

# Towards 2032 - City of Canterbury Economic Development & Employment Strategy

FINAL REPORT

City of Canterbury Council

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This Report has been prepared for:



***City of Canterbury***  
*City of Cultural Diversity*



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# Executive Summary

## Introduction

### **Context**

Canterbury Local Government Area (LGA) is located within the inner south-west of Sydney, approximately 17 kilometres from Sydney's CBD. It covers an area of 33.4sq km, and encompasses 16 suburbs. It is bounded by Marrickville LGA to the east, Bankstown LGA to the west, Hurstville and Rockdale to the south and Ashfield, Burwood and Strathfield LGAs to the North.

The Cooks River passes through the Canterbury LGA to the north, with Wolli Creek and Salt Pan Creek forming natural boundaries to the south and west. Canterbury is a predominantly residential area with a number of industrial areas on its perimeter and twelve town centres of Belfield, Belmore, Campsie, Canterbury, Clemton Park, Croydon Park, Earwood, Hurlstone Park, Lakemba, Narwee, Punchbowl and Wiley Park.

Canterbury LGA is home to approximately 130,000 residents according to the 2006 Census data. In 2006, approximately 24,000 jobs were located within Canterbury LGA (JTW, 2006). A large proportion of these jobs are within Manufacturing and Retail Trade (15% and 18% respectively). In recent years, the Canterbury area has in some ways undergone, and continues to undergo, a transition, with loss of traditional manufacturing occurring.

Strengths of the Canterbury LGA include good rail access to the City Centre; services from Campsie rail station on the Bankstown line take 24 minutes to get to Central Station. Canterbury LGA has a rich array of 'soft' and 'hard' infrastructure. The M5 is a key asset, providing access to the orbital system and the gateway infrastructure of the airport and port. The local health facility (Canterbury Memorial Hospital) is critical and it should be supported to evolve in line with new opportunities from changes in health policy, which is moving towards increased services provided on an out-patient basis. Access to the Cooks River adds to the area's residential amenity. The local community is culturally diverse.

### **Introduction to the Strategy**

This Economic Development and Employment Strategy examines employment, and employment lands within Canterbury LGA and recommends future economic development and employment generation strategies for the next thirty years. The purposes of this strategy are to:

- Evaluate current employment lands within the City and recommend strategies to preserve them, paying particular attention to key sites;
- Recommend planning controls to quarantine existing land for employment as required;
- Investigate opportunities and recommend strategies to increase or enhance employment lands;

- Take into account future demand within the City based on population growth and trends;
- Provide a comprehensive plan to attract new businesses to the area and to encourage expansion in existing businesses; and
- Consider specific industries most suitable to Canterbury and recommend a range of strategies to attract these industries to Canterbury.

This study considers shifts in the nature of land use in employment lands and identifies actions which include '**planning actions**', focusing on land use management and controls, as well as '**economic development actions**' which are more about 'softer' initiatives to support and attract industry.

## Planning for Canterbury's Future

### **Vision**

Canterbury Council adopted a Strategic Plan in June 2006 which outlines strategic objectives for the LGA and the initiatives and services Council has planned to support the achievement of these objectives. The Strategic Plan specifically addresses the objectives of an attractive city, stronger community, healthy environment, improving organisation and strategic leadership.

Council is seeking to achieve its vision for Canterbury as "A Great Place to Live and Work!" by improving the quality of the local economy and access to local jobs for residents and encouraging sustainable development which takes advantage of Canterbury's strategic location within Sydney. This is in line with the State Plan Priority E5 Jobs Closer to Home.

### **Canterbury's Challenges**

A number of factors will shape Canterbury's ability to grow employment and best utilise its employment lands now and into the future. These factors include:

- the existing demographic and employment profiles of the area,
- the nature and distribution of existing employment lands,
- Council's efficient promotion of a positive business environment, and
- the broader economic and policy context.

While Canterbury is not expected to accommodate significant additional employment into the future, however future employment change must be considered within the context of historical employment change. Between 1996 and 2006, the LGA experienced a 7.9% decline in jobs. This was primarily due to job losses in the manufacturing industry. If Canterbury is to achieve employment growth of 500 jobs between 2001 and 2031, as per the Draft South Subregional Strategy, it must first halt the decline of employment, retain existing employment and build on its current strengths to regain jobs which have been lost since 2001.

Canterbury LGA has a number of **industrial precincts**, most of which are largely **contained by residential areas**. None are free of adjacent residential areas. A few are buffered on two sides by the motorway, parks, or railways.

None of the industrial areas are extensive by 'modern' standards. Thus noise, odour or traffic impacts are never fully isolated from surrounding residential areas. Garema Circuit in Kingsgrove does offer some separation from nearby uses; however, access is through a residential area. This precinct also has some larger lots offering prospects for future change. The Council owned site in this area provides some opportunity for attracting a 'catalyst' development.

Ownership is generally **fragmented**. **Motorway access** is reasonable for the southern industrial areas. **Canterbury Road** is affected by high traffic volumes, and limited parking, it gives the appearance of being run-down and in need of renewal. While it is recognised that function, rather than aesthetics is important, currently parts of Canterbury Road paint a poor picture to those who travel through the LGA. Greater clarity on the range of permissible uses may promote new employment generating development in this location.

### **Canterbury's Population and Employment Profile**

Population growth has been modest in the LGA, with little change over the last 10 years. Typically this would imply that growth in demand for land for population related local light industry (e.g. auto repairs, domestic storage, building supplies etc) and urban services (e.g. concrete batching, Council depots) would also be modest. In Canterbury's case though, the Draft South Subregional Strategy suggests that over the next 25 years the LGA should accommodate an **additional 7,100 dwellings** which will imply some growth in demand for these types of activities.

The resident workforce in the LGA tends to have **lower qualifications and incomes** on average than the rest of the metropolitan area. However, the eastern part of the LGA has a higher income profile and is 'gentrifying'. **Labour force participation rates** in this part of the LGA are also higher than elsewhere in the LGA, which is generally lower than the Sydney average. **Retail and manufacturing** are still the dominant type of jobs in the LGA, but both suffered significant declines in the intercensal period 2001 to 2006 (-14.9% and -35% respectively). **Wholesale trade** is a strong employer. These activities are concentrated in the industrial precincts.

In general terms, with solid shares of employment in wholesale trade, in construction activities and in manufacturing (which has declined) it can be seen that the industrial areas typically host **locally oriented industry** activities, services such as construction trade and smash repairers.

### **Role of Local Government**

City of Canterbury, in conjunction with its local and regional partners, plays an important role in identifying and addressing the challenges, as well as promoting and facilitating opportunities for the economic development of the local area. Council is currently working with Hurstville and Sutherland Councils in the preparation of a strategy addressing employment in these areas, titled 'Building Employment Opportunities in Sydney's South'. Discussions with local businesses suggested that there was a lack of awareness of Council's role beyond 'roads, rates and rubbish'. Developing awareness is an important step in the successful implementation of an Economic Development and Employment Strategy.

Local government should take a pro-active role to stimulate and encourage local / regional economic development and there are a range of economic development activities that Councils can engage in to encourage and support economic development in their communities of interest.

While private enterprise is the primary driver of economic growth, local government can make an important contribution as a promoter, facilitator and coordinator of local and regional economic development activities. Effective local government participation is vital to the success of economic development initiatives.<sup>1</sup> This section highlights the opportunities for Canterbury Council to play a role in economic development in:

- (i) supporting an attractive business and people environment;
- (ii) facilitating local investment, business and employment; and
- (iii) attracting and facilitating new investment.

Council's actions can work towards shaping Canterbury to be a preferred location in which to work and live. Competitive places have need a combination of supporting infrastructure, available skills, lifestyle and cultural assets, connectivity, an environment that fosters innovation and good governance<sup>2</sup>. There are diverse means through which these economic development aims can be achieved. Mechanisms are recommended in Section 4 of the strategy.

## Infrastructure, Employment Lands and Centres

### **Infrastructure Assets Audit**

Canterbury LGA has a rich array of 'soft' and 'hard' infrastructure. Soft infrastructure includes intangible things such as business networks, while hard infrastructure aligns with the traditional view of infrastructure, that is roads, rail lines etc. The absence of a local tertiary or vocational education facility, however, makes it difficult to develop industry connections to employment and training opportunities for the local labour force. Extending links to and some local presence for Bankstown TAFE and other educational institutions need to be investigated. The future role of Council's libraries as learning facilities should also be part of a local continuous learning and education culture.

The local health facility (Canterbury Memorial Hospital) is critical and it should be supported to evolve in line with new opportunities from changes in health policy, which is moving towards increased services provided on an out-patient basis.

The M5 is a key asset, providing access to the orbital system and the gateway infrastructure of the airport and port. But the direction of the on and off ramps limits the utility of this strategic infrastructure for the industries in Canterbury. Rail access to the City Centre is good from Campsie rail station on the Bankstown line, with a frequent service, which takes 24mins to Central.

<sup>1</sup> Australian Local Government Association (2002), "National Agenda for Australian Local Government 2002, Australian Local Government Association.

<sup>2</sup> Sasha Lennon (Director, SGS Economics and Planning) (2008) 'How councils can make a difference in economic development by nurturing the preconditions for a prosperous community' Australian Planner, Volume 45, Number 1, March 2008.

Council's land assets are modest but those in the Kingsgrove industrial area may be better utilised as a catalyst for renewal and modernisation of this area. Canterbury Racecourse is a large site and represents a key asset in that it is a large parcel in single ownership with potential for alternative uses in the future. While this site is not owned by Council, and is currently zoned for open space, the long-term possibility of the site to meet the future needs of businesses should still be considered. There are no current plans for change at this location.

### **Land Use Audit**

An employment lands audit was completed to provide an up to date record of land use within Canterbury LGA. Audit data is important to show not only how much land is being used and by which industry sectors, but also the way in which land is being used. Key audit outputs include:

- Land use by industry and zone
- Site coverage ratios
- Actual FSRs
- Existing capacity under existing planning controls
- Vacant land/ floorspace

Within the limits of the current planning controls there is a total of 1,742,603 sqm in of industrial zoned land in Canterbury, on which there is 1,236,032 sqm of floorspace. Of this total 1,236,032 sqm, 1,002,446 sqm is currently used for employment floorspace and 205,040 sqm is currently vacant.

For Canterbury, 'Other' floorspace (not definable by industry) accounts for 233,586 sqm, 'Wholesale Trade' occupies 366,585, followed by 'Manufacturing' with 273,285 sqm. The greatest amounts of floorspace are concentrated in Garema Circuit, Kingsgrove and Riverwood which account for 328,319 sqm and 318,494 sqm respectively. All employment land precincts contained land used for the following purposes 'Manufacturing', 'Wholesale Trade', 'Construction', 'Retail Trade' and 'Other'. A large concentration of 'Wholesale' is evident at Riverwood, accounting for 146,970 sqm.

In terms of land use by Broad Land Use Category within Canterbury, freight and logistics (FL) occupies the largest amount of land area (545,947 sqm), followed by light manufacturing (ML) (368,112 sqm). While Business Parks and Office account for 104,530 sqm and 26,162 sqm respectively, retail uses, including bulky goods retailing (18,512 sqm), only occupy a very small amount of land area within industrial zoned land. Sites accommodating vacant buildings add up to 183,062sqm, with vacant sites without buildings equating to 52,739 sqm.

Freight and Logistics land uses are spread across all employment land precincts, but particularly concentrated in Riverwood and Garema Circuit, Kingsgrove. Similarly business park type land uses are also concentrated these areas. Canterbury Road accommodates a range of land use types including freight and logistics, local light industry and some retailing. Vacant sites are distributed across the employment land precincts, but the key vacant site is the Sunbeam site which makes up the majority of vacant land.

## **Precinct by Precinct Analysis**

Canterbury LGA has a number of industrial precincts, most of which are largely contained by residential areas. None are free of adjacent residential areas. A few are buffered on two sides by the motorway, parks, or railways. Garema Circuit in Kingsgrove offers some separation from nearby uses, however, access is through a residential area. This precinct also has some larger lots offering prospects for future change. The Council owned site in this area provides some opportunity for attracting a 'catalyst' development, however any development would need to ensure no net loss of parking, and manage interim parking needs during construction.

Harp St, Campsie/Belmore represents opportunities for the renewal of employment lands. There are some constraints for future uses, for example intensification for employment or high density residential purposes is complicated by lack of public transport, however this issue may be managed. Uses for this site are specifically addressed in the Employment Precinct maps included in the Appendix.

Motorway access is reasonable for the southern industrial areas. However, ramps on and off the motorway only permit access to one direction (east or west for different interchanges) reducing the usefulness of the closeness of the motorway. Some new development of factory units is occurring, particularly in proximity to the motorway.

Many other industrial areas are essentially strips along one side of one street, often for one block or less, such as Lakemba Street. Some fragment parcels are located at Belmore, Croydon Park, Ashbury, Belmore Burwood Rd and Wiley Park. Given fragmented nature of these employment lands and employment decline being experienced across the LGA, there are opportunities for alternate land uses, potentially including residential or 'live-work' spaces.

Canterbury Road is affected by high traffic volumes, and limited parking, it gives the appearance of being run-down and in need of renewal. While it is recognised that function, rather than aesthetics is important, the current Canterbury Road at present paints a poor picture to those who travel through the LGA. Greater clarity on the range of permissible uses may promote new employment generating development in this location.

## **Centre Analysis**

Campsie is a vibrant centre, offering diverse retailing and service. Like Belmore and Lakemba it has a strong cultural identity and has the potential to act as an attractor for economic activity to Canterbury LGA. Council is undertaking a study of all Town Centres leading to the preparation of a new DCP and Urban Design Guidelines for the Town Centres. These guidelines should build upon the identified strengths of the existing centres.

Located in the eastern most part of Canterbury LGA, Hurlstone Park has experienced some gentrification. Further opportunities exist within the centre for promotion of small business.

Plans are in place for the renewal of Canterbury town centre. Given the good transport access, proximity to the Cooks River and amenity offered by local open space, the centre provides a good location for future residential development. Opportunities to provide some small scale office space,

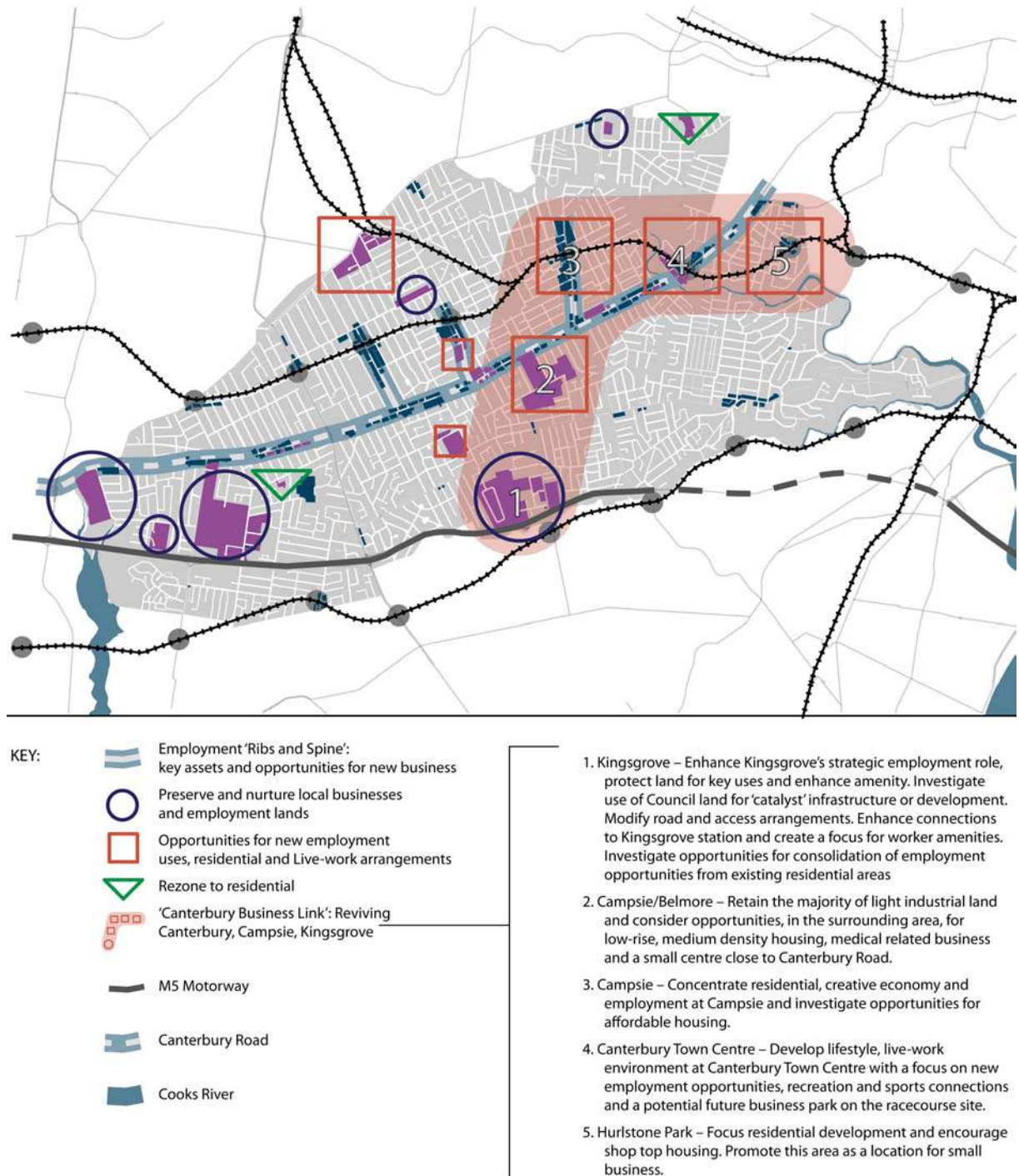
as well as allowing for businesses along Canterbury Road, should be considered in planning for the future development of the centre.

## Strategic Directions

### Planning Actions

Planning is an important means of guiding and facilitating investment within an LGA. It is one way Council can indicate how they envisage Canterbury's future. The actions detailed below seek to reinforce the existing employment related land use structure within the LGA, protect well functioning employment lands and strengthen the existing and future centres including Campsie, Canterbury and Hurlstone Park. Draft strategic directions for the Planning Actions are illustrated in Figure 1. A summary of all actions is provided on the following page, with further detail included in Section 4.

Figure 1. Draft Strategic Directions Map



**Source:** SGS Economics and Planning

For specific details on Canterbury Business Link sites see Appendix A.

A summary of actions is provided below. Full detail is included in Section 4.

## **Reinforcing the Employment 'Ribs and Spine'**

### **Ensuring future planning controls reflects the strong existing structure of Canterbury.**

Action P1: Council to implement controls which maintain, and build upon the characters of existing well performing centres, including Campsie, Belmore, Earlwood, Punchbowl and Lakemba

Action P2: Continue to improve linkages and amenity along the Cooks River Foreshore

### **Integrating planning for the Centres.**

Action P3: Council to ensure that this Employment Lands and Economic Development Strategy is implemented in conjunction with the Canterbury Town Centres Report and the Building Employment Opportunities in Sydney's South document.

### **Defining the role of Canterbury Road.**

Action P4: Ensure that future development along Canterbury Road, as guided by the Canterbury Road Masterplan, has regard to the State Government's policy position on development along busy roads

Action P5: Implement planning controls which allow businesses to maximise the exposure offered by Canterbury Road

## **Preserve and nurture local businesses and employment lands**

### **Preserving well-functioning local employment lands.**

Action P6: Ensure planning controls at Riverwood and Punchbowl employment lands precincts allow for the retention and development of existing employment uses

### **Enhancing functionality.**

Action P7: When reviewing relevant plans, consider the need for altered parking controls within industrial estates

Action P8: When undertaking open space planning, ensure there is sufficient amenity provided for employees. Pedestrian links and cycleways will be considered

Action P9: Investigate options to improve safety, and perceptions of safety, within employment lands precincts

### **Sustainability.**

Action P10: Continue program of environmental audits of targeted industries

Action P11: Continue to encourage businesses to take a pro-active approach to minimising risks of a pollution incident, as well as minimising water and energy use

Action P12: Promote the use of public transport to employment lands precincts

### **Managing the Industrial/Residential Interface**

#### **Considering sites which provide an opportunity for alternate uses over the short, medium and long terms.**

Action P13: Convert Payten Avenue industrial to residential

Action P14: Rezone industrial parcels south of Belmore town centre to B2 Local Centre to reflect existing businesses uses in this location

Action P15: Consider rezoning employment lands along Canterbury Road to Enterprise Corridor zoning as part of the review of the Canterbury Road Masterplan

#### **Managing conflicts between industrial and residential uses.**

Action P16: Review controls to allow for 'live-work' spaces

#### **Supporting Home-based business.**

Action P17: Ensure planning controls allow for Home Based Work and Home Based Business in areas with high levels of amenity

### **'Canterbury Business Link' - Reviving Canterbury, Campsie, Kingsgrove**

#### **Developing linkages within the 'Canterbury Business Link' Area**

Action P18: Further investigate the pedestrian connections between these areas

Action P19: Promote improved public transport links through the 'Canterbury Business Link' area

#### **Elevating Campsie Centre.**

Action P20: Consider opportunities to provide an increased amount of commercial floorspace as part of the redevelopment of Council's offices

Action P21: Consider opportunities for the promotion of additional commercial floorspace within Campsie town centre

Action P22: Consider opportunities to promote increased residential densities with the catchment of the Campsie centre

### **Redeveloping Canterbury centre.**

Action P23: Implement plans for Canterbury Town Centre, with regards to the Canterbury Town Centre Masterplan and the Canterbury Business Link proposals

### **Modernising Kingsgrove.**

Action P24: Reconfigure Kingsgrove as Canterbury LGAs premier employment lands precinct through rezoning and subdivision controls

Action P25: Improve permeability and connectivity of Kingsgrove

Action P26: Pursue a funding and incentive package to reconfigure Kingsgrove (implement activities detailed in ActionP25 and ActionP26)

### **Redeveloping Harp Street and Canterbury Road**

Action P27: Restructure the Harp Street Precinct and surrounds to create a mixed use and medical precinct

### **Nurturing Small Business in Hurlstone Park.**

Action P28: Encourage ground floor business and shop top housing, with new housing on the fringe of the centre

## **Economic Development Actions**

A summary of economic development actions is provided on the following page. Detail in relation to these actions is included in Section 4.

### **Branding**

Action ED1: Use the concept of Canterbury Business Link in promoting the area

### **Building on Canterbury's strengths.**

Action ED2: Promote town centres as visitor destinations

Action ED3: Continue to support cultural events for visitor attraction

Action ED4: Promote innovation within existing manufacturing firms

Action ED5: Continue to promote local lifestyle opportunities as a means of expanding the profile of the LGA and diversifying the local labour force

### **Investigating Opportunities for Business Incubation.**

Action ED6: Council to consider the suitability of some form of Business Incubator

Action ED7: Council to support the provision of business support services through an outreach program provided by the Business Enterprise Centre

### **Supporting Home-based business.**

Action ED8: Audit the Number and Type of Home Based Business in Canterbury to inform a Home-based Business Development Strategy

Action ED9: Facilitate the Establishment of a network of Home Based Business

### **Improving the image of employment lands.**

Action ED10: Providing Signage for Employment Lands Precincts

Action ED11: Promote existing services such as removal of illegally dumped rubbish

### **Promoting skills development.**

Action ED12: Council to work with local businesses and Bankstown TAFE to ensure appropriate courses are available to meet the needs of local businesses

Action ED13: Continue existing programs and consider further means to address youth unemployment

### **Raising Council's profile.**

Action ED14: Continue Biz News at regular intervals

Action ED15: Improve the available material on Council's website

Action ED16: Improve the availability of marketing material in hard copy

## **Facilitate Inward Investment and Business Development from Within**

Action ED17: Continue developing an Investment Prospectus for Canterbury

Action ED18: Develop a Professional Services Investment Attraction and Development Plan

Action ED19: Council to continue existing events such as business forums

Action ED20: Hold a Series of Canterbury Retail Inspiration Evenings

Action ED21: Council to contact businesses at random on topical issues

## **Increasing communication and building linkages.**

Action ED22: Council to promote links between local businesses and consider the creation of a network of businesses outside of town centres

Action ED23: Council to continue to build links between Council and adjacent councils

## **Monitoring and evaluation.**

Action ED24: Council to consider undertaking a regular business survey

Action ED25: Council to monitor employment data

Action ED26: Track employment growth against identified target over next 25 years

# 1 Introduction

## 1.1 Context

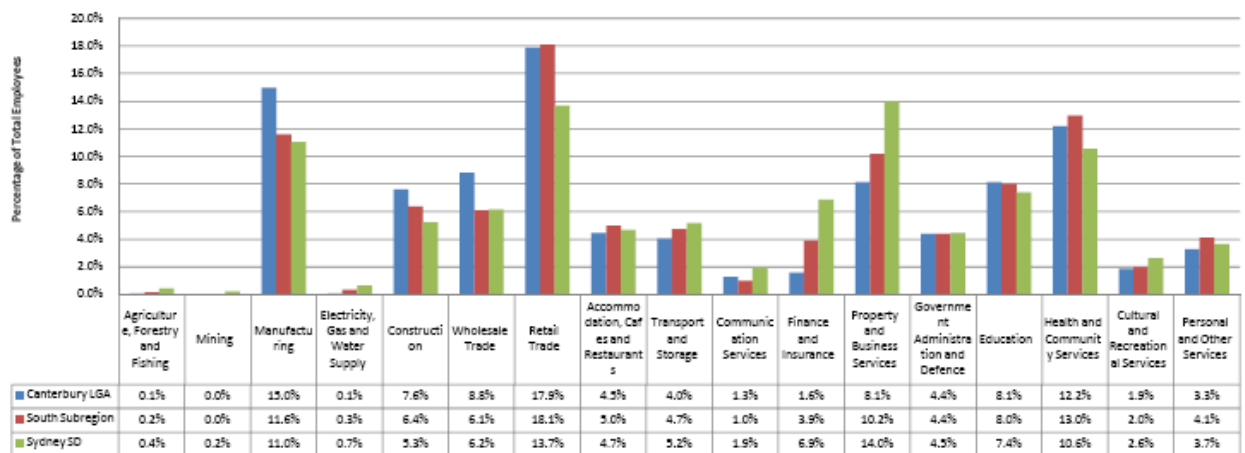
Canterbury Local Government Area (LGA) is located within the inner south-west of Sydney, approximately 17 kilometres from Sydney’s CBD. It covers an area of 33.4sq km, and encompasses 16 suburbs. It is bounded by Marrickville LGA to the east, Bankstown LGA to the west, Hurstville and Rockdale to the south and Ashfield, Burwood and Strathfield LGAs to the North.

The Cooks River passes through the Canterbury LGA to the north, with Wolli Creek and Salt Pan Creek forming natural boundaries to the south and west. Canterbury is a predominantly residential area with a number of industrial areas on its perimeter and twelve town centres of Belfield, Belmore, Campsie, Canterbury, Clemton Park, Croydon Park, Earlwood, Hurlstone Park, Lakemba, Narwee, Punchbowl and Wiley Park.

Canterbury LGA is home to approximately 130,000 residents according to the 2006 Census data. Rapid population growth occurred in the first quarter of the 20th century with the arrival of the railway and other services. Much of the area was developed with housing at that time. Population has been stable since about 1970. The LGA receives a large share of recent migrants with nearly half of the population born overseas, largely from non-English speaking countries.

In 2006, approximately 24,000 jobs were located within Canterbury LGA (JTW,2006). This equates to 15% of employment within the South Subregion, or 1.4% of the total employment across Sydney. Key employment sectors within the Canterbury LGA were Retail Trade and Manufacturing, together accounting for one third of local jobs (Figure 2). These industries, as well as Construction, Wholesale Trade sector and Health and community Services, employ a significantly larger share of people within the Canterbury LGA, than across the Sydney Statistical Division (SD) on average.

**Figure 2.** Employment by Industry of people employed in Canterbury, South Sydney Subregion and the Sydney Statistical Division, 2006



Source: ABS, 2006

The Canterbury area is in some way undergoing transition, with some loss of traditional manufacturing occurring. According to the ABS Census Journey to Work data, between 1996 and 2001 the absolute number of jobs in Canterbury declined, and this continued between 2001 and 2006. A significant decline in employment occurred within the manufacturing industry, which decreased by -15.0% or approximately 2,000 jobs. While this is representative of a decline in manufacturing employment across Sydney in recent decades, the decrease of manufacturing employment seems to have occurred to a greater extent within the Canterbury LGA, than across the Sydney SD.

Strengths of the Canterbury LGA include good rail access to the City Centre; services from Campsie rail station on the Bankstown line take 24 minutes to get to Central Station. Canterbury LGA has a rich array of 'soft' and 'hard' infrastructure. Soft infrastructure includes intangible things such as business networks, while hard infrastructure aligns with the traditional view of infrastructure, that is roads, rail lines etc. The M5 is a key asset, providing access to the orbital system and the gateway infrastructure of the airport and port. The local health facility (Canterbury Memorial Hospital) is critical and it should be supported to evolve in line with new opportunities from changes in health policy, which have seen a shift towards the provision of more outpatient services. Access to the Cooks River adds to the area's residential amenity. The local community is very culturally diverse.

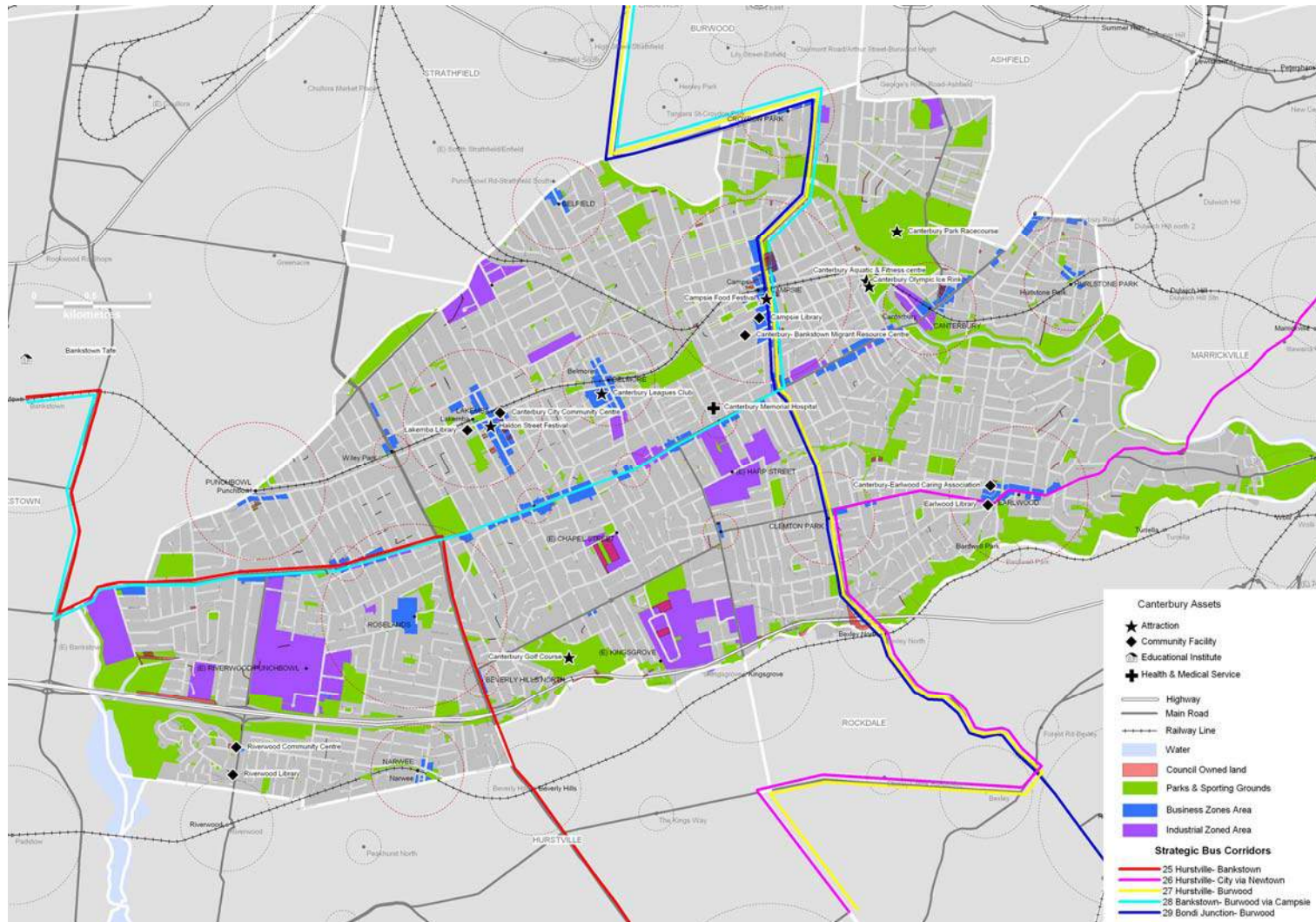


The map overleaf provides an overview of the Canterbury LGA. Industrial, business and mixed use zones within the subregion are shown, along with the amounts of commercial and retail floorspace in key centres. The map clearly shows the 'spine' of commercially zoned land in the Canterbury Road enterprise corridor and the 'main street' town centre 'ribs' leading from the spine to the railway stations, as well as the dispersed industrial precincts, including the major contiguous employment areas of South Campsie, Kingsgrove and Punchbowl, with a smaller area at Lakemba.



Consultation undertaken to inform this strategy indicates that the perceived strengths of employment lands within Canterbury include the relative affordability and ability to live close to work, enabling more family time even when long work hours are necessary for small operators.

**Riverwood Business Park (left)  
M5 ramp (above)**



Centres within Canterbury LGA are important locations for retailing and services, but also are significant employment locations. Campsie is a vibrant centre, offering diverse mix of retailing and services. Like Belmore and Lakemba it has a strong cultural identity, with many Asian businesses, and has the potential to act as an attractor for economic activity to the Canterbury LGA. Council can seek to build on the existing strengths of the centres, through activities such as promotion or preventing out of centre development which may adversely impact upon the centres.

Located in the eastern most part of Canterbury LGA, Hurlstone Park has experienced some gentrification. Further opportunities exist within the centre for promotion of small business.

Plans are in place for the renewal of the Canterbury town centre. Given the good transport access, proximity to the Cooks River and amenity offered by local open space, the centre provides a good location for future residential development. Opportunities to provide some small scale office space, as well as allowing for businesses along Canterbury Road, should be considered in planning for the future development of the centre. The Canterbury Road Masterplan also provides directions for the future of Canterbury and Canterbury Road, however some recommendations of the plan do not align with the Interim Guideline for Development Near Rail Corridors and Busy Roads. The Masterplan will reviewed in light of these new guidelines.



**Beamish Street, Campsie**

## 1.2 Introduction to the Strategy

SGS Economics and Planning (SGS) has prepared this strategy, informed by rigorous research, consultation and analysis. Canterbury's current position has been investigated through a review of appropriate demographic and employment data, as well as through consideration of the existing policy context. The existing supply of employment lands was assessed through an employment lands audit, while employment forecasting and a process on consultation provided insight into the volume and nature of demand for employment lands. Gap analysis and identification of issues and opportunities was undertaken.

This Economic Development and Employment Strategy examines employment, and employment lands within Canterbury LGA and recommends future economic development and employment generation strategies for the next thirty years. The purposes of this strategy are to:

- Evaluate current employment lands within the City and recommend strategies to preserve them, paying particular attention to key sites;
- Recommend planning controls to quarantine existing land for employment as required;
- Investigate opportunities and recommend strategies to increase or enhance employment lands;
- Take into account future demand within the City based on population growth and trends;
- Provide a comprehensive plan to attract new businesses to the area and to encourage expansion in existing businesses; and
- Consider specific industries most suitable to Canterbury and recommend a range of strategies to attract these industries to Canterbury.

This study considers shifts in the nature of land use in employment lands and identifies actions which include '**planning actions**', focusing on land use management and controls, as well as '**economic development actions**' which are more about 'softer' initiatives to support and attract industry.

This distinction is useful because it also recognises the limits to local government's role in the economy. Local government has a critical role to play in planning and development decisions, and minor infrastructure investment, and it can also facilitate network development and business interactions, but it has few controls over major infrastructure investments, or macro-economic conditions which affect business decisions and confidence.

Council can play a meaningful and effective role in economic development facilitation. This may be through ensuring sufficient and appropriate land is zoned to meet the needs of business, through the support of business networks and through the promotion of the local area. The role of local government is considered further in Section 2.

## 2 Planning for Canterbury’s Future

### 2.1 Vision

Canterbury Council adopted a Strategic Plan in June 2006 which outlines strategic objectives for the LGA and the initiatives and services Council has planned to support the achievement of these objectives. The Strategic Plan specifically addresses the themes of an attractive city, stronger community, healthy environment, improving organisation and strategic leadership.



Source: Canterbury City Council, Strategic Plan, 2007-2009

Council is seeking to achieve its vision for Canterbury as “A Great Place to Live and Work!” by supporting existing businesses, improving the quality of the local economy and access to local jobs for residents and encouraging sustainable development which takes advantage of Canterbury’s strategic location within Sydney.

## 2.2 Canterbury's Challenges

A number of factors will shape Canterbury's ability to grow employment and best utilise its employment lands now and into the future. These factors include the existing demographic and employment profiles of the area, the nature and distribution of existing employment lands, Council's efficient promotion of a positive business environment, and the broader economic and policy context.

The Draft South Subregional Strategy, released by the NSW Government, sets an employment capacity target for Canterbury LGA; a relatively modest increase of 500 jobs between 2001 and 2031. In contrast the number of additional dwellings to be accommodated within the LGA is 7,100. Furthermore the Draft South Subregional Strategy expects that there will be limited change to employment areas.

While Canterbury is not expected to accommodate significant additional employment in to the future, this must be considered in the context of historical employment change. Between 1996 and 2006, the LGA experienced a 7.9% decline in jobs. Figure 3 shows the change in employment which occurred across Canterbury between 1996 and 2001<sup>3</sup>. Decline has occurred primarily within travel zones where employment lands are located. This was primarily due to job losses in the manufacturing industry. In comparison, over the same time period, employment within the South Subregion increased by 5.2% and Sydney SD increased by 12.4%. Between 2001 and 2006, job losses occurred in 'Manufacturing' and 'Transport and Storage' industries (-24% and -20% respectively), with growth occurring in 'Government Administration and Defence' (75.9%), 'Education' (8.7%) and 'Health and Community Services' (13.5%).

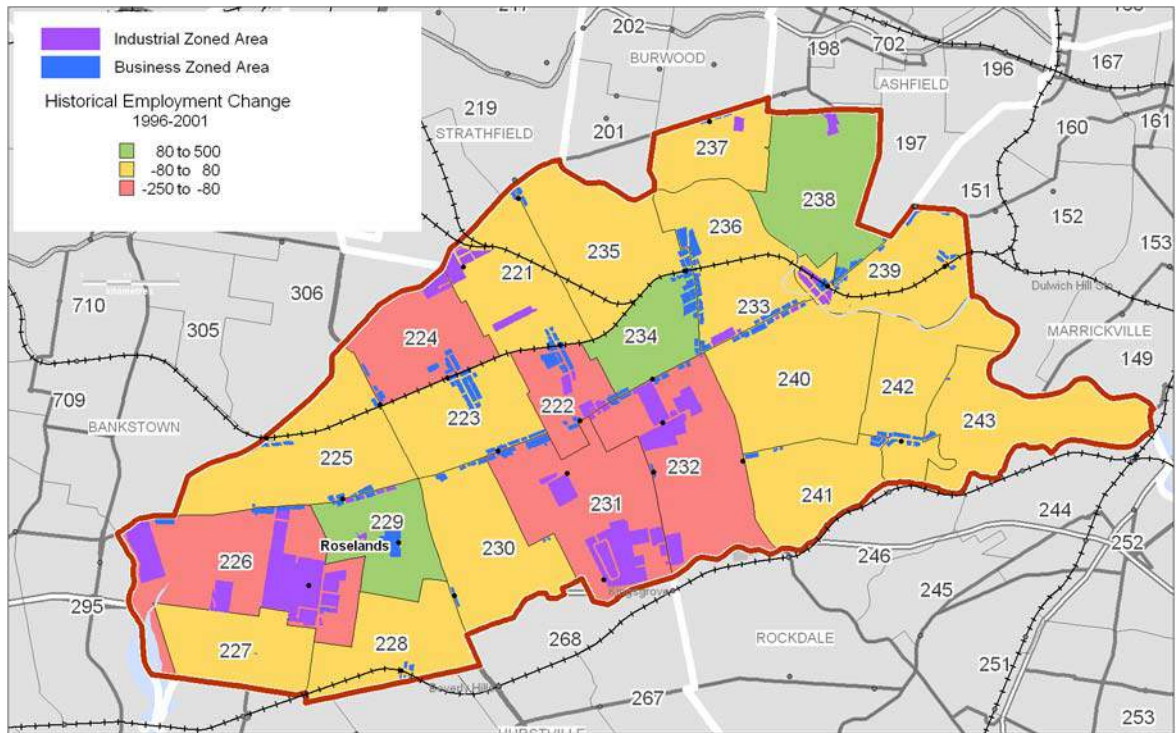
State Government forecasts, assuming 'business as usual', predict even further declines of employment over 30 years after 2001 (Figure 4).

**If Canterbury is to achieve employment growth of 500 jobs between 2001 and 2031, it must first halt the decline of employment, retain existing employment and build on its current strengths to regain jobs which have been lost since 2001.**

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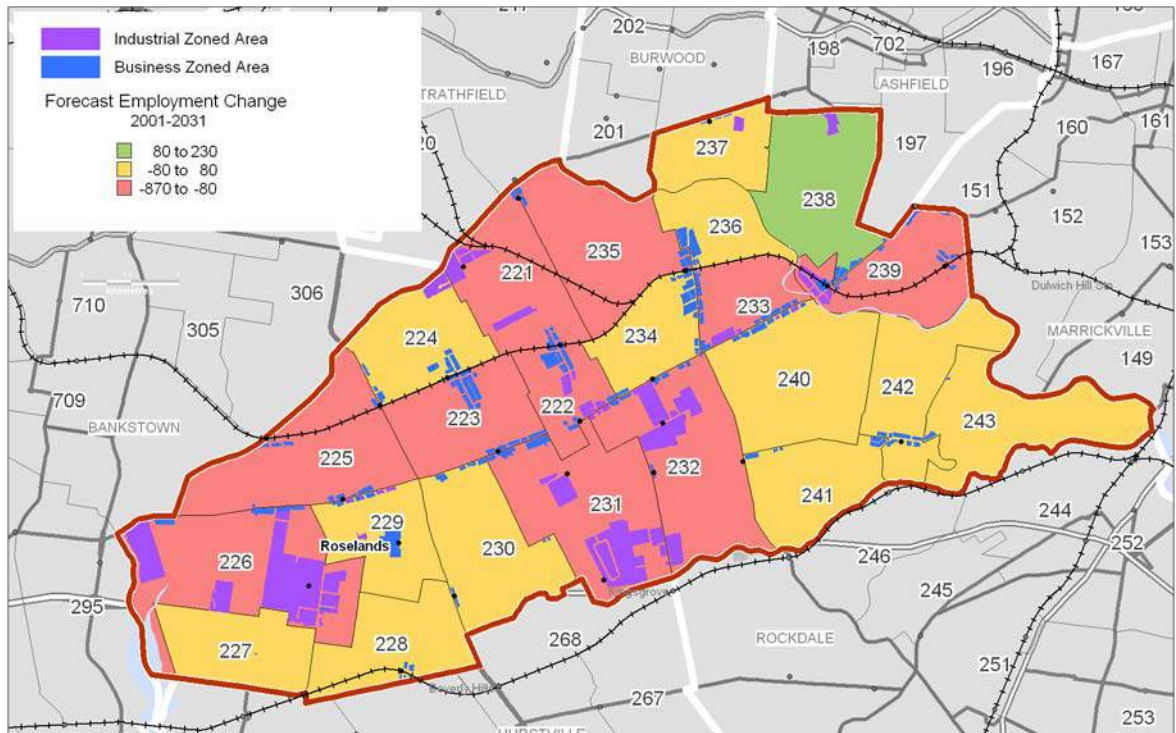
<sup>3</sup> Change in employment between 2001 and 2006 is difficult to examine at a travel zone level, given extensive changes to travel zone geographies in this period.

Figure 3. Historical Employment Change



Source: TDC, 1996 and 2001 and SGS Economics and Planning

Figure 4. TDC Forecast Change 2001 to 2031



Source: TDC, 2006 and SGS Economics and Planning

Of particular concern is the loss of retail employment, indicating that other locations outside the LGA have enhanced their attractiveness as retail destinations.

Other State Government policy directions, relevant to Canterbury are outlined in the State Plan, Metropolitan Strategy, and the State Infrastructure Strategy. In specific terms, the State planning and policy context offers little for Canterbury LGA:

- No major relevant infrastructure is planned, with the exception of Enfield Intermodal Terminal which is located outside but close to the northern edge of the LGA.
- Within the LGA there are no major transport proposals flagged, with the exception of minor station upgrades.
- The Statement on Innovation offers no concrete details on innovation within manufacturing.
- The Metropolitan Strategy and Draft South Subregional Strategy do not elevate any LGA centres to 'strategic' status, with the Major Centres of the South Subregion being Hurstville and Kogarah, outside the LGA.

### Canterbury's Employment Lands

Canterbury LGA has a number of **industrial precincts**, most of which are largely **contained by residential areas**. None are free of adjacent residential areas. A few are buffered on two sides by the motorway, parks, or railways.

None of the industrial areas are extensive by 'modern' standards. Thus noise, odour or traffic impacts are never fully isolated from surrounding residential areas. Garema Circuit in Kingsgrove does offer some separation from nearby uses; however, access is through a residential area. This precinct also has some larger lots offering prospects for future change. The Council owned site in this area provides some opportunity for attracting a 'catalyst' development, however any development would need to ensure no net loss of parking, and manage the interim parking needs during construction.

Ownership is generally **fragmented**. For example Harp St consists of a few large lots, and many smaller lots. This has implications for the scale of industry which may locate within Canterbury LGA in the future, as well as potential for future alternative land uses in these locations. **Motorway access** is reasonable for the southern industrial areas. However, ramps on and off the motorway only permit access to one direction (east or west for different interchanges) reducing the usefulness of the closeness of the motorway. Some new development of factory units is occurring, particularly in proximity to the motorway. Further discussion of employment lands is included in Section 3.3.

Trends in Sydney's employment land market have some key implications for Canterbury LGA. Warehousing and logistics activities will depend on access to good arterial road infrastructure, linked to the Orbital. Small areas within Canterbury's employment lands display these characteristics, though fragmentation and the alienation of other areas represents a weakness of the local employment land stock. In older industrial areas where the employment profile has shifted toward white collar occupations the component of floor area that is used for office activities has increased.

In recent years, employment lands within Sydney's inner suburbs have increasingly come under pressure for rezoning for other purposes, typically residential. While Canterbury's employment lands still exhibit a traditional industrial character, with industry change and **decline in manufacturing** these areas may come under increasing pressure for rezoning in future.

The Draft South Subregional Strategy identifies some Category 2 employment lands, those with potential for alternative employment generating uses, but no Category 3 employment lands, with potential for alternative uses such as residential, have been identified. It is hard to imagine residential yield or potential can be increased by the amount identified without some modest conversion of existing employment lands, given the lack of anticipated growth in employment.

**Canterbury Road** is affected by high traffic volumes, and limited parking, it gives the appearance of being run-down and in need of renewal. While it is recognised that function, rather than aesthetics is important, the current Canterbury Road at present paints a poor picture to those who travel through the LGA.. Greater clarity on the range of permissible uses may promote new employment generating development in this location.

### **Canterbury's Population and Employment Profile**

Population growth has been modest in the LGA, with little change over the last 10 years. Typically this would imply that growth in demand for land for population related local light industry (e.g. auto repairs, domestic storage, building supplies etc) and urban services (e.g. concrete batching, Council depots) would also be modest. In Canterbury's case though, the Draft South Subregional Strategy suggests that over the next 25 years the LGA should accommodate an **additional 7,100 dwellings** which will imply some growth in demand for these type of activities. Furthermore, growth elsewhere in the region may also create a demand for these activities – though it may be that growth can be accommodated through some displacement of other activities and through intensification.

The resident workforce in the LGA tends to have **lower qualifications and incomes** on average than the rest of the metropolitan area. However, the eastern part of the LGA has a higher income profile and is 'gentrifying'. **Labour force participation rates** in this part of the LGA are also higher than elsewhere in the LGA, which is generally lower than the Sydney average.

**Retail and manufacturing** are still the dominant type of jobs in the LGA, but both suffered significant declines in the intercensal period 2001 to 2006. The retail decline will be partly driven by static demand from the resident population, which hasn't grown. Nevertheless, real growth in expenditure has been observed elsewhere and the LGA's retail offer needs to be refreshed. New development in the town centres is required. The general decline in Sydney's manufacturing performance has had a significant negative impact on employment in Canterbury, where jobs in this sector have been concentrated. Given the long term patterns of industry restructuring it is unlikely that these jobs will 'return'. Jobs in industrial areas are likely to continue to decline, but the aims should be to intensify and renew economic activity in particular locations.



**Wholesale trade** is a strong employer. These activities are concentrated in the industrial precincts. Again, there have been declines in employment in this sector. Transport and Storage is not a particularly significant employer which is surprising given the LGA's central location and proximity to the M5. These findings imply that access to the wider metropolitan area from Canterbury may not be a particularly significant driver of employment in the LGA. The generally fragmented lot patterns, with few large lots, and conflicts between residential uses in the vicinity of industrial areas and truck traffic, are barriers to a greater role in these transport and freight sectors.

In general terms, with solid shares of employment in wholesale trade, in construction activities and in manufacturing (which has declined) it can be seen that the industrial areas typically host **locally oriented industry** activities. The shares of 'higher order' jobs in property and business services, and finance and insurance services, are modest, and significantly lower than in the South subregion or wider metropolitan Sydney. This reflects the generally local role of the town centres and commercial areas in the LGA (and the good access to larger centres with jobs in these sectors – in the Sydney CBD and to a lesser extent in Hurstville and Kogarah).

According to the available Census data home based employment is relatively modest, and declined between 2001 and 2006. It should be noted that these data sets are limited, and the incidence of home based work in the LGA (in its various forms) is likely to be higher.

Canterbury is still an employment base for a good share of the local resident workforce (16%) but increasingly, workers are travelling elsewhere for their employment. **Employment 'self sufficiency' is less than half** meaning that there are more than twice as many resident workers as local jobs. These trends are typical of inner-middle ring areas where traditional jobs (manufacturing and routine service jobs) are in decline at the same time as professional and other 'white collar' service jobs are concentrating in larger centres outside the LGA. Nevertheless, it does highlight the scope and need for local economic modernisation and revival.

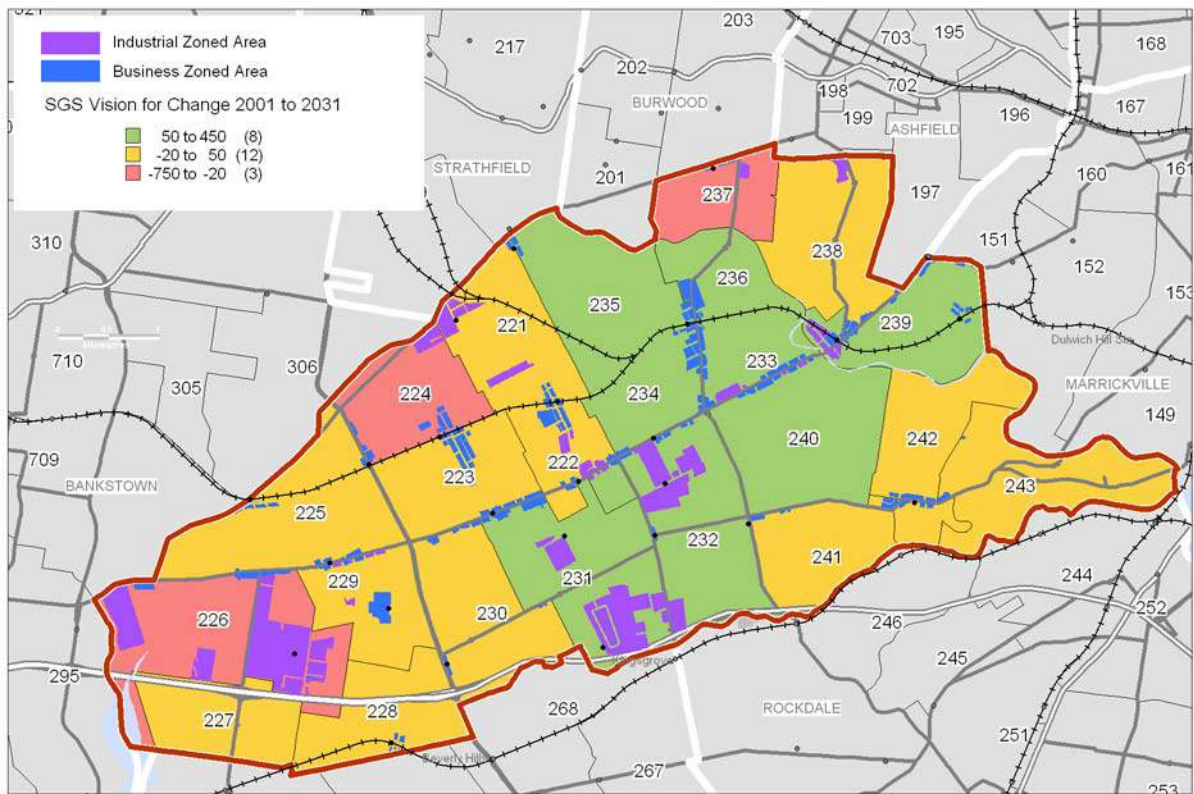
Canterbury has a residual manufacturing capability in textile, clothing, footwear and leather and 'other' categories. These are vulnerable to further economic restructuring affecting manufacturing but will continue to play an important role in providing employment in the inner south west. There are few, obvious strengths in strategic sectors with strong export potential, though Council would need to undertake more detailed analysis, industry by industry, of particular employers and their sales patterns, in order to determine this.

## 2.3 Canterbury’s Future Employment

Canterbury LGA is not resigned to employment declines associated with a ‘business as usual’ scenario. By implementing changes to the planning regime, in conjunction with actions to promote economic development, it is reasonable that Canterbury Council may promote employment growth. A vision for employment change is presented in Figure 5 and Table 1.

Section 4 presents a range of planning and economic development actions which will guide change within Canterbury LGA.

**Figure 5.** SGS Vision for Employment Change



Source: TDC, 2006 and SGS Economics and Planning

**Table 1.** Distribution of Employment, 2001 and 2031

Travel Zone		Jobs 2001	2001 Share	Future Share	
231	Kingsgrove	3,013	11.5%	12.6%	3,352
240	Earlwood North	581	2.2%	3.2%	851
234	Campsie West	1,666	6.4%	6.8%	1,809
233	Campsie	1,569	6.0%	6.2%	1,649
236	Campsie North	550	2.1%	2.3%	612
239	Hurlstone Park	1,357	5.2%	5.5%	1,463
232	Kingsgrove East	2,206	8.5%	8.5%	2,261
235	Belfield	983	3.8%	3.9%	1,037
238	Ashbury	1,313	5.0%	5.0%	1,330
229	Roselands	1,808	6.9%	6.8%	1,809
223	Lakemba	1,372	5.3%	5.3%	1,398
222	Belmore South	1,283	4.9%	4.9%	1,308
221	Belmore	1,067	4.1%	4.1%	1,087
225	Punchbowl	946	3.6%	3.6%	964
242	Earlwood East	640	2.5%	2.5%	652
241	Earlwood	471	1.8%	1.8%	480
243	Undercliffe	435	1.7%	1.7%	443
228	Narwee	399	1.5%	1.5%	407
230	Roselands East	347	1.3%	1.3%	354
227	Riverwood	309	1.2%	1.1%	293
237	Croydon Park	260	1.0%	0.9%	239
224	Lakemba North	790	3.0%	2.5%	665
226	Riverwood North	2,736	10.5%	8.0%	2,128

**Source:** SGS Economics and Planning

## 2.4 The Role of Local Government in Economic Development

### 2.4.1 Canterbury Council's Role

City of Canterbury, in conjunction with its local and regional partners, plays an important role in identifying and addressing the challenges, as well as promoting and facilitating opportunities for the economic development of the local area. Discussions with local businesses suggested that there was a lack of awareness of Council's role beyond 'roads, rates and rubbish'. Developing awareness is an important step in the successful implementation of an Economic Development and Employment Strategy.

Local government should take a pro-active role to stimulate and encourage local / regional economic development and there are a range of economic development activities that Councils can engage in to encourage and support economic development in their communities of interest. In recent work, Council has prepared a strategy for centres within the LGA, and worked with Hurstville and Sutherland Councils to prepare a strategy, Building Employment Opportunities in Sydney's South.

While private enterprise is the primary driver of economic growth, local government can make an important contribution as a promoter, facilitator and coordinator of local and regional economic development activities. Effective local government participation is vital to the success of economic development initiatives.<sup>4</sup> This section highlights the opportunities for Canterbury Council to play a role in economic development in:

- (i) supporting an attractive business and people environment;
- (ii) facilitating local investment, business and employment; and
- (iii) attracting and facilitating new investment.

### **Supporting an Attractive Business (and People) Environment**

Creating and maintaining an environment conducive to business investment, and an attractive 'people environment'<sup>5</sup>, are fundamental prerequisites for sustainable economic prosperity. Overall responsibility for achieving this goal rests with the three tiers of government, the private sector, development and business organisations, and the general community.

Strategic land use planning, which is also the responsibility of local government, can have a major influence on the investment appeal of an area. As well as ensuring that adequate land is available for industrial development, land use planning can reinforce existing or emerging industry clusters by providing appropriate signals relevant to the performance and locational requirements of the key identified industries.

It is critical that Canterbury understands and continues to monitor the nature and workings of the local economy so that Council can determine the most effective way to support economic development. As well as assisting Council officers in the strategic planning of the area, 'information provision' is a key tool for providing business assistance. By possessing up-to-date information on the local and regional economy, Council will be better informed and better placed to respond to investment enquiries quickly and effectively when they arise.

### **Facilitating Local Investment, Business and Employment Growth**

The injection of new capital is a key driver of economic expansion and job growth. However, a strategy, which aims to enhance the level of investment in a particular area, must be framed to look beyond mere industry attraction.

A successful investment enhancement strategy will be one that encourages additional investment from business and industry already located in the region or locale. This is critical if potential market opportunities are to be fully capitalised on. It is generally accepted that around 70% of investment in a region or locale is made by existing firms (i.e. established businesses founded in

<sup>4</sup> Australian Local Government Association (2002), "National Agenda for Australian Local Government 2002, Australian Local Government Association.

<sup>5</sup> US author Richard Florida (2000) argues that cities and regions, which convey an environment that nurtures diversity, that is open to different ideas, interests and cultures, and, as such, is more tolerant, will be attractive to the world's creative knowledge workers. These are the people who are 'paid to solve intellectual problems, whose 'brain power' drives economic prosperity in today's highly competitive global economy. Florida uses what he has dubbed the 'gay index' to measure a city's or region's diversity and tolerance.

the region plus newly established firms or 'start-ups')<sup>6</sup>. Hence, local enterprise often presents the greatest potential to take advantage of new investment opportunities.

City of Canterbury should have lead responsibility for a number of activities that are geared to facilitating new local investment from within. They include:

- Facilitating business networks and clusters;
- Working with existing businesses to assist their growth;
- Promoting existing businesses, as well as promoting culturally-specific businesses, such as the Halal Food Industry within Canterbury LGA; and
- Promoting easy access to transport corridors and the public transport network.

It is acknowledged that work has been undertaken by Council in a number of these areas.

### **Attracting / Facilitating New Investment**

The potential to attract new capital from outside the local area should not be discounted. Investment attraction remains an important component of any attempt to enhance the local economic and employment base. Strategically targeted new businesses (that can meet a particular market need and link in with the existing industrial make-up) can contribute substantially to local economic growth and development.

Canterbury should take lead responsibility for a number of activities that are geared to attracting external investment such as:

- Promoting the area to new visitors (tourists); and
- Attracting new business investment.

## 2.4.2 Creating a Competitive Place

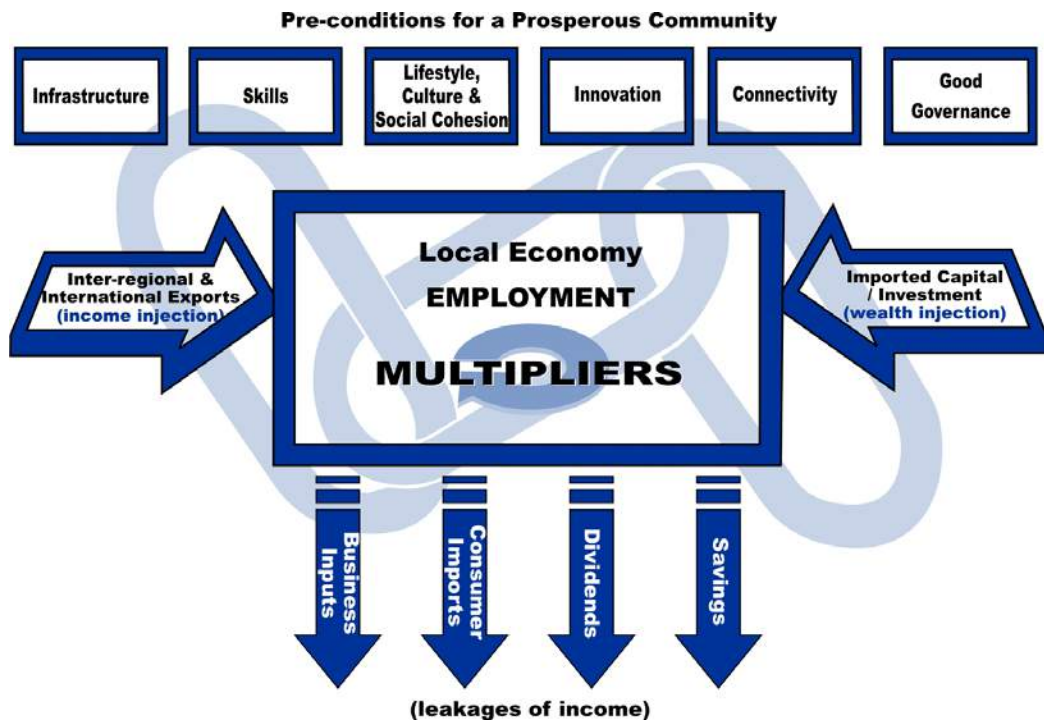
Council's actions can work towards shaping Canterbury to be a preferred location in which to work and live. Competitive places need a combination of supporting infrastructure, available skills, lifestyle and cultural assets, connectivity, an environment that fosters innovation and good governance<sup>7</sup>.

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<sup>6</sup> This fact was first brought to popular attention by McKinsey & Co. in "Business Investment and Regional Prosperity: The Challenge of Rejuvenation" for the Department of Housing and Regional Development, 1994

<sup>7</sup> Sasha Lennon (Director, SGS Economics and Planning) (2008) 'How councils can make a difference in economic development by nurturing the preconditions for a prosperous community' *Australian Planner*, Volume 45, Number 1, March 2008.

Figure 6. A Conceptual Model of Local Economic Prosperity



Source: SGS Economics and Planning Pty Ltd

### Infrastructure

Efficient, effective and well maintained infrastructure underpins economic activity and is fundamental to a prosperous local economy. It includes 'physical' infrastructure (like roads, rail, seaports and airports, information technology and telecommunications, power and water) and quality 'community' infrastructure (like recreation and leisure facilities, cultural services and facilities and community services and facilities). Together these elements should offer good physical and functional links that support social, cultural and economic interaction and exchange.

A knowledge economy is characterised by strong innovation and technology uptake across the economy. This requires, among other things (such as quality research and education institutions and strong research-industry links), the availability of world class information and communications technology. In today's global economy, technology is the critical enabler which makes it possible for businesses (and residents) to effectively communicate with and do business with the rest of the world.

City of Canterbury, in its role as a co-ordinator of local economic development activities, has a key responsibility to ensure that such fundamentals for investment and economic development are addressed. This includes directly providing those infrastructure items that fall under Council's control. It also means actively lobbying the other spheres of government and private providers on infrastructure matters of regional significance.

## Skills

A skilled and flexible workforce can be supported by responsive education and training programs with access to meaningful employment that can adapt to changing economic circumstances or new opportunities as they arise.

At present Canterbury LGA does not have any major educational infrastructure, such as a TAFE or university campus. The occupational profile of Canterbury residents is skewed towards lower order occupations, with an under-representation of managers and professionals.

Promoting economic development is not the primary role of universities and other tertiary learning institutions. Their primary roles are to educate students and produce new knowledge. Therefore, Local Government can play an important role in helping to match the local economy's skills flow with industry needs by providing the necessary networking forums. This includes activities such as liaising with local business and industry (perhaps via formal industry networks or cluster groups) to identify any apparent labour shortages or skill gaps, auditing local education and training providers to identify local capacity for training provision that addresses critical gaps and then proactively encouraging education and training provision that meets local industry requirements. Importantly, local education and training providers themselves need to be engaged in this process.

## Lifestyle, Culture and Social Cohesion

As knowledge is embodied in individuals, it is vitally important for regions to be able to attract and retain skilled workers. Achieving this ultimately relies on more than just employment opportunities, business subsidies or other initiatives to attract businesses. Quality of life and personal development opportunities need to be afforded to these sophisticated 'knowledge workers'. The emergence of the knowledge worker has reaffirmed 'place' as a driver of local and regional competitiveness. Knowledge workers need to be in an environment that is appealing to them, and which nurtures their growth and development. They effectively make lifestyle choices first and income generating choices second. For many, their chosen occupation does not tie them down to any one particular area.

Knowledge workers rely on those elements of an economy that support and encourage their creativity and the diffusion of ideas. This includes the area's lifestyle attributes including both its built form and its natural environmental attributes. The appeal of a region's 'lifestyle' will be strongly influenced by the quality of and accessibility to local recreation, leisure and entertainment facilities and the depth and strength of the cultural infrastructure. It will also be determined by the area's diversity, the community's acceptance of diversity and its social cohesion. A trend of gentrification which is occurring in the east of Canterbury LGA is likely to result in an increase proportion of knowledge workers within the LGA.

## Connectivity

Economic development efforts need to focus on building on existing local strengths and capabilities – not aiming to attract or develop industries or 'clusters' from scratch or by subsidising uncompetitive operations that do not provide a broader public benefit. A cluster-based approach to

industry development is important for long-term success and could be implemented in Canterbury through specific industry development strategies.

## **Innovation**

Australian economies can no longer rely on cost competitiveness to drive economic development. As we proceed into the 21st Century, continual innovation will become the essential determinant of long-term economic performance in Australia and other developed countries. For Canterbury City Council, encouraging local businesses to innovate lies at the heart of the ability of businesses to value-add in the long-term. Innovation and the commercialisation of new ideas can be nurtured by establishing and developing strong links between local businesses, government and research and learning institutions. Recent work by Professor John West identified some essential environmental conditions for effective innovation as<sup>8</sup>:

- access to science and technology,
- access to financial resources, and
- access to high-quality information and knowledge infrastructure.

*Venturing Australia: building strength in innovation* acknowledges that 'the most fundamental drivers of innovation are the skills, knowledge and attitudes of the workforce – collectively referred to as the human capital'<sup>9</sup>. Further investment in research and development is a key input to innovation and contributor to productivity growth.

Without nearby educational and research institutions businesses in Canterbury need an alternative means of 'replicating' these conditions. Better utilising internet platforms, enhanced transport connections to knowledge centres (or the promotion of the existing, good train and motorway connections) and encouraging 'outreach' activities by education, training and information providers are a means of achieving this.

## **Good Governance**

Activities designed to nurture and support an attractive business (and people) environment are critical to any economic development strategy and one of the most effective ways for Councils to effect positive change is through good strategic planning. A supportive governance structure can be provided through the establishment of a 'business ready' regulatory environment, low cost business structures, open lines of communication between business and government, and ready access to business support, information and advisory services.

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<sup>8</sup> Professor Jonathan West (2007) A Strategy to Accelerate Innovation in NSW: Outline for Policy Development, Australian Innovation Research Centre.

<sup>9</sup> Australian Government (2008) *Venturing Australia: building strength in innovation*

## 3 Infrastructure, Employment Lands and Centres

This chapter provides an overview of the current state of Canterbury's infrastructure, employment lands and centres.

### 3.1 Infrastructure and Assets Audit

There is a diverse range of infrastructure, both 'hard' and 'soft' infrastructure, which influences the extent to which a place is competitive. Table 2 provides a list of the types of infrastructure within Canterbury.

**Table 2.** Infrastructure and Assets, 2006

Assets	Details
Key visitor attractions and recreation facilities	<p>These include:</p> <ul style="list-style-type: none"> <li>• Canterbury Park Racecourse</li> <li>• Canterbury Olympic Ice Rink</li> <li>• Canterbury Golf Course</li> <li>• Canterbury Aquatic Fitness Centre</li> <li>• Numerous park and sporting grounds</li> <li>• Campsie Food Festival</li> <li>• Haldon Street Festival</li> </ul>
Educational Institutions	<p>Bankstown TAFE is located outside the LGA, but is likely to be attended by many Canterbury residents. The TAFE offers course in business studies, travel and tourism, pre-vocational studies, animal care, personal and community services, and engineering. Specialist business training areas include tourism, banking, mortgage lending and administration services. Diploma qualifications in business, engineering and children's services may provide credits in university degrees.</p> <p>Upgrades to Bankstown TAFE were identified in the SIS.</p>
Clusters of Health or medical activities	<p>Canterbury Memorial Hospital had 169 beds in 2002/03 and employed 573 staff at this time<sup>10</sup>. Services provided include general medicine, surgery, obstetrics and gynaecology, paediatrics, aged care, rehabilitation and palliative care.</p>
Community Facilities	<p>The following community facilities are located within Canterbury LGA:</p> <ul style="list-style-type: none"> <li>• Canterbury City Community Centre</li> <li>• Riverwood Community Centre</li> <li>• Canterbury- Bankstown Migrant Resource Centre</li> <li>• Ashbury Senior Citizens Centre</li> <li>• Belmore Community &amp; Senior Citizens Centre</li> </ul>

<sup>10</sup> <http://www.cs.nsw.gov.au/canterbury/general.htm>

Assets	Details
	<ul style="list-style-type: none"> <li>• Earlwood Senior Citizens Centre</li> <li>• Lakemba Senior Citizens Centre</li> <li>• Punchbowl Multipurpose Centre</li> <li>• Riverwood Senior Citizens Centre</li> <li>• Riverwood Community Centre</li> <li>• The Carrington Centre</li> <li>• Belmore Youth Resource Centre</li> <li>• Wiley Park Amphitheatre (open air performance venue)</li> <li>• Canterbury-Earlwood Caring Association</li> </ul>
Council Libraries	<p>Within Canterbury LGA there is a central library at Campsie and branch libraries at Earlwood, Lakemba and Riverwood.</p>
Clubs	<p>The following sporting, RSL and Bowling Clubs are located within Canterbury LGA:</p> <ul style="list-style-type: none"> <li>• Belfield RSL Club</li> <li>• Belmore Returned Services &amp; Community Club</li> <li>• Campsie RSL Sub-branch Club</li> <li>• Canterbury League Club</li> <li>• Canterbury Hurlstone Park RSL Club</li> <li>• Earlwood-Bardwell Park RSL Bowling Club</li> <li>• Kingsgrove RSL Club</li> <li>• Lakemba Returned Soldiers Club</li> <li>• Lakemba Services Memorial Club</li> <li>• Punchbowl Ex Services and Community Club</li> <li>• Riverwood Legion and Community Club</li> <li>• Ashbury Bowling and Recreation Club</li> <li>• Belfield Bowling and Recreation Club</li> <li>• Campsie South Bowling and Recreation Club</li> <li>• Croydon Park Ex Servicemen's Club</li> <li>• EPB Sports Bowling Club</li> <li>• Hurlstone Park Bowling and Recreation Club</li> <li>• Riverview Bowling and Recreation Club</li> <li>• Roselands Bowling Club</li> <li>• Western Suburbs Australian Football Club</li> <li>• Australian National Sports Club</li> <li>• Belmore PCYC</li> <li>• Canterbury Bankstown Tennis and Bowls Club</li> </ul>
Arterial Road Infrastructure	<p>Within Canterbury LGA there are 4 intersections which have entry/exit ramps to/from the M5. Notably at the intersection of Kingsgrove Road and the M5, it is only possible to enter the M5 heading eastbound. The intersection of Belmore Rd and the M5 enables people to enter the M5 heading westbound or to exit, if travelling in an eastbound direction.</p> <p>Canterbury Road is the main spine through the LGA and many businesses are located along it. The road is quite busy and congested, with poor amenity, and along much of the road, poor quality building stock. In some cases,</p>

Assets	Details
	<p>drivers may be frustrated by the limited opportunities to turn right off Canterbury Road.</p> <p>The Urban Transport Statement identifies measures to improve road capacity at 'pinch-points' (places with high levels of congestion). Works are to be undertaken along King Georges Road, between Hurstville and Wiley Park (which is located within Canterbury LGA, between Beverly Hills and Wiley Park) to reduce the impact of pinch-points along this road.</p>
Council owned land	<p>Council owned land is shown on the fold out map. Council does not appear to own a significant amount of land within the LGA that is not open space. Some parcels of Council owned land are located in the Chapel Street and Kingsgrove Employment Land Precincts.</p>
Railways Stations	<p>Two railway lines, the Bankstown Line and Airport and East Hills Line pass through the LGA. Services along both lines run approximately every 15 minutes in the off-peak.</p>
Bus Routes	<p>Strategic Bus Corridors, which cross through Canterbury and were identified in the Metropolitan Strategy include:</p> <ul style="list-style-type: none"> <li>• 25 Hurstville – Bankstown</li> <li>• 26 Hurstville – City via Newtown</li> <li>• 27 Hurstville – Burwood</li> <li>• 28 Bankstown – Burwood via Campsie</li> <li>• 29 Bondi Junction - Burwood</li> </ul>

**Source:** SGS Economics and Planning

While not located within Canterbury LGA, the SIS identifies the development of Enfield Intermodal Terminal. This has the potential to impact on demand for employment lands within Canterbury LGA, as some businesses may seek to be located in proximity to the intermodal terminal.

## 3.2 Land Use Audit

### 3.2.1 Purpose

An employment lands audit was completed to provide an up to date record of land use within Canterbury LGA. Audit data is important to show not only how much land is being used and by which industry sectors, but also the way in which land is being used. Key audit outputs include:

- Land use by industry and zone
- Site coverage ratios
- Actual FSRs
- Existing capacity under existing planning controls
- Vacant land/ floorspace

The audit produces vital data inputs for future land demand forecasting. For example, by combining floorspace used by sector with employment forecasts, floorspace forecasts by sector can be derived.

#### **Broad Land Use Categories (BLCs)**

Data has been gathered at a fine grain 3 digit ANZSIC. For ease of analysis, these have also been translated to 1 digit ANZSIC.

However, these industry categories are not the most useful way to understand land use patterns as the categories cut across land use types and zones. For example, a manufacturing business may have offices located in a town centre, but have a production facility located in an industrial area.

Different industries operate at different geographic scales and have different key drivers. Local service industries – automotive repairs, printing, domestic storage etc – need to be relatively close to customers, and are responsive to (and change with) population growth. Different types of businesses have different locational and access needs. These issues have significant implications for forecasting the demand for floorspace within the commercial centres.

Broad land use categories, initially developed with the NSW Department of Planning in previous employment land planning investigations, have also been used to record the way in which land has been used within Canterbury LGA. These are listed in Table 3.

**Table 3. Broad Land Use Categories (BLCs)**

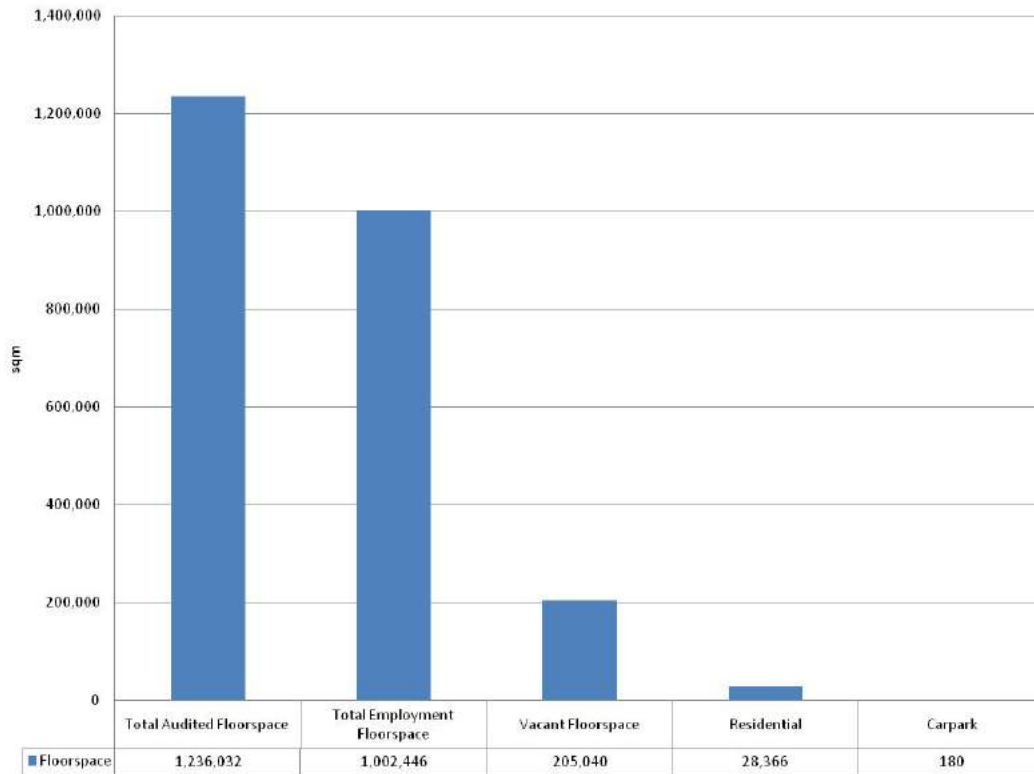
Land Use Category	Description
Freight and Logistics (FL)	<ul style="list-style-type: none"> <li>Warehousing and distribution activities. Includes buildings with a number of docking facilities; 'hard stand' areas with trucks or goods awaiting distribution; and large storage facilities.</li> <li>Warehousing and distribution is a metro level issue with activities preferably locating close to air, sea and inter-modal inland ports, or with access to the motorway system.</li> </ul>
Local light industrial and urban support (LL)	<ul style="list-style-type: none"> <li>Car service and repair; joinery, construction and building supplies; and domestic storage.</li> <li>Wide range of businesses that service other business (components, maintenance and support) and subregional populations. Needed at local (LGA) to sub-regional level.</li> </ul>
Manufacturing – Heavy (MH)	<ul style="list-style-type: none"> <li>Large scale production activity. Likely to be characterised by high noise emission; emission stacks; use of heavy machinery; and frequency of large trucks.</li> <li>Heavy manufacturing is in decline in Sydney, but will continue to cluster in some locations such as Wetherill Park, Campbelltown/ Ingleburn etc. There are strong arguments for collocation in terms of raw material delivery and to concentrate externalities (though impacts on surrounding uses are generally moderate).</li> </ul>
Manufacturing – Light (ML)	<ul style="list-style-type: none"> <li>Clothing manufacturing, boat building and electrical equipment manufacturing</li> <li>Small scale production with lower noise and emission levels than heavy manufacturing.</li> </ul>
Urban Services (US)	<ul style="list-style-type: none"> <li>Concrete batching, waste recycling and transfer, construction and local and state government depots, sewerage, water supply, electricity construction yards.</li> <li>These typically have noise dust and traffic implications and need to be isolated or buffered from other land uses. Needed in each sub-region.</li> </ul>
Office (O)	<ul style="list-style-type: none"> <li>Administration, clerical, business services, research.</li> <li>Office buildings that are independent (ie, are not ancillary to another use on site) and likely to accommodate a significant number of administration staff (&gt;10 people).</li> </ul>
Business / Office Parks (BP)	<ul style="list-style-type: none"> <li>Integrated warehouse, storage, R&amp;D, 'back-room' management and administration with up to 40% office component.</li> </ul>
Retail - Main Street (RM)	<ul style="list-style-type: none"> <li>Retailing services traditionally found in main street locations (eg, supermarkets) and small cluster or strips of stores located next to a street or road.</li> </ul>
Retail – Big Box (RB)	<ul style="list-style-type: none"> <li>Large shopping complexes, including Westfield.</li> </ul>
Retail Bulky Goods (RBG)	<ul style="list-style-type: none"> <li>Typically large, one-story buildings surrounded by car-parking, usually located out of centre and in high exposure (main road) locations.</li> </ul>
Special Activities (S)	<ul style="list-style-type: none"> <li>Tertiary level education, health, and community services. Typically require strategic locations and needed in each sub-region.</li> </ul>
Dispersed Activities (D)	<ul style="list-style-type: none"> <li>Primary and secondary education, lower level health, social and community services, trades construction, other 'nomads'.</li> </ul>
Residential (R)	<ul style="list-style-type: none"> <li>Residential development.</li> </ul>
Accommodation (Short Term) (AST)	<ul style="list-style-type: none"> <li>Hotels and Motels (not including pubs), backpacker establishments.</li> </ul>
Car park (CP)	<ul style="list-style-type: none"> <li>Stand-alone car parking stations</li> </ul>

### 3.2.2 Audit Results

Figure 7 shows a floorspace and land use summary for Canterbury. Within the limits of the current planning controls there is a total of 1,742,603 sqm in of industrial zoned land in Canterbury, on which there is 1,236,032 sqm of floorspace. The total floorspace within industrial zones may be used for employment or non-employment uses e.g residential dwellings, this may occur where the built form pre-dates the planning controls. Excluding other uses, the total floorspace used for employment is 1,002,446 sqm of which 169,847 sqm is currently vacant. This equates to 16.9%, compared with an average of 8.4% across the following LGAs: Bankstown, Botany Bay, Canterbury, Holroyd, Hornsby, Leichhardt, Marrickville and Randwick.

Figure 7 indicates that there are some residential properties occurring within industrially zoned land.

**Figure 7. Total Floorspace, Use and Potential in Canterbury**



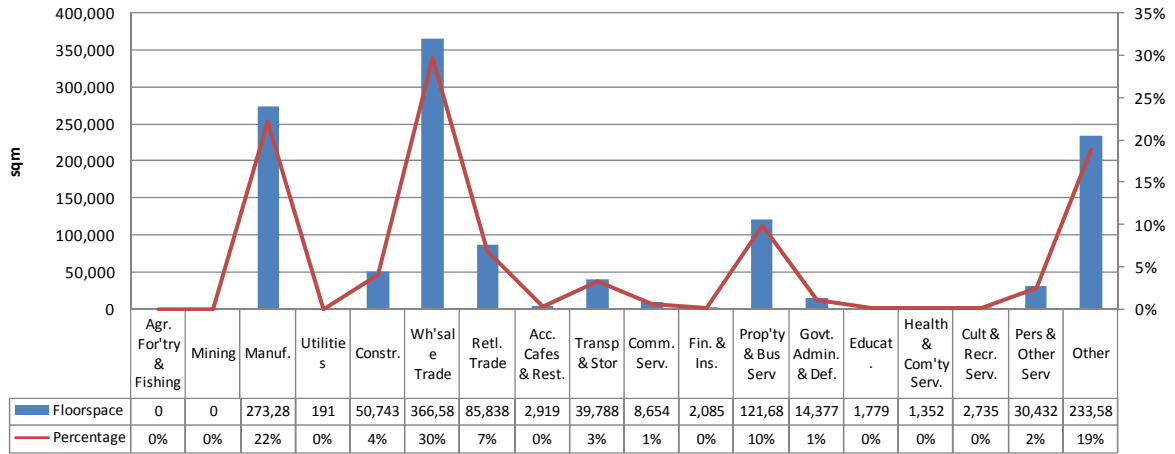
**Source:** SGS Land Use Audit (2008)

#### Floorspace by Industry Sector (1 digit ANZSIC)

Figure 8 shows floorspace usage by 1 digit ANZSIC category, in absolute and percentage terms. Clearly, the 'Other' category accounts for a large proportion of floorspace in the surveyed areas (19%). This category includes car parking, floorspace in vacant buildings and residential floorspace. For Canterbury, 'Other' floorspace accounts for 233,586 sqm, 'Wholesale Trade' occupies 366,585 (30%), followed by 'Manufacturing' with 273,285 sqm (22%).

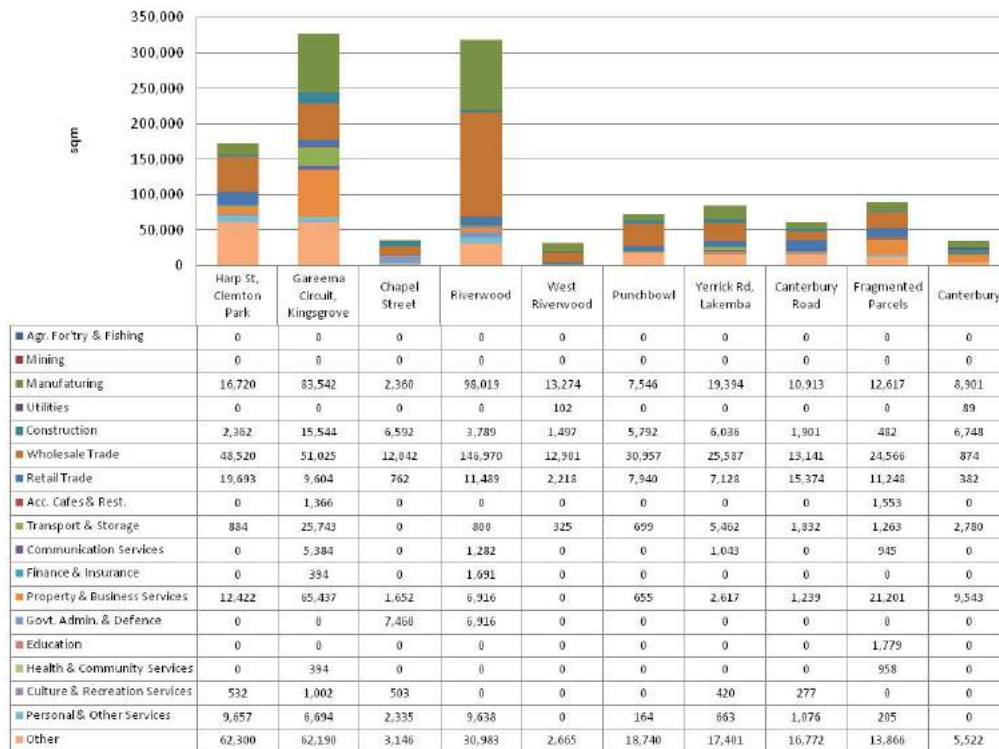
The distribution of floorspace by ANZSIC across the employment land precincts is shown in Figure 9. The greatest amounts of floorspace are concentrated in Garema Circuit, Kingsgrove and Riverwood which account for 328,319 sqm and 318,494 sqm respectively. All employment land precincts contained land used for the following purposes 'Manufacturing', 'Wholesale Trade', 'Construction', 'Retail Trade' and 'Other'. A large concentration of 'Wholesale Trade' is evident at Riverwood, accounting for 146,970 sqm.

Figure 8. Floorspace by 1 Digit ANZSIC Category



Source: SGS Land Use Audit (2008)

Figure 9. Floorspace by 1 Digit ANZSIC Category by Employment Land Precinct



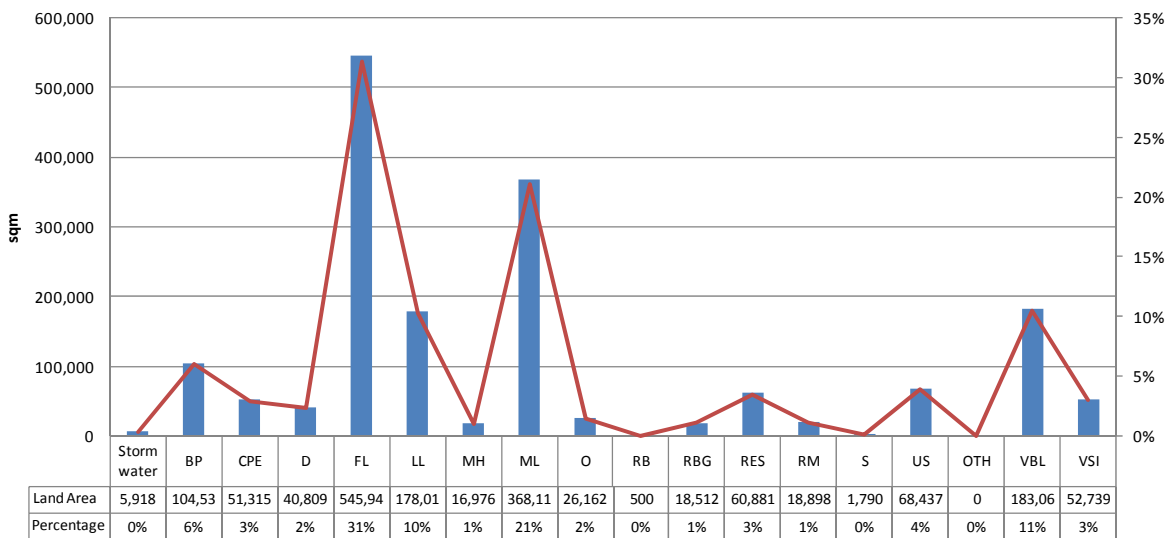
Source: SGS Land Use Audit (2008)

**Land Area by Broad Land use Category**

Figure 10 shows the land area in industrial zones (area and percentage of surveyed area) by Broad Land use Category (BLC). For Canterbury, freight and logistics (FL) occupies the largest amount of land area (545,947 sqm or 31%), followed by light manufacturing (ML) (368,112 sqm or 21%). While Business Parks and Office account for 104,530 sqm (6%) and 26,162 sqm (2%) respectively, retail uses, including bulky goods retailing (18,512 sqm or 1%), only occupy a very small amount of land area within industrial zoned land. Sites accommodating vacant buildings add up to 183,062sqm (11%), with vacant sites without buildings equating to 52,739 sqm (3%).

Freight and Logistics land uses are spread across all employment land precincts (Figure 11), but particularly concentrated in Riverwood and Garema Circuit, Kingsgrove. Similarly business park type land uses are also concentrated these areas. Canterbury Road accommodates a range of land use types including freight and logistics, local light industry and some retailing. Vacant sites are distributed across the employment land precincts, but the key vacant site is the Sunbeam site which makes up the majority of vacant land.

**Figure 10.** Canterbury Floorspace by BLC

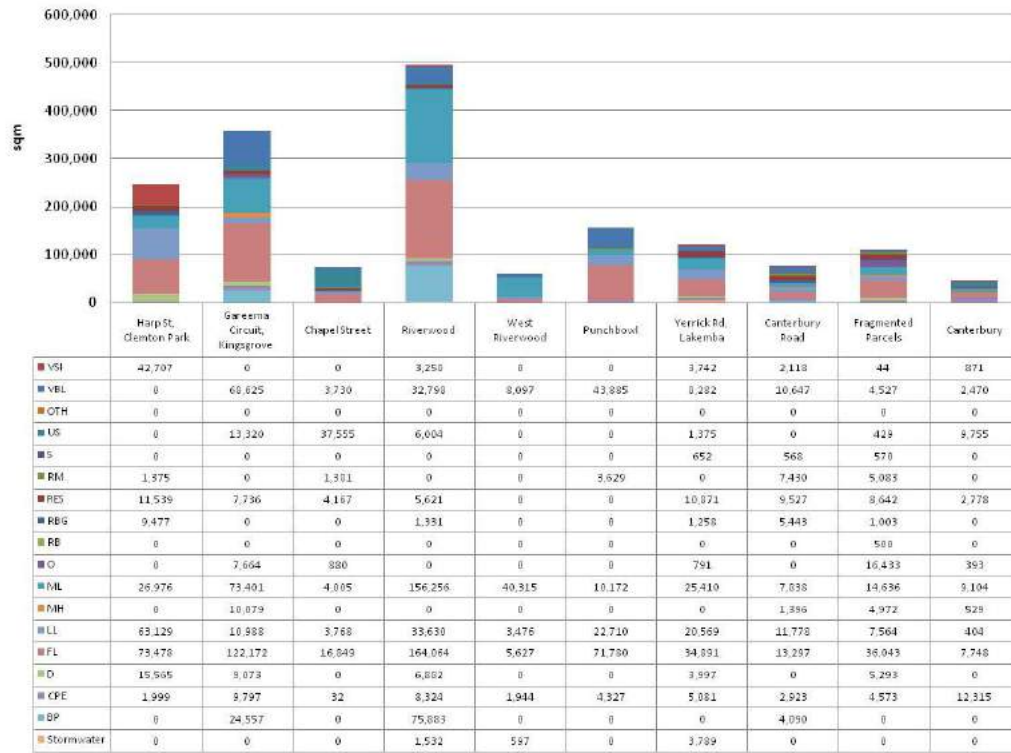


**Source:** SGS Land Use Audit (2008)

**ANZSIC-BLC Matrix**

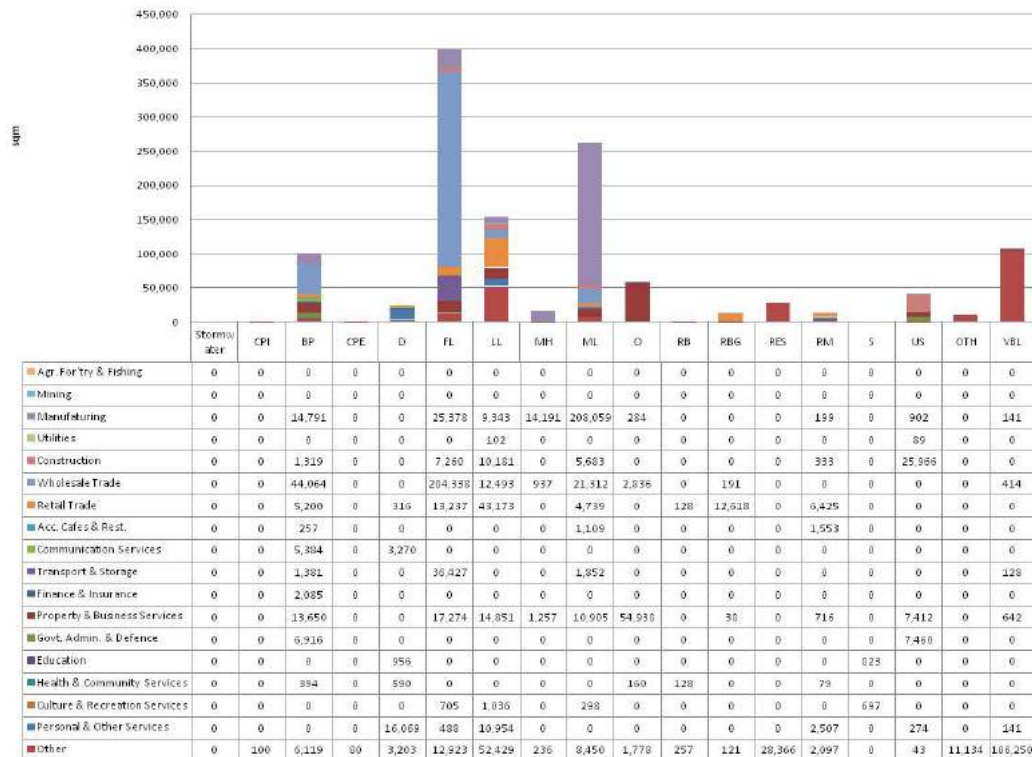
Figure 12 shows the Canterbury ANZSIC split by BLC. This displays the way that floorspace by ANZSIC industry sector is split across broad land use categories. For example, Manufacturing is primarily accommodated within the Freight and Logistics BLC, but also within Business Parks BLC. The most important point to note from this analysis is that, as discussed at the start of this section, employment by ANZSIC category does not align neatly with land use patterns.

Figure 11. Floorspace by BLC by Employment Land Precinct



Source: SGS Land Use Audit (2008)

Figure 12. Canterbury ANZSIC-BLC Floorspace Matrix

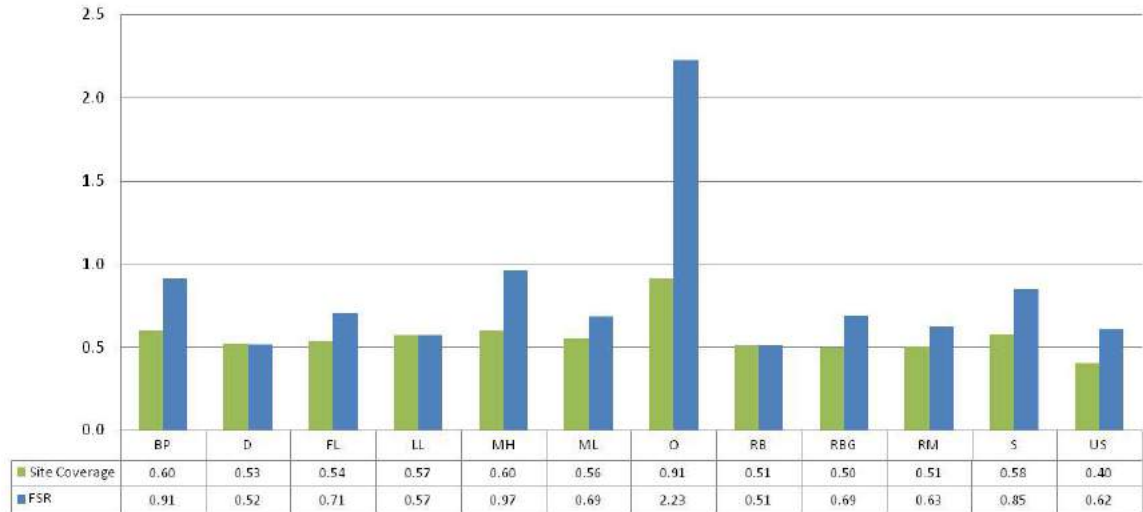


Source: SGS Land Use Audit (2008)

**Site Coverage and Actual FSRs by BLC**

Figure 13 shows the site coverage and actual FSRs by BLC for Canterbury. Site Coverage varies from 0.40 for urban services, to 0.91 for office. Observed FSRs vary from 0.52:1 for dispersed activities, through to 2.23:1 for office. It is important to note that these observed FSR are only a best-estimate indication based on the building area as determined from aerial photos, and do not take into account internal space which may not be included in normal FSR calculations.

**Figure 13.** Site Coverage and Actual FSRs by BLC



**Source:** SGS Land Use Audit (2008)

**Available floorspace**

There are three important components of the availability of floorspace:

- **Vacant area.** Vacant sites and vacant floorspace in buildings
- **Capacity.** The capacity for additional floorspace to be built on occupied sites
- **Opportunity areas.** The combination of sites currently used for non-employment purposes (such as car parks or residential areas) to employment use.

The land use audit is able to provide a good indication of vacant sites and vacant floorspace. Additionally, the audit can provide a rough indication of capacity, through calculating the gross available floorspace up to the FSR limit of the current controls. However, in practice developments will rarely occupy sites up to the FSR limit, and there are many reasons why this floorspace may not be taken-up. Floorspace and site coverage by land use zone are shown in Table 4.

**Table 4.** Floorspace by Zone and Site Coverage

Broad Land Use Category	Floorspace			Site Coverage		
	4(a)	4(b)	4(d)	4(a)	4(b)	4(d)
BP	57,091	38,350	0	0.63	0.57	--
D	3,535	17,461	205	0.46	0.55	0.21
FL	147,461	228,032	9,613	0.51	0.55	0.54
LL	46,365	53,278	2,489	0.60	0.56	0.78
MH	5,528	10,280	578	0.48	0.68	0.50
ML	118,471	121,695	13,789	0.56	0.55	0.67
O	20,340	36,573	1,306	0.46	1.81	0.66
RB	0	0	257	--	--	0.51
RBG	7,783	3,796	1,269	0.44	0.64	0.69
RM	2,458	5,612	3,744	0.38	0.55	0.64
S	420	277	823	0.64	0.49	0.61
US	1,723	29,300	11,080	0.56	0.36	0.60
VBL	696	0	770	-	-	-
TOTAL (Employment Only)	<b>411,870</b>	<b>544,654</b>	<b>45,922</b>	<b>0.52</b>	<b>0.49</b>	<b>0.47</b>
TOTAL (Non-Employment Uses)	65,069	156,262	12,255			
TOTAL (Employment and Non-Employment)	476,940	700,916	58,177			

**Source:** SGS Land Use Audit (2008)

### Change over time

A previous land use audit was undertaken by Hill PDA in 2005. This previous audit provides a broader analysis, which classifies land into 7 categories: Manufacturing, Distribution, Automotive, Warehouse/Storage, Retailing, Other and Vacant Land. It was undertaken on a lot by lot basis, unlike the SGS land use audit which examines individual buildings. Given these differences, a perfect comparison of change over time is not achievable. An examination of the distribution of land uses suggests that there has been limited change since the previous land use audit.

## 3.3 Precinct by Precinct Analysis

For the purposes of this strategy, employment lands across Canterbury have been divided in to precincts, however employment lands with frontage along Canterbury Road have been considered together, as well as considering the smaller, more fragmented employment lands precincts together.

The section considers each precinct in terms of character, land use audit results and consultation findings. Specific actions are included in Section 4 and referred to in this chapter. Zoning recommendations are included in the appendix.

### 3.3.1 Precinct 1 - Harp Street, Campsie/Belmore



#### **Precinct Character**

Currently zoned 4(a) and 4(b) Light Industrial  
24.6 hectares

The area contains some large lots over 2 hectares, however the majority of lots range between 600 and 3,000sqm.

The Draft South Subregional Strategy classifies this employment lands precinct as Category 1 with a Freight and Logistics, Utilities/Urban Services, Local Industry character.

A key land use within this employment land precinct is Pickles Auctions. In the vicinity of Pickles a cluster of automotive servicing has developed. Other businesses in the vicinity include a knit wear manufacturer, cleaning supplies, food wholesaler, an office with some warehousing, Gordon Bros industry – a refrigeration company, furniture wholesalers, Mitre 10, Loumbus – paper recycling and factory units containing spring companies, joinery, shop fit-out companies and engineers.

The precinct has some frontage to Canterbury Road and has access to the M5 via Kingsgrove Road. Public transport access relies on buses along Canterbury Road. Local retailing and services are available in Campsie Town Centre or Belmore.

Hill PDA report recommends retention of this precinct, based on its 'defined edges, strategic size and location, good accessibility and intact industrial land uses.' The report suggests it would be appropriate to rezone land fronting Canterbury Road to reflect the existing bulky goods activities and premium exposure that this location offers.

The future of this area is likely to be strongly influenced by the nature of development which occurs on the Sunbeam site.

## Land Use Audit

This precinct accounts for 14% of all industrial floorspace within the LGA, primarily with the Wholesale Trade, Retail Trade and Manufacturing industries. At the time of the audit, vacant sites accounted for 42,707sqm. Some residential buildings were also located on industrial land within this precinct (sites equating to 11,539 sqm).



## Consultation Outcomes

Businesses identified the advantages of this area as:

- Closeness to the airport, Port Botany, train services and the M5 motorway;
- Large landholdings, providing opportunities for improvement; and
- Relatively affordable rates, when compared with some other areas, although rate concessions as an incentive for redevelopment were also suggested by one participant.

Concerns included:

- A need for an overall clean up of the area, both in private and public spaces;
- Lack of decisive action on the future of the Sunbeam site, which is in turn creating uncertainty and delaying plans by others considering redevelopment of their own sites, however since consultation was undertaken, a Part 3A application has been lodged for the site; and
- A need for incentives to encourage land owners and developers to invest in the area for its improvement. It was suggested that a relaxation of existing zoning rules to enable work

and liveable dwellings on the same site, increased use of 'Mixed Use' zoning and other more flexible arrangements. (Further information with regards to Live/work zoning is detailed on page 86.)

**Strategy Direction**

Consider the future of this area for low-rise, medium density housing, medical related businesses and a small neighbourhood centre, adjacent to light industry.

**See Precinct 1 in Appendix A**  
**See Actions P7, P9, P13, P19, P27 and P28 in Section 4.**



### 3.3.2 Precinct 2 - Kingsgrove



#### **Precinct Character**

Currently zoned 4(b) Light Industrial  
35.7 hectares

The average lot size for this area is approximately 2,930sqm. Smaller lots are located on Garema Circuit, with larger lots occurring in the eastern part of the precinct.

The Draft South Subregional Strategy classifies this employment lands precinct as Category 1 with a Freight and Logistics, Local Industry, Urban Services and Light Manufacturing character.

These employment lands are located along the southern boundary Of the LGA, in proximity to the M5. The eastern part of the precinct is accessible via Kingsgrove Road. This area contains a variety of companies accommodated in small factory/office units through to medium sized industrial parcels. Businesses include tile and kitchen companies, smash repairs/automotive parts suppliers and an Australia Post distribution centre. Adjacent, on land zoned for Special Use, is a bus depot. Some residential development is also located on industrially zoned land.

Some new industrial complexes have been developed. Some premises are available for lease.

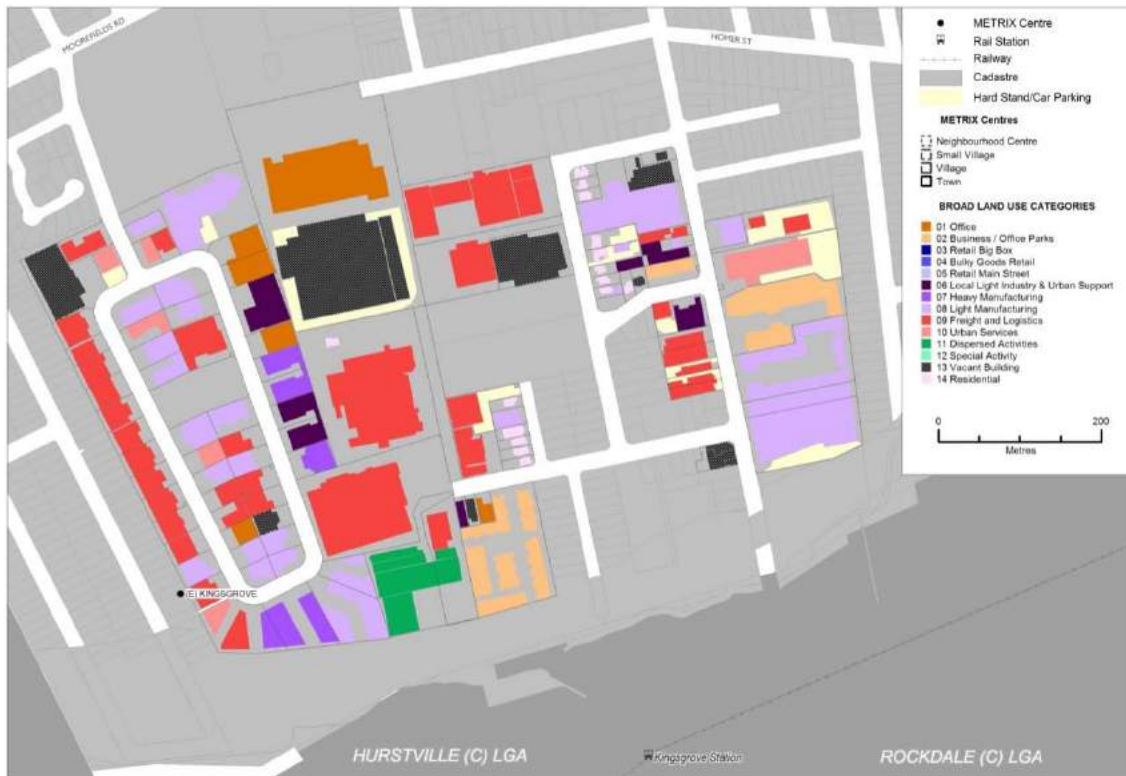
The western component of Kingsgrove is accessible via Wirega Avenue, through a residential area. This area has medium sized lots primarily occupied by warehousing and manufacturing. Businesses include Verosol, Spicemaster, Sheco (toy and gift importer) Hard Yakka, Allan Calendars, furniture wholesalers, graphics/printers, food manufacturing/wholesale, glass blocks/masonry supplies and Lloyds shipping. Businesses within this area appear to supply a relatively broad area, in comparison to much of the other employment lands within the LGA which provide local services. Buildings appear to generally have been built in the 1970s and 1980s. Premises were generally well occupied, with a couple of premises for lease. A council owned car park is located within Garema Circuit.

Garema Circuit contains a take-away shop, selling lunch to local employees. Local retailing and services are available at Kingsgrove, outside Canterbury LGA. Public transport access is poor, however, Council may advocate for improved services.

The area is bounded by the M5 to the south, and a park north of Garema Circuit. Some residential development occurs west of Kingsgrove Road and this area effectively 'intrudes' into the industrial area. Interface issues arise, particularly where trucks are required to travel through residential areas, such as along Wirega Avenue. The Hill PDA report recommended that this area be retained as an industrial precinct.

**Land Use Audit**

This precinct accounts for 27% of all industrial floorspace within Canterbury LGA. Manufacturing (83,524sqm), Property and Business Services (65,437 sqm) and Wholesaling (51,025 sqm) constitute the majority of floorspace. There are a significant number of vacant buildings within this precinct, which may reflect the undesirability of the area, but also indicates potential to accommodate additional employment.



**Consultation Findings**

Some businesses have been in this area for long periods of time and are keen to remain in the area both for convenience and because of familiarity for their customers. Advantages of being in this location were identified to include:

- Easy access to the M5 motorway (and to a lesser extent also the King Georges Rd and the M4) and thus to key clients;
- Ability to live close to work, enabling more family time even when long work hours are necessary as a small operator; and
- Relatively easy access to the CBD.

Concerns included:

- Having to access the area by only one route (with associated delays) and through residential areas, which results in complaints to Council;
- Poor maintenance of the area both by Council and by some industrial precincts within the area (car park litter, car dumping etc; poor lighting; and a need for regular mowing of grass in the area were singled out as key in this regard);
- Limited exposure for many businesses within the industrial estate (a well-maintained business and industrial directory was identified as something Council could provide to assist businesses in this area);
- A lack of opportunities for those businesses in the area wishing to expand further, given most sites are relatively small and turn-over is not high;
- High costs relative to other industrial areas in Canterbury and elsewhere; and
- Lack of a footpath in some parts of Garema Circuit (particularly 40-42) (However, Council notes that this has since been addressed).

Real estate agents indicated that properties in this area were in high demand. It was also stated that Harp St in comparison is not well placed to manage heavy vehicle movements.

### Strategy Direction

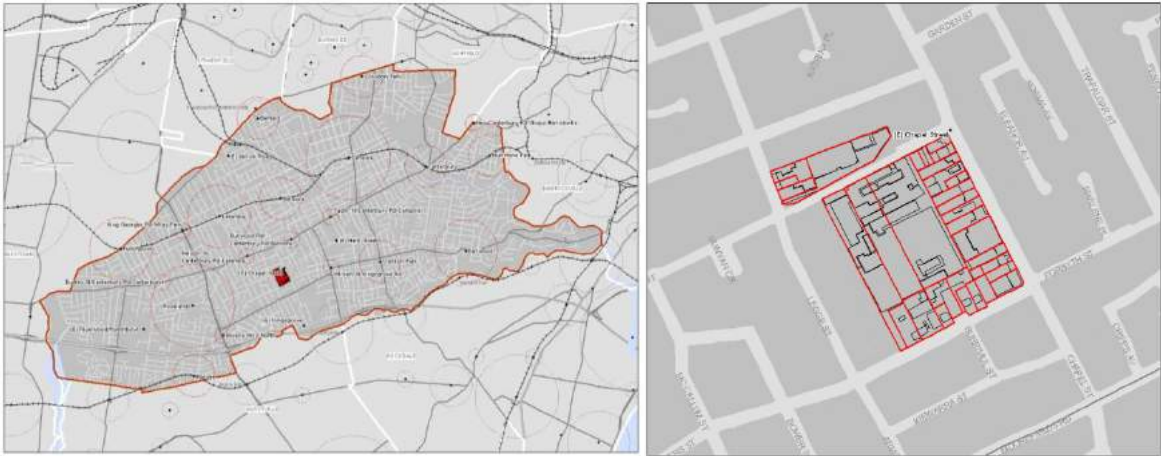
Enhance Kingsgrove’s strategic employment role, protect land for key uses and enhance amenity. Investigate use of Council land for ‘catalyst’ infrastructure or development. Modify road and access arrangements. Enhance connections to Kingsgrove station and create a focus for worker amenities. Investigate opportunities for consolidation of employment opportunities from existing residential areas.

**See Precinct 2 in Appendix A**

**See Actions P9, P13, P20 and P27 in Section 4.**



### 3.3.3 Precinct 3 - Chapel Street, Roselands



#### **Precinct Character**

Currently zoned 4(b) Light Industrial  
7.2 hectares

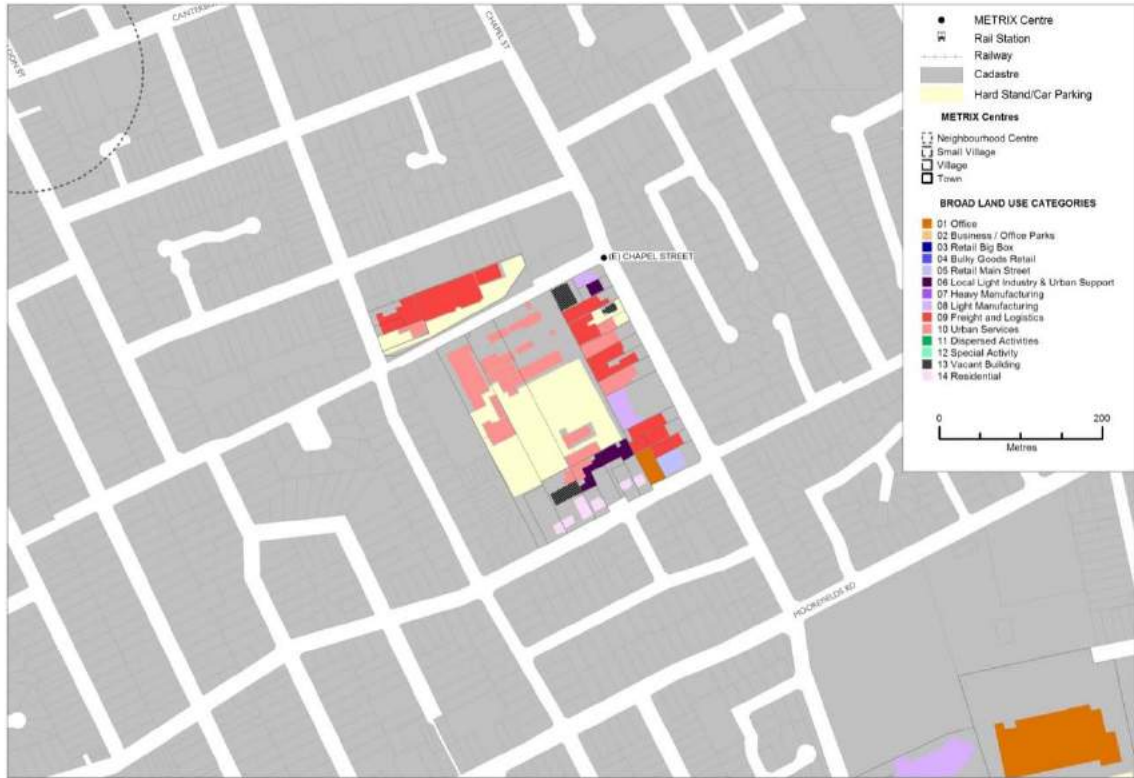
There are some large parcels within this precinct. Lot sizes range from 300sqm to 1.6ha. The Draft South Subregional Strategy classifies this employment lands precinct as Category 1 with Utilities/Urban Services type uses.

This area differs from Kingsgrove, and other employment land precincts in that it appears to contain a greater proportion of businesses which supply to, or provide services to, the general public. Businesses located here include laundry service, photo/art company, data cables suppliers, a framing manufacturer/retailer, food wholesalers, joinery, church, dance studio, glass screens supplier, auctioneer and pots wholesaler/retailer. This area also contains a Council depot and City of Canterbury Training Centre. Chapel Street employment lands are partially buffered by a park, but otherwise are surrounded by residential development.

Access to Chapel Street is via residential areas, and it is not well served by regular or frequent public transport. Retailing and local services for employees, are available in Lakemba or Belmore. The Hill PDA report recommends that this area be retained to accommodate industrial activities.

#### **Land Use Audit**

This precinct accounts for only a very small proportion of all industrial zoned floorspace within the LGA (3%), however it contains significant hardstand. Urban Services is the primary land use (37,555 sqm).



### Strategy Direction

Opportunities for new employment uses, residential and live-work arrangements.

See Precinct 3 in Appendix A.

See Actions P9, P13, P17 and P20 in Section 4.



### 3.3.4 Precinct 4 – Bonds Road, Riverwood



#### **Precinct Character**

Currently zoned 4 (a) General Industrial and 4(b) Light Industrial  
Approximately 50 hectares

The average lot size in this precinct is 0.4 hectares. There are 5 lots greater than 2 hectares.

The Draft South Subregional Strategy classifies this employment land precinct as Category 1 with uses which include Utilities/Urban Services, Local Industry, Freight and Logistics and Manufacturing-Light.

The largest scale employment lands within the LGA are located here. There were also some smaller premises i.e. factory units. Businesses included a funeral home, warehousing, seafood wholesalers, badge manufacturers, a small amount of local industry – smash repairs etc, print head technology, plastic bags – manufacture/wholesale, book printers, Arrowmaster Gifts – direct to public, Multapex, hire places – event equipment, pump repairs, metalwork, wholesale foods, Electrolux – head office, service, Santos – coffee, Eureka tiles, Packaging services, Glamapak and removal and storage. Retail type uses are concentrated at the northern end of Belmore Road.

This area has excellent access to the M5, which bounds the employment lands. The precinct is also partially buffered by a park. Most of the area is accessible off main roads, with only some properties accessible through residential areas.

Local retailing and services are located at Punchbowl or Roselands, within driving distance.

The Hill PDA report recommends that this area be retained for industrial activities.

## Land Use Audit

Riverwood accounts for 26% of all industrially zoned floorspace within Canterbury LGA. Freight and Logistics and Light Manufacturing are the predominant land uses, with Business Park also contributing a significant amount of floorspace. Together sites with vacant buildings and vacant sites cover approximately 36,000 sqm.



## Consultation Outcomes

Businesses identified the advantages of this location as being:

- The central location of the area to both major arterial roads (important to incoming freight and to distribution to customers across Sydney and beyond). This was expressed as being “handy to everywhere” – a view expressed by several respondents;
- The M5 was a particular route mentioned in this regard, although some respondents commented adversely on traffic flows on the M5 at times; and
- Being close to residential areas, so that owners and employees can work close to home.

Concerns included:

- Proximity to, and use of the area for prostitution, and related to this, safety of female staff after dark;
- Lighting and general security in the area was a related concern;

- For some, rubbish dumping was also seen as an issue and was of concern because it detracts from the whole area, and for two interviewees stray cats in the focus area were an unaddressed concern;
- Failure to restrict kerbside parking near the entrance to major industrial complexes was identified as a safety concern, given a need for large trucks to have both an adequate turning circle for entry and good sight lines for exit; and
- A lack of availability of people with the right skills and education to fill the range of positions needed in the business. Literacy was identified as an issue for positions such as reception, administration and radio operation.

Most of those interviewed expressed a desire to remain in this area and/or at this location. While some business growth was contemplated, several saw substantial expansion as unlikely and necessitating a move out of the area, which many did not want. One participant keen to expand his business wants greater visibility provided by being on a main road such as Canterbury Road.

Real estate agents indicated that properties in this area were in high demand and the roads in this area are well placed to cater for larger/heavier vehicle movements.

### Strategy Direction

Preserve and nurture local business and employment lands.

**See Precinct 4 in Appendix A.**

**See Action P7 in Section 4.**



### 3.3.5 Precinct 5 – Wiggs Road, Riverwood



#### **Precinct Character**

Currently zoned 4(b) Light Industrial  
6 hectares

This area consists of relatively small sized lots.

The Draft South Subregional Strategy identifies this area as Category 1, with Manufacturing-Heavy and Local Industry uses.

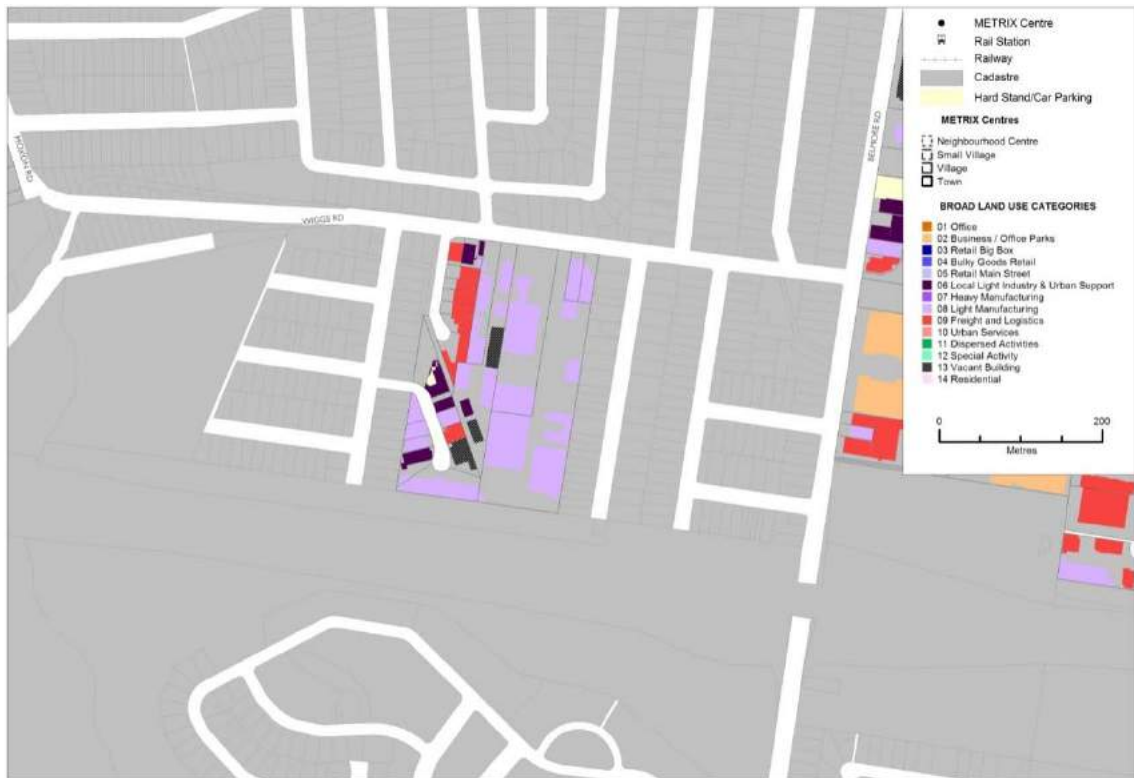
This area appears relatively old and run down in comparison with other employment land precincts. Businesses here include Precision plastics, electronics companies, printers, office furniture suppliers and auto repairs. A site visit suggested that there is insufficient parking in proximity to this area. There is poor public transport access, and local retailing and services are located at Punchbowl or Roselands, within driving distance.

The Draft South Subregional Strategy states 'houses on Belgium Street back on to the industrial area, reducing their amenity but residents mostly affected by industrial activities at this area are those in Bell St and Schofield Street off it. A variation to the boundaries of the industrial area would reduce these impacts.'

The Hill PDA report recommends that this area be retained for industrial land uses.

#### **Land Use Audit**

West Riverwood provides only a small portion of floorspace within Canterbury's industrial zoned land (3%), of which the majority is occupied by light manufacturing.



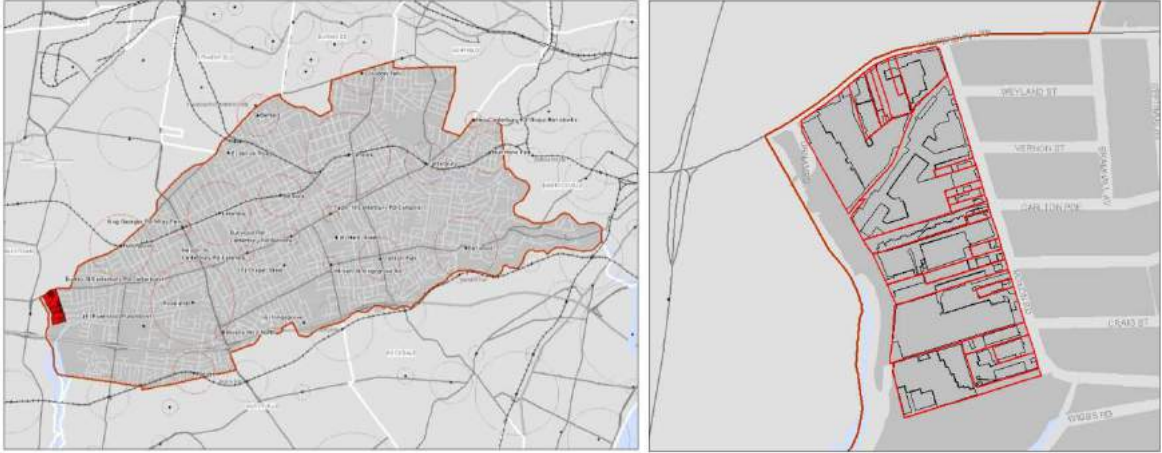
### Strategy Direction

Preserve and nurture local business and employment lands.

See Precinct 5 in Appendix A.  
See Action P7 in Section 4.



### 3.3.6 Precinct 6 – Moxon Road, Punchbowl



#### **Precinct Character**

Currently zoned 4(b) Light Industrial  
15.6 hectares

Lot sizes range from 700sqm to 3.3 hectares.

The Draft South Subregional Strategy classifies this employment lands precinct as Category 1, accommodating Utilities/Urban Services and Local Industry uses.

Located within the western most part of the LGA, this area contained the following businesses: submarine cables supplier, Marble/granite/hardware supplier and other warehousing type uses. Along the northern part of the precinct, there is a greater amount of local goods and service providers. The area contains some factory units, some of which were vacant.

The area has good access to the M5, but is not easily accessible by public transport. Local retailing and services are located at Punchbowl or Roselands, within driving distance.

The Hill PDA report recommends that the southern part of this precinct be retained for industrial uses, with the remainder, which has frontage to Canterbury Road, to be used for bulky goods and showroom type uses.

#### **Land Use Audit**

Punchbowl accommodated 6% of floorspace within Canterbury's industrial zoned land. The primary land use within the precinct is freight and logistics.



**Strategy Direction**

Preserve and nurture local business and employment lands.

**See Precinct 6 in Appendix A.  
See Actions P7, P9 and P13 in Section 4.**



### 3.3.7 Precinct 7 - Lakemba



#### Precinct Character

Currently zoned 4(a) Light Industrial  
12 hectares

This area has a relatively small average lots size of approximately 1,000sqm.

The Draft South Subregional Strategy classifies this area as Category 1, with Manufacturing-Light and Business Office uses.

The area is not particularly flat and does not have great access to Enfield or south towards Lakemba or Belmore, which is a narrow road through a residential area. Residential development occurs to the south of the industrial area, with some dwellings located within the industrial zoned land. Businesses located here include Alpere group – lumber, food distributors, glazers, smash repairs, storage, factory outlets, sign companies, wood turning, electrical wholesale, spices/Arabic coffee wholesalers and an Australia Post – business outlet.

There is a reasonable amount of off/on street parking. Public transport access is poor.



## Land Use Audit

This area accommodates a diverse mix of uses and account for 7% of the audited floorspace.



## Consultation Outcomes

Businesses in this area had not been here for long periods, which was the case in the Riverwood/Punchbowl area. Advantages of this area were generally seen as:

- Convenient location in relation to the city, major transport routes, customers, and housing which families can still afford (thus enabling work close to home and families). Some responded on the benefits of being part of an industrial area where most businesses are small; and
- Some (especially those in food-based businesses) expressed benefits from being close to a village centre such as Belfield, which has a diversity of different cultures and food retailers. It is noted that the employment precinct is also close to Belmore and Lakemba.

Concerns included:

- Diminishing availability of parking in the area – as a result of increases in residential development nearby, local restaurants attracting more people to the area, and car repair businesses using street parking for their work;
- Some saw the quiet and relatively isolated nature of the area as a disadvantage, resulting in lack of profile for their businesses. Improved directional signage and better lighting were identified as assisting to overcome this; and

- Lack of availability of “good workers” in the area, and having to bring workers in from other areas, often far away, were problems for some businesses in the area, and one such business sought relaxation of employment regulations and the added costs of employing people as important in addressing this.

Most participants wanted to stay in the area and maintain their current business, although some seek to expand. Possible changes to FSR and to zonings so that owners and/or managers could live on site (combining residential and small scale industrial development) were suggested by some respondents. (See Live-Work Text Box, page 86).

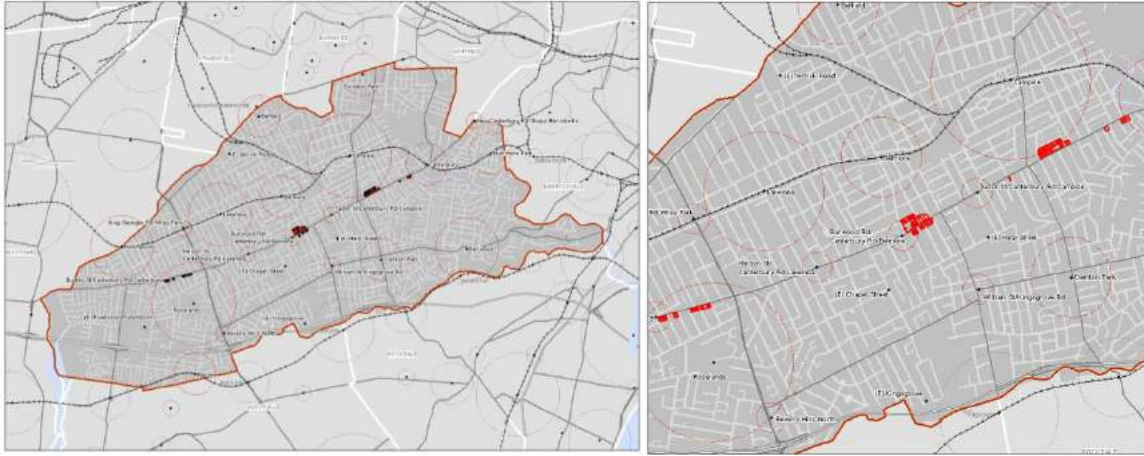
### **Strategy Direction**

Opportunities for new employment uses, residential and live-work arrangements.

**See Precinct 7 in Appendix A.**

**See Actions P7, P9, P13 and P17 in Section 4.**

### 3.3.8 Precinct 8 - Canterbury Road, Wiley Park, Belmore & Campsie



#### **Precinct Character**

Currently zoned 4(a) and 4(b) Light Industrial  
7.7 hectares

The average lot size is 550sqm and lots range in size from 150sqm to 7,480sqm.

The Draft South Subregional Strategy classifies these employment lands as Category 2 and as such there is scope to broaden employment uses on these lots. Current uses, as listed in the subregional strategy, include Local Industry and Retail and Business Office /Local Industry.

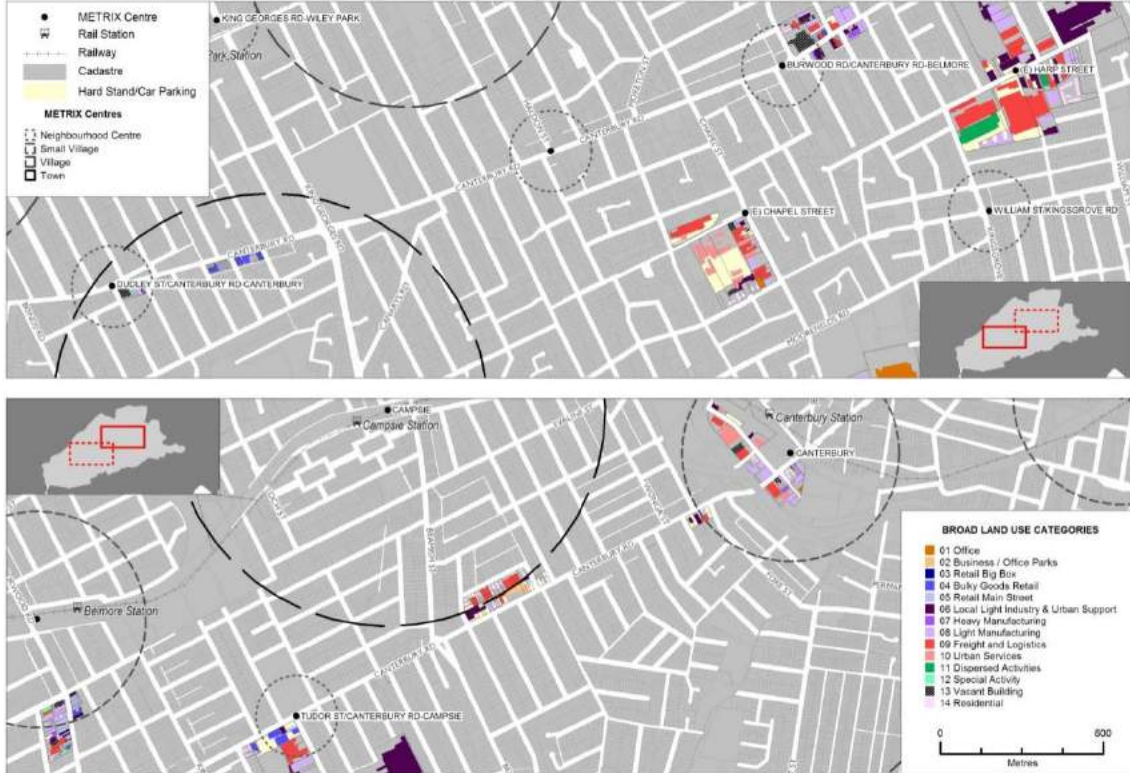
On average, traffic can reach up to 55,000 vehicles/day, at varying points along Canterbury Road. Strategic Bus Corridors which travel along Canterbury Road include 25 – Hurstville to Bankstown and 28 – Bankstown to Burwood via Campsie.

As well as being affected by high traffic volumes, Canterbury Road has relatively narrow pedestrian paths and limited stopping, turning and parking opportunities. These have combined to largely deter any smaller scale, pedestrian oriented retail, once a mainstay of the street. Generally buildings along Canterbury Road give the appearance of being very run-down, many were vacant and vandalised. Surviving retail tends to be larger scale, car oriented businesses. Many are associated with automotive retail or building and home improvements. These tend to be clustered at a number of locations along the road.

Hill PDA report recommends that parcels along Canterbury Road be rezoned to reflect the degree of exposure along this road and existing bulky goods and show room type uses. The future of land along this road also needs to be considered in the context of Department of Planning’s guidelines for development along busy roads. This is likely to recommend business frontages along busy roads with residential to the rear set well back from traffic.

**Land Use Audit**

Canterbury Road accounts for 5% of all audited floorspace. Uses include local light industry, light manufacturing and freight and logistics. Of the land area, 12,765sqm is made up of vacant sites or sites on which the buildings are vacant.



**Consultation Findings**

Discussions with real estate agents indicate there is a degree of uncertainty as to the future of Canterbury Road and the uses which are currently permissible. It was suggested that greater flexibility in the planning controls for sites along Canterbury Road would promote development.



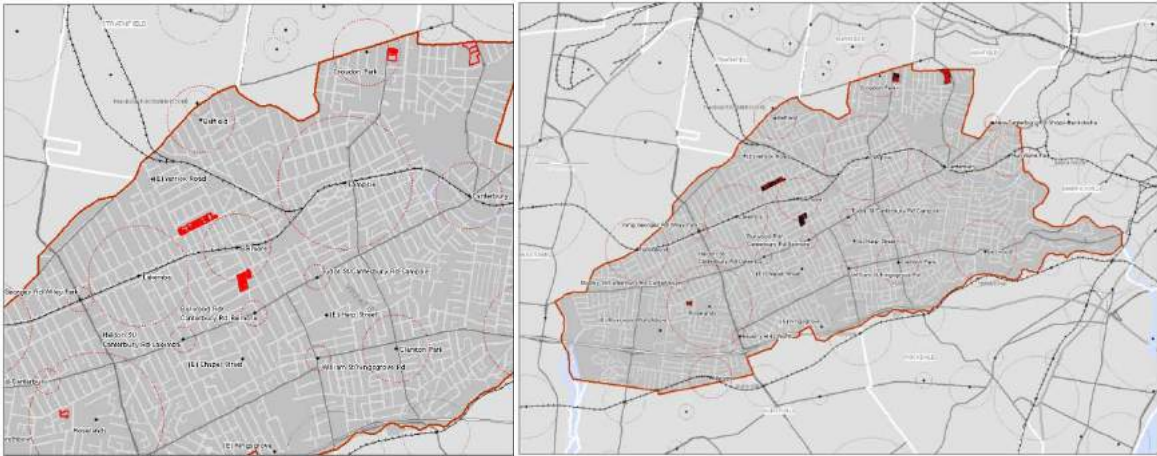
## **Strategy Direction**

An employment spine: key asset and opportunity for new business.

**See Precinct 8 in Appendix A.**

**See Actions P4, P5, P6 and P16 in Section 4.**

### 3.3.9 Fragmented Precincts



#### Precinct Character

Currently zoned 4(a) Light Industrial and 4(d) Industrial Business  
11 hectares

Lot sizes range from very small up to 1.4 hectares.

For the purposes of this analysis, these precinct have been precinct numbers, which are listed below, along with the Draft South Subregional Strategy classifications:

- **Precinct 9 – Payten Avenue, Wiley Park** – Category 2, Local Industry
- **Precinct 10 – Lakemba Street, Belmore** – Category 1, Local Industry, Utilities/Urban Services
- **Precinct 11 - Burwood Rd, Belmore** – Category 2, Business Office, Local Industry
- **Precinct 12 - Croydon Park** – Category 1, Manufacturing-Light
- **Precinct 13 - Ashbury** – Category 1, Business Office

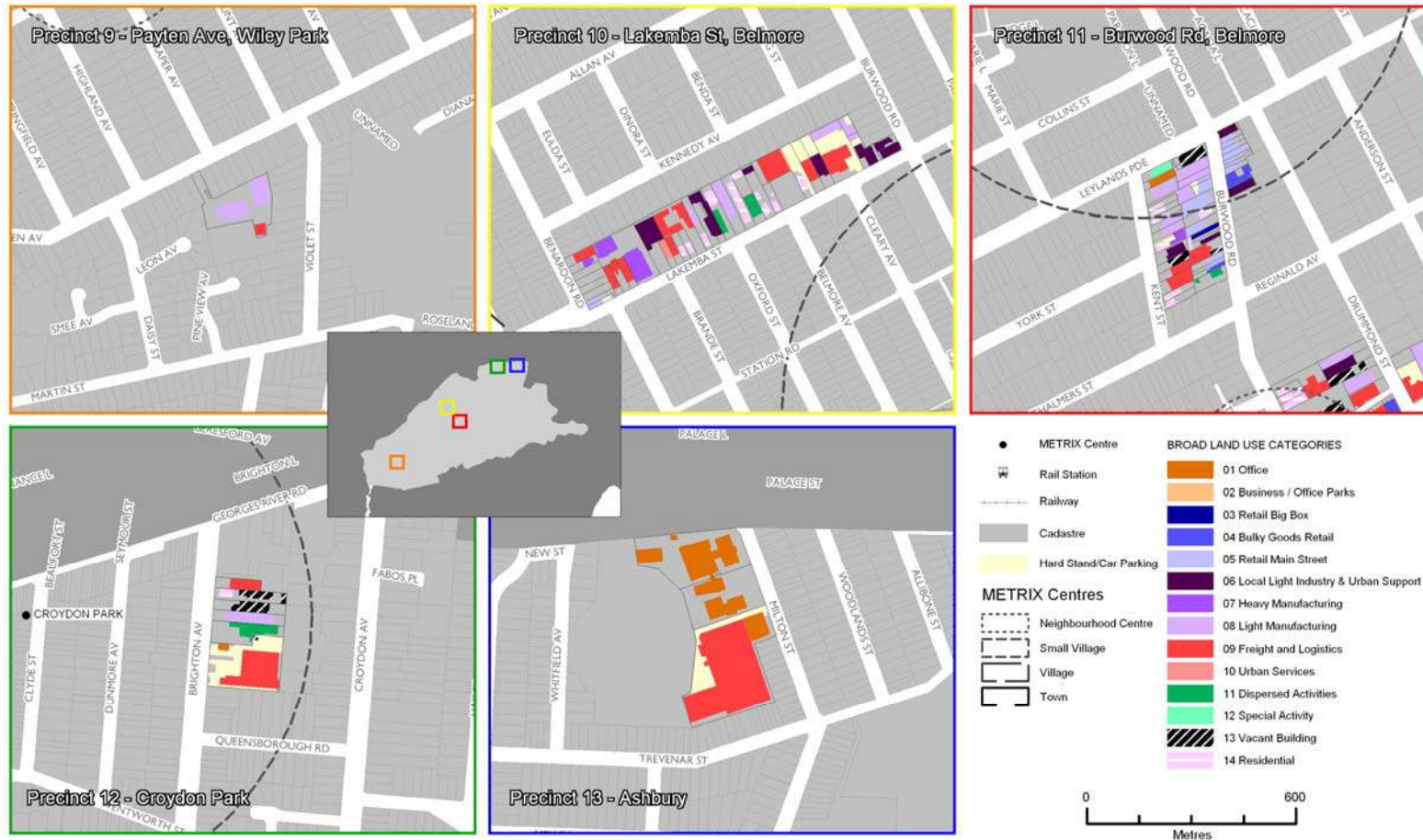
The characteristics of these parcels vary, however, they tend to be surrounded by residential land uses and have poor public transport access.

The Hill PDA report recommends a rezoning of Payten Avenue to residential in the long term, retention of industrial land on Lakemba Street, Brighton Avenue and Milton Street and consideration of the opportunities of industrial land on Belmore Rd to better support Belmore centre.



## Land Use Audit

These fragmented parcels account for 7% of all audited floorspace and accommodate a diverse range of uses.



## **Strategy Direction**

### **Precinct 9 – Payten Avenue, Wiley Park**

Rezone to residential.

**See Precinct 9 in Appendix A**  
**See Action P14 in Section 4.**

### **Precinct 10 – Lakemba Street, Belmore**

Preserve and nurture local businesses and employment lands.

**See Precinct 10 in Appendix A**  
**See Actions P7 in Section 4.**

### **Precinct 11 - Burwood Rd, Belmore**

Opportunities for new employment uses, residential and live-work arrangements.

**See Precinct 11 in Appendix A**  
**See Action P15 in Section 4.**

### **Precinct 12 - Croydon Park**

Preserve and nurture local businesses and employment lands.

**See Precinct 12 in Appendix A**  
**See Action P7 in Section 4.**

### **Precinct 13 - Ashbury**

Rezone to residential.

**See Precinct 13 in Appendix A**  
**See Actions P14 in Section 4.**

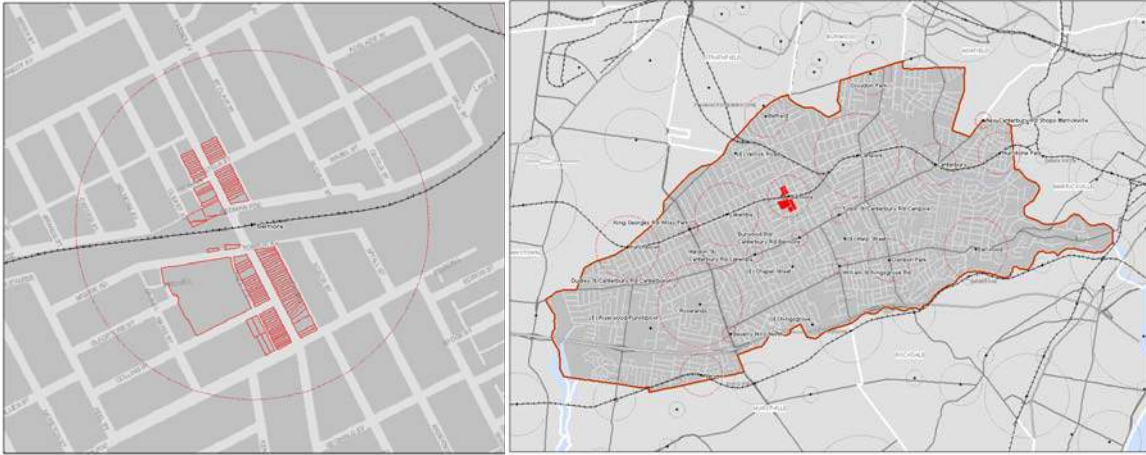
## 3.4 Centre Analysis

This section considers the following centres: Belmore, Campsie, Canterbury, Hurlstone Park and Lakemba. These centres have been considered as they play an important role, both in the existing structure of Canterbury LGA and the future distribution of employment. A more in depth analysis of centres has been undertaken as part of Council's centres study. Consultation undertaken as part of the Canterbury Town Centres Study indicates that:

*'On the whole, substantial redevelopment was not the main focus. Rather there was an interest in activating key sites to 'get centres moving'. This was seen as critical in Earlwood, Lakemba and Wiley Park, but all centres had sites that were identified as potential catalysts.... there was little interest in development that challenged or compromised main street amenity. The main foci here was maintaining and improving the main street, developing key sites and increasing the quality, amount and type of residential development in the catchment on town centres.'*

**Source:** RDA 2008

### 3.4.1 Belmore



#### Small Village

This centre contains a mix of retailing and services similar to other centres within the LGA. On the north side of the rail line there is a mix of businesses with different ethnic orientations, particularly Korean and Lebanese. The primary business within the centre is Canterbury-Bankstown Rugby League Club. There are some vacancies within the centre.

Land zoned for industrial purposes, south of Belmore centre is occupied by peripheral retailers rather than industrial uses. These include bridal/christening shops, bait retailers, a public coldstore and some churches.

The centre is located on the train line and is accessible by local bus. There is a small park adjacent to the station, and some commuter car parking. Community facilities located here include a Senior Citizens Centre and a Youth Centre.

#### Vision

The vision for Belmore, as defined by the Canterbury Town Centres Report is:

*'Belmore will retain its main street focus with an energetic mix of cafes, food and household retail and services. Specialist food shops will continue to attract people from out of area and strong bridal sector will be encouraged to flourish.*

*Place-making, including urban art projects, around Belmore Station on Tobruk Avenue will create a new public domain, and will give the crest of the hill a distinct character, while also creating employment for young artists. Entry gateway/visual markers at town centre entries will complement the establishment of a unique character for Belmore.*

*Belmore Community Centre and Youth Centre will continue to play an active role in the town centre functions and links with Canterbury Bulldog Leagues Club will be strengthened. New retail and residential on Collins Street will increase the town centre's viability.'*



### 3.4.2 Campsie



#### Town Centre

This vibrant centre consists of a main street which traverses the railway line, and one small shopping centre. The shopping centre has recently been revamped. It contains supermarket and Big W as anchor tenants and a few vacancies. RTA and a Post Office are also located on the top floor of the shopping centre. Other services such as Centrelink are also located within Campsie, as well as the Council offices at the northern end of Beamish Street. The presence of the major banks in Campsie centre is a key attractor.

The main shopping strip presents a pleasant streetscape and the railway line does not divide the centre. The centre is busy, with many people doing their shopping or wandering about on a weekday morning. Shops include many Asian grocery stores, butchers, seafood, restaurants, women's clothing and discount shops. Many stores cater for an Asian clientele, however some Indian stores were located toward the southern end of Beamish St. At the southern end of Beamish St there are a number of vacancies. The centre lacks cafe or restaurant offerings for business workers.

Beamish St is connected to a small pedestrian mall, which in turn provides access to Anzac Park. There is some medium density housing within walking distance of the centre. The area is well served by buses.

The redevelopment of Council's Chamber and land holdings presents a distinct opportunity for renewal and may act as a catalyst for further development.

## Vision

The vision for Campsie, as defined by the Canterbury Town Centres Report is:

*'Campsie town centre, at the heart of Canterbury, will continue to attract people from across Sydney with its vibrant mix of cultures and lively main street shopping. It will also continue to meet the daily needs of a growing ethnically diverse neighbourhood, with the texture of the main street to be retained, protecting essential commercial and employment opportunities.'*

*Significant residential development will take place close to the commercial core. Campsie's civic functions will be expanded with a new civic centre and central library to become a focus for governance, information exchange and innovation, a redesigned Campsie Mall will be a lively outdoor area with spaces for community events, markets and exciting urban art.'*



### 3.4.3 Canterbury



#### Small Village

Located at the junction of the train line, Canterbury Road and the Cooks River, Canterbury is not a thriving centre. This is due to the centre's location on Canterbury Road, with traffic volumes impacting on amenity, limited parking and some long-term vacancies.

There is an Aldi located off Canterbury Road and a few businesses located along Canterbury Road or side streets, including a Video Store, Canterbury Club Hotel, a piano company, home-improvement businesses such as bathrooms and doors, a pet grooming company, a fitness studio, pool shop and tailor.

A large proportion of businesses along Canterbury Road are derelict, vacant shops. However there are some neighbourhood centre type businesses such as a newsagent and bakery.

Located nearby are a primary school, high school and Canterbury Park Racecourse.

The Canterbury Town Centre Masterplan aims to maximise the amenity offered by the river, local open space and good transport access, and seeks to increase residential densities in this area.



### 3.4.4 Hurlstone Park



#### Small Village

This centre, located on the railway line contains a small amount of retailing. Some buildings, which appear to have been previously occupied by retailers are now occupied by office type uses e.g. solicitors and an ALP office. The centre is located on one side of the railway line. Businesses include a milk bar, a small IGA supermarket, hairdresser, medical clinic and dentist. A Post office and ATM are also located in the centre. The majority of buildings appear to be tenanted. Some gentrification appears to be occurring in this area. However, there appears to be no restaurants and it is likely that there is little evening activity. Some low density housing as well as some medium density residential is located in proximity to the centre, as well as a bowling green and small park. There are no community facilities within the centre.

There is some parking, near the station, but this is not commuter parking, rather it has a 2 hour time limit.

#### Vision

The vision for Hurlstone Park, as defined by the Canterbury Town Centres Report is:



*'Hurlstone Park will be an attractive village which functions as a convenient living and working environment for the local community. Through moderate redevelopment and infill, Hurlstone Park will have a viable town centre which offers a high level of local amenity including fresh food and gourmet shopping, cafes and services.'*

*'New community facilities on the bowling club site will be well used as will Hurlstone Memorial Reserve Park. The heart of the town centre will be enlivened by public art celebrating the heritage of the area.'*

### 3.4.5 Lakemba



#### Village

This centre is in some ways similar to Campsie. It appears to contain a comparable amount of retailing to Campsie, and like Campsie also has a supermarket. Lakemba contains a library, numerous retailers and businesses such as hairdressers. There are many businesses which sell products for the Muslim community, for example religious bookstores and halal butchers.

The centre is located on the train line and well served by public transport. Some industrial land is located within proximity of the centre. The centre has a strong cultural identity.

#### Vision

The vision for Lakemba, as defined by the Canterbury Town Centres Report is:

*'A destination for intercultural food and retail experiences, Lakemba town centre will be a focus for community, culture and main street retail. The northern end of Haldon Street will be a public space for eating, socialising and community gathering and will be enlivened by cultural projects.'*

*Key religious and cultural industries will continue to play an active role with new community facilities complementing existing cultural industries. Retail and business activity will be improved by a new supermarket and opportunities provided for new/emerging businesses. Significant residential development beyond the commercial core will also improve town centre viability.'*



## 4 Strategic Directions

The analysis of employment lands, and the nature and distribution of employment has highlighted opportunities for the City of Canterbury to better support business and economic development. Recommended actions have been grouped into two categories:

- **Planning Actions** – strategic planning actions which are related to employment, including amendments to Council’s current planning instruments as an input into Council’s preparation of a new Local Environmental Plan (the text box overleaf provides an overview of how planning and urban design strategies can achieve positive outcomes for employment precincts); and
- **Economic Development Actions** – actions related to creating the conditions for supporting existing jobs and generating new jobs within the City, including activities with partners such as Chambers of Commerce, employers, business, developers, other tiers of government and the community. Economic Development actions also encompass research, review and monitoring activities.

## Planning and Urban Design Strategies

Consideration of the best future potentials of each of the employment precincts in Canterbury necessarily involves consideration of the existing planning framework, its implications for built form and the potential of a new planning framework to affect positive change and improved built form outcomes. Within this context, a requirement to prepare a new LEP under the Standard Template offers an ability to address the entire LGA in a holistic manner, based on “first principles”.

Implementation of the overall strategy, in a planning sense, relies on both LEP and DCP controls. The Standard Template LEP offers a range of land use zones and a framework for providing floorspace and building height controls, while a DCP then provides a mechanism for the expression of more detailed built form and design outcomes. Analysis of the existing DCP framework has identified a complex and confusing array of controls that appear to have a good deal of repetition and little relationship across sites and areas within the LGA. The approach taken here accepts that the type of employment being proposed has very similar outcomes across all sites, with additional specific outcomes within specific locations. In this light, the work advocates a significant rationalisation of the existing DCP’s into a single document for Industrial/employment land uses, consisting of both common guidelines and principles for all sites, as well as more detailed and site specific controls where they are warranted. A detailed outline of the scope and content of such controls has been prepared.

Application of the Standard template LEP to the preferred outcomes envisaged for Canterbury’s employment areas, while relatively simple, has also presented a number of complexities that are not easily addressed in a standard form.

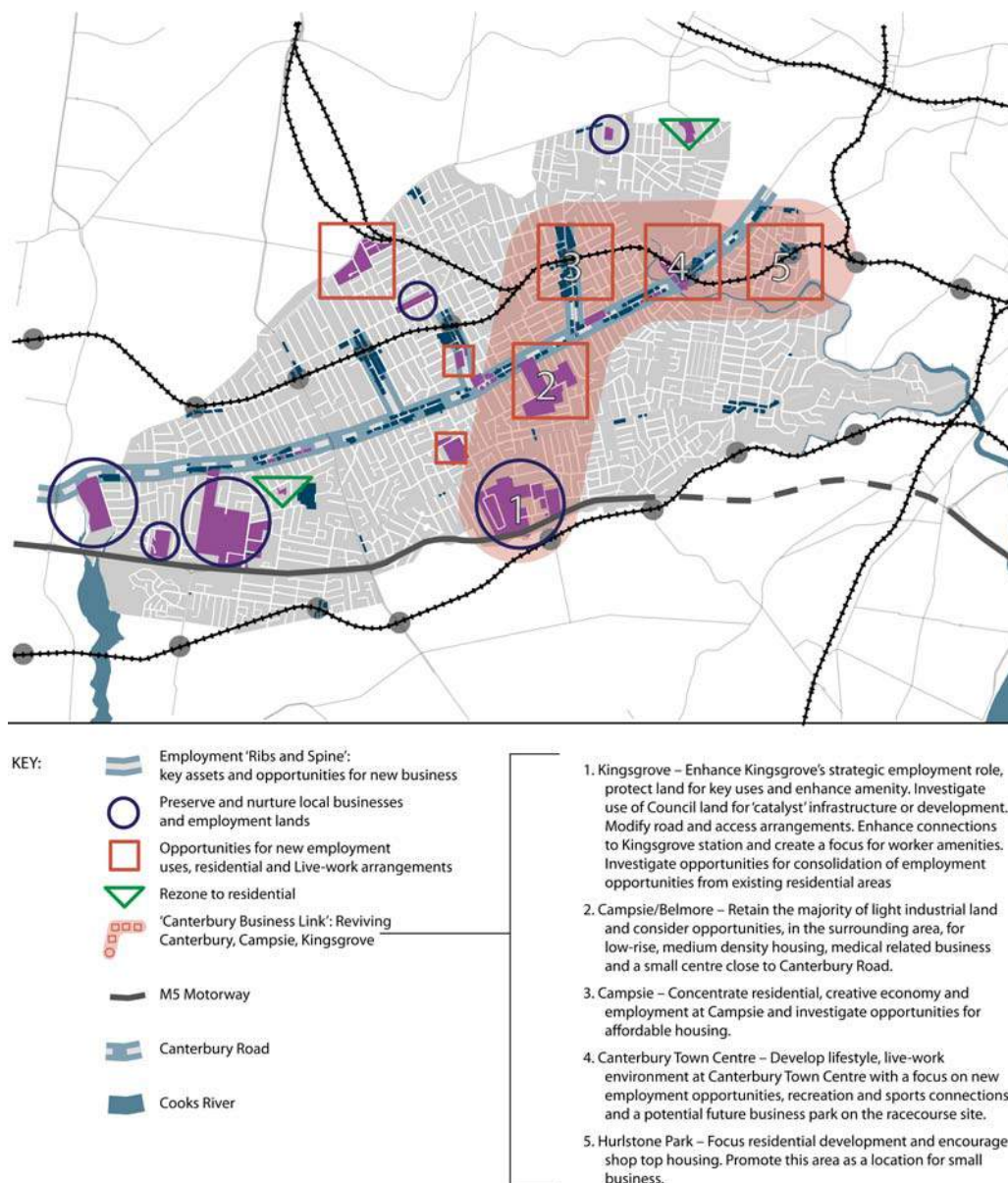
Individual zonings, floor space ratios and heights have proven relatively easy to allocate in terms of the standard template (these are illustrated on each of the precinct sheets). A more complex issue arises however in the identification of transition areas and how these may be best addressed in a statutory LEP context. Specifically, a number of locations have been identified where it is considered that a transition from existing light industrial uses to adjacent residential zonings is warranted. The standard template, in its unmodified form, does not provide for a residential use within the Industrial zonings. The simplest method of allowing residential uses to be mixed with an Industrial use is to allow such as a consent use within the Industrial land Use Zone table. This however results in a situation where residential activities may be potentially located within all industrial precincts (of the chosen zone) on all sites. Clearly, this is an outcome that is neither appropriate nor warranted. Rather, an “overlay plan” format is suggested where the LEP is able to identify the specific locations where Industrial/residential transition development is appropriate. These locations would be referred to specifically in the LEP, possibly in the land use table, and illustrated through a plan presented in much the same manner as the proposed FSR and height maps. The LEP would then be supported with more detailed DCP controls addressing the specifics of design and built form, identifying and specifying the appropriate outcomes for each potential situation.

## 4.1 Planning Actions

Planning is an important means of guiding and facilitating investment within an LGA. It is one way Council can indicate how they envisage Canterbury’s future. The actions detailed below seek to reinforce the existing employment related land use structure within the LGA, protect well functioning employment lands and strengthen the existing and future centres including Campsie, Canterbury and Hurlstone Park.

Draft strategic directions for the Planning Actions are illustrated in Figure 14.

**Figure 14.** Draft Strategic Directions Map



### 4.1.1 Reinforcing the Employment 'Ribs and Spine'

The existing structure of the Canterbury LGA consists of the 'spine' created by Canterbury Road and 'ribs' linking the train line and Canterbury Road along 'main' streets at Campsie, Belmore and Lakemba. The Cooks River, M5, remaining employment lands and residential areas are the other elements of the LGA's physical structure. This strategy seeks to reinforce this distinctive structure. Key recommendations include the following.

#### Ensuring future planning controls reflects the strong existing structure of Canterbury.

Opportunities exist to build on Canterbury's existing strengths which include the existing mainstreet centres, rail access and well-functioning employment lands. The amenity provided by the river should be promoted and enhanced.

**Action P1: Council to implement controls which maintain, and build upon the characters of existing well performing centres, including Campsie, Belmore, Earlwood, Punchbowl and Lakemba**

In line with the Canterbury Centres Study, Council should investigate opportunities to increase residential densities within the walking catchments of centres. An increased residential population will add to the vibrancy of local centres and build the associated business base. In line with the recommendation of the Centres Study, planning controls for centres should ensure that the village scale and fine-grained retail shopfronts along the main street are retained.

**Action P2: Continue to improve linkages and amenity along the Cooks River Foreshore**

Opportunities for recreation can be a key attractor for businesses and residents alike, and Council should seek to maximise existing assets such as the Cooks River. Additionally, pedestrian and bicycle connections between Canterbury town centre and Campsie, via the river, should be improved.

#### Integrating planning for the Centres.

Work has been undertaken to consider the future of each centre across the LGA. This needs to be consistent with the overall strategy of reinforcing the structure and strengths of the LGA. Funding and financing improvements will need to be a consideration.

**Action P3: Council to ensure that this Employment Lands and Economic Development Strategy is implemented in conjunction with the Canterbury Town Centres Report and the Building Employment Opportunities in Sydney's South document.**

Certainty and consistency provide an environment that is supportive to future investment. Additionally, a co-ordinated approach will provide for the best outcomes for centres and employment lands. These strategies need to be considered in conjunction when reviewing Council's LEP.

**Defining the role of Canterbury Road.**

A degree of uncertainty surrounds the future of uses along Canterbury Road. By further clarifying the future of development along this road, in line with State Government’s policy position on development on busy roads, Council will be able to improve certainty, which may in turn promote renewal for employment purposes. The Department of Planning has released guidelines for development on ‘busy roads’. These guidelines provide guidance on appropriate locations for different types of development with regard to busy roads as well as measures for reducing noise impacts and improving air quality in these developments. Some parts of the LGA are exposed to high traffic volumes and therefore these guidelines should be consulted when determining appropriateness of the use and form of any proposed redevelopment. Specifically this applies to Canterbury Road east of Beamish Street (as well as along the M5 and King Georges Road). Consideration should be given to these guidelines when planning the future of Canterbury centre.

Fragmented and small lots without sufficient off-street parking or amenities are a key barrier to investment on Canterbury Road. Council could play a pro-active role through implementation of the Canterbury Road Master Plan where it is consistent with the government’s guidelines.

**Action P4: Ensure that future development along Canterbury Road, as guided by the Canterbury Road Masterplan, has regard to the State Government’s policy position on development along busy roads.**

Research indicates that residential development along busy roads can have detrimental health impacts. This is due to both the air quality and noise levels in these locations. Ideally residential development should be set back or buffered from busy roads, whose frontage are more suited to employment activities. Future development should be in line with the State Government’s Guideline for Development Near Rail Corridors and Busy Roads. The Canterbury Road Masterplan should be reviewed in light of these guidelines.

**Action P5: Implement planning controls which allow businesses to maximise the exposure offered by Canterbury Road.**

The flow of traffic can offer benefits to businesses in terms of profile. There may be scope for additional high quality show rooms, for example modern integrated auto sales and repair centres, such as BMW Canterbury. High quality developments with visible frontages have the potential to improve the look and feel of the area, and may influence the perceptions of those travelling through the LGA.

However, planning controls must seek to ensure sufficient breaks in street frontages, to encourage a (safe) walkable environment and a socially active street. Generally, breaks in the street frontages are provided by side streets intersecting with Canterbury Road.



## 4.1.2 Preserve and nurture local businesses and employment lands

Generally speaking, the LGAs employment lands are actively utilised, notwithstanding some areas where employment is declining. However, there needs to be some consideration given to where decline will occur – and planning for this – and where modernisation and intensification should be facilitated. Issues include:

### Preserving well-functioning local employment lands.



#### **Action P6: Ensure planning controls at Riverwood and Punchbowl employment lands precincts allow for the retention and development of existing employment uses.**

Recent developments such as the Riverwood Business Park on Belmore Road (by ING) indicate that conditions at Riverwood, such as large lots and access to the M5, remain attractive to contemporary industrial land users. At Riverwood the location lends itself to renewal associated with these attributes and these should be protected. Existing and traditional industrial uses should be maintained, but new investment in freight and logistics activities should be encouraged, so further subdivision should be discouraged.

In the Moxon and Wiggs Road precincts in Punchbowl, opportunities to continue to accommodate traditional industrial uses will be maintained through appropriate zoning, with a lift in worker amenities where possible.

Existing industrial land in the western part of Campsie Belmore precinct should be retained for industrial purposes, by the application of appropriate zoning controls.

See Precincts 1, 4, 5, 6, 7, 10 and 12 in Appendix A.

### Enhancing functionality.

The consultation raised issues about the operation of the employment land areas operated. For example, parking near driveways, was mentioned.

See Appendix for specific DCP recommendations.

#### **Action P7: When reviewing relevant plans, consider the need for altered on street parking controls within industrial estates.**

There is potential for conflict between the needs of larger vehicles, particularly trucks, and employees parking within industrial estates. Opportunities to address this issue should be considered further in the course of planning studies which better allocate road spaces for different vehicles.

**Action P8: When undertaking open space planning, ensure there is sufficient amenity provided for employees. Pedestrian links and cycleways will be considered.**

Appropriate facilities for employees, such as picnic tables, pocket parks, cycleways and pedestrian connections, are a means of increasing the attractiveness of employment land precincts as business locations. Opportunities to provide such amenities, in identified areas, should be pushed. Council could consider going a step further and creating streetscape improvement plans for each of the key industrial precincts, or alternatively, some common guidelines or principles for all precincts. However functionality, rather than appearance, should be the key to improving employment precincts.

**See Precincts 1, 2, 3, 6 and 7 in Appendix A.**

**Action P9: Investigate options to improve safety, and perceptions of safety, within employment lands precincts.**

Council currently conducts community safety audits across areas of concern, such as parklands and in town centres. These should be extended to employment land precincts. Council should work with local police and landowners to identify problem areas for anti-social behaviour in these areas. Additionally, Council should review street lighting, pedestrian access, sightlines and other opportunities to promote safety by design.

## Sustainability.

Looking towards the future, it is important that Council consider the environmental impact of the use of employment lands and take steps to audit and improve this.

**Action P10: Continue program of environmental audits of targeted industries.**

Council should seek to maintain or increase the current rate of auditing, which is estimated to be 80 per year, as per Council's Operational Plan.

**Action P11: Continue to encourage businesses to take a pro-active approach to minimising risks of a pollution incident, as well as minimising water and energy use.**

Extension of Council's 'Kilowatt Cutters' program to businesses may be one means of achieving water and energy use reductions. The provision of guidelines to minimise pollution incidents would represent a practical and positive Council initiative.

**Action P12: Promote the use of public transport to employment lands precincts.**

Council can promote the use of public transport by local employees. In 2006, the proportion of employees travelling to work by public transport ranged from 5% to 11% across employment precincts in Canterbury, averaging 7.5% across the whole LGA (compared with 18.7% across Sydney). The promotion of public transport use may be through simple means such as making bus-timetables accessible, or where transport is lacking, by lobbying state government for improved bus connections. Active transport, walking and cycling, can be improved through upgrades to walking cycling networks, as well as by raising awareness of existing trails.

**See Precincts 1, 2, 3, 6 and 7 in Appendix A.**

### 4.1.3 Managing the Industrial/Residential Interface

Where employment lands are fragmented and surrounded by residential areas, there are opportunities to allow for live work spaces or even residential conversions. Within the LGA, noise, particularly relating to truck movements, has been identified as an issue surrounding some employment lands precincts. Issues include:

#### Considering sites which provide an opportunity for alternate uses over the short, medium and long terms.

Over time the needs of businesses and the workforce change. SGS's investigations indicate that some employment lands may be appropriate for rezoning to either alternative uses such as residential or, in some cases, to live/work combinations. The key example in this case is Payten Avenue, a small, fragmented parcel, surrounded by residential development near Roselands Shopping Centre. In the same way, some land may be more appropriately rezoned to industrial from other uses, particularly where this will address land use conflicts.

#### **Action P13: Convert Payten Avenue industrial to residential.**

The isolated location of this employment land parcel, completely surrounded by residential development and near the Roselands Shopping Centre makes it suitable for rezoning to residential, particularly given the ambitious dwelling target that Council has been set. Also consider rezoning employment land at Ashbury to allow for residential uses in a high amenity location.

See Precinct 9 in Appendix A.

#### **Action P14: Rezone industrial parcels south of Belmore town centre to B2 Local Centre to reflect existing businesses uses in this location.**

Current uses in this location appear to be a continuation of business type uses in Belmore centre. Rezoning to mixed use, consistent with recommendations of the Centres Study, should be undertaken to promote additional retailing and commercial uses in this town centre location. Further medium density residential development in this location will help to reinforce the growth of the centre.

See Precinct 11 in Appendix A.

#### **Action P15: Consider rezoning employment lands along Canterbury Road to Enterprise Corridor zoning as part of the review of the Canterbury Road Masterplan.**

The enterprise corridor zone would allow for a broader range of uses, maintaining the existing uses, including showrooms along Canterbury Road. An enterprise corridor zoning reflects existing uses while providing opportunities for diversification of uses. It allows for bulky goods retailing and service providers, such as car repairers, in an appropriate location which offers high exposure and some public transport accessibility. Enterprise corridor uses are in line with the NSW Government's Interim Guideline for Development Near Rail Corridors and Busy Roads, which states that residential development directly adjacent to busy roads is inappropriate. These guidelines will be

considered in the review of the Canterbury Road Masterplan. Specific controls for Canterbury Town Centre are included in the Canterbury Town Centre Masterplan.

**See Precinct 8 in Appendix A.**

### **Managing conflicts between industrial and residential uses.**

Some smaller and fragmented industrial areas have declining employment but continuing conflicts with surrounding uses. These areas may be better suited for transitional uses.

#### **Action P16: Review controls to allow for 'live-work' spaces.**

'Live-work' spaces are a means of accommodating both employment and residential development to facilitate new forms of business investment. Where industrial activities are directly across the road from residential areas, opportunities to allow for live-work in the transition area within the existing industrial areas, should be considered.

**See Text Box overleaf.**

**See Precincts 3 and 7 in Appendix A.**

### **Supporting Home-based business.**

In recent years, there has been a general increase in home-based employment. By further supporting home-based business, opportunities may be provided for greater participation in the workforce. Changes to controls in some areas, or at least ensuring planning controls do not preclude home-based businesses, should be considered to support home-based business.

#### **Action P17: Ensure planning controls allow for Home Based Work and Home Based Business in areas with high levels of amenity.**

In terms of facilitating home based work, provided that 'home occupation' and/ or 'home business' should be permissible in the appropriate residential areas. Any efforts to encourage home based businesses should also encompass the provision of services within existing centres, such as the provision of local meeting rooms, business support services, signage or promotional opportunities for home-based business.

**See also ED6 and ED7 for additional actions to support small business.**

### **'Live-work' spaces**

Live-work spaces allow for dwellings and employment on the same lot. This enables people to locate their offices at their home, whilst providing appropriate business accommodation. Where employment lands are fragmented and surrounded by residential areas, there are opportunities to allow for live work spaces or even residential conversions.

This strategy highlights the need to support home-based business. In recent years, there has been a general increase in home-based employment. By further supporting home-based business, opportunities may be provided for greater participation in the workforce. Changes to controls in some areas, or at least ensuring planning controls do not preclude home-based businesses, should be considered to support home-based business.

In established areas, industrial land is often located adjacent to residential areas, and it is necessary to manage conflicts between industrial and residential uses. Within Canterbury LGA, some smaller fragmented industrial areas have declining employment, and conflicts with surrounding uses, and may be better suited for other uses.

Operational controls should be carefully considered in these areas. Operational hours should be restricted to limit impacts of noise from manufacturing activities and heavy vehicle traffic. Where industrial development addresses a residential street particular regard should be given to providing a high quality interface that enhances the streetscape through both the design of the built form, minimising the extent of hard stand areas and the use of trees and landscaping.

Three live-work typologies have been identified:

- Residential building with detached industrial building at rear with rear access is appropriate for situations where the residential character of a street is to be retained and where rear access is feasible.
- Residential building with detached industrial building accessed from frontage down a side driveway is appropriate where the residential character of the street is to be retained, but rear access is not feasible.
- Single building with industrial use below and residence above is appropriate within established industrial area.

A selection of images illustrating live-work spaces are shown on the following page.

Home industry and Live/work character images



Fig 7. Flow of rear loaded home occupation residential at Justin St., Lilyfield



Fig 8. Office on ground level and living on upper levels



Fig 9. Live/work precedent at Lilyfield Rd, Lilyfield fronting railway line



Fig 10. Separate entries to living and office - Lilyfield



Fig 11. Home Industry residential retrofitting to existing industrial area in Lakemba



Fig 12. Studio on ground level with garage roller doors and living on upper levels - Redfern

**Source:** Architectus, 2008

#### 4.1.4 'Canterbury Business Link' - Reviving Canterbury, Campsie, Kingsgrove

The 'Canterbury Business Link' area consists of some strong centres with distinct cultural identities and others which are undergoing change. This strategy seeks to renew key economic clusters and hubs in Canterbury's heart including Kingsgrove, South Campsie, Campsie, Canterbury Town Centre and Hurlstone Park. East of Kingsgrove Road, Canterbury Road will be modernised and rejuvenated for strategic office/commercial development and bulky goods retailing.

##### Developing linkages within the 'Canterbury Business Link' Area

Within Canterbury LGA, Campsie is a vibrant centre with many options for shopping and eating. The Harp St employment lands, which contain the Sunbeam Site, are located south of Campsie and Canterbury Road. The Kingsgrove employment lands nearby, but further to the south, are not far from the Kingsgrove Station. The hospital is located within this area, on Canterbury Road. Opportunities to strengthen the linkages between these locations could be further considered.

**Action P18: Further investigate the pedestrian connections between these areas.**

The pedestrian environment and sign posting between these areas should be further investigated and addressed to ensure the connectivity is promoted.

**Action P29: Promote improved public transport links through the 'Canterbury Business Link' area.**

Increased frequency of bus services (routes 492, 494, 499, 423 and 487, approximately half hourly outside of peaks) which traverse this area is important. A key connection, in terms of services for workers, is that between Kingsgrove station, Harp Street, the hospital and Campsie Station. A frequent and high quality bus service between these nodes would help 'brand' and reinforce change in this area.

See Precincts 1, 2, and 3 in Appendix A.

##### Elevating Campsie Centre.

There is a significant platform and opportunities for further development at Campsie. It could attract new residential, business and mixed use developments. Council's landholdings are an asset.

**Action P20: Consider opportunities to provide an increased amount of commercial floorspace as part of the redevelopment of Council's offices.**

The redevelopment of Council's premises has the potential to act as a catalyst for the centre. Council should construct additional floorspace (say 4,000 sqm) than required for its own needs to offer A-grade opportunities in the centre. This will provide opportunities for new businesses seeking quality suburban office space, but will need to be evaluated against overall development costs. The premises may also provide a possible location for a business incubator.

**Action P21: Consider opportunities for the promotion of additional commercial floorspace within Campsie town centre.**

The findings of this study reveal that there is scope to encourage the further development of professional services within Canterbury LGA. Providing capacity for additional commercial floorspace is one key step in attracting these types of businesses. This could be the subject of further study, particularly in regards to culturally specific professional services.

**Action P22: Consider opportunities to promote increased residential densities with the catchment of the Campsie centre.**

Campsie is a vibrant centre and has the potential to provide high levels of amenity for residents. Current controls allow for multiple unit housing within the vicinity of Campsie centre. However there appears to have been little uptake of the zoned potential. In order to fully maximise the existing transport connections, as well as existing services, and to support local retailing, Council must consider further means to promote increased residential densities on the fringe of the centre.

**Redeveloping Canterbury centre.**

Significant changes have been planned for Canterbury centre. Existing industrial land located along the riverfront provides an opportunity for alternate uses which capitalise on the area's access to transport and open space. The Canterbury Masterplan has been prepared to guide the future of this centre. Given the strength of Campsie centre, opportunities should be considered for linking these centres such that they complement, rather than compete with each other. The future of the Racecourse needs to be considered.

**Action P23: Implement plans for Canterbury Town Centre, with regards to the Canterbury Town Centre Masterplan and the Canterbury Business Link proposals.**

As noted above, the Canterbury Masterplan has been prepared to guide the future of this centre. The redevelopment of this centre will result in the loss of some industrial land, and as such, should provide opportunities for small commercial offices, while also aligning with the State Government position on development along busy roads.

**Modernising Kingsgrove.**

Kingsgrove is perhaps the strategic employment area in the LGA given its access to the M5 and Kingsgrove Station, some large lots and key users. Nevertheless, access issues and conflict with residential uses are barriers to further development. A modernisation agenda should be pursued. Kingsgrove is the priority for change, but over the long term it may be a pilot for other employment land precincts. Planning for Kingsgrove needs to be cognisant of the relationship of the area with Kingsgrove South, on the southern side of the M5, located within Hurstville LGA.

**Action P24: Reconfigure Kingsgrove as Canterbury LGAs premier employment lands precinct through rezoning and subdivision controls.**

Development controls should promote employment generating uses and encourage site consolidation. Existing residential areas are proposed to be rezoned for employment uses to create a consolidated employment precinct which may mean negotiating with current land users. This can be achieved through establishing minimum lot sizes, and providing incentives for site consolidation.

**Action P25: Improve permeability and connectivity of Kingsgrove.**

Alterations to the existing road network would provide for improved connectivity of Garema Circuit with the remainder of Kingsgrove and new access options. This would reduce traffic impacts on local resident i.e. Wirega Avenue, and may allow for deregulated operating hours. Options for implementation are considered in Appendix A. Additionally, accessibility for pedestrians and cyclists will be improved (See Action P9).

**Action P26: Pursue a funding and incentive package to reconfigure Kingsgrove (implement activities detailed in Action P25 and Action P26).**

This could include:

- Land swaps e.g. Omnibus Road, if it is closes, or underutilised open space to the north if any; or
- Special rate scheme for 10 years to raise funds.

See Precincts 1 and 2 in Appendix A.

**Redeveloping Harp Street and Canterbury Road**

The Harp Street area contains changing industry activities. It is currently trading well but the availability of the Sunbeam site provides opportunities for a broader strategic view of development in this area.

**Action P27: Restructure the Harp Street Precinct and surrounds to create a mixed use and medical precinct.**

The intention in this location is to provide a coherent and complementary mix of uses. Light industry activities would be retained north and south of Harp Street, in an accessible cluster, while the aim would be to modernise development along the Canterbury Road frontage. A neighbourhood centre near Canterbury Road on Charlotte Street should be developed to provide a retail and services focus for the precinct, as identified in the Draft South Subregional strategy.

The area is not easily accessible via public transport, so very high density residential development is not an optimal land use. Nevertheless, change could be promoted for existing low density residential areas between Charlotte and Elizabeth Streets to create a higher density precinct to the east of the industrial area.

The future of the Sunbeam site (currently the subject of a Part 3A application) is important in this area. Development of this site should of must reinforce the overall

vision for the area and satisfactorily address issues of traffic generation, capacity of the street network, provision of open space, competition with existing centres, and impacts on Canterbury Road.

See Precinct 1 in Appendix A.

### Nurturing Small Business in Hurlstone Park.

This centre provides good access to Sydney's CBD. It has experienced some gentrification and there may be further opportunities for the centre to accommodate small businesses.

**Action P29: Encourage ground floor business and shop top housing, with new housing on the fringe of the centre.**

Active street frontages improve the activity and attractiveness of the centre. New residential development and the calm environment, with limited through traffic, could make this area an ideal location for outdoor dining and cafes which in turn may attract some small scale commercial uses.

## 4.2 Economic Development Actions

### Branding

The collection of assets in the 'Canterbury Business Link' is significant. It could be a focus for a branding campaign to attract businesses and development.

**Action ED1: Use the concept of Canterbury Business Link in promoting the area.**

Council must ensure that a consistent image of the area is presented. Economic Development promotional material should reflect this concept. To this end Council, perhaps in conjunction with local traders, should commission the design and implementation of a centre branding strategy to reflect and communicate local attributes and the preferred image for the Canterbury Business Link. If successful, this marketing approach will be rolled out across all centres and employment precincts within the LGA.

### Building on Canterbury's strengths.

Canterbury LGA has good transport access via the M5 and is only a short train ride from Sydney's CBD. The area has lively town centres and a culturally diverse population. Land prices are relatively affordable, while there is a degree of gentrification occurring in the north east of the LGA which is increasing the share of professionals amongst the local labour force. These assets need to be promoted.

**Action ED2: Promote town centres as visitor destinations.**

Council has implemented a number of initiatives to promote its town centres. These include the Town Centre Guides and provision of support for festivals and events. However, there is scope for Council to further promote town centres as destinations, for example Asian grocery shopping in Campsie or the diverse range of food available across all centres. This should be encompassed within any branding strategy (Action ED1). Other opportunities that could be investigated further include:

- Halal shopping destination in Lakemba;
- Cuisines of the world – across Lakemba, Campsie, Belmore and Earlwood;
- Bridal Retailing at Earlwood; or
- Home renovation retailers along Canterbury Road.

**Action ED3: Continue to support cultural events for visitor attraction.**

Cultural events attract visitors to the LGA, create a sense of community and may encourage local businesses to work together, and for these reasons are worthwhile. Council may re-visit and, if necessary, re-vamp its cultural events program. Resident and further business consultation may provide suggestions for further development of Council's events program. Council should seek to build on its existing strengths when considering new events.

**Action ED4: Promote innovation within existing manufacturing firms.**

Council can support innovation through various means, by providing grants or creating awareness of existing grants (e.g. State or Federal), promoting interaction between local businesses and by facilitating up-skilling. Canterbury has traditionally had a strong manufacturing industry, but this has recently experienced some declines. Enhancing the amenity of centres and industrial areas has a significant influence on innovation because it encourages exchanges and interaction, and promotes pride. Enhancing information for businesses on training at TAFES and universities, and small business assistance (e.g. through BECs) are also other ways of encouraging innovation.

**Action ED5: Continue to promote local lifestyle opportunities as a means of expanding the profile of the LGA and diversifying the local labour force.**

Canterbury LGA is expected to accommodate an additional 7,100 new dwellings between 2004 and 2031. This incoming population presents opportunities for business development in terms of retailing and service provision, but also opportunities in terms of expanding and diversifying the local labour force. Canterbury has much to offer incoming residents: cultural diversity, interesting centres, relatively affordable housing prices and good access to Sydney CBD. These attributes should be promoted to attract an increasingly skilled workforce to the LGA.

**Investigating Opportunities for Business Incubation.**

Supporting start-up businesses is one means to promote economic development. Council owned land or buildings may provide an opportunity for business incubation. A key opportunity site would be the redeveloped Council Chambers and landholdings in Campsie centre.

**Action ED6: Council to consider the suitability of some form of Business Incubator.**

Business services in centres are likely to have an important role in supporting home based business, home based work and start-up businesses. Services such as post offices, photocopying/printing/binding services or even fully fledged (but small scale) business centres are likely to make home based work a viable option for more people, as well as supporting start-up businesses.

The provision of business support services, as well as meeting space available for hire could potentially be accommodated within the Council's redeveloped building. Council should seek to test the feasibility of the provision of different means of business incubation.

**Action ED7: Council to support the provision of business support services through an outreach program provided by the Business Enterprise Centre.**

This will initially be accommodated within Council premises, within fortnightly services, and a long term view to expand these services.

**Supporting Home-based business.**

For many years, Council has identified and monitored anecdotally the growth of home based businesses in the area. These two actions build upon the existing work done by Council in this area, and seek to formalise the approach.

**Action ED8: Audit the Number and Type of Home Based Business in Canterbury to inform a Home-based Business Development Strategy.**

Council could audit the number and type of home-based businesses in the Canterbury LGA in order to inform a home-based business development strategy. The audit would identify what home-based businesses require including live-work space, incubation and graduation space, education / research, business services and business support.

See Action P17.

**Action ED9: Facilitate the Establishment of a network of Home Based Business.**

Council should explore the opportunity and feasibility of facilitating a network of home based businesses. The network could provide an important forum for the exchange of information and ideas to mutual benefit of forum members and could be formed to provide a voice for Canterbury's home-based business sector with Council and other agencies. The network may be serviced through a support centre, (as per Action ED7 above).

## Business Incubation

Business Incubation is one means through which the growth and development of small businesses can be supported. Business incubation can occur in a number of formats, to respond to the specific issues within a local area. Often incubators consist of supported office facilities which serve particular types of businesses and allow for graduation of business from being home-based to incubation, to fully-self sufficient businesses.

Across Australia, there were 79 government sponsored small business incubators operating in March 2005. The average number of tenants is 12.6 and the average occupancy rate is 73%. The total number of tenants in all incubators in March 2005 was 1,200. Since 2000 it is estimated that 1,300 tenants have graduated. Across Sydney there are five incubators, the closest of these to Canterbury is located at Liverpool.

### Different Models for Providing support to Businesses

#### *St George & Sutherland Shire Business Enterprise Centre*

The BEC provides advice to businesses. The Business Enterprise Centre Australia website<sup>11</sup> identifies the key role of BECs as the provision of 'practical independent confidential counselling and support to small business.' However, centres may offer many additional services and products that meet the specific needs of their local business communities. The NSW BEC website<sup>12</sup> provides further information:

*'Business Enterprise Centres are community-based, not-for-profit, business assistance organisations owned and supported by the local community. They are usually an incorporated association or a company limited by guarantee, operated by a locally appointed Board of Directors, administered by a manager and staff, which includes appropriately qualified business facilitators.'*

The BEC offers a range of services including business mentoring, networking and training courses.

#### *Business Incubators – Liverpool Business Growth Centre*

The Liverpool Business Growth Centre was opened in 1998. It is an incubator which provides assistance with:

- Establishment of new businesses
- Countering the risk of new business failure
- Development of home based business
- Succeeding & increasing profitability
- Enhancing professional image & creditability
- Business management



<sup>11</sup> [www.beca.org.au](http://www.beca.org.au)

<sup>12</sup> [www.becnsw.com.au](http://www.becnsw.com.au)

Services include: phone answering in the name of your business, reception services, waiting room, courier receipt and despatch, mail pick-up and delivery, business seminars, secretarial and book keeping and business advice. Facilities include a meeting room, training room and some office equipment. The Liverpool Business Growth Centre contains office space and has 8 factory units. Included in the rental rate is the opportunity to spend an hour per week with the centre manager to address business development issues.

Liverpool Council provides the Liverpool Business Growth Centre at a very low cost to tenants in exchange for the stimulation of further employment within the local government area. This is a likely to be a contributing factor to the success of the centre as it reduces the costs that would be incurred through the construction or leasing of appropriate space for the incubator.

The centre allows tenants to rent space on a week to week basis. This factor reduces the element of risk for small business start-ups, as it means these micro-businesses are not required to commit to a long-term lease.

Alternative means of business support may be web-based.

### **Common Elements of Successful Incubators**

SGS's experience with incubation facilities indicates that there are a number of common principles for successful incubators:

- They are much less dependent on revenue subsidy - if at all - than other types of facilities, but earn income from letting and hiring space, promoting events, and through ancillary activities such as restaurants, cafes and bars
- They are only feasible if sufficient capital investment, from government, is forthcoming at the outset. Bank loans can be part of a capital funding package. But if this becomes too great, the burden of repayment compromises the facility's ability to retain low rents
- They are multi-faceted and usually have two or more core activities. These activities cross-fertilise each other culturally and financially. For example Metro Arts in Brisbane includes both performance spaces as well as incubation space.
- They are closely linked to local regeneration strategies, often playing a pivotal role in attracting in other types of activity and changing perceptions of the area.

However, there are no simple models or blueprints, as each project has responded to local market conditions, the availability of buildings and the imaginations of those involved. Successful projects develop according to the vision of an individual or an organisation, local need, local renewal strategies and available funding.

Incubation spaces ought to provide a range of different sized working spaces to meet the needs of a range of businesses. A rule-of-thumb for incubators for creative industries is that a well-managed incubator with one or two venue type spaces will need an amount of floorspace approaching 2000 square metres. Only in this way can the larger scale facilities provide a properly staffed management team, reception area and meeting rooms. Facilities of any scale also need to provide space for administration and amenities, although not necessarily a reception desk.

## Improving the image of employment lands.

Many businesses within Canterbury's employment lands have been in the same location for 20 years. These businesses were generally quite happy with their location, and did not wish their area to change significantly. Nevertheless, some improvements in particular locations could be considered.

Council currently has initiatives in place to improve the appearance of town centres, for example the Facade Improvement Program, and consultation identified a number of potential actions which could improve the image of employment lands. Actions range from a general tidy up – ensuring maintenance was undertaken, dumped rubbish was removed and extension of the pathway around Garema Circuit where it is missing - through to a Business Directory sign for industrial areas. Keeping an 'up to date' inventory of business lands would be valuable.

### **Action ED10: Providing Signage for Employment Lands Precincts.**

Tenancy lists could improve the profile of employment lands. From the information Council could maintain an up to date database of businesses within these areas including name, contact details, number of employees and industry of each business.

### **Action ED11: Promote existing services such as removal of illegally dumped rubbish.**

Consultation indicated that there were some issues with illegal dumping of rubbish within industrial estates. It is important to increase tenant awareness of Council's existing services such as rubbish removal.

## Promoting skills development.

The availability of an appropriate labour force is a key factor for the success of local businesses. Opportunities for businesses to work with TAFE, and support for apprenticeship programs needs to be examined. The role of Council's own facilities (e.g. libraries) needs to be considered as part of this process.

### **Action ED12: Council to work with local businesses and Bankstown TAFE to ensure appropriate courses are available to meet the needs of local businesses.**

Significant skills shortages have been identified within Canterbury LGA, particularly related to literacy and skills for basic administrative positions. Council can work with businesses and TAFE to ensure that appropriate courses are available. Additionally, Council and TAFE may be able to investigate alternative means of course delivery, e.g. through Council's libraries.

### **Action ED13: Continue existing programs and consider further means to address youth unemployment.**

Council currently has youth programs in place, such as The Young Achievement Business Skills Program. Council supports an annual Job Expo held in conjunction with Bankstown City Council and local job network providers. Further opportunities should be investigated, for example, Council should explore partnerships with not-for-profit

organisations, 'Job Network' providers, local businesses and TAFE to combat high levels of youth unemployment, particularly for those aged 19 to 24 years.

### Raising Council's profile.

Council can play an important role in the economic development of Canterbury LGA. Consultations with businesses indicated that many were not aware of Council's role beyond 'roads, rates and rubbish'. Businesses have indicated that one means of supporting businesses would be ensuring rates remain low. Continued distribution of BIZNEWS is one means of making businesses aware of Council's broader economic development activities. There is scope to improve the lines of communication between businesses and Council and new techniques could be explored.

#### **Action ED14: Continue Biz News at regular intervals.**

The publication of Biz News is one way in which Council can inform businesses of the economic development activities which it is undertaking. There is potential for Biz News to also include profiles of successful local businesses. To this end, Biz News should be critically reviewed and, if deemed necessary, revamped consistent with the proposed investment prospectus (see below).

#### **Action ED15: Improve the available material on Council's website.**

The economic development component of Council's website could be improved. Given that websites are often the first point of reference for many people, it is necessary to ensure that information is up to date and consistent. The sort of information that should be made readily available includes:

- Information from Council's existing 'Quick Facts' data base (employment by industry, unemployment, business profile, demographic structure and trends, visitor numbers, etc.);
- Information on Council's business and economic development services;
- Information on Council's vision for the economic development of Canterbury;
- Information on other Council services and information such as planning services, building approvals services and procedures, etc.;
- Key development sites and strategic development opportunities;
- Infrastructure and development projects currently underway or recently completed;
- Information on local Councillors and their portfolios;
- Information on referral agencies for things like business support services, human resources companies, State and Federal Government agencies, available business development grants, etc.
- Latest news;
- Results of local business confidence surveys; and
- The range of locally available services.

#### **Action ED16: Improve the availability of marketing material in hard copy.**

Council's economic development vision, strategic information and actions to facilitate and promote prosperity should be made available in a reader friendly and accessible 'glossy' brochure for wide distribution throughout the business and resident community.

The glossy economic development strategy summary could also be used as part of Council's investment prospectus material (see below).

## Facilitate Inward Investment and Business Development from Within

### **Action ED17: Continue developing an Investment Prospectus for Canterbury.**

Canterbury's lifestyle attributes and investment attractors include cultural diversity, relative affordability of commercial and residential properties and accessibility to Sydney's CBD. However, indications from the consultations are that Canterbury is yet to put itself on the 'investment map' by demonstrating to a wider market its appeal as a place in which to work and live.

A strategically designed and delivered investment prospectus which communicates Canterbury's strengths, attributes and reasons for considering the area as an investment location, can provide an effective means of generating genuine interest to get potential new residents and investors 'in the door'. This work is currently underway and should include the formalisation of an investment attraction policy position and the development of appropriate material to deliver on the stated policy position and vision for Canterbury's economic development.

The prospectus, once prepared, could be accessible from Council's website. Alternatively Council may choose to update the existing 'Quick Facts' to include further discussion of the statistics which provide a profile of the LGA and its residents. An official 'launch' of the prospectus would also be worthy of consideration.

### **Action ED18: Develop a Professional Services Investment Attraction and Development Plan.**

The consultations undertaken as part of the strategy development process identified the opportunity for the continued development of the professional services sector in Canterbury. As part of the investment attraction strategy and prospectus (see above), Council could identify the types of office businesses being targeted for Canterbury's key activity centres and the types of services and facilities either existing or being provided to accommodate their location. This would complement Council's other strategies such as the branding strategy and the broader investment prospectus strategy.

### **Action ED19: Council to continue existing events such as business forums.**

Opportunities for local businesses to interact and build a sense of collegiality should be encouraged. A Business Expo was held in May 2008 and attracted a range of businesses both from within and beyond the LGA.

### **Action ED20: Hold a Series of Canterbury Retail Inspiration Evenings.**

The consultations undertaken, as part of the strategy development process, identified the opportunity for the physical and functional revitalisation of key centres. Retailing is a leading provider of jobs in Canterbury and provides the anchor to a number of the City's activity centres. Council could embark on a program of 'retail inspiration evenings' or forums for local traders which respond to identified issues concerning

retailers and customers (including visitors to Canterbury). Topics for discussion and learning at the forums might include, for example:

- Broader retail trends such as changing consumer tastes and new retail development;
- Best practice customer service;
- Visual merchandising (store presentation). This could include a presentation or training session by a specialist retail consultant;
- Cross-promotion and the benefits of knowing your local area (informal visitor promotion);
- Community training and employment partnerships; and
- A range of other issues.

**Action ED21: Council to contact businesses at random on topical issues.**

Experience elsewhere has shown that businesses appreciate regular and face-to-face contact with economic development and business development officers from Local Government on matters of interest to business that Councils can influence either directly or indirectly. Council should consider regularly approaching businesses to maintain an up to date understanding of the issues that are facing local businesses and to promote open lines of communication. This should be within the role of Council's Economic Development Unit.

### **Increasing communication and building linkages.**

Developing and nurturing networks is an important way to remain informed and gather support, for both Councils and local businesses. While Chambers of Commerce are active in the town centres, no such network existing for businesses located within employment precincts. There may be much to gain from businesses working together to improve the appearance, and safety, of employment land precincts.

Within the release of the Draft South Subregional Strategies there is also an increasing focus on planning at a subregional level. As such, there are opportunities for Council to work with adjacent Councils to approach strategic planning with a broader perspective.

**Action ED22: Council to promote links between local businesses and consider the creation of a network of businesses outside of town centres.**

Common goals, and learning from common experiences, as well as the potential to work together, may be motivating factors for businesses to become involved in a local network.

**Action ED23: Council to continue to build links between Council and adjacent councils.**

This is presently occurring, such as through the Southern Sydney Employment Lands Study (being prepared with Hurstville City Council, Sutherland Shire Council and NSW Department of Planning), and additional opportunities should be considered. There is much to gain from working in cooperation on matters of regional economic development. For example, branding and promotional material may be developed in conjunction with adjacent LGAs to ensure the complementary aspects of each area are

promoted. Co-ordination between local Council may also provide a platform for lobbying State Government if necessary.

### Monitoring and evaluation.

Monitoring and evaluation is an important part of any strategy. Council should seek to evaluate the success of any initiatives which have been put in place. The process of monitoring and evaluation will inform any future reviews of employment lands and economic development strategies.

#### **Action ED24: Council to consider undertaking a regular business survey.**

This could be a brief survey undertaken annually to provide an understanding of key issues facing businesses and provide an opportunity for Council to monitor results of any new initiatives. The sorts of issues that could be covered in the business survey include, for example:

- Labour force issues;
- Infrastructure issues;
- Governance (Council-specific) issues;
- Identified opportunities for growth in Canterbury;
- Broader (State or national) trends and influences affecting business development in Canterbury;
- Perceptions of expected business growth or decline over the next 12 months;
- Overall levels of business confidence (and change); and
- Other issues which may be raised by businesses, which in turn can then be incorporated in future surveys.

#### **Action ED25: Council to monitor employment data.**

Council should seek to monitor new data as it becomes available, to track the nature of employment (and unemployment) within the LGA. New data, as it becomes available, should inform Council's Quick Facts data base and its investment prospectus material (see above).

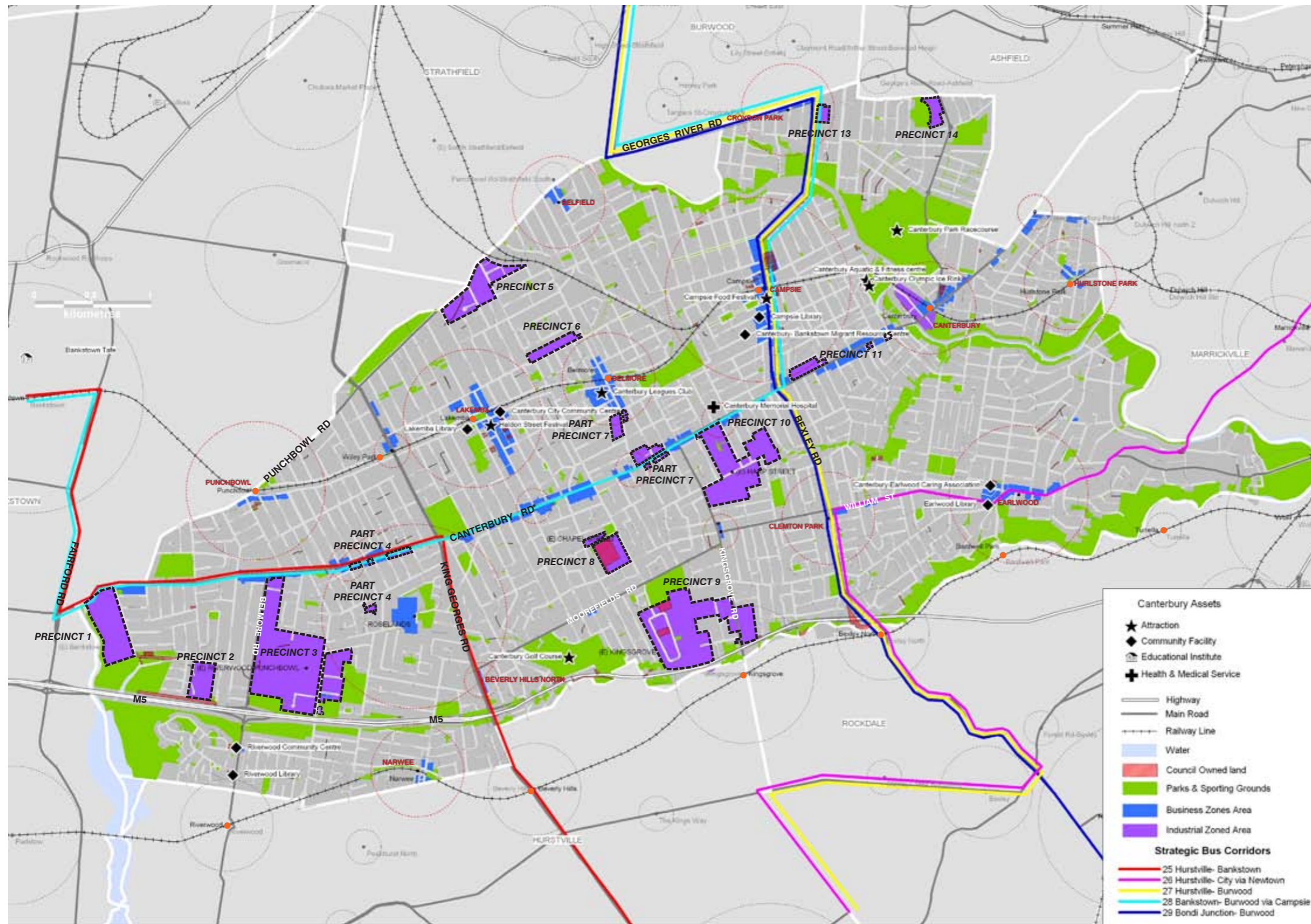
#### **Action ED26: Track employment growth against identified target over next 25 years.**

Council should track employment growth in the Canterbury LGA against the jobs target identified in this strategy.

# Appendix A: Analysis of Planning Controls and Public Domain and Built Form Design Guidelines

**EMPLOYMENT LAND STUDY PRECINCTS**

<i>Precinct 1 - Harp Street, CAMPSIE/BELMORE</i>	2
<i>Precinct 2 - Gareema Circuit, KINGSGROVE</i>	3-4
<i>Precinct 3 - Chapel Street, ROSELANDS</i>	5
<i>Precinct 4 - Bonds Road, RIVERWOOD</i>	6
<i>Precinct 5 - Wiggs Road, WEST RIVERWOOD</i>	7
<i>Precinct 6 - Moxon Road, PUNCHBOWL</i>	7
<i>Precinct 7 - Yerrick Rd, LAKEMBA</i>	8
<i>Precinct 8 - Canterbury Rd, WILEY PARK, BELMORE &amp; CAMPSIE</i>	9
<i>Precinct 9 - Payten Avenue, WILEY PARK</i>	6
<i>Precinct 9 - Lakemba St, BELMORE</i>	10
<i>Precinct 9 - Burwood Road, BELMORE</i>	10
<i>Precinct 9 - CROYDON PARK</i>	11
<i>Precinct 9 - ASHBURY</i>	11

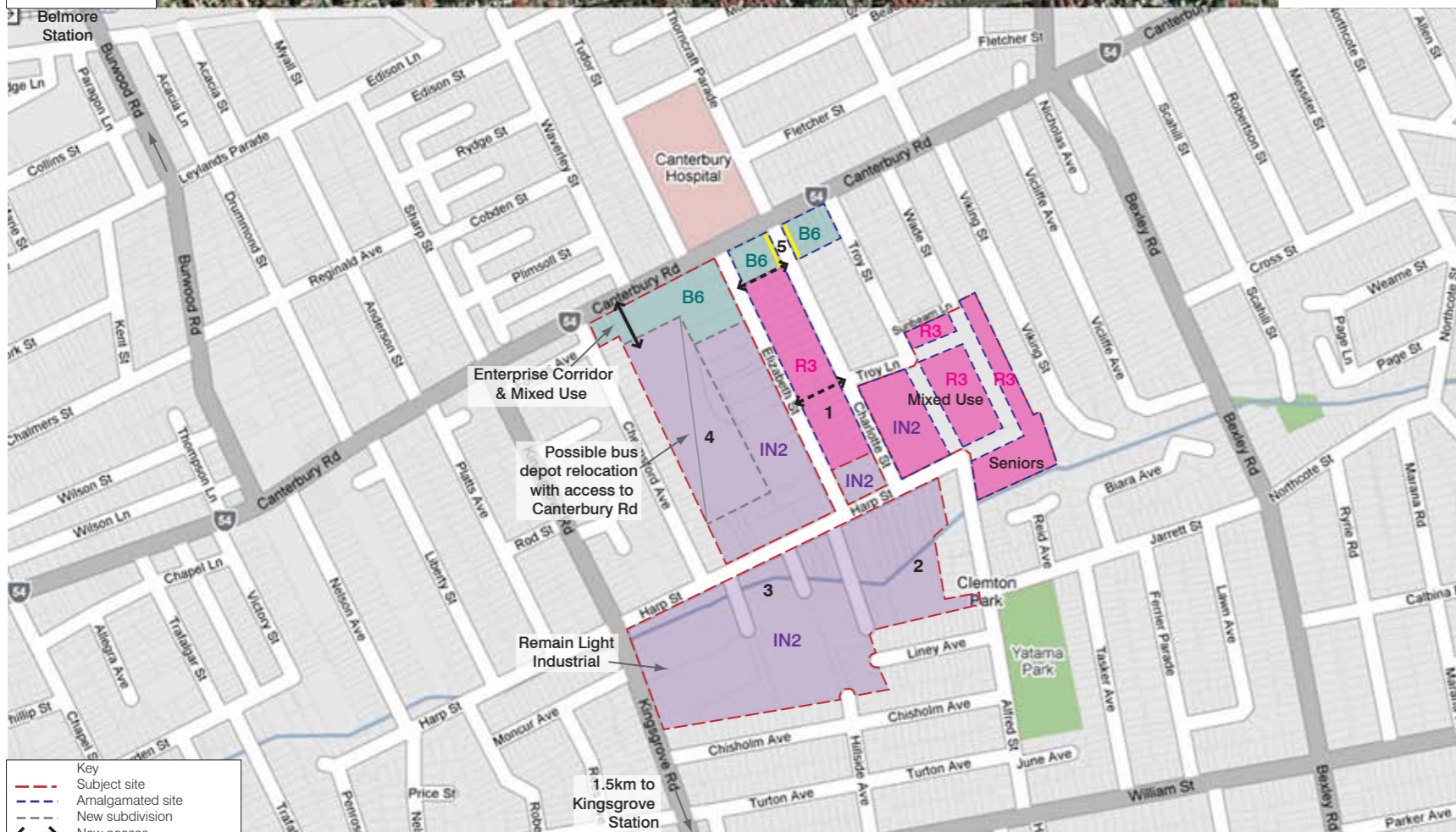


Locality Map - Canterbury LGA  
 0 100 200 500  
 scale 1:40 000

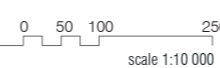




Location Plan



Proposed Strategy



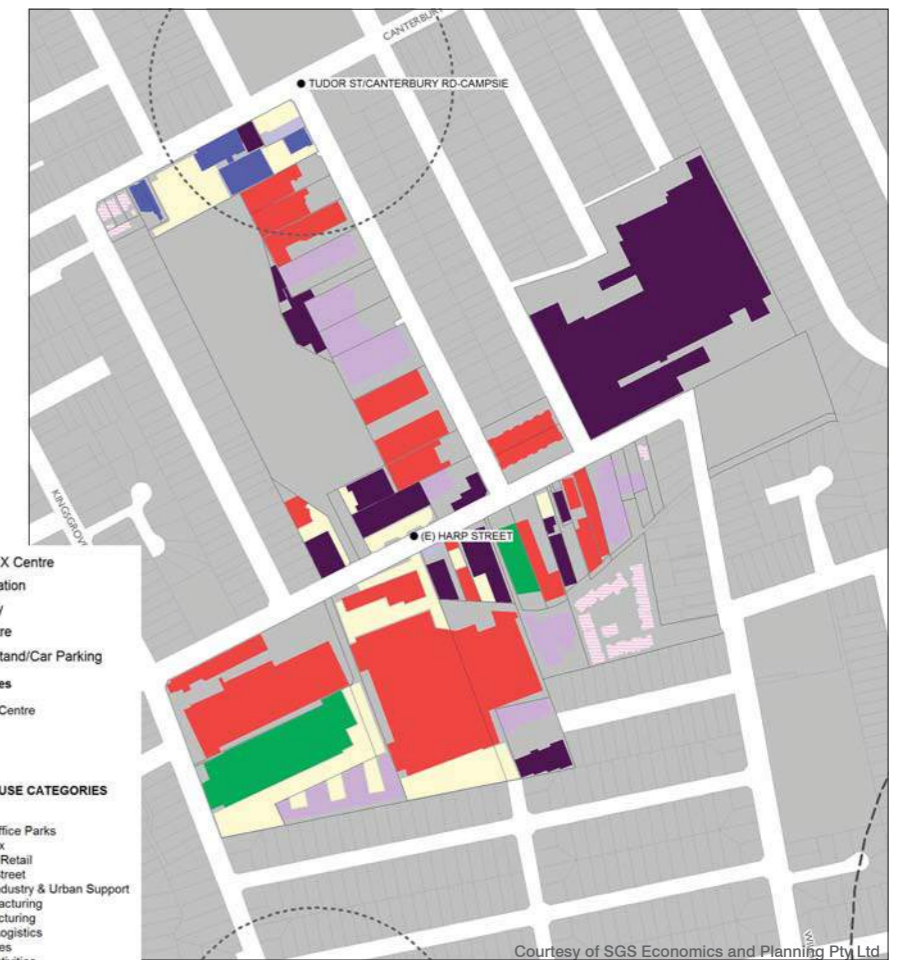
Precinct 1 - Harp Street, CAMPSIE/BELMONT

architectus

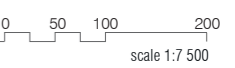
PRECINCT 3	Existing Provision	Proposed Provision
Zoning	4(a) and 4 (b) Light Industrial	IN2 (Light Industrial) / B3 (Enterprise Corridor) / R3 (Medium density Residential)
FSR	1.5:1	
Height	2 storeys	2 storeys / 3 storeys on Canterbury, Kingsgrove Rd
Site Coverage	66% of site area	

Note:

1. Medium density residential between Charlotte and Elizabeth Streets to form transition between Industrial area and residential on Sunbeam site. Close to main road and amenities. Good opportunity for Seniors Living and 'whole of aged life care'.
2. Employee amenities and open space fronting canal to provide surveillance and possible through site pedestrian route
3. Canal as pedestrian/cycle link providing through site links between Bexley Rd and Kingsgrove Rd.
4. Consideration to be given to relocation of bus depot to former brickpit site (currently underutilised building materials storage) in this precinct with direct access to Canterbury Rd.
5. Small neighbourhood centre on Charlotte St. near Canterbury Rd.
6. Enhanced public transport connection (bus services) between Campsie Station and Kingsgrove Station through this area.
7. Encourage/facilitate medical activities/suites and other support uses on Canterbury Rd. frontage near Canterbury Hospital in accordance with Canterbury Road Masterplan.

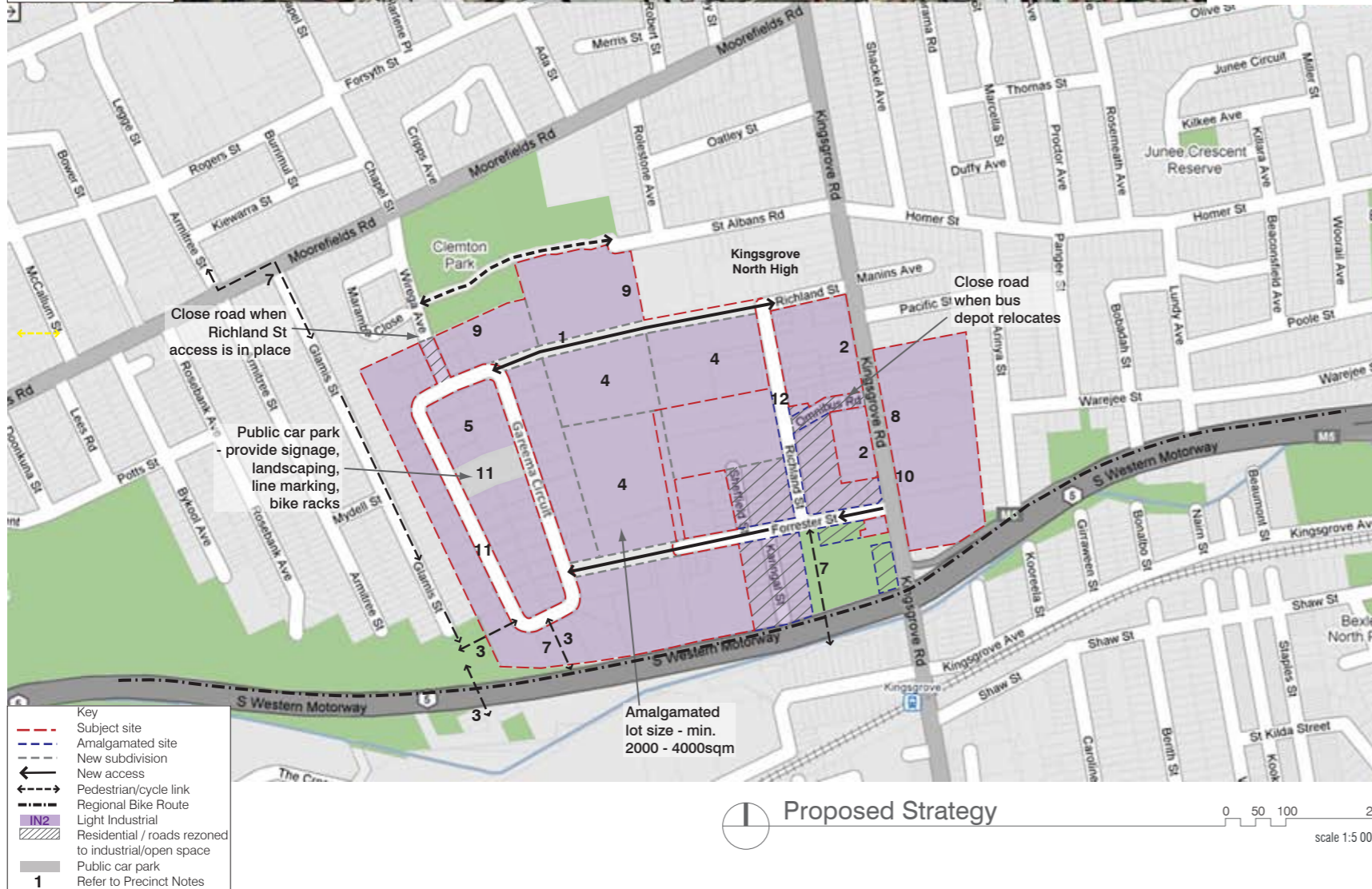


Existing Land Use





Location Plan



Proposed Strategy scale 1:5 000

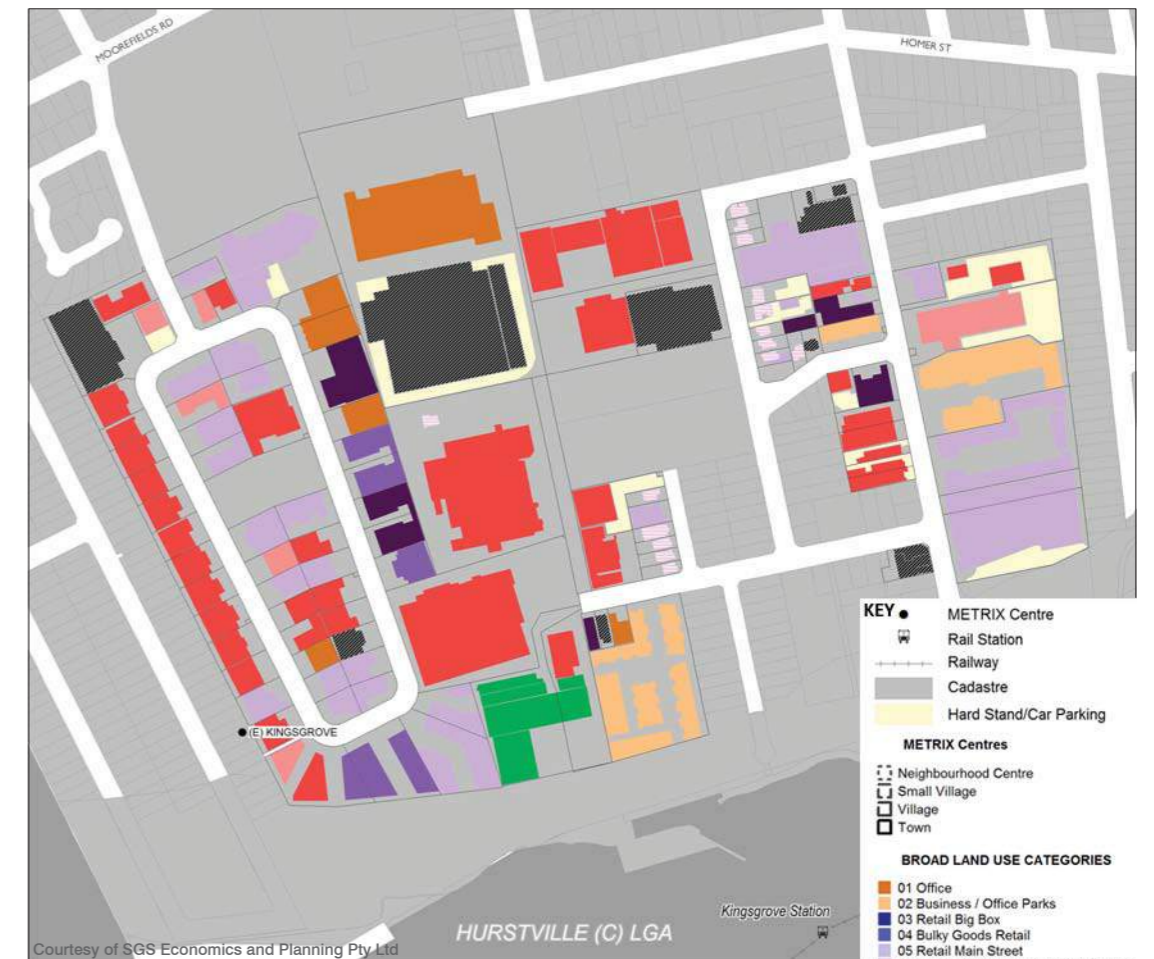
Precinct 2 - Gareema Circuit, KINGSGROVE

architectus

PRECINCT 9	Existing Provision	Proposed Provision
Zoning	4 (b) Light Industrial	IN2 (Light Industrial)
FSR	1.5:1	1.5:1
Height	2 storeys	2 storeys/3 storeys on Kingsgrove Rd
Site Coverage	66% of site area	

Note:

1. Provide new access to Gareema Circuit from Kingsgrove Rd connecting eastern and western parts of industrial area with each other.
2. 3 storeys to Kingsgrove Rd - higher percentage of business uses to encourage better quality development.
3. Options for improving permeability and connectivity.
4. Minimum lot size east of Gareema Circuit - 2000sqm.
5. De-regulate operating hours in Gareema Circuit, dependant on provision of alternative access.
6. Options to achieve re-configuration, and new road layout include
  - land swap (e.g. Omnibus Rd if it closes, underutilised open space to the north if any).
  - special rate scheme for 10 years to raise funds.
  - 'swap' of bus depot with underutilised building materials site north of Harp St. (Precinct 10).
7. Integrate cycle/pedestrian/open space networks to facilitate patronage of railway station.
8. Setbacks to main roads to allow landscaping to improve amenity.
9. Activate frontages to parks to enhance staff amenity.
10. Activities - offices, etc. on street frontages.
11. Public car park - Improve signage, line marking and landscaping to improve amenity.
12. Streetscapes - trees and footpaths.



Existing Land Use scale 1:7 500



Chapel St Industrial Area

Clemton Park

Amalgamated lots

Public car park

Car wash

Forrester Reserve

Cycle route to connect Chapel St Industrial area to Kingsgrove Station

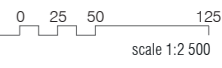
New pedestrian/cycle connection

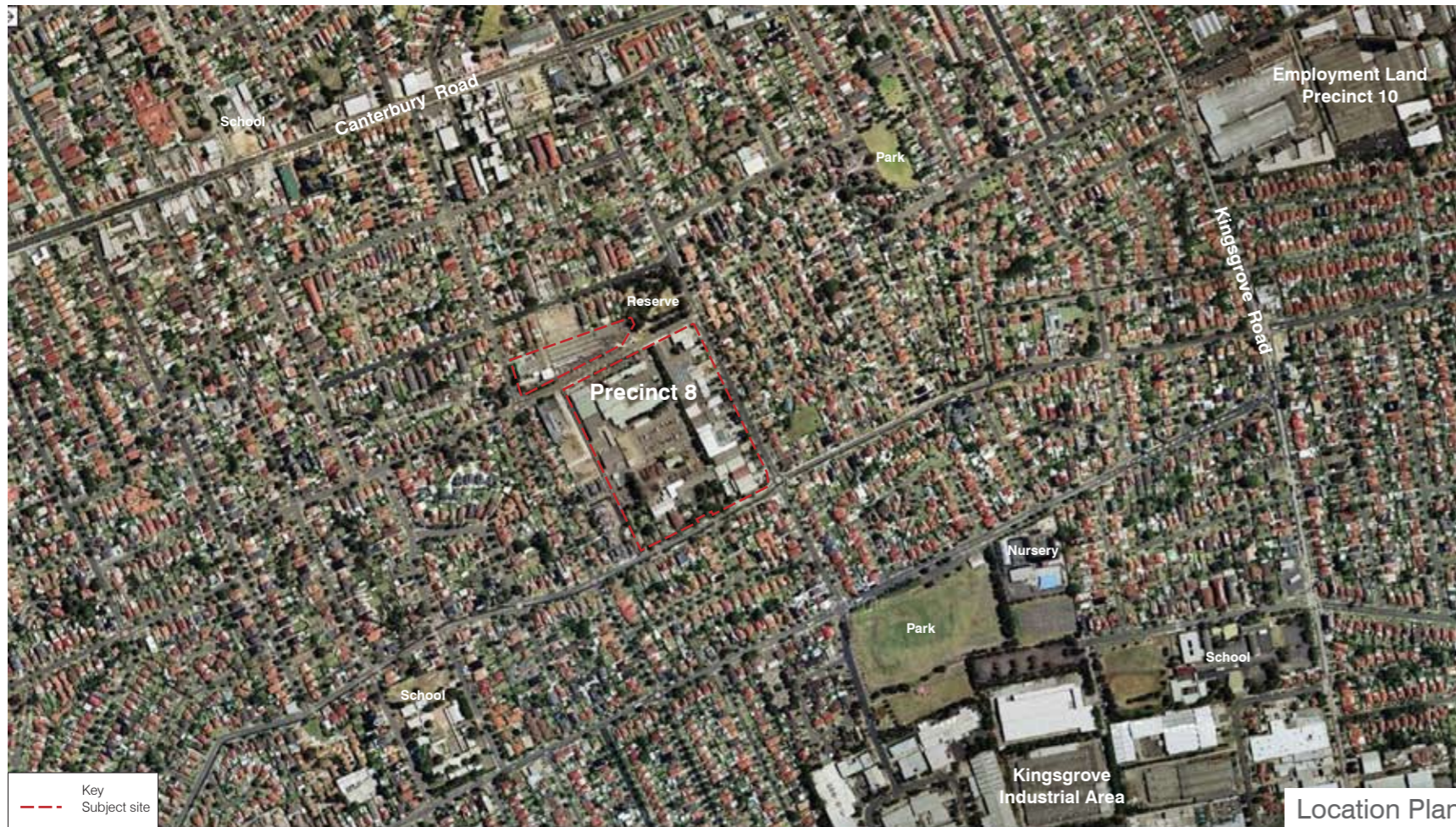
Existing M5 corridor cycle path

Existing pedestrian/cycle underpass under M5

### Precinct 2 - Gareema Circuit, KINGSGROVE

Potential Structure Plan





Precinct 3 - Chapel Street, ROSELANDS

architectus

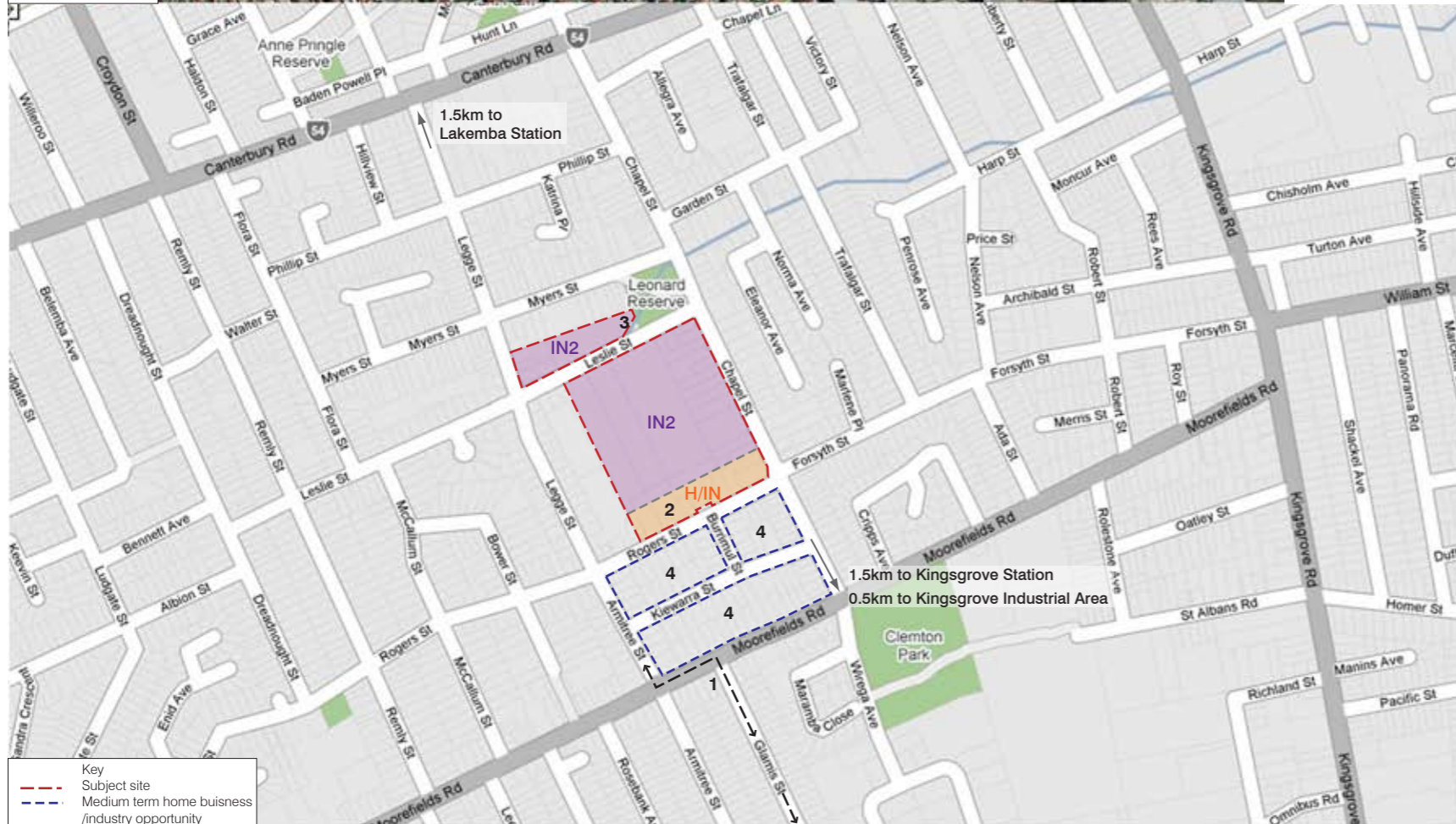
PRECINCT 8	Existing Provision	Proposed Provision
Zoning	4 (b) Light Industrial	IN2 (Light Industrial)
FSR	1.5:1	1.5:1
Height	2 storeys	2 storeys
Site Coverage	66% of site area	

Note:

1. Investigate/facilitate expansion towards Kingsgrove Industrial area and pedestrian connections through to Kingsgrove Station.
2. Use live/work or Home Industry as a transition between industrial and residential uses north of Rogers Street.
3. Employee amenities fronting canal and Leonard Reserve.
4. Investigate area between Kingsgrove and Chapel Street industrial area as prime opportunity for home business/occupation/industry (medium term change to LEP) to create linkages to Kingsgrove and industrial area just south of Moorefields Road.
5. LEP overlay with DCP controls.

Key  
--- Subject site

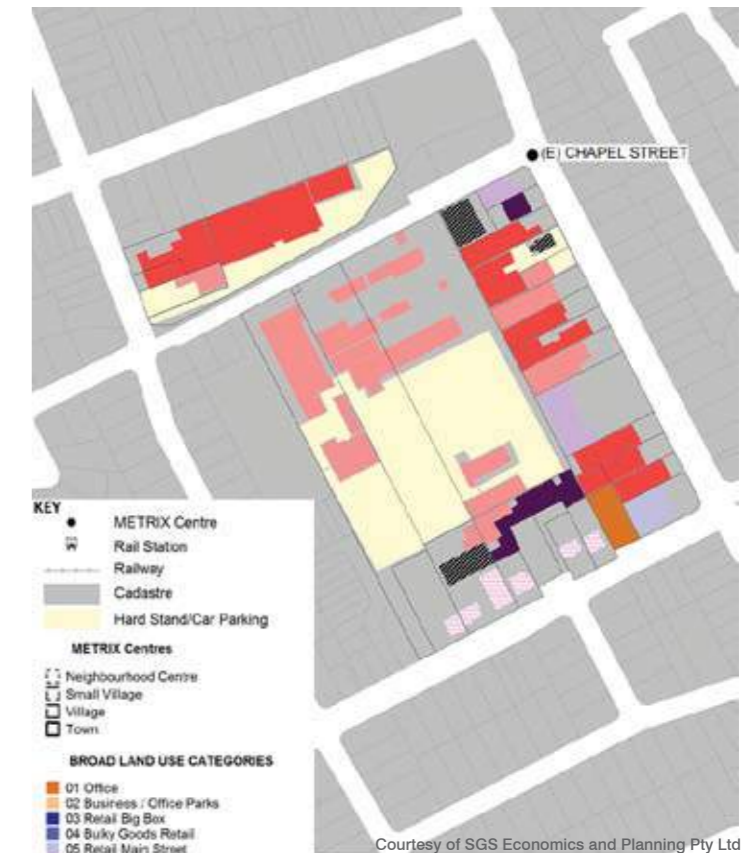
Location Plan



Key  
--- Subject site  
--- Medium term home business /industry opportunity  
--- Pedestrian/cycle Link  
IN2 Industrial area  
H/IN Live/work or Home Industry  
1 Refer to Precinct Notes

Proposed Strategy

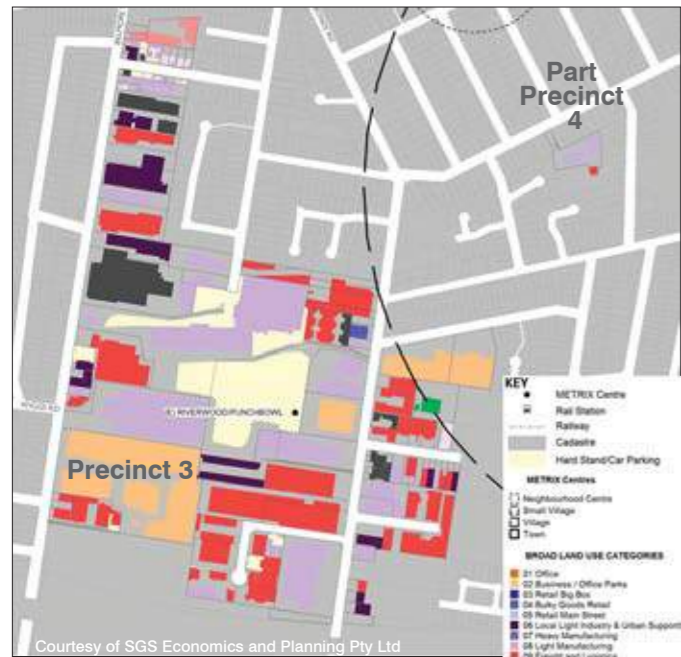
0 50 100 250  
scale 1:10 000



Courtesy of SGS Economics and Planning Pty Ltd

Existing Land Use

0 50 100  
scale 1:5 000



Existing Land Use scale 1:15 000

### Precinct 4 - Bonds Rd, RIVERWOOD

PRECINCT 3	Existing Provision	Proposed Provision
Zoning	4(a) General Industrial and 4 (b) Light Industrial	IN2 (Light Industrial)
FSR	1.5:1	1.5:1
Height	2 storeys	2 storeys / 3 storeys on Belmore & Bonds Rd
Site Coverage	66% of site area	

- Note:
1. Access to M5 westbound from Belmore Road.
  2. Reserve for eastbound ramps onto M5 at Bonds Road.
  3. Large lots at southern end, suitable for freight and logistics, integrated manufacturing, has underpinned investment in high quality buildings by ING on Belmore Road.
  4. DCP controls to manage residential/industrial interface.
  5. Minimum lot sizes 2000/4000sqm - consider incentives to amalgamate
  6. Establish DCP controls to encourage active frontages to parks and staff amenity uses fronting parks.
  7. Rezone pockets of residential lots in Riverwood Industrial area to an industrial zoning (IN2)
  8. Prohibit further strata subdivision.
  9. Access to existing retirement village

### Part Precinct 9 - Payten Ave, WILEY PARK

architectus

PRECINCT 4	Existing Provision	Proposed Provision
Zoning	4 (b) Light Industrial	R3 (Medium Density Residential)
FSR	1.5:1	0.8 :1
Height	2 storeys	3 storeys
Site Coverage	66% of site area	

- Note:
1. Rezone for medium density residential - 1 block away from Roselands Shopping Centre
  2. Additional dwellings will assist in achieving Metro Strategy housing targets for Canterbury LGA.





Location Plan



**Key**

- Subject site
- Amalgamated site
- New subdivision
- New access
- Enterprise Corridor
- Light Industrial
- Residential
- Potential retail
- 1** Refer to Precinct Notes

**Proposed Strategy**

0 50 100 250  
scale 1:10 000

### Precinct 5 - Wiggs Rd, WEST RIVERWOOD

architectus

PRECINCT 5	Existing Provision	Proposed Provision
Zoning	4 (b) Light Industrial	IN2 (Light Industrial)
FSR	1.5:1	1.5:1
Height	2 storeys	2 storeys
Site Coverage	66% of site area	60% of site area

Note:

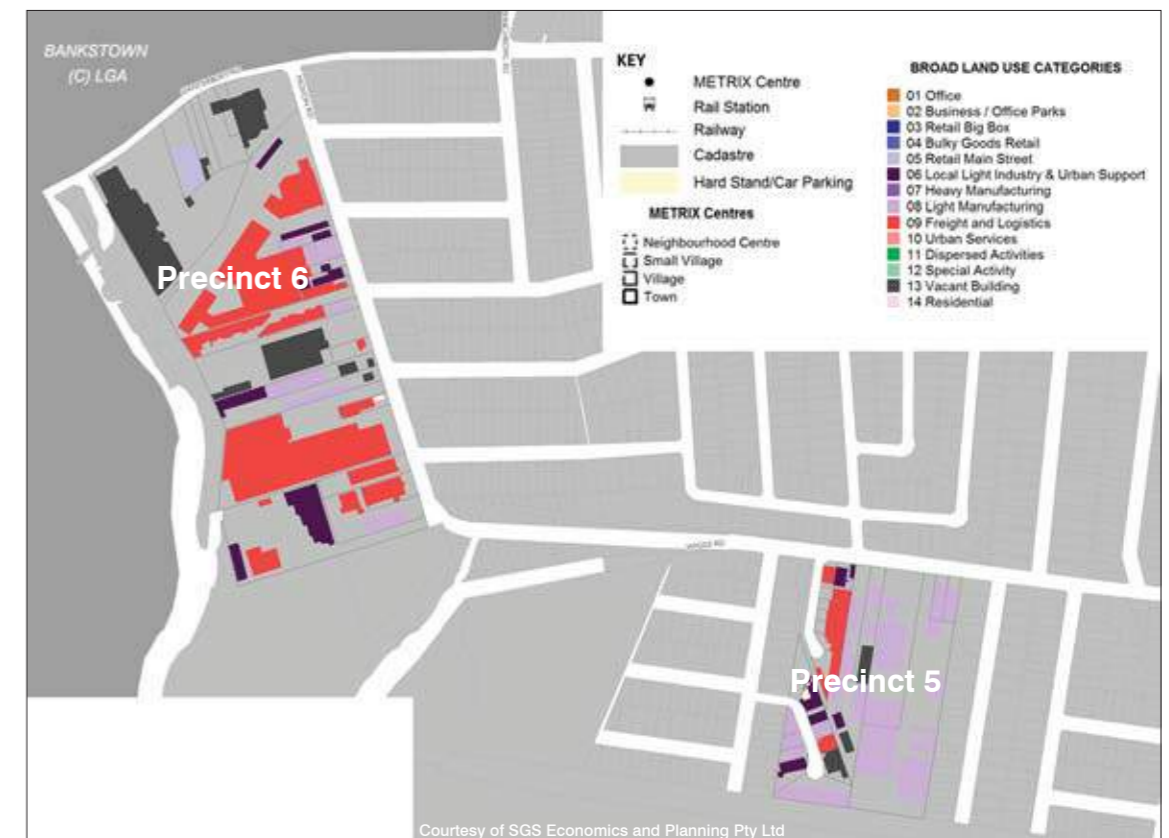
1. Alternative access to Industrial area would resolve traffic conflicts.
2. Negotiations required to achieve new central road access from Wiggs Road; options include land swap of part of Schofield Street and conversion of it to residential.
3. Purchase property to provide link between Leedham Place and Schofield Street

### Precinct 6 - Moxon Rd, PUNCHBOWL

PRECINCT 6	Existing Provision	Proposed Provision
Zoning	4 (b) Light Industrial	IN2 (Light Industrial) / B6 (Enterprise Corridor)
FSR	1.5:1	1.5:1 / 2:1 for B6
Height	2 storeys	2 storeys / 3 storeys on Canterbury Rd
Site Coverage	66% of site area	60% of site area / greater on Canterbury Rd

Note:

1. Good access to M5.
2. Facilitate pedestrian/cycle networks connecting Salt Pan Creek and M5 Corridor, through to Riverwood Station.
3. Investigate synergies with adjoining Bankstown Industrial Estate.
4. Three storeys to Canterbury Road for showroom uses.
5. Start up/niche Industrial location offset by higher quality on Canterbury Road that conforms to built form controls in new industrial DCP.
6. DCP controls to encourage frontages and staff amenity onto open space.
7. Potential employee amenity retail.



Courtesy of SGS Economics and Planning Pty Ltd

**Existing Land Use**

0 50 100 250  
scale 1:10 000



Location Plan



Proposed Strategy

Precinct 7 - Yerrick Rd, LAKEMBA

architectus

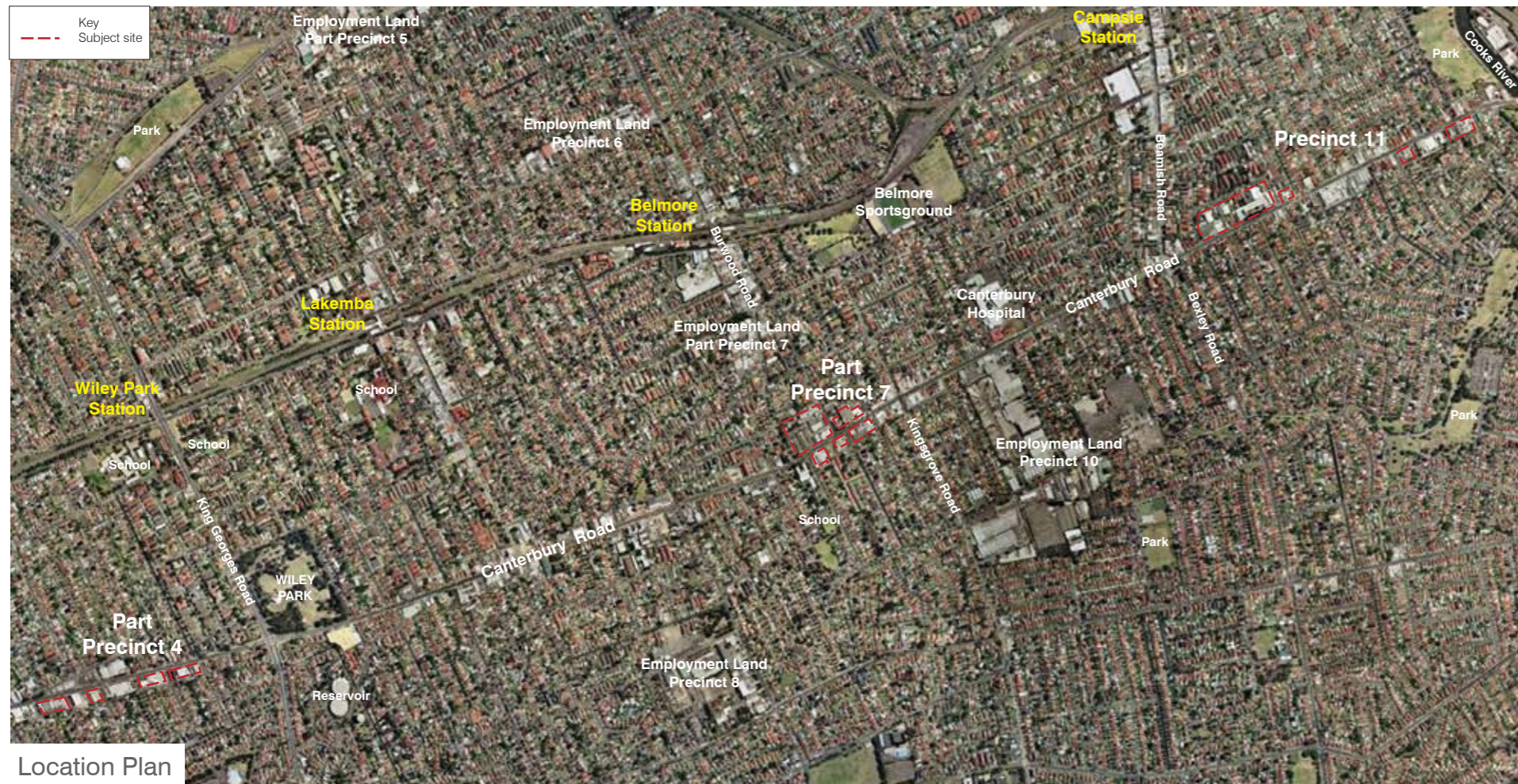
PRECINCT 5	Existing Provision	Proposed Provision
Zoning	4 (a) Light Industrial	IN2 (Light Industrial)
FSR	1.5:1	1.5:1
Height	2 storeys	2 storeys/ 3 storeys on Punchbowl Rd
Site Coverage	66% of site area	

Note:

1. Investigate / facilitate synergies with Enfield/Greenacre Industrial area to the north.
2. Employee amenity fronting canal to increase surveillance so canal can be used as open space recreational area and linkage between two industrial areas on either side of Punchbowl Road.
3. Canal as pedestrian/cycle linkage between 2 Industrial areas either side of Punchbowl Road with good lighting and active frontages to adjoining development to increase surveillance.
4. Live/work or 'home industry' to provide transition between residential and industrial on Hugh Street.
5. LEP overlay with DCP controls.



Existing Land Use



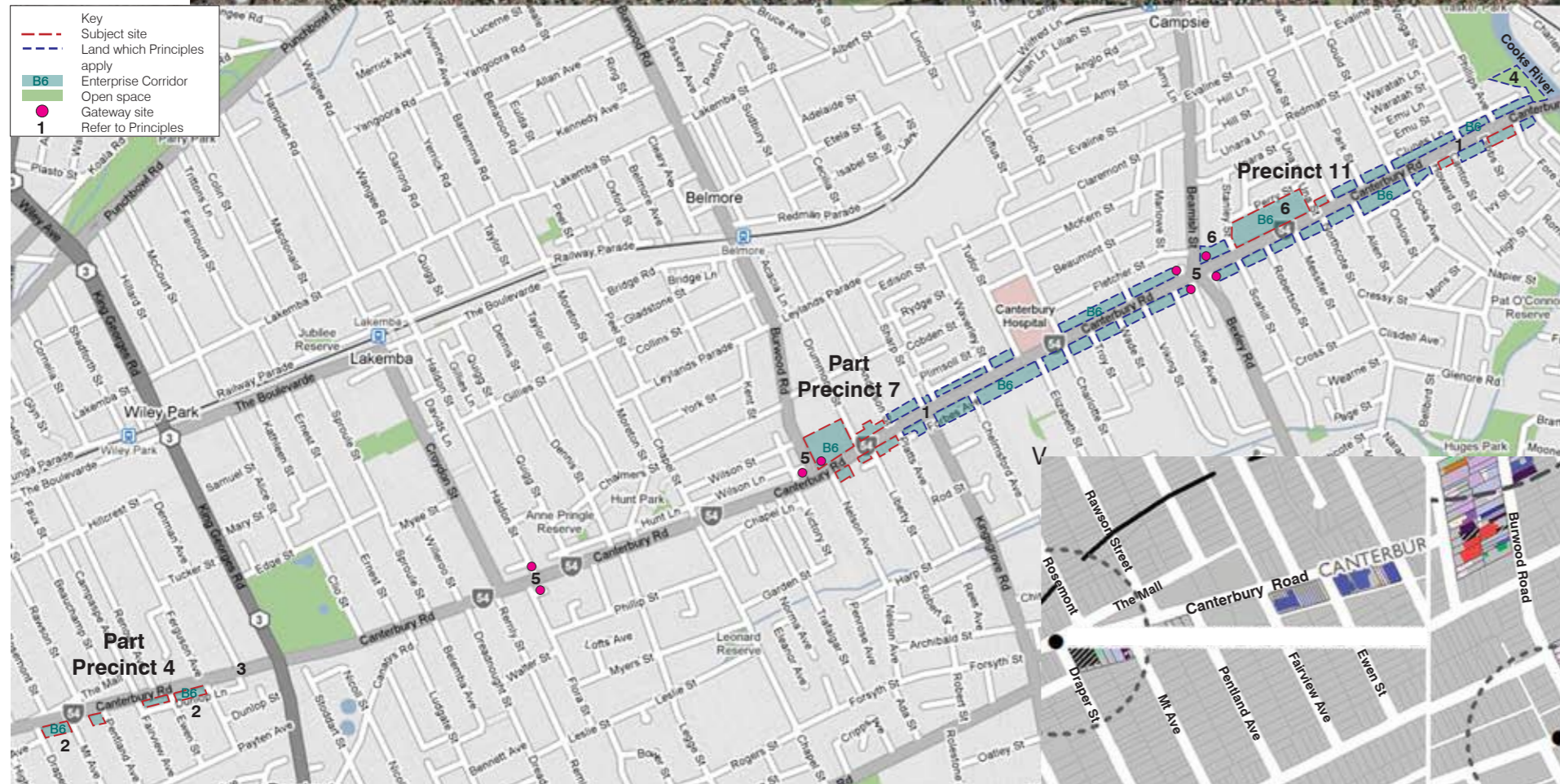
# CANTERBURY ROAD

Canterbury Rd	Existing Provision	Proposed Provision
Zoning	4(a) and 4 (b) Light Industrial	IN2 (Light Industrial) / B6 (Enterprise Corridor)
FSR	1.5:1	
Height	2 storeys	3 storeys (fronting Canterbury Rd)
Site Coverage	66% of site area	

### Principles - for blocks fronting Canterbury Rd. :

1. East of Burwood Rd. to Cooks River - should become Enterprise Corridor (B6), including Part Precinct 7 and Precinct 11.
2. PART PRECINCT 4 - land currently zoned Industrial on west of Burwood Rd should be zoned Enterprise Corridor (B6).
3. Other zoned land on West of Burwood Rd - consideration should be given in the future to rezoning other blocks on west of Burwood Rd. to Enterprise Corridor.
4. Land at the corner of Canterbury Rd and Cooks River should be rezoned to open space to enhance the Cooks River foreshore.
5. Possible other 'gateway' sites included those at the corner of Burwood and Canterbury Rd, Croydon and Canterbury Rd, and Beamish St. and Canterbury Rd.
6. Prepare structure plan and development proposal for blocks between Beamish and Una St. (northern part of Canterbury Rd.). This proposal includes medium density residential fronting Perry St., business and showroom uses to Canterbury Rd and centralized podium parking for whole development. The proposal should include a financial appraisal of redevelopment option and illustrate a 'pooled development' scheme whereby individual owners are able to benefit from the comprehensive redevelopment. This would be a 'model' development for a 'gateway' site and could be utilised elsewhere along Canterbury Rd.

### Location Plan



**KEY**

- METRIX Centre
- ⊞ Rail Station
- Railway
- ▭ Cadastre
- ▭ Hard Stand/Car Parking

**METRIX Centres**

- ▭ Neighbourhood Centre
- ▭ Small Village
- ▭ Village
- ▭ Town

**BROAD LAND USE CATEGORIES**

- 01 Office
- 02 Business / Office Parks
- 03 Retail Big Box
- 04 Bulky Goods Retail
- 05 Retail Main Street
- 06 Local Light Industry & Urban Support
- 07 Heavy Manufacturing
- 08 Light Manufacturing
- 09 Freight and Logistics
- 10 Urban Services
- 11 Dispersed Activities
- 12 Special Activity
- 13 Vacant Building
- 14 Residential

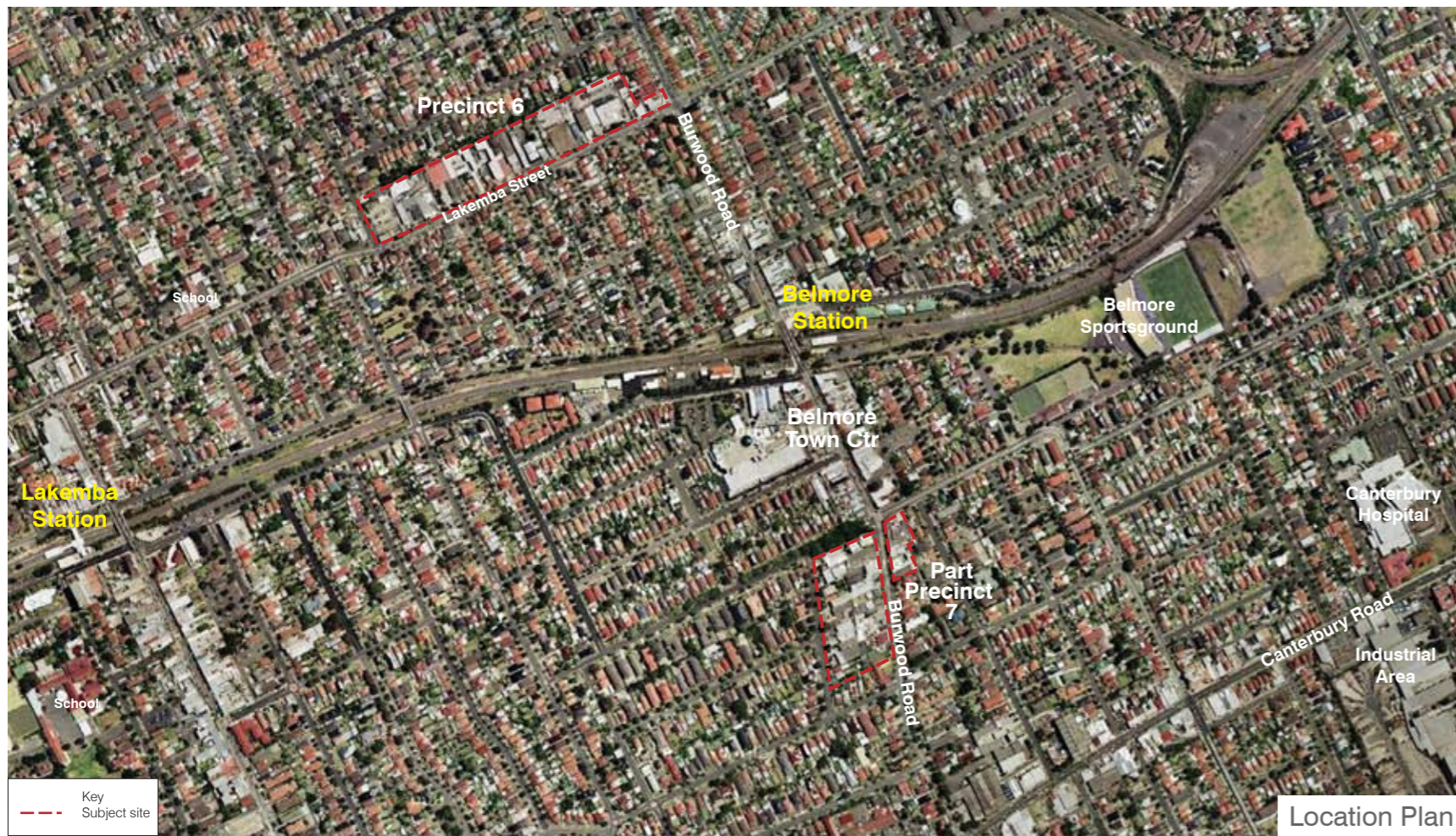
Proposed Strategy

Precinct 8 - Canterbury Rd, WILEY PARK

Precinct 8 - Canterbury Rd, BELMORE

Precinct 8 - Canterbury Rd, CAMPSIE

Existing Land Use



Precinct 9 - Lakemba St, BELMORE

PRECINCT 6	Existing Provision	Proposed Provision
Zoning	4 (a) Light Industrial	IN2 (Light Industrial)
FSR	1.5:1	1.5:1
Height	2 storeys	
Site Coverage	66% of site area	

Note:

1. Allow Light Industrial uses that do not conflict with residential but take advantage of proximity to Belmore Town Centre.
2. DCP controls to address amenity and impacts that are detrimental to residential area.

Part Precinct 9 - Burwood Rd, BELMORE

PRECINCT 7	Existing Provision	Proposed Provision
Zoning	4 (d) Industrial Business	B4 (Mixed Use)
FSR	1:1	0.8 - 1:1
Height		3 storeys
Site Coverage	66% of site area	

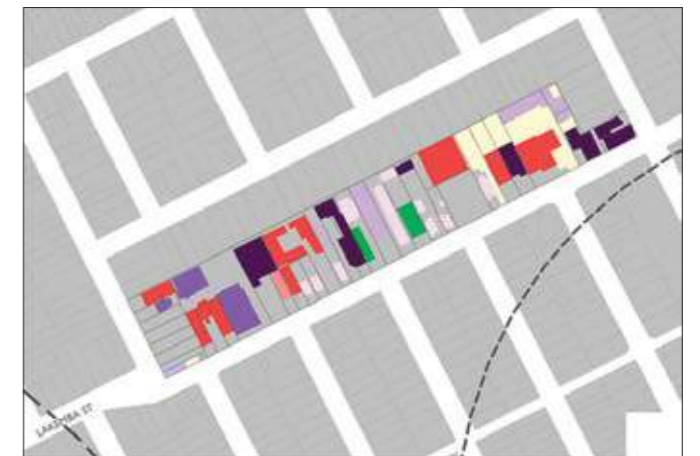
Note:

1. Rezone to mixed use to facilitate expansion of Belmore Town Centre.



Key

- - - Subject site
- B4 Mixed use
- IN2 Light Industrial



Precinct 9 - Lakemba St, Belmore

KEY

- METRIX Centre
- Rail Station
- Railway
- Cadastre
- Hard Stand/Car Parking

METRIX Centres

- Neighbourhood Centre
- Small Village
- Village
- Town

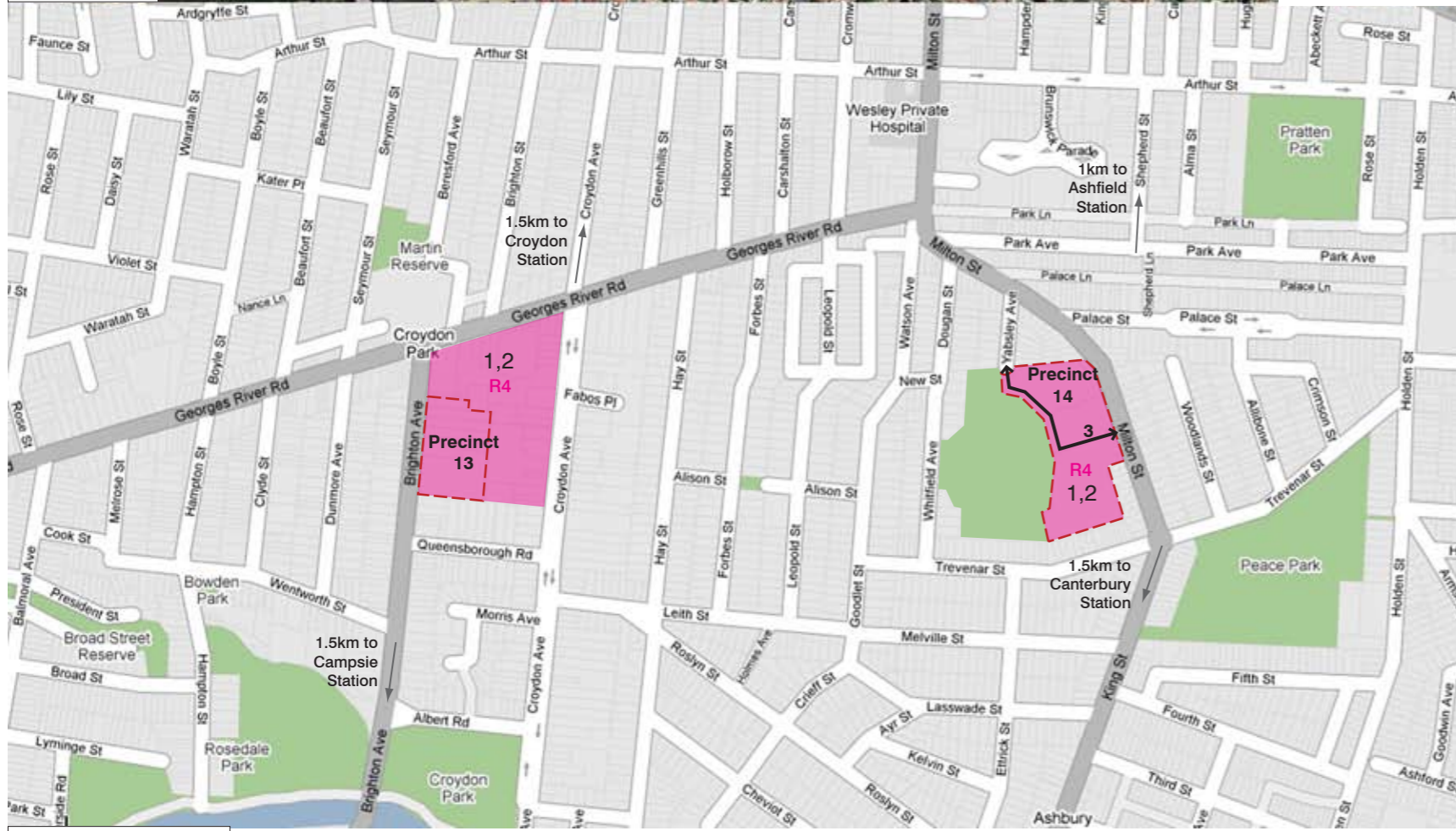
BROAD LAND USE CATEGORIES

- 01 Office
- 02 Business / Office Parks
- 03 Retail Big Box
- 04 Bulky Goods Retail
- 05 Retail Main Street
- 06 Local Light Industry & Urban Support
- 07 Heavy Manufacturing
- 08 Light Manufacturing
- 09 Freight and Logistics
- 10 Urban Services
- 11 Dispersed Activities
- 12 Special Activity
- 13 Vacant Building
- 14 Residential



Precinct 9 - Burwood Rd, Belmore





Proposed Strategy 0 50 100 250 Scale 1:10 000

Precinct 9 - CROYDON PARK architectus

PRECINCT 13	Existing Provision	Proposed Provision
Zoning	4 (d) Industrial Business	R4 (High Density Residential)
FSR	1:1	0.6 - 0.8:1
Height		3 storeys
Site Coverage	66% of site area	50% of site area

Note:

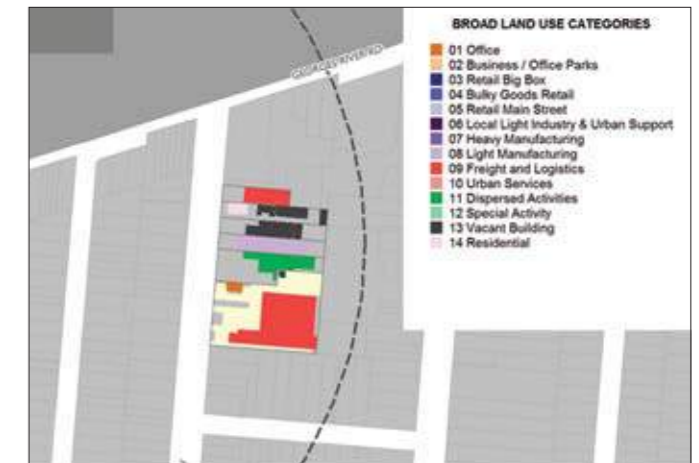
1. Rezone for mixed use residential in accordance with the recommendations of the Canterbury Residential Strategy, which would resolve conflicts between industrial and residential area.
2. Additional residential zones will assist in achieving Metro Strategy targets for Canterbury LGA.

Precinct 9 - ASHBURY

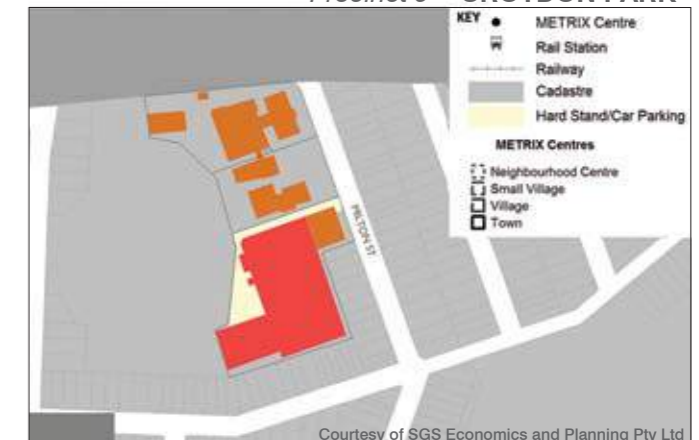
PRECINCT 14	Existing Provision	Proposed Provision
Zoning	4 (a) Light Industrial	R4 (High Density Residential)
FSR	1.5:1	0.8:1
Height	2 storeys	3 - 4 storeys
Site Coverage	66% of site area	50% of site area

Note:

1. Rezone as high density residential development site in accordance with the recommendations of the Canterbury Residential Strategy. Good proximity to Ashfield Station. Backs onto open space. Direct access to Canterbury Road.
2. Building height allowed - 3-4 storeys as per existing Chubb building on site (3 storeys plus tower setback).
3. Investigate opportunities for permeability and public access to the park from Milton St, with pedestrian connection to Yabsley Ave.



Precinct 9 - CROYDON PARK



Precinct 9 - ASHBURY

Existing Land Use 0 50 100 250 scale 1:7 500

## Public domain and streetscapes



Fig 1. Open space fronting canal for worker amenity



Fig 2. Active frontage, worker amenity, landscaping



Fig 3. Landscaping - acts as buffer from main street



Fig 4. Pocket park between buildings within industrial area



Fig 5. Amenity - retail shops and plaza



Fig 6. Landscape feature within industrial area

## 1. Public domain and open space

## 1.1 Streetscapes

- Ensure that built form establishes a strong relationship to the street by providing activated frontages to streets and by incorporating generous landscaped front setbacks to both primary and secondary street frontages.
- Ensure that development contributes to cohesive streetscapes and desirable pedestrian environments.
- Ensure a safe environment by promoting crime prevention through good urban design.
- Encourage pedestrian use of streets to enhance pedestrian safety and security.

## 1.2 Landscape treatment

- Use landscaping to create a distinctive public domain character in industrial areas.
- Retain and integrate existing trees.
- Develop a landscape expression which is founded on the principle of water capture and passive re-use.
- Emphasise a clear road hierarchy.
- Provide a safe and efficient circulation system for vehicles, cyclists and pedestrians.
- Contribute to effective management of stormwater, energy efficiency; and to improve visual amenity.

## 1.3 Street tree planting

- Ensure high quality street tree planting is provided throughout the industrial areas of Canterbury as a means of delineating them from other land uses and linking with other industrial areas.
- Retain and integrate existing trees into the streetscape where possible.
- Provide a foreground of vegetation to built form.

## 1.4 Public domain signage

- Extend the signage strategy that characteristic of Canterbury LGA to the industrial areas to create an identifiable, marketable and appropriate character for Canterbury's industrial areas.
- Facilitate the design and erection of an array of imaginative and innovative signage that brings vitality and interest to the estate.
- Ensure that signs contribute to the safety, legibility and amenity of Canterbury's industrial areas both by day and night.
- Ensure that all signage is of a high quality of design and construction and integral of the built environment and landscape setting.
- Ensure that visual clutter is minimised by limiting unnecessary duplication of signage.

## 1.5 Canterbury Road signage

- Generally all signage should be located below the parapet line.
- Signs should be coordinated in size and placement with the design of the shopfront. Signs that obscure the shopfront are to be avoided.
- Signs with overly large text or overly bright colours are not permitted.
- Signage can be located in three areas of the facade only, with the number of individual signs in each area being limited to a maximum of two only on the shopfront and the façade above the awning. The three main areas of the façade are on the shopfront, on the leading edge of the awning, or on the face of the building above the awning and below the parapet. Signs that obscure architectural features on the building are to be avoided.
- Locations along Canterbury Road that are highly visible may be suitable for prominent signage, for example, facing bends in the road or at the top or bottom of hills. This sort of signage should be treated as if it was a building being put in that location. The design, size, height, placement and graphic treatment should be highly considered. Only signs for well recognised companies with a high standard of corporate branding should be considered for these types of locations.

## 1.6 Street furniture and lighting

- Use street furniture and lighting to ensure a high quality, functional, safe and attractive public domain.
- Use street furniture and lighting to contribute to the character of the public domain, improve amenity for workers and pedestrians, and to establish links between the industrial areas and open space and parks.

## Home industry and Live/work character images



Fig 7. Row of rear loaded home occupation residential at Justin St., Lilyfield



Fig 8. Office on ground level and living on upper levels



Fig 9. Live/work precedent at Lilyfield Rd, Lilyfield fronting railway line



Fig 10. Separate entries to living and office - Lilyfield



Fig 11. Home Industry residential retrofitting to existing industrial area in Lakemba



Fig 12. Studio on ground level with garage roller doors and living on upper levels - Redfern

## 2. Interface issues

## 2.1 Residential/industrial mid-block interface

- No truck or car movements including parking areas are to be located along the adjoining boundary.
- Locate a solid wall with no openings facing adjoining residential development.
- Building envelope to boundary with adjoining residential development is to have a transition in scale down to the scale of the adjoining residential building, by means of a building height plane control.
- Provide a landscape setback of at least 5-10m to accommodate large trees between the wall to the industrial building and the boundary with adjoining residential development.

## 2.2 Home industry and live/work typologies

- Residential building with detached industrial building at rear with rear access is appropriate for situations where the residential character of a street is to be retained and where rear access is feasible.
- Residential building with detached industrial building accessed from frontage down a side driveway is appropriate where the residential character of the street is to be retained but rear access is not feasible.
- Single building with industrial use below and residence above is appropriate within established industrial areas.

**Built form character - Industrial buildings**

Fig 13. Active use on frontage, good architectural design



Fig 14. Quality architectural, signage and fencing design



Fig 15. Eaves overhang, fins articulate facade



Fig 16. Quality corporate branding compensates for bland building



Fig 17. Eaves overhangs, good architectural design



Fig 18. Coloured panels and awnings add interest

**3. Built form****3.1 General design principles**

- Promote energy efficient building orientation and envelopes.
- Avoid street views of long building elevations not screened by landscaping or that display monotonous building forms and design.
- Encourage the provision of a range of distinctive building forms that promote the identity of each tenancy.
- Encourage a high quality built form by encouraging activity on elevations fronting streets, ensuring buildings address streets and emphasising vertical forms with landscape, buildings and street lighting.

**3.2 Building envelope**

- Ensure the creation of a distinctive streetscape character and hierarchy of streets.
- Ensure that building forms are consistent with the desired urban character and are of an appropriate scale for an industrial area.
- Mitigate the visual impact of relatively large scale industrial development on the street and adjoining residential areas, parks and open spaces.
- Provide adequate distance between buildings and street alignments for landscaping, vehicle manoeuvring and noise impact attenuation.
- Provide adequate sight distance for safe traffic movement.
- Create a strong street presence encouraging pedestrian activity and slower traffic speeds.
- Create a strong landscape setting to the street frontage.
- Encourage passive surveillance of the street.
- Encourage a high standard of architectural design for industrial buildings.
- Allow for the efficient use of land.
- Provide areas on private land for tall trees to shade roofs and parking areas and to allow cross ventilation between buildings.
- Provide for view sharing across blocks to streets, parks and open spaces.
- Encourage attractive and visually coherent streetscapes.
- Encourage the use of building materials which are durable and which maintain a high standard of appearance over time.
- Ensure the economic and energy efficient use of materials in the construction of industrial buildings.
- Ensure land uses likely to produce noise are located away from adjoining residential areas.

**3.3 Daily convenience shops**

- Provide for retail shops that serve the daily convenience needs of the workforce employed within industrial areas.
- Co-locate daily convenience shops with public transport facilities, major roads, prominent street corners and/or pedestrian/cycle routes to ensure the commercial viability of daily convenience shops.
- Ensure the design of daily convenience shops is integrated with the design of other development on the allotment.

**3.4 Parking**

- Ensure that adequate provision is made on each lot for parking.
- Improve the appearance of car parking areas in order to minimise the visual impact of car parking areas on the streetscape by incorporating landscaping and/or by locating parking areas within the lot or on side or rear boundaries rather than on the street frontage.
- Allow for shared car parking arrangements between neighbouring allotments.
- Provide shade for car parking areas.
- Provide for bicycle parking areas.

**Built form character - Industrial buildings**

Fig 19. Bold colour and articulated facades



Fig 20. Bold colour, articulated facades to street frontage



Fig 21. Eaves overhang, colour, landscaping



Fig 22. Shading devices and bold colour used



Fig 23. Well-landscaped, well-signed, activated street frontage



Fig 24. Building material reflects use

**3.5 Loading and servicing**

- Encourage the optimum efficiency of land use through the provision of shared parking, turning and access routes between neighbouring lots.
- Minimise the visual impact of loading and servicing areas by locating them at the side or rear or within the site, rather than on the street frontage.
- Maximise the area available for landscaping.
- Ensure adequate provision is made on each development site for access by cars and trucks and for the loading and unloading of materials and goods.
- Ensure that site facilities are functional and accessible and easy to maintain.
- Ensure that site facilities are integrated into development and are unobtrusive.
- Ensure trucks and cars are separated to maximise on site safety.

**3.6 On-site landscape design**

- Use on site landscaping to contribute to effective management of stormwater, biodiversity and energy efficiency and to improve visual amenity.
- Encourage the use of native flora and low maintenance low water demand drought tolerant landscape materials.
- Use on-site landscaping to establish boundaries to industrial sites.
- Mitigate the visual impact of industrial buildings and hard stand areas through the use of mounds and screen planting.

**3.7 On-site signage**

- Accommodate the need to identify and promote industrial development whilst preventing the unnecessary proliferation of advertising signs or structures.
- Encourage signage that is imaginative, innovative and consistent with the quality of Council's public domain signage.
- Ensure signage is of a high quality of design and construction and an integral element of the built environment and landscape setting.
- Give careful consideration to the size and proportion of signs on building facades.

**3.8 Fences and walls**

- Ensure fences and walls improve amenity for employees and development and that they contribute positively to adjacent buildings.
- Ensure fencing does not detract from the streetscape by locating fencing behind the main building alignment.
- Encourage pedestrian access to businesses from the street.
- Ensure materials used in fences and walls are of a high quality and consistent with the character of the industrial area.
- Ensure fences and walls respond to the topography.

**3.9 Safety**

- Ensure that the siting and design of buildings and spaces contributes to the actual and perceived personal and property safety of workers and visitors and decreases the opportunities for committing crime in an area.
- Ensure development encourages people to use and interact in streets, parks and other public spaces without fear or personal risk.
- Increase the perception of safety in public and semi-public space including streets, car parks and parks.
- Maximise actual and perceived safety.
- Encourage the incorporation of principles of crime prevention through urban design and landscaping into all developments.

**3.10 ESD**

- Incorporate best practice energy management.
- Promote energy efficient building envelopes.
- Achieve high levels of indoor thermal comfort.
- Minimise the energy required for heating, cooling and lighting.
- Reduce the amount of waste going to landfill.
- Encourage the recycling of industrial waste.
- Minimise the use of potable water through use of efficient fixtures and through use of collected rainwater for toilet flushing and landscape irrigation.
- Minimise adverse impacts on air quality through the implementation of appropriate mitigation measures.
- Mitigate the environmental and visual impact of external processing and storage of materials.



Fig 25. Eaves overhangs and active frontages



Fig 26. Landscaping and design element to corner



Fig 31. Contemporary built form addressing street corner



Fig 32. Articulated facade and landscaped setback to Kingsgrove Rd



Fig 27. Landscape setback, active frontage, footpath



Fig 28. Activated frontage to showroom



Fig 33. Quality architecturally designed car showroom



Fig 34. High quality existing industrial building should be retained



Fig 29. Quality architectural treatment, activated frontage to car showroom



Fig 30. Prominent and well-defined signage on street frontage



Fig 25. Tree-lined main street and hedges improve pedestrian amenity of Canterbury Rd



Fig 36. Well-landscaped pedestrian link along M5