between Airport Gateway and Georges Hall.	<ul style="list-style-type: none"> • Immediate

Airport South

Vision

As the airport's interface with the Milperra Employment Area, the precinct will be a focus for industrial, transport, logistics and manufacturing.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Milperra Road limits integration with Milperra Employment Precinct	<ul style="list-style-type: none"> • Milperra Road 	Action 1, with a focus on connections between this precinct and the broader Milperra Employment Lands	<ul style="list-style-type: none"> • Immediate
Lack of public transport and walking and cycling accessibility, particularly from Bankstown and Liverpool	<ul style="list-style-type: none"> • Milperra Road • Henry Lawson Drive 	<p>Action 1, with a focus on connectivity between this precinct and Bankstown and Liverpool</p> <p>Investigate improvements for cycle connections and at-grade pedestrian facilities across major road corridors</p>	<ul style="list-style-type: none"> • Immediate

The Crest

Vision

The Crest is a major regional park that includes the Dunc Grey Velodrome, athletics fields with ecological areas.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Active transport connectivity between the Crest and the rest of the Collaboration Area	<ul style="list-style-type: none"> • Glassop Street • Marion Street • Birdwood Road • Sunny Avenue 	Action 1, including opportunities for better walking and cycling connections to The Crest	<ul style="list-style-type: none"> • Immediate

Industrial and Employment Areas

Vision

These will evolve into an industrial, advanced manufacturing, freight and logistics hub anchored by Bankstown Airport, and support the growing aviation role.

Issues / Challenges	Key related movement corridors	Actions	Triggers
Lack of accessibility and amenity	<ul style="list-style-type: none"> • Bransgrove Road • Milperra Road • Horsley Road 	Action 1, with a focus on better public transport.	<ul style="list-style-type: none"> • Immediate

14.3 Bankstown CBD bus infrastructure, routing and layover planning principles

THEME 1: The location supports productive places

Considerations

- With funding for the Appian Way, The Sydney Metro master plan and potential development by Vicinity Centres, now is the right time to coordinate good urban and transport outcomes
- The bus network supports land use and activity by bringing residents, workers, shoppers and visitors into the heart of the Bankstown CBD without the need to park.
- Buses make more efficient use of limited road space compared to cars.
- Layovers should be an efficient use of land and maximise benefits to surrounding land uses to support growth.
- The transport node should function as well as the destination and place functions
- Where possible, layovers should be located out of urban centres. If located in the centre, they should avoid pedestrian areas or active frontages
- Good pedestrian access to public transport services is required.
- Bus route along Jacobs Street extension will meet the objectives of Complete Streets.
- Anchors such as the shopping centre, WSU and hospital should be easily accessed.
- The Appian Way will become a busy pedestrian area and should be avoided.
- Two-way streets can simply bus routes and bus stops.

Principles

- a) Requirements of Bankstown as a 'place' as well as the transport node functions are the most important considerations for locating bus routes, bus stops and layovers.
- b) Design should optimise high quality outcomes both for place making and for the movement of buses in Bankstown CBD, minimising conflict between the two
- c) Bus routes and bus stops (existing and future) should be easily accessible by pedestrians and located in close proximity to high-activity places and 'anchors', however should minimise conflicts with high pedestrian activity areas
- d) Location of bus stops in Bankstown should maximise the benefits to surrounding land uses to support growth.
- e) Bus layovers should be located away from areas of planned high pedestrian activity and active frontages, and should minimise impacts on surrounding environment, particularly for places with sensitive use.

THEME 2: Layover is a function of service delivery

Considerations

- Bus layover is an operational necessity for the delivery of bus services to the public. Bus layover space allows buses to park and wait between scheduled trips, also allowing drivers to rest and use toilet facilities, as well as have meal breaks at appropriate locations.
- There are many ways layover can be organised and can be provided kerbside.
- Generally have a 24 hour requirement
- Location is associated with the bus stops where routes start and finish, and should consider local traffic arrangements to minimise unnecessary bus circulation and delays
- Financial sustainability (including considerations such as bus operational costs) are considerations for bus route and bus layover planning

- For efficiency, bus layover is best consolidated at one location but can be split depending on local requirements.
- South Terrace and North Terrace are potential locations for a preferred consolidated layover area or potentially split layovers. Layovers on South Terrace are likely to impact the more sensitive uses expected in the vicinity.

Principles

- a) Bus layovers should be located close to the stops where bus routes start and finish.
- b) Location of layovers should minimise unnecessary bus circulation
- c) A single consolidated layover is preferred, but where unable to be delivered, consider multiple layover locations
- d) Layover locations to be considered in conjunction with preferred new bus routes

THEME 3: Layovers are flexible and adaptable for future requirements

Considerations

- Needs for bus layovers change depending on changes to land use, demand and changing nature of bus network
- Permanent layover space is required in close proximity to bus termini, and there may be some places where layovers can be adaptable, for example around requirements for rail replacement buses
- Some layovers can be part time around peak requirements but parking enforcement can become an issue

Principles

- a) Quantum of layover space outside normal day to day or peak requirements may be adaptable for other types of parking.

THEME 4: Plan for reliability

Considerations

- Design needs to consider buses serving Bankstown CBD as a destination, but also needing to access the rail station as efficiently as possible to facilitate bus-rail interchange as part of the integrated public transport system for Sydney (ie the Transport Node function).
- The reliable movement of buses through the Centre will require careful design to ensure proximity to and support of high quality place outcomes.
- Public transport planning should aim for travel reliability comparable to or fast than door to door travel times by car
- Route M92 and potentially other routes are planned to be split at Bankstown to improve reliability along the route
- Need to be interventions to support public transport priority
- There is always a need to hold, manage and control bus departures at major interchanges
- Quick reliable bus trips and efficient interchange will attract people to use public transport at Bankstown CBD, also helping to make the Centre more attractive and to help manage traffic congestion.

Principles

- a) Within the CBD, pedestrians should be prioritised wherever possible, while also ensuring bus service reliability is facilitated
- b) Design should reduce conflict between, and optimise high quality outcomes for both place making and bus movements within the Centre
- c) The length of bus route paths and travel times through the CBD, as well as to and from rail interchanges should be minimised as far as possible
- d) Buses and associated infrastructure should be prioritised over private vehicles on roads
- e) Integrate planning for bus layovers and bus interchanges to optimise reliability of services

THEME 5: Coordinate convenient transfers and provide positive customer experience

Considerations

- Design needs to consider buses in close proximity to rail station to facilitate bus-rail interchange as part of the integrated public transport system for Sydney (ie the Transport Node function).
- Quick reliable bus trips and efficient interchange will attract people to use public transport at Bankstown CBD, also helping to make the Centre more attractive and to help manage traffic congestion.
- Need to consider current and future bus needs around the CBD besides the regular route buses - eg rail replacement buses, tourist/long distance coaches, university requirements and needs of on-demand buses.
- Need a plan for 3-5 year timeframe
- Appian Way expected to have very high pedestrian activity: can be nearby bus way be compatible?
- Uncertainty about Jacobs Street extension

Principle

- Ensure bus - rail interchange facilitate convenient transfers and provide positive customer experience
- Bus routes and layover areas should minimise conflicts with high pedestrian activity areas

14.4 Considerations for inclusivity and health

Bankstown CBD and Bankstown Airport

Collaboration Area will be a place where people are socially connected, included and healthy. It will be a place where high quality public spaces including social infrastructure are integrated into growth and regeneration projects.

Public spaces are defined by the United Nations as 'places publicly owned or of public use, accessible and enjoyable by all for free and without a profit motive'. Walkable, connected and accessible public spaces promote healthier lifestyles and bring people together. A network of welcoming and connected public spaces will help create socially connected communities where people love to live. Residents and visitors should have easy walking and cycling access to quality green, open and public space which include parks, green spaces, plazas, libraries, streets, landscapes, museums, and public transport.

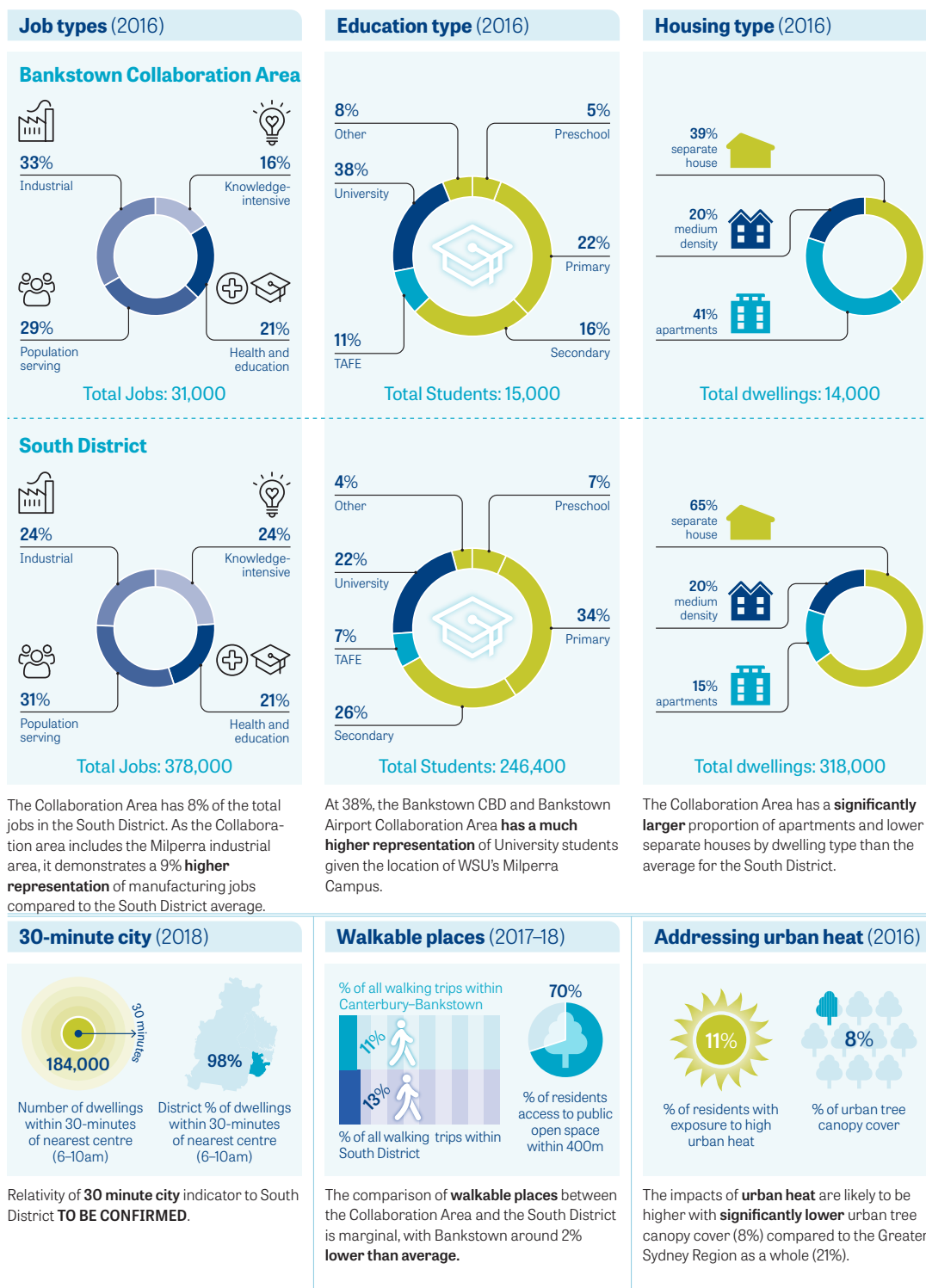
Inclusive includes:

- Child-friendly
- Age-friendly
- All-abilities
- Welcoming of all cultures
- Flexible - to meet diverse needs and interests
- Low or no cost options
- Connection to culture

Healthy includes equitable access to:

- Healthy affordable foods
- Shade and shelter
- Natural environments
- Formal and informal sports and recreation opportunities
- Playgrounds
- Safe places
- Active transport infrastructure and public transport options
- Clean water, air and quiet places

14.5 Indicators for the Bankstown CBD and Bankstown Airport Collaboration Area



For information on source data refer to Greater Sydney Dashboard on the Commissions website www.greater.sydney. Comparison data for Collaboration Areas is approximated for job type using ABS Destination Zones; for education, housing, urban heat using ABS Mesh blocks; and for transport using Strategic Centres, LGA or District areas.

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