

# **Community Engagement for Birrong-Greenacre Local Area Plan**

## **FINAL REPORT**

***Growth has to be sustainable, not just sustained.***

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*The best decisions are made in partnership with people who will be affected by those decisions.*  
*I wish for my suburb to be safe, friendly, peaceful and harmonious.*  
*A council's community is its greatest resource but sometimes it is not properly tapped or respected.*

## 1. Document Summary

The Final Report is in two parts. This document provides an overview of the approach used to collect the data, a summary of the key findings and recommendations for the Local Area Plan under the following key headings

- *Support for Council*
- *Local Needs*
- *Leadership*
- *Parks and open spaces*
- *Amenity*
- *Harmony in the community*
- *Development*
- *Water*
- *Traffic & transport*
- *Yagoona Shopping Centre and other local centres*
- *Community Education*
- *Multicultural Bankstown*

Recommendations are also made for future consultation processes in other Areas of the Bankstown City Council local government area.

A separate Supplementary Report has also been prepared. It contains detailed reports from the consultation and review process. This will enable Council staff to go back to check on source information if necessary. For each focus group it should be noted that a specific report has been generated. Where appropriate, a similar structure is used for documenting input from the key informants.

*Sustainability is something for all businesses to do.*

*There is good integration across cultures. This is a trend to nurture and support.*

## 2. Introduction

Bankstown City Council (BCC) engaged TKPartnership to undertake consultation for the development of the Birrong-Greenacre Local Area Plan (LAP). This LAP will inform the broader Community Strategic Plan that BCC is required to prepare.

This LAP will also be the first of six similar LAPs which will guide the sustainable management of the Bankstown local government area. It is anticipated that the current LAP will help establish the vision for the future sustainable management of the suburbs of Birrong, Chullora, Greenacre, Potts Hill and Sefton within the Cooks River Catchment Area to 2031.

The objective of this community consultation exercise is to enable Bankstown City Council to:

*assess the aspirations and consider the issues of the local community in planning and project development of the suburbs of Regents Park, Birrong, Chullora, Greenacre, Potts Hill and Sefton within the Cooks River Catchment Area.*

Contextual issues for this LAP include:

1. The specific suburbs consulted in area 5 included:

- Regents Park 2143
- Birrong 2143
- Potts Hill 2143
- Yagoona 2199
- Chullora 2190
- Greenacre 2190.

Council is determined that a fundamental consideration of the LAP process be the protection and enhancement of the rich biodiversity and natural features that shape these suburbs, including the Cooks River corridor, bushland and threatened species communities; another prime consideration is to ensure that sustainable urban water management is incorporated into the planning.

An additional 22,000 dwellings are planned over the next 25 years under the Metropolitan Strategy and Council's draft Residential Development Study. This equates to approximately 35,820 or more additional residents. This growth will pose infrastructure, funding, services, and community challenges.

2. BCC is preparing a Sustainable Bankstown Strategy as an integrated strategic approach to dealing with the growth in ways that protect the local environment and meet the expectations of the Bankstown community. BCC has a commitment to sustainability.
3. Council has already adopted a vision for its local government area: *To continue to grow the City of Bankstown as a vibrant, strong, attractive City which values its people, its environment and its community, where there are opportunities to grow, achieve, work and live in an environment of compassion and understanding.* The vision for the Birrong-Greenacre LAP will link to this broader vision.
4. The LAP needs to address the following themes:
  - A focus on the development and enhancement of growth areas and surrounding neighbourhoods based on key town centres
  - Renewal of industrial precincts and employment lands
  - Integrated transport networks
  - Environmental management of green corridors, biodiversity, the Cooks River catchment area and water quality.
5. The study area includes industrial and residential areas. It is large includes a population of over 30,000. Around 40% of the population are from Culturally and Linguistically Diverse (CALD) backgrounds. In this area, the two dominant non-English languages spoken at home are Arabic and Vietnamese.
6. The consultation process needs to contribute to the *social profiling* phase of Council's involvement in the Cooks River Sustainability Initiative (CRSI). The community engagement will act as the visioning process for this project by incorporating the community's aspirations for local urban water management.
7. This LAP process is a pilot for the other five that will follow. This current process was designed to yield data for the Birrong to Greenacre LAP and for possible consultation mechanisms to be used in subsequent areas of focus.

### **3. Project Methodology**

The following methodology was employed in this LAP consultation.

Following discussion with Council staff and a significant amount of input, in summary the following methodology was undertaken:

- Review of key BCC documents (provided by the Project Manager)
- Seven focus groups
- Five interviews with key informants

The Focus Groups were held with:

- Bankstown Council Staff and personnel from key other government agencies
- Local Focus Group: Greenacre Shopping Centre (Saturday morning)
- Local Focus Group: Yagoona Shopping Centre (Saturday morning)
- CALD Community Focus Group: Arabic Community
- CALD Community Focus Group: Vietnamese Community
- Two general community focus group by invitation and advertising – one in Greenacre and one in Yagoona.

Given the extent of the CALD population in these suburbs, interpreters were engaged for the two CALD consultation sessions. Note, however, that

- no-one attended the Vietnamese session; a replacement session was not held
- the session with the Arabic community was held in English because all participants were proficient in English.

See Appendix 1 for the schedule of focus group consultation.

Key Informant Interviews were held with:

- Environment: Garry Blaschke – South West Environment Centre and Pat Bell - Bushland Society
- Economic: Bill Henningham - Facilitator Chullora Park Management Committee
- Social/community: John Staples - Yagoona Lions Club
- Civic Leadership: Helen Williamson – Neighbourhood Centre (and other community activities).

Note that Area 5 cuts across two council wards so there are six councilors in the area, including the Mayor. These councilors will be invited to the presentation TKP makes to council, and they will be afforded separate opportunity to comment on the findings of this report through discussion with Council staff. Some councilors did attend focus group sessions as participants.

With regard to the community consultations and the key informant interviews, a Question Bank was developed in conjunction with [and approved by] the Bankstown City Council. Each focus group and key informant interview drew on these questions. This Question Bank enabled consistency of focus, emphasis and areas of data collection. A copy of the questions in the Question Bank can be found at Appendix 2. The actual questions asked of each Focus Group are identified in the Supplementary Report on the specific group.

The processes of the general Greenacre Focus Group and the Arabic Focus Group were both evaluated. Council and Agency staff were also invited to comment on the process during the focus group session. Finally, Bankstown Council staff participating in or contributing to the consultation process were invited to provide responses to the following:

- What are your views on the methodology used to frame the consultation?
- Please comment on the quality of the process at any focus group you attended [nominate which focus group you went to].

Data from the evaluation forms and the staff/agency comments helped inform the recommendations for future LAP consultation processes.

Findings from the evaluation can be found at Section 6.

*Something must eventuate from this consultation.*

*Better feedback from Council – I want a real response, with real action to be taken*

#### **4. Review of Bankstown City Council Documents**

As agreed, a limited number of relevant BCC documents was reviewed as a part of the data-gathering process. These documents helped to inform the development of the Question Bank and the recommendations in this report.

The following were reviewed:

- *Community Water Survey*. Cooks River Sustainability Initiative: Rookwood Rd Subcatchment (Jan 09).
- Strategic Directions for the Future Residential Development of the City of Bankstown DRAFT May 09.
- Employment Lands Development Study: Strategic Directions for the Future of Employment Lands in the City of Bankstown DRAFT May 09.
- Yagoona Town Centre. Urban Renewal Strategy March 06.
- Report of the General Manager 23 May 2006. Exhibition of Draft Yagoona Town Centre Renewal Strategy.
- City Plan 2009-2014 June 09

Each raised questions about what has already been determined by BCC. One or two have strategies and action plans in place for the very areas in which the consultation took place.

Example 1: The May 09 Strategic Directions for Future Residential development provides 3 strategic directions for managing the projected growth in population and housing and the need to generate 6,000 new jobs by 2031. The strategies are around staging the growth, distribution of growth, and sustainable renewal of the shopping centres. These need close consideration in the development of the LAP for Area 5.

Example 2: The May 09 Employment Lands Development Study provides 42 recommendations. The LAP needs to closely consider these recommendations, especially for opportunities and limitations.

Example 3: The March 06 Yagoona Town Centre Urban Renewal Strategy contains objectives, strategies, recommendations. The Report to the General Manager (May 06) on this Urban Renewal Strategy contains 11 *urban renewal principles* and a list of actions already undertaken. The Area 5 LAP needs to build on progress and action. It will also need to relate to the objectives and pay heed to the identified principles for urban design.

Key issues emerging from this review include:

- The importance of being clear about what was negotiable and what was not negotiable in the consultation process.
- The critical need to link the LAP process to these (and other) key planning documents *and staff* in BCC.
- The strategic importance of building on progress already made as a result of these plans.

See Appendix 3 for the Review of BCC Documents.

## 5. Major Findings for Input into the LAP

Detailed findings from all Focus Groups and Key Informant interviews are provided in the Supplementary Report which accompanies this Report. This level of detail is provided so that staff of the Bankstown City Council can source comments back to specific communities and individuals. Each individual report contains key findings for that specific consultation. The information below draws key features from each of those and amalgamates them so that the key findings are provided to Council.

*I want this to be a clean safe and supporting community. A clean suburb that is attractive, safe and practical to live in.*

### **General Findings**

**Finding 1. Support for Council:** Most residents interviewed were very positive about the Council and the efforts it makes to manage the LGA and to provide high quality services to the residents. Most of the key informants shared this view.

**Finding 2. Local Needs:** There was strong support for the need for a local area plan to support local activities and to meet local needs. Some groups focused almost exclusively on the local areas – for example all respondents in Yagoona. The people from the Arabic community seemed to be more interested in discussing the whole of the Bankstown LGA rather than just the Birrong to Greenacre area [Area 5]. A number of key informants noted the importance of addressing issues for an ageing community (e.g. access to services).

**Finding 3. Leadership:** The feedback from residents consistently indicates that Council plays an important role in communication with community and support for community involvement. Council was applauded for its relations with the bushland groups and other community organizations and groups. Some of the important leadership issues raised included:

- Feedback as a vital part of the process of consultation. A number of key informants and focus group participants asked for feedback from this specific consultation process.
- The community needs an improved understanding about what Council can and cannot do in the local decision making processes, and what individual people and community groups can and cannot influence.
- Council and community working *together* to protect the local area. Not as opponents but as partners in ensuring good quality development and environments. A council's community is its greatest resource but sometimes it is not properly tapped or respected.
- Community groups need support if they are to participate in meaningful ways.

- Rather than let market forces decide, Council needs to be more directive about the nature of the businesses that are established. In this way, local employment issues can be addressed.
- Similarly, Council needs to show consistent leadership in managing development – through implementation of an endorsed DCP for the future – and strong leadership within the community.
- Very few participants knew about the Council’s vision for Bankstown LGA. It would seem appropriate for Council to do more to inform residents of its Vision for the area.

*Vocal people looking to protect the local community are NOT ratbags and radicals.*

### **Findings Specific to the Local Area Plan**

The following key issues emerged from discussions and should be considered for inclusion in the Local Action Plan and more broadly as appropriate.

**Finding 4.** *Development must be managed in both its extent and process:* Across all groups the issue of development was raised almost spontaneously as well as through prompted questions. It could be argued that this was the issue of highest concern to the people who provided input. There were concerns and views raised by most people in each focus group and by all key informants. The story was not consistent, but some trends can be identified.

- A minority of the Key Informant and Focus Group participants was not in favour of any development.

*No more growth. Bankstown should have a “vision of no more growth”.*

*Council should “take steps to stop the population increase”.*

- In general though, most people interviewed were not totally opposed to development. They saw it as inevitable and in fact some saw it as necessary to the continued improvement of the area. In aggregating their input, it is appropriate to note that even though people saw much of the growth as inevitable, many would prefer no further growth and development. Accommodating the growth in the best possible manner seemed to be a common position.
- Everyone wanted development to be well managed. Development must occur within clearly established planning controls on new buildings such as limits on building heights, increased community space and an appropriate level of parking. There must be mandatory environmental features in all new developments – tanks, solar etc. People call for enforcement by Council of building regulations and standards.
- The DCP must be closely regulated. This was the number one issue (Qs 7&8) for key informant interviewees. The point is that regulations and requirements must not be altered to favour the developer – they must be adhered to by developers and Council.
- There was strong support for a review of the current DCP to strongly manage the growth mandated by the State Government and to ensure that appropriate planning controls are in place. It is the community’s view that the DCP should make the following issues clear [and be revised if it does not do this]:

- It should avoid mixed development: not industrial and residential together.
  - Set height restrictions – no six storey development
  - Establish green-space requirements
  - Welcome the provision of sufficient parking in new developments. One car space per unit is insufficient. Ensure parking availability for visitors within unit blocks
  - Have high density living near transport nodes but do not have extreme heights and limit to three storeys
  - Ensure new buildings meet high level environmental standards - water and energy
  - Have high density living near transport nodes but do not have extreme heights and limited to three to four storeys
  - Revitalise the shopping centre by increasing high-rise along the highway, or within one block of the highway. Population growth would revitalise the shopping centre and result in an increase in rail and other public transport patronage
  - Be satisfied if new buildings meet high level environmental standards - water and energy
  - Want to see substantial green-space around high rise accommodation buildings.
- There was concern expressed by some people about the processes used by the State government to force development and growth on local government areas. These included the Planning Minister’s capacity under Part 3A to override existing Council and local planning decisions.

**Finding 5. *Improved amenity is important:*** People, especially in the Yagoona end of the study area, wanted real improvements in the amenity of the area. This stretched on a spectrum from visual amenity [litter reduction more green space etc] to social and community amenity, improved shopping centre, and more services. Actions for consideration in the LAP include:

- Litter reduction and street cleaning programs
- Review/implementation of the Revitalisation Plan for the Yagoona shopping centre
- More green-space and management of green areas.

*Parks and open spaces are important and must be maintained and improved:* Almost all groups and individuals mentioned the importance of protecting and preserving open space, bushland and outdoor spaces, especially in the face of more development. Biodiversity in the Bankstown LGA and surrounding regions must be protected and enhanced.

*People rely on bushland and open space because many do not have backyards.*

**Finding 6. *A sense of harmony must be promoted:*** A number of diverse issues were raised relating to this finding. These included:

- There needs to be an enhanced sense of identity in Bankstown – a sense of pride in the area. While integration across cultures seems fine and there are no major disputes, there is a need for the community to come together more. Open space outdoor events were seen as one way of encouraging this.
- Most said the community was harmonious but not ‘close-knit. The challenges of getting people involved in community initiatives and volunteering are high. Such

involvement was deemed vital to building a sense of community. Council support in building community participation in volunteer initiatives and community groups was seen as important.

- The shopping centres were also seen as important opportunities for building community. Not just the major centres, but those strip centres along the Highway etc. But Yagoona shopping centre still needs much work. It was described as *a very dirty shopping centre with waste everywhere. Shopkeepers seem to have no pride in the area.* The idea of promoting and supporting it as an 'eat street' was raised.
- Concern that the western suburbs have a bad reputation. This needs to be corrected.
- The importance of ensuring residents understand their responsibilities as members of the Bankstown community was raised on a number of occasions.
- There is a need to give the waterways in the area a higher profile. Support and promote the high quality recreation areas in Bankstown.
- Some concern was expressed about the look and feel of the area. Issues of visual amenity of the shopping centres [especially those along the Highway], littering and the parking issue were all seen as important. *The Bankstown buildings are dull,* said one resident.

*For the Lebanese community, this is a great area. Greenacre is a country sort of life. I love this country. We are all one family.*

*We want a harmonious community. To reach a level where diversity is no longer a challenge, but is accepted in Greenacre.*

**Finding 7.** *Water is an important issue but lower on the agenda than some other issues.* The people who provided input did not have a vision for improved water management and they found this question somewhat confusing. When asked about water the responses often had to be prompted. In general people's responses dealt with water saving, rather than water quality. Issues of shorter showers, water restrictions, stormwater use etc were raised in some groups and by some key informants, but with a low degree of energy and limited ownership. Polluted waterways and actions for reducing pollution were only raised by one or two people, despite prompting by the facilitators.

Specifically people said that:

- The sewerage system is already inadequate. The existing pressure on this infrastructure means that overflows are common and raw sewage enters the rivers, including the Cooks River. One or two people seemed concerned at this, but it was not raised at all in most groups.
- There was probably a greater connection with the Georges River [picnic areas] than the Cooks River
- People needed more help to save water at home. In particular, the Arabic community raised the need for more support and information about saving water options for their community.
- Most people seemed to be aware of conserving water and were already doing quite a lot [although this is not a research project, so no hard data is available]. Hence their connection to this issue was limited.
- Give the waterways in the area a higher profile, one participant said the Council should support and promote the high quality recreation areas in Bankstown to the community.

*Traffic divides communities.*

*Bankstown should have active mixed use, dense and interesting town centres to be proud of.*

**Finding 8.** *Traffic & transport were issues of very high concern:* The issues of excessive traffic, parking and public transport were mentioned by all Key Informant interviewees and in each Focus Group. The following issues were raised:

- Improve traffic management in identified streets. Auburn Road, Amy St and Park Rd; Stacey St, Greenacre Rd, Sir Joseph Banks Drive and Hume Highway were flagged as possible streets for action with the RTA.
- Improve parking arrangements. A large number of suggestions were given including:
  - Stop trucks, trailers and taxis etc parking in streets on a permanent basis
  - Install time limited parking on all streets near shopping centres
  - Police parking on footpaths
  - Set parking requirements in new residential development so they have to provide additional visitor parking spaces
  - Employ more parking rangers.
- Encourage *and enable* people to use cars less.

**Finding 9.** *Improve Yagoona Shopping Centre and other local centres:* People involved in this consultation wanted real improvements in the amenity of the area – particularly the shopping centres. Actions for consideration in the LAP include:

- Litter reduction and street cleaning programs – more visible and effective actions
- Review/Implementation of Revitalisation Plan for the Yagoona shopping centre
- More street trees and management of green areas in car parks etc
- Access to the station from the South side of the highway and the ability to cross the highway underground
- Clean up the shops – it looks dirty. Strong encouragement by Council to improve the look of the shops
- Somehow convince banks to return to local centres– more people and a revitalised shopping centre will drive banks to return
- Build pride amongst the shopkeepers in their shopping centre
- Consider helping Yagoona to become a sort of ‘eat-street’ in the evening, a place people come to sit outside and eat.

**Finding 10.** *Community Education is required:* A significant level of feedback was that people wanted more community education about a range of sustainability issues. More education in community languages is really important. People will do more about water energy etc. if they are aware of what to do. Council must take the community forward and put more energy into delivering targeted effective community education.

**Finding 11.** *Making the most of our people:* The multicultural nature of the area is a very strong positive feature and should be promoted. Community events and gatherings in appropriate facilities are important aspects of a future Local Area Plan.

*I'm glad you are doing consultation specific to your main ethnic groups.*

**Finding 12. *Links to other strategies and jurisdictions:*** Agency staff were very keen to support BCC in the development of its LAP, and a number of existing plans and relevant strategies already exists. They also expressed interest in the technical, social and educational aspects of development. BCC is advised to:

- Keep Agencies in the loop with progress and needs. Timely communication is required if strategic integration across Agencies is to be achieved.
- Utilize existing agreed communication mechanisms within council and with agencies.
- Build on existing strategies and actions where appropriate, especially if these have been the result of community consultation. The LAP process must link with key documents and staff.
- Build on progress already made as a result of these earlier plans, and communicate directions and actions to the community.
- Ensure development occurs as an integrated part of the existing landscape and that new developments provide opportunities to integrate more sustainability features than traditional developments around the site. Here, participants included employment and transport as issues to be integrated into the thinking and planning. They mentioned holistic zoning that includes employment zones and the importance of high zoning in appropriate areas (e.g. railway stations).
- Consider the following matters with the relevant agencies in developing this LAP (and the whole LGA Strategy):
  - Affordability of housing
  - Integrated public transport
  - Bus interchange with major train stations
  - Freight traffic issues.

*Be clear on what information you want from agencies and WHEN you need it.*

**Finding 13. *Some bright ideas:*** The consultation unearthed what seemed to the consultants to be some bright ideas and these are listed below.

- Yagoona Station. Construct a ramp under the roadway from the southern side of the Highway to the station. This would improve traffic flow on the highway – current pedestrian crossing could be removed and speed the journey for pedestrians from one side of the highway to the other. This would bring shops on both sides of the highway closer together and revitalize the shopping centre somewhat. It would also facilitate more public transport use.
- Yagoona Shopping Centre. Look to revitalise the centre by encouraging a mix of retail and higher rise [3 storey, was suggested] residential development along the highway.
- In Yagoona, limit all high rise to areas within one block of the highway, preferably close to the station.
- Water education. In conjunction with the Cooks River Sustainability Initiative conduct local community education for the Arabic community about saving water at home. Work with local Arabic Groups and religious groups to sponsor this program.
- Community education could include:
  - How to be an active citizen in Bankstown
  - Building community leaders and leadership.
- Ensure developments accommodate pedestrian connectivity and improved cycleways.

- Build (or rejuvenate) community gardens, and ensure the wetlands are protected. These have environmental, social and educational benefits.
- Create opportunities for community members to seriously address Council. The current 5 minutes prior to Council meetings is useful, but not always adequate.
- Continue to promote and demonstrate Council's commitment to working *with* the community.

## **6. Evaluation of the Consultation Process**

As indicated above, the methodology for undertaking this project included strategies to gather information on the quality of the consultation process and ways to improve it.

Below, comments are provided from

- Council and Agency staff Focus Group
- Participants in 2 of the other focus groups (Greenacre and Arabic)
- BCC staff.

### **Comments from the Council and Agency Staff Focus Group**

Participants were invited to comment on the consultation process and on the questions used. They offered:

- Invite participants to consider issues from the perspective of Council.
- Ensure expectations are not raised through the questioning process.
- Ensure the context is set clearly before consultation occurs.
- Provide feedback to participants and to the community.
- Invite discussion on the benefits of more growth (e.g. value of properties and quality of shops).
- Ensure participants understand who council is and what they have responsibility for.
- Generate optimism and enthusiasm to participate with council in the future.
- Simplify some of the longer questions and the wording in many of them.
- Ensure the words/terms used have some level of shared understanding (e.g. sustainability).
- Use visual aids to help residents understand the issues – location, nature of development...
- Identify the parameters for consultation – the negotiables and non-negotiables.
- Ensure sessions are interactive.

Two key messages from this specific element of the consultation are the importance of clarifying the roles and responsibilities of local government and the purpose and parameters for the consultation. These and other comments above informed the subsequent consultation process.

### **Focus group evaluations**

Fifteen evaluation forms were completed across the two focus groups which were evaluated. The overall view was positive – participants were satisfied with the opportunity to provide input and with the consultation processes used.

Participants were asked to select from a range of words to describe how they felt about the session. All the words selected were positive, except one – one person indicated the session was 'unnecessary'. In the main, however, participants said the sessions were

- Interesting, enjoyable and productive.

- Thought-provoking and challenging.

They rated their satisfaction with the session as high. Almost 60% rated it as good. One-third of the participants rated it as 'great'. Two of the fifteen said it was 'satisfactory'. When asked why they gave it their rating, they said they were pleased to have an opportunity to provide input and, importantly, to have council staff who were listening (and recording comments). They also said:

- It's great to know others in our community care.
- We were listened to.
- Free to express opinion and talk about issues that matter.
- The discussion was very satisfying, and more time would have been welcomed.

One person said, *If you have a lot of people saying something then that will get done.*

Most found out about the focus group through a community organization to which they belong. Two each said: newspaper, word of mouth or website. Most participants believed the quality of the promotional material was good. No-one rated it poorly.

When asked how confident they were about the extent to which the consultation process would inform the development of the LAP, responses were mixed:

- 40% said very 'confident'
- 20% said 'mildly confident'
- 40% said 'not sure'.

And when asked why they rated it as they did, participants said:

- Too many ideas proposed and many of them will fall between the cracks.
- Our issues may not have been appropriate for tonight.
- The attendance at the meeting – not many people turned up.
- We need to see the outcomes of this – or it is not reported back.
- I think it will take time and money for Bankstown Council to make the changes.
- I understand that the process is challenging and subject to the views of elected officials.
- We have spoken before and got nowhere.

Others were more supportive and offered:

- Our conversation was very serious and well resolved
- Council and community try hard.

The responses indicate some uncertainty about the processes of consultation and action. They believe council staff are acting with integrity, but recognize the challenges. They also want to see action as a result of their involvement.

Finally, the evaluation form invited comment on ways to improve the consultation process. Most participants responded.

- Council needs to follow up on the raised concerns.
- I really like seeing the Council's flying squad cleaning our street. I would like to see them on weekends as we bear the brunt of 24 hour drive through McDonald's rubbish.
- I hope they listen to people and help each other.
- We need an ongoing discussion session.
- The people need to be told what is happening
- I think Chris Chung has done a great job. Very community minded.

- I hope the Council advertises and promotes future strategic plans. Then everybody would know what would be happening in their area.

Participants welcomed the opportunity to provide input. The comments above signal the need to continue seeking input on local and regional issues. They also clearly indicate the need for feedback and demonstration that Council has heard and considered the comments. An additional area of attention is around building capacity of community to contribute. Council needs to ensure opportunities for meaningful participation. Council needs to use a broad range of communication mechanisms in future promotion.

### **Bankstown City Council Staff**

Staff were invited to respond (via email) to two questions. Their comments follow.

#### *What are your views on the methodology used to frame the consultation?*

Staff thought the methodology was appropriate and expectations on the meeting were met. They offered some suggestions:

- Use of visual aids (maps/pictures) and written material would assist the process.
- Minimize use of jargon.
- Engage participants in the discussion.
- The selection of a set of suburbs for Area 5 causes problems as it cuts across community, school and water catchments and CALD groupings.
- Due to the broad nature of the questions it may have been useful to run this consultation for the Community Strategic Plan rather than just the LAP 5; questions invite comments for the whole local government area.
- May have been useful to spread out the focus groups across Area 5 a bit more.
- Integrate the CALD focus groups with the general English speaking consultations and promote them in the CALD media.
- Translations and interpreters were not really necessary as the CALD community who attended the consultations spoke excellent English.
- Having a non-Council Facilitator was helpful.
- We may have over consulted in this area - not yet delivering anything or giving feedback on past consultations.
- Follow-up letters to attendees would demonstrate a commitment to provide feedback.
- The dots on statements was good - as it encouraged all to participate - even those who had been relatively quiet.
- Also good to get up and more around a bit.
- A visioning component would encourage participants to be forward looking.

One suggested there is good will in the community that can be harnessed: people are keen to participate and BANKSTOWN CITY COUNCIL needs to build and maintain positive relations. Feedback and opportunities for meaningful, ongoing engagement are vital.

Time was an issue: more time would have allowed greater depth. This signals the need for BANKSTOWN CITY COUNCIL staff involved in the LAP to continue to talk with stakeholders.

#### *Please comment on the quality of the process at any focus group you attended.*

The processes were well managed by the facilitators. Other comments included:

- The set questions was good to keep the discussion focused and all participants were given an opportunity to express their views/opinions either by speaking, writing or

voting. The sessions were informal enough for people to relax and enjoy themselves.

- The consultant was good and kept up with the pace of discussions. He was good in consolidating questions when similar issues arose. The atmosphere at the meeting was relaxed and residents felt comfortable with their opinions.
- The sessions may have been a bit late in the evening.
- There were more elderly residents at the meeting than the younger generation. Maybe other media should be used to target different demographics, e.g. email surveys or interactive web-based surveys.
- A number of concepts that were discussed (e.g. sustainability, visioning) are difficult to communicate on paper; however they were made relatable to the community by the facilitators.
- The agencies focus group should have focused more on gathering the issues of the agencies that attended rather than going through the methodology
- General community focus groups were well attended by CALD community
- Vietnamese community more interested in Bankstown Area, not the suburbs
- I guess I would question quality of "outcomes". Did we really get any new information?
- The process may have been assisted if we had some draft plans for residents to comment on - giving them limited choices in order to generate comment on specific issues.

## **Findings for Future Consultation**

**Finding 14.** *Context, Purpose and Parameters:* Consultation for the LAPs in the Bankstown Local Government Area needs to be very clear about its purpose and the contexts in which it is being conducted. These contexts include: local and state government planning, community needs and aspirations, environmental and other sustainability considerations. Importantly, the consultation needs to clarify the parameters for consultation – that is, what can be influenced by the process and what cannot.

**Finding 15.** *Meaningful involvement:* Consultation that is interactive, engaging and meaningful is welcomed and appreciated by the community. They are keen to participate in genuine processes of consultation and want to see ongoing opportunities for input into what happens in their areas and community.

**Finding 16.** *Feedback and action:* Residents expressed some concern that action might not result from the consultation. It is critical that purposeful action result from consultation and that residents are informed of that action. The profile and follow-up from consultation needs to be raised.

**Finding 17.** *Communication:* Participants indicated they found out about the consultation through a broad range of communication mechanisms.

**Finding 18.** *Localised consultation:* Residents think broader than their suburb and tend to respond more broadly as a result. People have relations and interests and ideas across community, school, water catchments and CALD groupings that are not suburb-specific. Although the questions invited both suburb-specific and whole-of-Bankstown responses, breaking the consultation into this Area may have been a little artificial for some participants.

**Finding 19.** *Bankstown CALD community:* The Arabic participants coped with English well enough to not need interpreters or the print materials translated. This may not be the case for the Vietnamese or other CALD communities. There is the view that the Vietnamese community is more interested in the whole LGA than in specific suburbs.

**Finding 20.** *Young people:* Few young people attended the focus groups. Efforts need to be made to engage the youth in contributing their views to the future planning for Bankstown.

**Finding 21.** *Consultation across Council:* BCC has an understanding of its community already, and concern was expressed that this specific consultation process may not have yielded anything new. Future consultation would need to be based on a full appreciation of previous research in the community and what is known about its aspirations for the local area.

## **7. Recommendations**

It is recommended that the Bankstown City Council:

1. Reviews the key findings above and develops the Birrong to Greenacre Local Area Plan in the light of these findings. The key issues that this plan should cover are:
  - Managing development in Area 5
  - Integrating into existing policies and approaches and linking with relevant staff and organisations.
  - Managing traffic and transport in Area 5
  - Improved management of parking in Area 5 and additional compliance activity as required
  - Improving community amenity in Area 5, including establishing and maintaining greenspace
  - Improving community cohesion and harmony in Area 5
  - Revitalising Area 5 shopping centres, especially Yagoona and Greenacre, although it is acknowledged that there is only a limited amount that Council can do directly.
2. Ensures that input from the Vietnamese Community, the Indigenous community and the Ward Councillors are included within the Birrong to Greenacre Local Area Plan.
3. Provides a second round of consultation and feedback to the community in Area 5 based on the draft Birrong to Greenacre Local Area Plan. All those people who participated in this first round of consultation should be invited specifically to review the Plan, prior to its endorsement.
4. Reviews the current DCP and revises it as necessary to ensure that future development is managed in accord with the community's input. With regard to Area 5, this would require zoning areas for high rise development close to shopping centres and public transport hubs [for example Yagoona Shopping Centre.
5. Acknowledges that communication and cultural understanding are vital for a cohesive community. Bankstown City Council is encouraged to facilitate communication and understanding among different cultural groups [in Area 5 and beyond] and to help residents find a common language for sustainability (Note: it may not be words; it could be values, areas all want to protect or enhance).
6. Develops key council documents, including the Council Vision and the Birrong to Greenacre Local Area Plan so that they are made available in the major community languages within the Bankstown LGA. In addition, the Vision needs to be widely promoted to residents across Area 5.
7. Notes that the specificity of consultation process – Area 5 only – made the process difficult. Many people were interested beyond Area 5 and it was challenging to try to pull them back. This was particularly the case for:
  - People from a CALD background who often recreate or hold religious, family and/or community connections away from the immediate area that they live in.
  - In general, people across Area 5 who engage with and live in communities much broader than their specific suburbs. For example they shop at Bass Hill or Bankstown Centro.

8. Develops future consultation in ways that better accommodate the fact that residents have interests and communities beyond the specific area under consultation. A mix of suburb-specific and whole-of-Bankstown consultation processes might address this issue.
9. Completes its consultation with the community across the rest of the LGA. Adaptations of the processes and mechanisms used for Area 5 are necessary. The following recommended adaptations are made:
  - Holding specific focus groups and street capture in each Area. Up to four focus groups/sessions are recommended because, the content of input varies between the capture methodology and the focus group meeting methodology
  - Holding generic Arabic and Vietnamese (and, where necessary, other CALD communities) consultations with an across-the-whole-LGA focus. It might be that Council does not hold separate Vietnamese and Arabic consultations but rather combines these and has interpreters on hand for all invited languages just in case translation is needed
  - Holding at least two 'whole-of-Bankstown' consultation opportunities by invited focus groups
  - Hold 'whole-of-Bankstown' focus groups with the indigenous community [one group] and with other specific community organisations and groups eg the Bushland Society/bushcare [a second group].
  - Hold a focus group with relevant Council managers
10. Continues to engage the services of external facilitators for future LAP consultations, as appropriate.
11. Promotes future consultation processes and events widely, allowing sufficient lead time and providing incentives to attend.
12. Extends community education processes and programs so that a more informed community is challenged to change significant behaviours.
13. Works with the Cooks River Sustainability Initiative to determine how to raise water on the community's agenda in Area 5 and all of Bankstown.
14. Extracts key findings from this report and communicates these to the broader Bankstown community.
15. More clearly communicates with its community what it can change directly and what it can influence and how influence might occur.
16. Consider ways to improve communication mechanisms and processes between Council and community, particularly over significant issues.



**Appendix 1  
Schedule of Consultation**

**Detailed Outline of Focus Groups**

<b>Focus Group</b>	<b>Members of the Focus Group</b>	<b>Proposed Date/Time</b>	<b>Venue</b>	<b>Promotion and Other Issues</b>
<p><b>1. Internal Bankstown City Council Staff and personnel from other government agencies</b></p>	<p>Invites to:  <b>Council staff</b>, including those staff with overview of and responsibilities for social and community services of Council's work, and staff from Community Development, Planning, and Communications sections</p> <p>Representatives from the multicultural advisory committee</p> <p>Rebecca Piper, the Bankstown and staff from the Cooks River Sustainability Initiative</p> <p>Representative from the Bankstown Business Advisory Council</p> <p><b>Outside agencies invitations</b> – to be confirmed by BANKSTOWN CITY COUNCIL and to include:</p> <ul style="list-style-type: none"> <li>• Dept of Planning,</li> <li>• Dept of Housing,</li> <li>• Sydney Water</li> <li>• Department of Water and Energy</li> <li>• RailCorps</li> <li>• Energy Australia</li> <li>• RTA</li> </ul>	<p>Wednesday 26 August            9:30            2 hours            GC to conduct</p>	<p>BANKSTOWN CITY COUNCIL Roundhouse</p>	<p>This focus group should be first in the chain</p> <p>Council to issue formal invitations to Bankstown CC staff and staff from other agencies [Council to confirm other agency attendance list and modify letter at Appendix for use as an invite</p> <p>Council to confirm date and time in liaison with TKP. 2 hours required</p> <p>Council to collect RSVPs and organise catering etc</p> <p>At least three staff available for the meeting to assist in data collection.</p>

	<ul style="list-style-type: none"> <li>Department of Local Government</li> </ul>			
<b>2. Local Focus Group 1: Saturday morning families event in Greenacre</b>	Contact with people at the Greenacre Shopping Centre	Saturday 5 September 9:00 to 11:30 PS to conduct	Greenacre shopping centre McGuigan Place, Greenacre	Ad in Torch, on council web etc
<b>Local Focus Group: Yagoona</b>	Contact with people at Yagoona shopping centre	Saturday 12 September 9:00 to 11:30  GC to conduct	Yagoona Shopping Centre On main road – see Nathan’s poster	Ad in torch, on council web etc
<b>4. CALD Community Focus Group Arabic Community</b>		Thursday 29 September 6:30 to 8:30 pm  PS to conduct [but may transfer to GC]	Bankstown Library 62 The Mall Bankstown NSW 2200	Interpreters required Call to seek support from Arab Council Australia Level 1, 194 Stacey Street Bankstown 2200 Phone +61 2 9709 4333 Fax +61 2 9709 2928 Email <a href="mailto:info@arabcouncil.org.au">info@arabcouncil.org.au</a>  Ms) Randa Kattan   Executive Director  This focus group delayed because of Ramadan
<b>5. CALD Community Focus</b>		Saturday 19 September 9:00 to	Bankstown Arts and Craft Centre Corner of Olympic	Interpreters required Call to seek support

<p><b>Group: Vietnamese Community</b></p>		<p>11:00am PS to conduct</p>	<p>Parade and Dale Lane <b>Bankstown.</b></p>	<p>Vietnamese Australian Welfare Association (VAWA) 1st Floor 6-8 Bankstown City Plaza Bankstown NSW 2200 ph 9793 7129 Kim Anh Tran <a href="mailto:Kat.australia@gmail.com">Kat.australia@gmail.com</a></p>
<p><b>6. Birrong/ Yagoona: General community focus group by invitation and advertising</b></p>	<p>Members of the community and business from the Birrong end of Area 5</p>	<p>Thursday 27 August 6:30 to 8:30 pm  GC to conduct</p>	<p>Yagoona Senior Citizens' Centre Ron Whitehead Park, Cooper Road, Yagoona Phone (02) 9709 4931</p>	<p>Invitations to:</p> <ul style="list-style-type: none"> <li>• Residents panel*</li> <li>• Schools</li> <li>• Places of worship</li> <li>• Other Groups as identified</li> <li>• Businesses list supplied by Graham Humphrys*</li> </ul> <p>Advertisement in the Torch</p> <p>Local community notice Board posters</p>
<p><b>7. Greenacre: General community focus group by invitation and advertising</b></p>		<p>Thursday 9 September 6:30 to 8:30 pm  PS to conduct</p>	<p>Greenacre Citizens' Centre 202 Waterloo Road, Greenacre Phone (02) 9750 5870</p>	<p>Invitations to:</p> <ul style="list-style-type: none"> <li>• Residents panel*</li> <li>• Schools</li> <li>• Places of worship</li> <li>• Other Groups as identified</li> <li>• Businesses list supplied by</li> </ul>

				<p><b>Graham Humphrys*</b></p> <p><b>Advertisement in the Torch</b></p> <p><b>Local community notice Board posters</b></p>
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## Appendix 2

### Question Bank

Note this Question Bank was approved by Council prior to use.

#### Questions

1. What areas and locations around your home do you particularly identify with? Why and how?
2. What are the strengths and values of your suburb and the larger Bankstown area that you like/love and need to be preserved?
3. What comments do you have about the social and community relationships that exist in the area where you live? Do people get on well? What services are available or needed? If it is necessary, how would you improve the community relations in your area?
4. What are some of the local sustainability issues you'd like the BCC to be aware of/consider in its local planning for the future in your suburb?
5. What roles can council and community play in managing these issues [prompt - *what sort of civic leadership is needed*]?
6. Are you aware of Bankstown City Council's vision for the local government area? What would be your vision for your suburb? How do you want your suburb to be in the future?
7. How might Bankstown City Council and the local community in your suburb manage the increased population growth that will undoubtedly occur in the whole council area, possibly including your suburb? What are the local issues associated with infrastructure and services that might have to be considered?
8. In the light of possible increases in population in your suburb what two options do you consider as the most important and why?
  - renewal of industrial precincts
  - increases in local employment opportunities
  - improvement in public transport options
  - development control plans on open space, building height and/or other controls
  - management of pollution [especially water pollution] and greenhouse gas emissions
  - management of biodiversity and remaining bushland
  - Any other options
9. Are there particular local issues that you would like to raise in a local action plan— for example, water management issues, traffic management issues, integrated public transport, provision of local services etc?
10. Imagine your area in 2050 - how would you like water to be managed and used - in households and in other areas? How would you like to see waterways and Cooks River? How will it be for your children?
11. Your suburb is part of the Bankstown local government area. What are the issues in your suburb that have significance for the rest of the Bankstown LGA? What are issues in the broader Bankstown area that have implications for your area?

12. If you had a magic wand and had one thing you could do in the area between Birrong to Greenacre, what would you do?
13. Imagine your suburb in 20 years....what is possible? What could be achieved? How will it be for your children?

## Appendix 3

### Review of Documents from BANKSTOWN CITY COUNCIL

Document Title	Key Points	Implications for LAP consultation
<p><i>Community Water Survey</i> Cooks River Sustainability Initiative: Rookwood Rd Subcatchment (Jan 09)</p>	<p>This covers a small area of the LAP area. Mostly industrial and commercial; includes Potts Hill Reservoir and Chullora Wetlands. 104 completed surveys received (out of 792 distributed) Some confusion over water and wastewater run-off. Useful table p5 of report. See below</p>	<p>Some of the findings from the survey are useful for designing questions in the LAP consultation. <i>See No.1 below.</i></p>
<p>Strategic Directions for the Future Residential Development of the City of Bankstown DRAFT May 09</p>	<p>This provides 3 strategic directions for managing the projected growth in population and housing and the need to generate 6,000 new jobs by 2031. The strategies are around staging the growth, distribution of growth, and sustainable renewal of the shopping centres.</p>	<p>Several issues emerge (<i>see No.2 below</i>) for consultation with community and relevant agencies. This document raises the issue of the parameters for input from the consultation process: What is already determined (and at what level)? What can genuinely be influenced by the consultation?</p>
<p>Employment Lands Development Study: Strategic Directions for the Future of Employment Lands in the City of Bankstown DRAFT May 09</p>	<p>This document considers renewal of key employment centres and how to strengthen key industries in the local economy. It contains 42 recommendations (<i>see No.3 below</i>)</p>	<p>Were the recommendations developed with the needs of this current project in mind? Where do these recommendations fit within this current consultation? What limitations do they place on ideas and input?</p>
<p>Yagoona Town Centre Urban Renewal Strategy March 06</p>	<p>Yagoona is a centre in decline (06). This document contains 9 objectives for renewal (p8), 6 overarching strategies (pp74-78) and 10 key recommendations(pp80-81). A Community Advisory Group was set up during the development of this strategy. It included business and community representatives? This strategy includes a list of Urban Corridor Principles (p18)</p>	<p>Any progress since 2006 in redressing the decline? Which actions have been taken from this Urban Renewal Strategy? How does current consultation accommodate the strategies outlined in this document? How do the objectives in this doc (p8) fit with current consultation? Will the Community Advisory Group be specially invited to participate in this current consultation?</p>

<p>Report of the General Manager 23 May 2006 Exhibition of Draft Yagoona Town Centre Renewal Strategy</p>	<p>This Renewal Strategy was designed to facilitate the renewal of the Town Centre. It is the main shopping centre on the Hume Highway Corridor in Bankstown. These minutes document a series of significant challenges for Yagoona: image, re-establishment as a place for shopping and services, poor natural and build environments, need to attract greater population, decline in business activity. A list of principles for urban design are included. A range of actions has been taken (06/07): tree-planting, resurfacing of median strips, parking upgrading, pedestrian links and lighting, road improvements.</p>	<p>The 11 principles for urban design have implications for the current consultation. Where to the LEPs fit in the area 5 consultation process?</p>
<p>City Plan 2009-2014 June 09</p>	<p>This sets out what BANKSTOWN CITY COUNCIL wants to achieve in this period, plus initiatives to deliver for the community of Bankstown. It outlines strategic directions for services and activities in the key outcome areas of governance, the environment, community services and the economy. Council recognises that it is important to underpin urban living with a commitment to sustainability.</p>	<p>Consultation needs to refer to this Plan and indicate some of its key commitments and principles.</p>

## **No.1 Community Water Survey**

### **Cooks River Sustainability Initiative: Rookwood Rd Subcatchment (Jan 09)**

#### **Rating of agreement**

In this question respondents were asked to rate, on a scale of 1 to 5, the extent to which they agreed with eight different statements relating to water and the environment.

<b>Statements</b>	<b>Agree (1-2)</b>	<b>Neutral (3)</b>	<b>Disagree (4-5)</b>
Jobs are more important than the environment	25%	42%	34%
Access to a healthy natural environment is more important than access to community facilities	35%	53%	12%
My daily activities have little negative impact on the waterway environment	60%	22%	18%
Government agencies should be mainly responsible for the waterway environment, rather than the individual	37%	23%	40%
We should aim for the same waterway conditions as before the Europeans arrived more than 200 years ago	50%	27%	24%
I would reduce my shower time by half to save limited water resources	85%	11%	4%
Most people want to help improve the health of the waterway environment	75%	15%	10%
Laws are more effective than education for protecting the waterway environment	36%	24%	39%

The survey revealed that on average 56% of respondents know that water runoff ends up in the street drains and then our waterways but 36% don't realise that this water does not go to the sewerage system. Also, a huge 89% of respondents underestimate typical household daily water use - the average daily household use for Bankstown City Council households from 2007- 2008 was 475 litres. In addition, 60% of respondents believe that their daily activities have little negative impact on the health of local waterways; however we know that individual actions make a big difference!

The Community Water Survey revealed that despite many misconceptions about water, many residents are already playing their part in saving our precious drinking water for drinking. Respondents are using rainwater collected in tanks and greywater to water the garden and a huge 86% of respondents have water saving devices. These include showerheads, toilet water flush savers and tap aerators.

And that's not all - more than 40% of respondents would like to see water-related improvements in our local environment in the next 20 years!

## **No.2 Strategic Directions for the Future Residential Development of the City of Bankstown DRAFT May 09**

Issues for consideration

- Transport: public and private options

- Infrastructure
- Sporting and recreational facilities (including access)
- Shopping centres – nature, shape, size...
- Community hubs and car-free, pedestrian areas
- Services: hospitals, railway stations, schools, shops, community centres, libraries...
- Natural and social assets that need to be maintained and/or enhanced; health and scenic amenity of the rivers, creeks and foreshores; biodiversity
- The constraints of the natural environment
- Housing prices
- Housing densities
- Design of suburbs and buildings
- There is no greenfield land available so future housing development will need to consolidate properties and/or replace old buildings. Dual occupancies, villas in neighbourhoods. (See p17: ‘a general acceptance within the community to allow dual occupancy and villas throughout the City of Bankstown’)
- The number and nature of new jobs. Innovations in employment. Loss of employment in older industrial precincts.
- State government plans for roads, infrastructure and services not adequate for increase in housing and population (see p14)
- ‘The State Government must co-ordinate the kinds of agencies and resources needed to achieve integrated renewal programs in older suburbs. It is noted that density increases is less critical compared to infrastructure investment and the way the public transport system is managed, such as frequency and extent of services.’ (p54)
- ‘The need to plan for communities and people, not numbers’ (p54)

## **No.3 Employment Lands Development Study: Strategic Directions for the Future of Employment Lands in the City of Bankstown DRAFT May 09**

### **Summary of Recommended Actions**

	<b>Timeframe</b>
<b>Enhance Amenity while Accommodating Growth and Change</b>	
<b>Strengthen the liveability and retain business development potential in the Bankstown Major Centre</b>	
<b>Action 1</b> - Establish a Mixed Use zoning in the majority of the Bankstown Major Centre.	Short
<b>Action 2</b> - Promote more commercial and civic activities on the north side of the rail line east of Chapel Rd and around	Short

Rickard Rd.	
<b>Action 3</b> - Promote appropriate development in the Bankstown Major Centre through the use of strategic sites.	On going
<b>Action 4</b> - Enhance connectivity along the Chapel Road, north and south, corridor.	Medium
<b>Action 5</b> - Prioritise pedestrian and cycle access to the Major Centre from elsewhere in the corridor.	Short to Medium
<b>Strengthen linkage between Bankstown/Padstow Industrial Precinct, Bankstown-Lidcombe Hospital and Bankstown Major Centre</b>	
<b>Action 6</b> - Investigate options to consolidate the Homemaker Centre Enterprise Corridor area and the Bankstown Hospital as an extension of the Bankstown Major Centre.	Long
<b>Action 7</b> - Investigate options to link the Bankstown Hospital to the Homemaker centre through a mixed use/ medical precinct zoning along both sides of Eldridge Road between the Hospital and Chapel Road South.	Medium
<b>Action 8</b> - Develop the northern part of the precinct industrial lands, north of Canterbury Road, as a business development area.	Short
<b>Develop the Bankstown-Lidcombe Hospital Precinct into a key health and service cluster</b>	
<b>Action 9</b> - Plan for the area as part of the wider employment corridor and building health and medical specialisations around the precinct and extending into the Bankstown Centre.	Short
<b>Action 10</b> - Investigate options to link the Bankstown Hospital to the Homemaker centre through a mixed use/ medical precinct zoning along both sides of Eldridge Road between the Hospital and Chapel Road South.	Medium
<b>Monitor development in the Sefton Industrial Precinct and around Sefton station.</b>	
<b>Action 11</b> - Consider the future of Sefton in an integrated approach with the adjacent centres of Chester Hill and Villawood along the rail line corridor.	Medium
<b>Action 12</b> - Monitor the ongoing viability of the Sefton industrial precinct	Short
<b>Action 13</b> - Consider retention of industrial zoning on land South of Carlingford Park Rd, adjacent to the rail corridor.	Short
<b>Action 14</b> - Retain existing large parcels of land close to Sefton Rail Station.	Ongoing
<b>Enhance functionality of Villawood Industrial Precinct</b>	
<b>Action 15</b> - Provide for the future expansion of light industry and urban services activity on either the Villawood Detention Centre site or ex-Orica site if and when these become available.	Long
<b>Action 16</b> - Zone parts of the Villawood Industrial Precinct for Light Industrial uses.	Short
<b>Action 17</b> - Develop a clear vision for development of area surrounding Leightonfield Station.	Medium
<b>Revitalise Chester Hill Town Centre</b>	
<b>Action 18</b> - Investigate options for the further intensification of the Chester Hill town centre for residential development, including the up-zoning of areas around the centre and/or a review of planning controls.	Short to Medium
<b>Action 19</b> - Develop Chester Hill Town Centre as a service node and hub for the nearby Villawood industrial and employment area.	Medium
<b>Strengthen Revesby Town Centre</b>	
<b>Action 20</b> - Further intensify the area surrounding Revesby Centre for residential development and building a service	Short

and retail economy for the Centre.	
<b>Action 21</b> - Seek further opportunities for in-centre shop top residential, higher density residential and service office development.	Short
<b>Action 22</b> - Strengthen twin centre relationship through complementary services and roles with Padstow.	Medium
<b>Enhance functionality of key employment centres</b>	
<b>Action 23</b> - Ensure appropriate road design in industrial precincts.	Ongoing
<b>Action 24</b> - Improve local amenity of town centres through improvements to streetscapes and regular maintenance programs.	Ongoing
<b>Action 25</b> - Improve amenity of industrial precincts through capital improvements as well as working with businesses to upgrade their own land and operations through the Place Improvement Program.	
<b>Action 26</b> - Investigate options to improve safety, and perceptions of safety, within employment centres.	Short
<b>Action 27</b> - Promote alternative transport options to combat existing carparking pressure on carparking.	Ongoing
<b>Action 28</b> - Investigate new techniques of industrial ecology and environmental innovation to reduce greenhouse gas emissions in key industrial precincts.	Short
<b>Develop Strategic Assets</b>	
<b>Strengthen the role of Bankstown Airport-Milperra as a Specialised Centre</b>	
<b>Action 29</b> - Council should approach Bankstown Airport to work jointly in developing a long term Masterplan for the Airport land to enable mutual benefits.	Short
<b>Action 30</b> - Council to contact the State Government with a view to them establishing and hosting a Bankstown Airport-Milperra Specialised Centre working group.	Short
<b>Action 31</b> - Consider, in the longer term, upgrading the area between Ashford Avenue and Marigold Street, linking the airport and university, as a higher amenity business precinct.	Long
<b>Action 32</b> - Ensure high level accessibility and connectivity within and around the Specialised Centre.	Ongoing
<b>Action 33</b> - Investigate means of funding mitigation measures to manage flooding risks at Milperra.	Short
<b>Improve connection between Bankstown Airport-Milperra and Condell Park Industrial Precinct</b>	
<b>Action 34</b> - Enhance more direct physical connections with the Airport and to Milperra Road, via the proposed airport perimeter road, and Condell Park Industrial Precinct.	Medium to Long
<b>Action 35</b> - Undertake a branding and marketing strategy for the Condell Park Industrial Precinct.	Short
<b>Ensure planning for Chullora Industrial/Technology Park Precinct is focused on strengthening its role as a key freight and logistics hub</b>	
<b>Action 36</b> - Plan for additional intensification of the larger lots in the north, driven by the development of the Enfield Intermodal terminal.	Medium to Long
<b>Action 37</b> - Protect the light industry area in the south, between Rookwood and Bruncker Roads, and the Hume Highway, as an important local service precinct and improve supply of car parking, connections, amenity and footpaths.	Short

<b>Action 38</b> - Work on the further development of the strategic bus corridor to ensure that it takes into account the concentration of employment in this location - particularly the south.	Short
<b>Modernise and Reposition Industry to build on Locational Advantage</b>	
<b>Build on Bankstown's location advantage including access to M5 and Airport/Port to the East, M4 to the north and M7 to the West</b>	
<b>Action 39</b> - Undertake branding and marketing strategy for employment centres.	Short
<b>Action 40</b> - Prepare a strategy to build on the presence of the large companies that exist in Bankstown.	
<b>Action 41</b> - Strengthen the aerospace cluster around Bankstown Airport/Milperra.	Short to Medium
<b>Action 42</b> - Retain Large lots in Industrial Areas adjacent to the M5 and focus on attracting transport and logistics companies needing good access to the Airport and Port.	Ongoing

## Appendix 4

# Focus Group Evaluations

**Focus Group 4**  
**Birrong - Greenacre LAP Consultation**  
**Bankstown City Council**

## **Evaluation Findings** **Senior Citizens Centre** **Greenacre** **9/9/09**

Seven residents attended the meeting on Wednesday 9 September at the Senior Citizens Centre, Greenacre.

**1. Please circle some of the following words or phrases that describe your views about the consultation process.** Please circle as many as you like.

satisfying <b>2</b>	enjoyable <b>3</b>	boring	useless
thought-provoking <b>2</b>	nothing new	challenging <b>2</b>	interesting <b>3</b>
irrelevant	beyond me	good <b>3</b>	productive
quality time <b>2</b>	unnecessary	no substance	mediocre

Participants selected all positive words. They indicated that the 90mins session was

- Interesting and enjoyable
- Thought-provoking and challenging.

**2. Please rate your satisfaction with the consultation session**

Great **2**   Good **4**   Satisfactory **1**   Poor   Very Poor

Participants rated their satisfaction as high. Almost 60% rated it as good. Almost 30% rated it as great.

**Can you please explain why you feel this way?**

Participants were pleased to have an opportunity to provide input and, importantly, to have council staff who were listening (and recording comments). During the session, the need for such communication was expressed in various ways. On this evaluation form, participants said:

- It's great to know others in our community care.
- We were listened to.
- Have a chance to provide feedback.
- Free to express opinion and talk.

**3. Please indicate how you found out about the session.**

- Newspaper item **2**
- Specific invitation in the mail **1**
- Word of mouth **2**
- Other? Please specify **website 2**

**4. Please rate how clearly the promotional information identified the nature of the consultation and the issues that were discussed.**

Great **1** Good **4** Satisfactory **2** Poor Very Poor

Most participants believed the quality of the promotional material was good. No one rated it poorly.

**5. To what extent are you confident that this process will inform Bankstown City Council of your views for the future of your local area? Please tick one**

Very confident **2** Mildly confident **1** Not sure **4** Little confidence No confidence

**Can you please explain why you feel this way?**

Participants were mostly not sure (almost 60%) that this process would inform the Council's planning process. When asked why they rated it as they did, they said:

- Too many ideas proposed and many of them will fall between the cracks.
- Our issues may not have been appropriate for tonight.
- The attendance at the meeting – only 7.
- Council and community try hard.

**6. Bankstown City Council would like your thoughts on how to improve the consultation process. Please add your suggestions below:**

These additional thoughts were provided:

- Council needs to follow up on the raised concerns.
- I really like seeing the Council's flying squad cleaning our street. I would like to see them on weekends as we bear the brunt of 24 hour drive through McDonald's rubbish.
- I hope they listen to people and help each other.

Participants welcomed the opportunity to provide input. Comments above signal the need to continue seeking input on local and regional issues. They also clearly indicate the need for feedback and demonstration that Council has heard and considered the comments. An additional area of attention is around building capacity of community to contribute.

**Focus Group 7**  
**Birrong - Greenacre LAP Consultation**  
**Bankstown City Council**

**Evaluation Findings**  
**Arabic Consultation**  
**29/9/09**

**Overall Findings**

Nine people attended and eight of these completed an evaluation form.

**Raw Data**

**7. Please circle some of the following words or phrases that describe your views about the consultation process.** Please circle as many as you like.

satisfying <b>1</b>	enjoyable <b>4</b>	boring	useless
thought-provoking <b>2</b>	nothing new	challenging <b>2</b>	interesting <b>3</b>
irrelevant	beyond me	good	productive <b>4</b>
quality time <b>3</b>	unnecessary <b>1</b>	no substance	mediocre

**8. Please rate your satisfaction with the consultation session**

Great **3**      Good **4**      Satisfactory **1**      Poor      Very Poor

- Very satisfying discussion
- More time for discussion would have been good
- We were able to speak freely about issues that matter
- If you have a lot of people saying something then that will get done

**9. Please indicate how you found out about the session**

- Newspaper item **1**
- Specific invitation in the mail
- Word of mouth **2**
- Other? The other six respondents found information from various community organisations, for example the Muslim Womens' Association

**10. Please rate whether the promotional information clearly identified the nature of the consultation and the issues that were discussed**

Great **3**      Good **2**      Satisfactory **1**      Poor      Very Poor

**11. To what extent are you confident that this process will inform Bankstown City Council of your views for the future of your local area?** Please tick one

Very confident **4**    Mildly confident **2**    Not sure **2**    Little confidence    No confidence

**Can you please explain why you feel this way?**

We need to see the outcomes of this – or it is not reported back.  
Our conversation was very serious and well resolved  
I think it will take time and money for Bankstown Council to make the changes.  
I understand that the process is challenging and subject to the views of elected officials.  
We have spoken before and got nowhere.

**12. Bankstown City Council would like your thoughts on how to improve the consultation process. Please add your suggestions below:**

We need an ongoing discussion session.  
The people need to be told what is happening  
I think Chris Chung has done a great job. Very community minded.  
I hope the Council advertises and promotes future strategic plans. Then everybody would know what would be happening in their area.