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# Leppington Town Centre Place Activation & Brand Strategy

Prepared for **Camden and Liverpool City Councils**

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Warning: Aboriginal and / or Torres Strait Islander People are advised that this document *Leppington Town Centre Place Activation Strategy* contains images of deceased Aboriginal and / or Torres Strait Islander people.

Disclaimer: This document was prepared during the COVID-19 Omicron wave in New South Wales in early 2022, a period in which public health orders were active and imposing limitations and restrictions on public activities and events. This strategy assumes that in future such orders are removed and public activities, trading environments and population behaviours resume without these orders and restrictions. As such, discussions of any potential long-term changes or trends triggered by the pandemic are not considered in this document.

We acknowledge that Leppington is situated on the traditional lands of the Moorong and Cabrogal clans of the Dharug people. We pay our respects to elders past and present and to any First Nations peoples who visit, work or live in the area. This strategy embraces the intentions of the Connecting with Country framework and seeks to include opportunities for activation via Aboriginal arts and cultural expression as well as for Aboriginal cultural leadership and community engagement.



Cabrogal people: Biddy Giles and Jimmy Lowndes, Georges River – 1880  
(Image: National Library of Australia)

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## COVER NOTE

Please note that where the draft Indicative Layout Plan (ILP) is illustrated and referenced in this study that the ILP has since been updated. The latest version of the draft ILP can be found in the Draft Schedule 2 Leppington Town Centre Development Control Plan (Figure 3, p.22).



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# Executive Summary

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Leppington is on the brink of transformation. And this transformation has a direct impact on how current communities and future generations will understand the identity of this place. What was once a landscape of rolling plains inhabited by local Dharug custodians and traversed by visiting First Nations groups is about to go through perhaps its most significant shift since the arrival of European settlers.

The last century has already seen significant change. From the 1950s on, the pasture lands of colonial settlers gave way to market gardeners and food producers from diverse migrant backgrounds. Then in the last decade, the development and planning of some key transport infrastructure in the region has ushered in the next era of change. The rail line, the expansion of road networks and the construction of the Aerotropolis all herald a physical transformation of Leppington perhaps never experienced before.

## Some questions about place identity

What then, is the impact of this next chapter of change upon the character of this place? What will Leppington be known for in the future? How can our activities have an impact on how current communities of workers, residents and visitors, and those of the future, understand this place? And what actions can we start on now to ensure that the transformation of Leppington is beneficial for us all? For our communities, our mutual economic benefit, and our shared understanding of place.

The rationale for this document lies in these very questions. The role of this Place Activation Strategy is:

- To propose some high-level direction on what kind of activation can assist in the development of Leppington's changing identity.
- To give some guidance on how this activity can be promoted through marketing and branding.
- To comment on how Leppington's retail sector will assist to bring this to life, and how this might occur at different stages of the development.

This document is part of a body of research and planning that is happening for Leppington Town Centre. Led by Camden and Liverpool Councils, in collaboration with NSW state government partners and private sector consultants, this work will comprehensively address the complexity of Leppington's development in a thoughtful, co-ordinated way.

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# Executive Summary

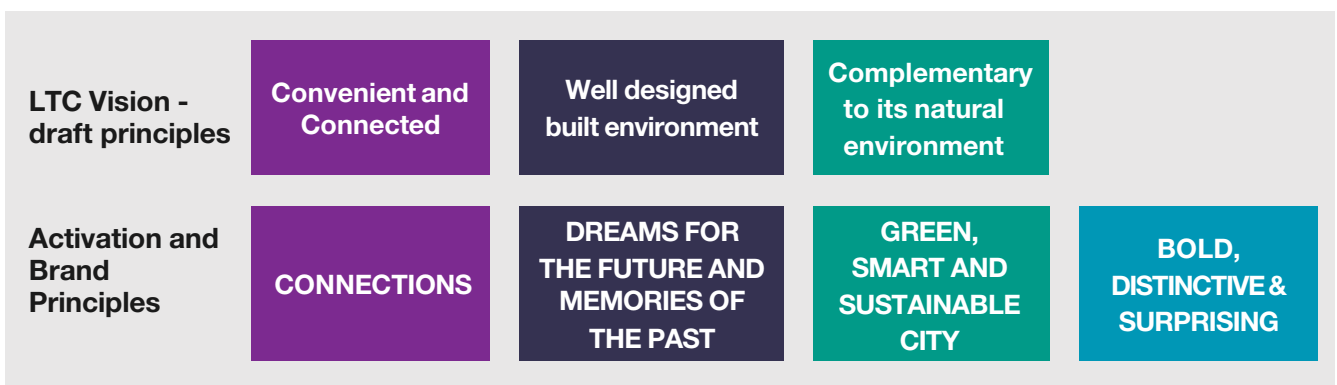
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## There's always something happening in Leppington

In Section One, we set out a proposed activation vision and a set of guiding principles for Leppington. The four principles are:

- Connection
- Dreams for the Future and Memories of the Past
- Green, Smart and Sustainable City
- Bold, Distinctive and Surprising

These principles are drawn from the initial thinking of strategic planning and urban design teams working on Leppington Town Centre's core vision principles (see figure below).



Section One also details some core activation objectives and potential concepts for Leppington. A quick online search will instantly turn up thousands of activation concepts. The challenge is to tailor concepts so that they are a good fit for Leppington. This is all the more important for the early phases of development when the identity of the town centre is still forming, and when there are multiple developers progressing their projects at the same time.

Over twenty different activation concepts are put forward in this document. From 'meanwhile use' pop-up programs in ground floor retail spaces, to temporary community hubs, to augmented reality visions of the future. These are activation concepts that can be advanced by both government and developers alike. The activations are categorised into short term, medium term and longer-term timeframes and each is assessed for its strengths, challenges and potential considerations.

A key component to Section One is the inclusion of some commentary on retail inclusions and planning for the Leppington Town Centre and a specific eye is focussed on food and beverage offerings. The success or failure of retail implementation in green-field developments is a delicate balancing of staging, infrastructure-based activation and retail / commercial inclusions. Across Australia there are many examples of where this balancing act has tipped into financial disaster. This activation strategy definitely does not have all the solutions. However, we have identified some key moves that might assist the sustainability of the retail sector as Leppington develops.

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# Executive Summary

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The same vision and principles framework from Section One is applied to the development of the brand in Section Two. This section of the document lays out the strategic direction for the new brand – the values, audiences and positioning for the new Leppington Town Centre. The new brand identity for Leppington Town Centre then unveiled, with some sneak-peek previews for how the brand can be applied.

## Best case scenarios

There are various examples of activation wins and pitfalls identified throughout the Activation Strategy. To guide the best practice understanding of activation in green or brownfield sites around NSW, three core case studies have also been included. They include:

- Insights from activation programs currently underway in Bella Vista in Sydney's northwest;
- An overview of the award-winning activation processes carried out in Central Park in Sydney's centre; and
- A retrospective look at development progress in Newcastle, where government, developer and grass roots-led initiatives have succeeded in the creation of sustained activation outcomes in partnership with city-wide development projects.

## Partner strategies and stakeholders

Lastly, in the Situation Analysis at Appendix 1 the policy and strategy co-dependencies for this Activation Strategy are thoroughly examined with reference to some key public documents:

- Camden Council Cultural Activation Strategy
- Liverpool Council City Activation Strategy
- GANSW Connecting with Country Framework (draft)

This Appendix also provides a full analysis of the Stakeholder Engagement process that preceded the creation of the Place Activation Strategy.

Creating the new town centre for Leppington is by no means a simple task. The complexities around planning, staging and realising the town centre's potential do take time. In an environment of multiple stakeholders, investors and developers, the imperative to unify the place's new identity is all the more significant.

Cohesive activation, branding and retail positioning are all key to building Leppington's future identity. They will help us understand what Leppington stands for. We look forward to working with you to ensure that something is always happening in Leppington.

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# Terminology

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## Activation

Defined as diverse human-focussed activity, the term 'place activation' is often used in a range of contexts and this broad usage can sometimes be confusing. We consider place activation as being comprised of activities that inspire people to connect with each other and the place in which they live, work or visit. Ideally, activation provides people with experiences that are imaginative, challenging, delightful or beautiful but most importantly these are experiences that are most powerful when inspired by the specific community and place in which they occur.

When viewed this way, the establishment of public domain infrastructure or services (such as parks, swimming pools, community centres) cannot be considered activation in themselves. However, the outcome of their implementation may well be. Nonetheless, the goal of place activation is to build stronger communities and better places and, in this regard, it is probably best considered as an outcome of placemaking. As seen below, this is another term that also needs closer inspection.

## Placemaking

This document does not propose a 'placemaking strategy'. However, it does consider how place activation can contribute to the place identity of Leppington. While placemaking is a term that is widely used, the understanding it delivers is often unclear. This is because it covers a wide brief – including large infrastructure implementation, culture-led or 'creative placemaking', tactical urbanism by grass roots communities, as well a whole host of other combinations.

We recognise that activation concepts and projects will be most potent when they tie closely to place. Creative placemaking leverages heritage, community, arts and culture to create more interesting and vibrant places by using many activation tools such as creative partnerships, embedded arts in infrastructure (e.g., lighting, street furniture), heritage interpretation, community engagement and public art.

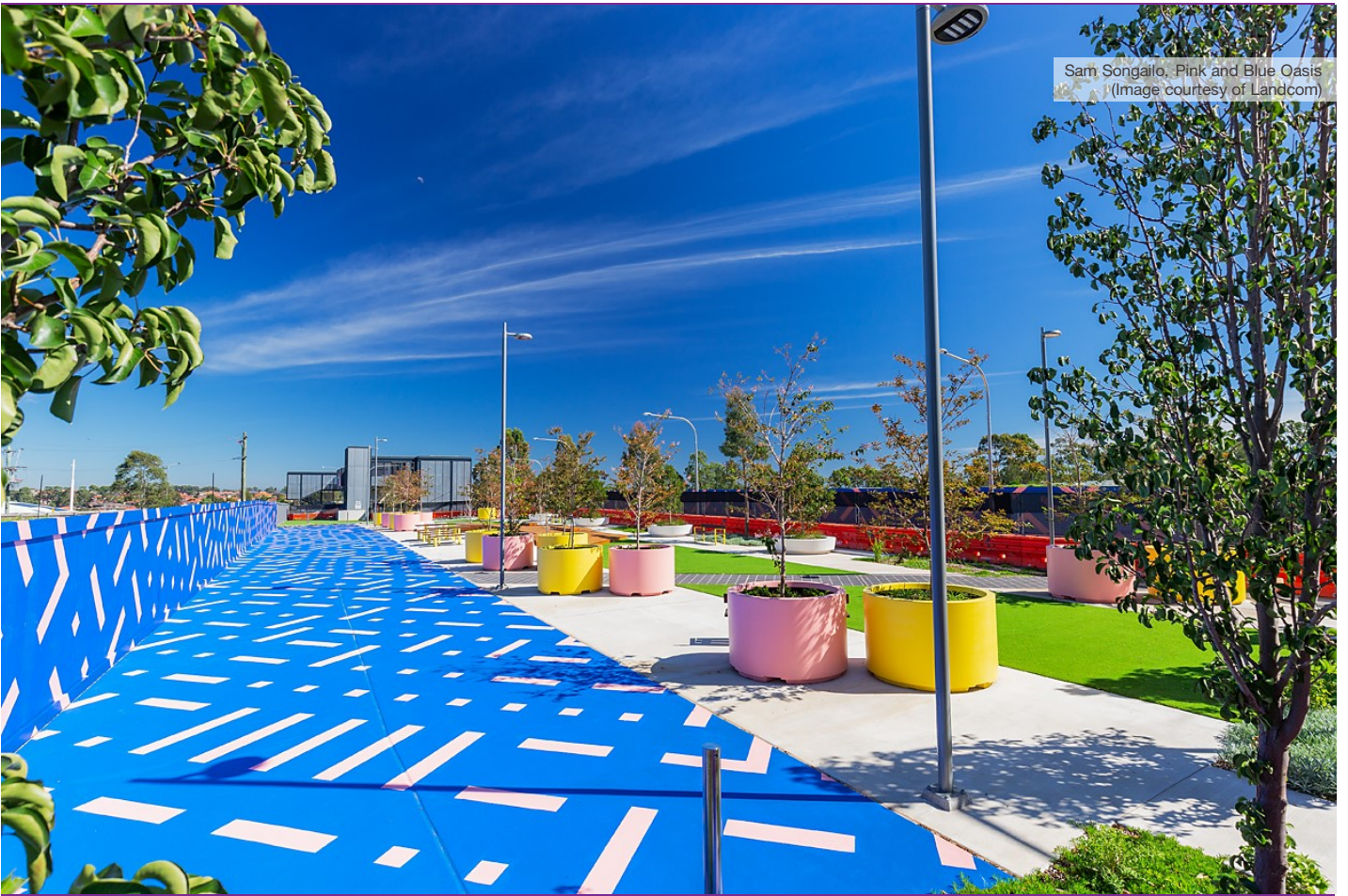
## Culture

Throughout this document, we refer to culture in its broadest sense as a reflection and expression of customs, traditions, heritage and social character and this crosses a wide diversity of practices. This is appropriate for the activation in Leppington because culture needs to be considered across a whole spectrum: from public domain events to heritage interpretation, to arts and creative sector partnerships, and also in cultural beliefs and practices from an Aboriginal perspective.

## Meanwhile Programs

'Meanwhile use' is a term that typically refers to the sanctioned temporary occupation of land and property by artists, entrepreneurs and activists for a variety of uses: housing, workspaces, parks, gardens, or retail. In the context of development in Leppington this might mean using property for arts and cultural projects while they are in the process of finalizing fit-out or occupation. Equally, it could refer to the temporary use of as-yet undeveloped parts of Leppington for activation projects while the construction process occurs elsewhere on the site.





## Case Study One

# Bella Vista

Bella Vista is a 21.7-hectare greenfield site in Sydney's Northwest presently awaiting determination for its State Significant Development planning package. It includes a town centre, a residential area and a local hub, including a proposed new school. There are similarities between the site and Leppington Town Centre's Core, including state-owned land surrounding a transport corridor. The Bella Vista Metro station is the key transport infrastructure anchoring the development, like Leppington Station.

# Bella Vista

### Transferrable Actions for Activation

Land-owner and developer Landcom is currently coordinating early phase place activation activities. This is occurring under its broader Sydney Northwest Places public art and activation program, which has previously staged activation activities at Tallawong Metro Station at Rouse Hill. Landcom has demonstrated how a major land-owner can lead or at least participate in activation at a very early phase, even before any ground is broken. Specifically, the forthcoming pocket park at Bella Vista sets important standards for this particular placemaking approach (if it is to be adopted), including:

- **Ensure a substantial and striking public artwork is central to any pocket park or other temporary zone.** Sam Songailo, a well-established artist, was commissioned to paint a monumental patterned mural on the wall and ground of the Bella Vista pocket park space. The work is bold and unmissable and includes a designed lighting strip so it is also visible at night. A major artwork will elevate a pocket park beyond just furniture and planters.
- **Program the space.** It is important to note that a pocket park style space will not activate an area by itself. The Bella Vista pocket park program is forthcoming and Landcom is currently accepting proposals from local community members and organisations through an open call. The concluded Tallawong Pocket Park program is also instructive, and it included multiple streams of programming, including tai chi, exercise classes, a mobile library and

early childhood literacy activities. These responded to particular community needs and available partnerships (e.g., Blacktown City Library). The make-up of what is appropriate for programming such a space in Leppington will be different.

- **Establish partnerships for programming.** Bella Vista hosted a major community-engaged artwork series by artist Tina Havelock Stevens, supported by Landcom in partnership with the Museum of Contemporary Art's C3West program. This included a Bollywood dance film shot with multiple local organisations, collaboration with local musicians, a live event in the project site's fields and collaboration with WestWords and Dharug traditional custodians on poetry works for creative hoardings around the site. Additionally, looking at what happened at Tallawong Station (but will likely be repeated for Bella Vista), Landcom eventually conducted a handover of some of the best received activation program activities to the developer of adjacent land, Deicorp, in partnership with the Riverstone Neighbourhood Centre. The Baby Rhyme Time, Mobile Library and Live Life Get Active programs continue on an ongoing basis at the Deicorp Tallawong Village Sales and Information Centre.

In December 2021, Landcom issued a Sydney Northwest Places Public Art Guidelines document. Though prepared in relation to the Northwest and for public art, this is a recommended resource with useful alignment to place activation planning and it includes details on socially engaged artworks, opportunity sites and procurement strategies.

# 1

## **Strategic Direction and Concepts**

# Activation and Brand Vision Statement

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**“There is always something new happening in Leppington”**

The above vision statement is proposed with a view to the 5-year+ development horizon for the Leppington Town Centre. The statement sets high aspirations for Leppington and is based on the assumption that the activation program set out below has been able to gain traction and progress to the point that Leppington has become a vibrant new experience offering in Sydney's southwest.



# Principles & Objectives

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### 1: Connections

Leppington Town Centre will of course be physically well-connected. Transport connections beyond and urban design within the town centre will facilitate this. From an activation perspective, connections can be fostered through projects that nurture a sense of community spirit for Leppington residents, visitors and workers. Council can facilitate this by pre-approving the place for events and activities that support the development of community bonds. Furthermore, people in Leppington can feel connected beyond their town centre by having visible reminders that they are part of something bigger – activation initiatives can be fostered that tap into creative partnerships from beyond the LGAs.

The two objectives that fulfill this first principle are:

- Leppington people feel connected to their town and its communities
- People in Leppington feel connected globally, nationally and regionally

### 2: Dreams for the Future and Memories of the Past

The development of the Aerotropolis will keep Leppington eyes firmly fixed on the horizon. Knowledge-rich industries, tech start-ups and growth of the entrepreneurial sector are part and parcel of the development vision for the greater region around the Western Sydney (Nancy-Bird Walton) Airport. Leppington will be one of the key engine rooms and residential hubs for this emerging place. As such, Leppington activations should ideally showcase this growth and innovation.

At the same time, if the town centre loses its connection with its roots, then it risks blurring its identity and boundary with other neighbouring Aerotropolis satellite centres such as Luddenham. Of course, occupying the traditional lands of the Dharug and Dharawal people, Leppington has a history that extends back for millennia. Leppington activations can celebrate this connection in innovative ways. More recent history such as the largely migrant-driven market farms in the area offer another excellent avenue to celebrate the area's rich past and distinctive character.

The objectives for this second principle are:

- The histories of Leppington are revealed through the innovative interpretation and activation of the public domain
- The future of Leppington is on show and dynamic

# Principles & Objectives

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### 3: Green, Smart and Sustainable City

The urban design intentions for Leppington Town Centre are to ensure that the place complements its natural surrounds. Green street landscaping and maintenance of canopy cover, three prominent creek zones and a commitment to the preservation of the Cumberland Woodland ecosystem will all mean that residents, workers and visitors to Leppington Town Centre will feel that they are very much embraced by their natural surrounds.

Activations can help to reinforce this part of Leppington's character and identity. The activation objectives for this third principle are that:

- The everyday lives of visitors, residents and workers are connected to nature
- Leppington is known for its green, smart and sustainable urban living

### 4: Bold, Distinctive and Surprising

The enormous transition of Leppington in the next 5+ years will take a big investment – especially in human spirit. The seismic shift from a sleepy peri-urban area to a dense urban centre will involve risk, entrepreneurial bravery and innovation. These are magnificent qualities to celebrate in activation. Leppington activations can afford to go a step further than typical 'placemaking 101' exercises. With investors, developers and new residents and businesses all adopting a 'can do' and 'make it happen' ethos, so too should the activations.

The objectives for this activation principle are that:

- Leppington is known for supporting innovative start-ups and the creative sector
- The public domain regularly hosts bold initiatives that make people stop and take notice

# Activation Concept Proposals for Leppington Town Centre

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A quick search online for activation proposals will immediately turn up thousands of potential activation ideas. A longer search will reveal that often, the same activations are rolled out with alarming similarity in places all around the globe. Colourful chairs on astro-turf squares, oversized pot plants, pallet furniture. None of these are bad ideas and many of them serve a 'fast and cheap' imperative. The issue is that like the many chain restaurants, petrol stations and shopping malls that dot our urban landscapes, they do little to serve the specific identity of an emerging or developing place.

Nonetheless, activation concepts can readily be tailor-made or adapted to speak directly to place. For current-day Leppington, this is still a fairly complicated task. for the following reasons that have a direct impact on how people will experience the site:

- the current population of visitors, workers and residents is very low
- as a 'greenfield' site its physical and social environment is going through massive change
- the cohesive urban design of the Leppington Town Centre will take some time to emerge and, in the meanwhile, it is likely to remain disparate and fragmented
- Bringelly Road is a wide, busy arterial road and potentially divides the future communities of Leppington.

Following below is a list of over twenty activation concepts that have been conceived to fit the particular policy, development and cultural context of Leppington. Some of these concepts are proposed because they will assist people to envisage the future Leppington (e.g, 1, 3 and 12); some of them are conceived because they are seeding programs that can be progressed and potentially shifted as development sites in the town centre come on board (e.g., 4, 6 and 8); and some of the project concepts are proposed because they specifically address the growing need for community connection in a new place that is undergoing such rapid transformation (e.g., 5, 14 and 18).

This strategy notes the importance of telling and interpreting the stories of Leppington as a key objective. Numerous resources completed by both Councils as well as community members and groups provide fantastic starting points for considerations when developing activations or artistic commissions that draw on these memories, for example:

- History of Our Suburbs: [Leppington Fact Sheet](#) (Liverpool City Council)
- [The Colonial Heritage of Western Sydney app](#)
- The [Camden History Notes](#) blog (url: <https://camdenhistorynotes.com/?s=leppington>)
- [Liverpool Heritage Strategy 2019–2023](#)

Given that this is a strategic document and not an activation implementation plan, we stop short of proposing specific detail in these concepts (i.e. specific program ideas, budgets etc). However, where appropriate, some potential partnership ideas relevant to Leppington / Southwest Sydney have been proposed in the consideration section. The concepts have been organised within the short term (1-2 years), medium term (2-4 years) and longer term (4+ years) and across different scales.

# Activation Concept Proposals for Leppington Town Centre

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## Short Term (1-2 years)

### 1. Pop-up Community Hub

Council currently owns some prominent sites in Leppington and some of these sites contain useable housing stock. Following the example that numerous commercial developers have taken, where they co-locate temporary community hubs with sales suites, Leppington could readily apply a similar model. One such property that is prominently located to attract the attention of passers-by is on the corner of Dickson Avenue and Bringelly Road. This property could feasibly host community activities, arts and cultural programs and other various activations. The site is immediately adjacent to the Scott Memorial Park and proposed Aquatic Centre site and so its temporary activation could foster enduring associations as a community destination.

#### Strengths

- If Dickson Rd property is unavailable, a similarly highly visible property could equally serve the purpose
- Provides a focal point for the social face of Leppington and for Council to promote the changing identity of the town centre
- Located on a high-profile location so could easily attract visitation
- Large lot could accommodate multiple uses (e.g., residencies, community facility, markets, pop-up café etc)
- Would add a valuable and much needed community facility and link up with potential activations on the Northern side of Bringelly Road
- A shopfront-style kiosk could be used as an information desk for the latest Leppington community, project and infrastructure news

#### Challenges

- Would need appropriate operational planning (e.g., permits, traffic management planning etc)
- Needs input from community planning team

#### Considerations

- Engage with collaborative community services working group currently being set up between Liverpool City Council and Greater Sydney Parklands
- Initiating creative partnership with social enterprise to manage facility (e.g., The Street University Liverpool, Curiousworks)



# Activation Concept Proposals for Leppington Town Centre

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## Short Term (1-2 years)

### 1A. Launching Leppington at the Community Hub

If there is the imperative to host a big launch event for the development of the Leppington Town Centre, then it will be important that this take place where more identity-making activations are also planned to take place in the future. If not, the significant expenditure that goes into creating a one-off big event might be potentially wasted.

A major launch event for the opening of the Pop-up Community Hub (potentially on corner Dickson Avenue and Bringelly Road) would be one way that a large-scale event could really serve the ongoing activation and engagement of the Leppington Town Centre. The site is well-located to achieve significant profile and ensure attendance and with sufficient planning, could easily host a large-scale event.



#### Strengths

- High-profile site will attract passers-by
- Wide exposure of the newly-established community hub will encourage return visitation
- Potential to include program content that may be ongoing at the site (e.g., F&B offering, Leppington engagement programs, community groups, work from artists in residence)
- Any site preparation and event planning will be an investment that can be amortised across future events on the site

#### Challenges

- Will require significant expenditure on operations, marketing and programming
- Is dependent on achieving community hub implementation in advance
- Risks negative value proposition if staged somewhere that has no potential for continued activation





# Activation Concept Proposals for Leppington Town Centre

## Short Term (1-2 years)

### 2. Gateway markers, hoardings and billboards

Council and developer-owned sites at strategic locations around the town centre can be used as identity markers and brand platforms for the new Leppington identity. Billboards can announce the future location of key infrastructure (e.g., school site, town square etc) or can make statements that align with the key branding for the town centre (see Section Two below). Hoarding sites can carry a combination of place branding as well as innovative arts-generated messaging that aligns with the above activation principles. Prominent sites could also host gateway installations that represent the exciting changes that are taking place in Leppington.



#### Strengths

- Fast and immediate indicators of change
- Can easily be adapted to speak to brand positioning
- Have high impact in busy locations

#### Challenges

- If left up too long without changing, can become ineffectual activation (no longer noticed) or potentially counter-productive to brand positioning (e.g., out of date messaging)
- Effectiveness is governed by location

#### Consideration

- Potential partnership between Outdoor Media Association and aligned charity / social enterprise / arts organisation



# Activation Concept Proposals for Leppington Town Centre

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## Short Term (1-2 years)

### 3. Augmented reality (AR) and virtual reality (VR) help imagine the future

Recent innovation in digital technology means that it is now relatively simple and affordable to create images of the what future Leppington might look like. AR visualisations of new infrastructure (e.g, schools, future aquatic centre, commercial centres, etc) could be triggered via QR codes that are located in situ around the Leppington Town Centre. These digital interfaces give viewers the capacity to 'map' the future over the present day and can be accessed by anyone with a smart phone. This geo-located platform requires visitors to be on site to view the experience.

VR can provide an even more immersive environment to help people imagine the future Leppington Town Centre. Visitors can interact with their environment and engage with the Leppington of the future in a 360-degree view. VR platforms are more expensive to develop and require users to have a special headset; however, one benefit is that VR displays can be experienced even when people are remote from Leppington.



#### Strengths

- Positions Leppington as a future-facing development site and aligns with the innovative identity of the aerotropolis
- Offers visitors an in situ visualisation of the future town centre
- VR can offer an embodied experience of a place that does not yet exist
- VR headsets could be kept on site at a pop-up community hub / information venue for visitors to use
- Data capture, potential to capture those who are engaging with LTC online

#### Challenges

- AR overlays are mostly still limited to graphic design driven content only
- The impact of AR is limited by the capacity and scale of the user's mobile device
- VR content is costly to develop and the uptake of VR headsets is limited in the general public

#### Consideration

- VR and AR assets may be deployed at various pop-up events in the LGAs



# Activation Concept Proposals for Leppington Town Centre

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## Short Term (1-2 years)

### 4. Map the future town centre with eye-catching installations

Temporary public art installations can serve as potential tools to communicate the future features and layout of the Leppington Town Centre. Arts practitioners can use many approaches to help visitors, investors or potential residents who are visiting the semi-rural current Leppington to imagine the urban centre of Leppington in the future. Public domain lighting projects, flag and banner installations or creative wayfinding signage are all eye-catching examples that could serve this purpose and assist to tell the story of Leppington as a place that is bold, distinctive and surprising.

#### Strengths

- Imaginative, striking installations can positively affect people more readily than standard signage or information panels
- Temporary installations can sometimes be erected 'overnight' and so jolt people's assumptions about what a place stands for

#### Challenges

- Temporary installations are a powerful branding tool but in order for them to positively inform place associations they cannot be generic and they require investment
- Artistic quality is best controlled by an arts advisory group with suitable credentials

#### Considerations

- Refer to Liverpool City and Camden Council guidelines and recent advocacy on public art
- Integrate mapping with smart infrastructure (e.g., variable and responsive lighting)





# Activation Concept Proposals for Leppington Town Centre

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## Short Term (1-2 years)

### 5. Arts and cultural residencies as source of activation projects

There is a severe shortage of affordable studio, rehearsal or making space for the creative sector in Southwest Sydney. Many creative practitioners have suitable skills to provide activation content for the public domain. An ongoing arts and cultural residence program could therefore be developed with available space in the Leppington Town Centre (e.g., in community spaces, pop-ups or dedicated facilities). Participating creatives could be given access to work space on a short-term (or long-term) licence basis and so bring a daily creative practice to the precinct. Participants could be selected on the basis of their engagement with the place character and activation principles for Leppington and with regard to what kind of activation they might in turn produce for the public domain.



#### Strengths

- Arts residencies could start as soon as the first pop-up community space is available and then expand across the town centre
- Creative sector imagination and capacity to generate bold and distinctive content becomes a defining character for the town centre
- A changing program of creatives keeps the activation program dynamic and surprising
- Resident creative sector participants become active advocates for the identity of Leppington

#### Challenges

- Arts residency program takes some initial organisation but is simple to administer once it is up and running
- The selection of quality creative practitioners is best done by an advisory group with professional credentials

#### Consideration

- Potential partnerships with Casula Powerhouse, Curiousworks and Greater Sydney Parklands

# Activation Concept Proposals for Leppington Town Centre

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## Short Term (1-2 years)

### 6. Community farmers markets

A farmers market held fortnightly or monthly is a clear opportunity to activate the vacant lots and green areas within the precinct boundary, engage the local farming community with the broader development, and connect visitors with the agricultural landscape and history of Leppington. As with many successful farmers markets, with a variety of vendors, music and activities, community interest and participation would be relatively easy to generate.



#### Strengths

- Opportunity to engage the Leppington farming community, and allow local vendors to showcase locally produced products and wares (for example, Leppington Valley Farm)
- Regularity and consistency of a farmers market enables it to be promoted effectively over an extended period of time both within and outside of the precinct boundary
- In addition to local farmers and producers, there is an opportunity to engage other artists and creatives to take part (e.g. cooking demonstrations, arts and crafts stalls, unamplified live music performances)
- Does not require extensive infrastructure or capital to set up – tables, tents, chairs
- Farmers markets can also be a great place to test a temporary ‘eat street’, by inviting food trucks or restaurants from other parts of the South West to set up a stall
- Community markets can foster a lively atmosphere, and when held on the weekend, provide a reason for local tourism

#### Challenges

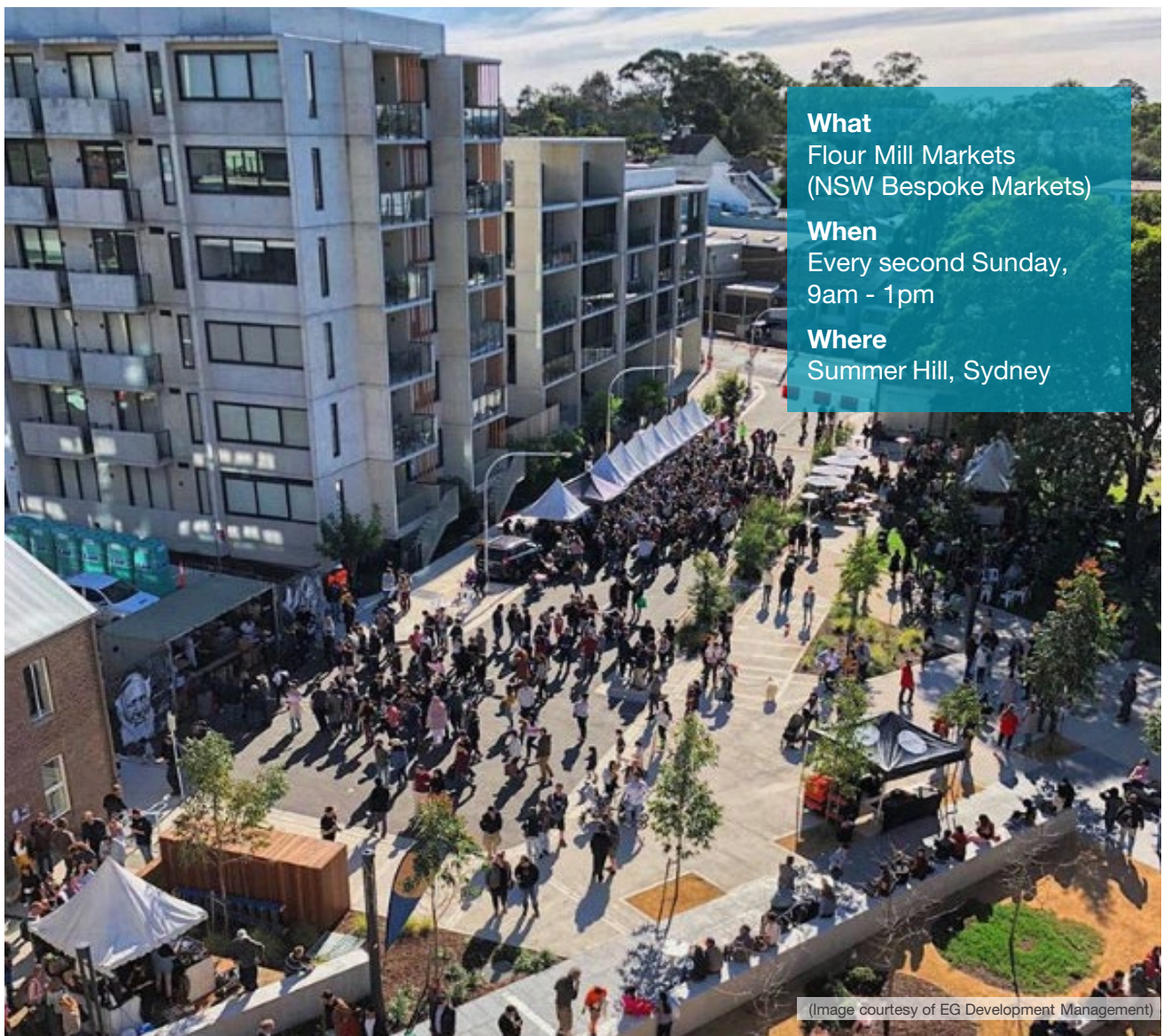
- Can be logistically complex to set up - however once it is up and running, an ongoing market should be relatively easy to maintain. If the markets are a developer-led or partnered program, developers could work with an existing market producer such as NSW Bespoke Markets (see Flour Mill Market case study below)

#### Considerations

- Must assess a suitable location in the precinct boundary which has some natural shade and shelter in the summer months. Alternatively, the markets are timed to be seasonally appropriate given the environment
- Council approvals and consents required for the market
- Weekly farmers markets currently operate in both Liverpool and Camden LGAs. Any new markets may need to consult with these existing operators



# Flour Mill Markets



## What

Flour Mill Markets  
(NSW Bespoke Markets)

## When

Every second Sunday,  
9am - 1pm

## Where

Summer Hill, Sydney

(Image courtesy of EG Development Management)

## About

With a focus on sustainable and environmentally grown produce, the market showcases the produce of farmers, producers and artisan makers as a healthy alternative to supermarket shopping. It is also a plastic-free zone with take-away coffees provided in biodegradable or BYO cups.

## Key Insights

- Wider community and new residents benefit from the development
- Sustainability as a selling point

# Activation Concept Proposals for Leppington Town Centre

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## Short Term (1-2 years)

### 7. Farm and local producer tours

Farm and local producer tours are another way to connect visitors to Leppington with the local agricultural community and history. These could be held in conjunction with the farmers market, possibly as part of a broader all-day event celebrating Leppington's culture and heritage.



#### Strengths

- Minimal investment required
- Can be implemented relatively easily as part of a broader activation program
- A tangible way for visitors to connect with the people, place and culture of Leppington
- A great way to engage people of all ages including children
- Activates lesser-known parts of Leppington, including hidden areas that might otherwise be closed to the public

#### Challenges

- Requires agreement from private landowners and farmers
- Need to understand which farms are currently operating and will continue to do so during the evolving development of LTC

#### Considerations

- Discover South West runs multiple farm, produce and food tours
- Coordinate or encourage new inclusions of Leppington stops
- Potentially partner on a dedicated Leppington tour
- Looking outward, many destinations surround Leppington, for example major farmgate seller Field to Feast is just south in Catherine Field



# Activation Concept Proposals for Leppington Town Centre

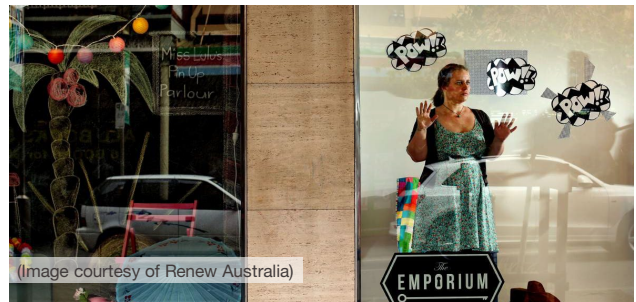
## Medium Term (2-4 years)

### 8. Ground-floor pop-up activation of spaces earmarked for retail

Often, new residential developments will allocate the ground floor of their projects to retail offerings. However, due to the time delay in construction, the arrival of enough new residents, and the slow behavioural change in an emerging community these spaces often sit empty for a long time – potentially for years.

There now exist many models for short-term licence-based pop-ups as part of new developments. These programs offer many benefits and are a good model for landowners to activate their properties while still maintaining flexibility in their leasing portfolio. These programs are regularly run by Councils, developers or third-party social enterprise.

For Leppington Town Centre, such a program offers the potential to create ongoing activation that speaks to the brand and identity of the place. Entrepreneurs, local producers, creative sector, community or social enterprise organisations would all bring a distinct offering to the town centre – and an activation offering at little expense to the Council or developer.



### Strengths

- The pop-up program could be established by Council and brokered on a case-by-case basis with developments as they come on line
- Developers could be incentivised to take part in the program
- The town centre has a regular program of creative, entrepreneurial activity
- Licence agreements can be flexible and short-term to accommodate leasing planning by developers
- Several social enterprise models exist that now assist Council and developers to broker this model (e.g., Renew Australia, Brand X)
- Can easily be adopted in a variety of spaces both north and south of Bringelly Road

### Challenges

- Developers will potentially resist involvement if the program is made mandatory
- Developers often on-sell their retail leasing to third-party organisations who have little attachment to the activation goals of the town centre

# Activation Concept Proposals for Leppington Town Centre

## Medium Term (2-4 years)

### 9. Prepare public domain for events and activation

Ensuring that there are no impediments to activation is a simple, policy-based action that can have far-reaching positive impact in the future. Often Council policies either prohibit or inhibit ad hoc activation such as busking. For larger events such as those run by community groups or corporate partners, getting Council approval to stage an activation can be an onerous and time-consuming task. Many activations that would otherwise have progressed with little resource requirement from local government get stymied before they can even begin. In the rezoning process that will occur once developments are underway, Council can facilitate this process. For example, Camden Council's recent Busking Policy can be extended to high-traffic areas around Leppington station and agreed event zones can embed event infrastructure and pre-approved development approvals.



#### Strengths

- Activation services can be provided by community groups, aspiring artists and third-party producers at little cost to Council
- Leppington Town Centre will become known for its can-do approach to activation
- Activation and event zones can be considered in the planning phase (potentially in conjunction with a 'special entertainment precinct') so that incoming residents know they are part of an activation-friendly area

#### Challenge

- Front-end process needs to be led by Council and can take some time to initiate





# Activation Concept Proposals for Leppington Town Centre

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## Medium Term (2-4 years)

### 10. Creative Partnerships

Establishing long-term partnerships between creative sector organisations and Council / developers is a potent way to embed creativity and connection within the new town centre. Creative organisations might be incentivised to have a low-cost, temporary accommodation base in Leppington in exchange for providing activation offerings for the public domain. Alternatively, these partnerships can have enduring presence in a place. For example, Red Room Poetry have had a long association with Sydney Olympic Park and their Aboriginal education program. Now, the mangrove boardwalks in the precinct are permanently etched with the language of First Nation poets.

#### Strengths

- Mutually beneficial partnerships deliver activation outcomes for the area at little cost to Council / developer
- Temporary arrangements can result in permanent and ongoing public domain outcomes
- Council can broker relationships with potential partners through their arts and cultural teams

#### Challenge

- Creative sector organisations are often resource-poor so may need assistance in the development of proposals

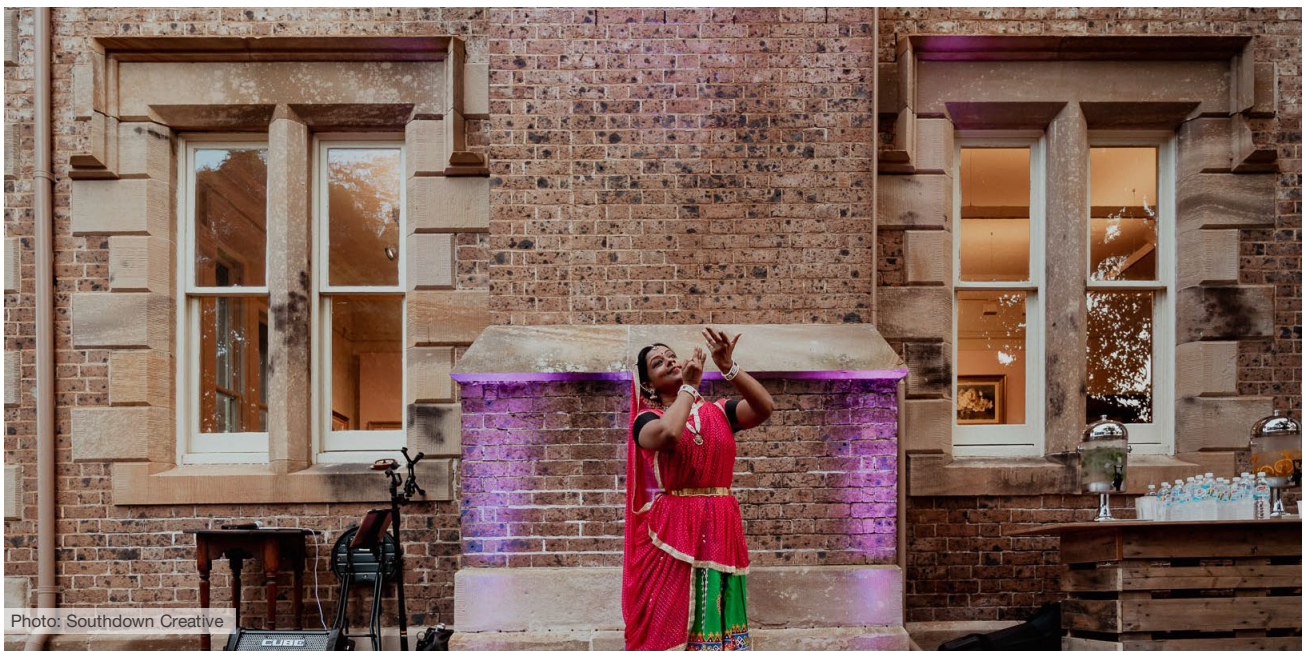


Photo: Southdown Creative

# Activation Concept Proposals for Leppington Town Centre

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## Medium Term (2-4 years)

### 11. Commission digital assets to tell local custodian stories

There is often the misconception that Aboriginal connection to place needs to represent imagery or stories from the past. Interpretation commonly limits its representation of Aboriginal life and culture to a small window of occupation at the time of European settlement. In fact, Aboriginal populations are growing across Australia and the largest density of Aboriginal people is in Western Sydney. So of course, Aboriginal culture needs to be presented in a whole range of ways. In order to embrace the connection with Country in Leppington and yet also speak to the future-facing character of the place, digital assets would be an effective and powerful means to bring this knowledge into the public domain. This might include digital art (online or in the public domain), audio-based walking tours, augmented reality or app-based interpretation platforms.

#### Strengths

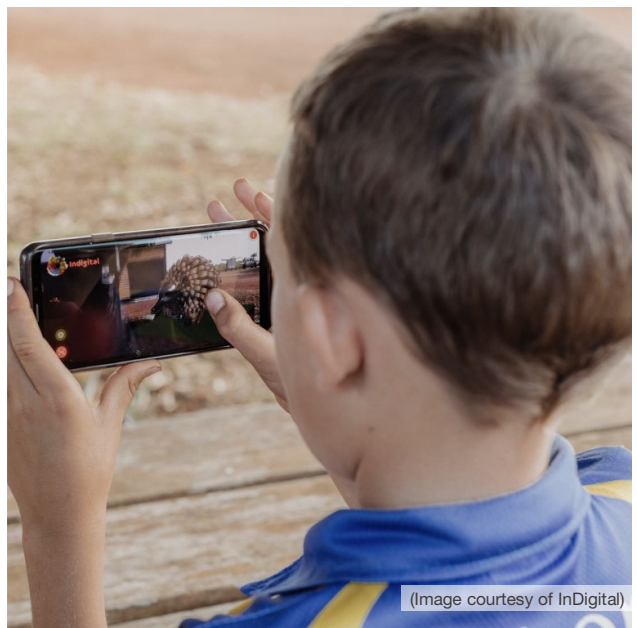
- Local knowledge about Country as both a reflection of the past and the future
- Digital media allows for easy and cost-effective sharing across Council and developer media platforms

#### Challenges

- Relationships and timelines work best with care and long-term planning
- First Nations community projects and cultural practitioners are in high demand

#### Consideration

- Highly experienced and accomplished company Indigital was founded by local Cabrogal custodian Mikaela Jade



(Image courtesy of InDigital)



# Activation Concept Proposals for Leppington Town Centre

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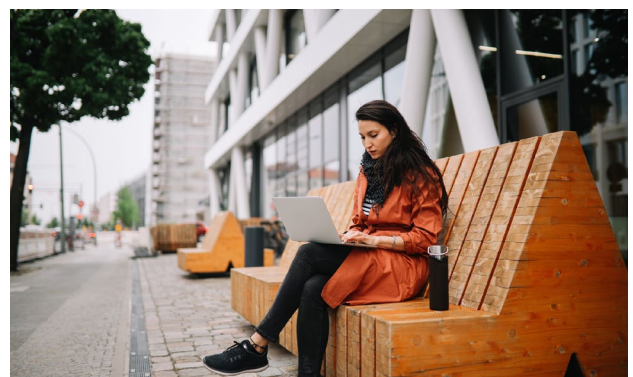
## Medium Term (2-4 years)

### 12. Public domain design and education partnerships

A powerful way to achieve activation outcomes and also engage people in the future identity of Leppington is to bring the design and discussion of the public domain into a collective community conversation. Education partners from Southwest Sydney would make excellent allies in this process for Leppington.

Effectively, design students could use Leppington as a case study as part of their education syllabus. This not only provides students with an active, real-world application of their studies, but it also characterises Leppington as a place for new ideas and innovation. This collaboration might occur in several ways:

- Urban design, landscape architecture and architecture students could develop their projects based on the changing face of Leppington.
- Site visits, open charettes, design competitions and exhibitions of final designs and maquettes could all take place in Leppington.
- Student prototypes for public domain furniture and fittings could be trialled in the public domain in Leppington.



#### Strengths

- An ongoing program of student collaboration in the town centre brings positive associations with Leppington as a place of bold and surprising possibility
- Leppington is identified as a place of new learnings and experimentation
- Activation program could adapt to numerous locations (e.g community hub, public domain, pop-ups etc)
- Once a partnership is established, the activation collaboration can take place annually

#### Challenges

- Lead times can be lengthy for course integration
- Education sector leaders are often time-poor

#### Consideration

- Collaborative partnership with Western Sydney University design school
- Collaborative partnership with Sturt School of Art, Design and Fabrication (Mittagong)

# Activation Concept Proposals for Leppington Town Centre

## Medium Term (2-4 years)

### 13. New business + Leppington marketing kit = living brand

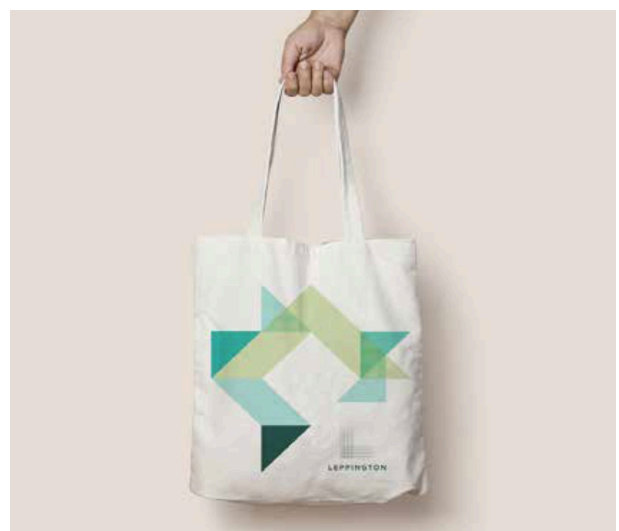
If activation levers such as the pop-up program proposed above (item 5) can assist to support the emergence of a significant start-up ecosystem based in Leppington Town Centre, then Council and developers can effectively nurture a whole range of brand ambassadors for the Leppington Town Centre image. New businesses can be incentivised to support the emergence of a multi-faceted Leppington brand by creating special offers, unique to the town centre. With sufficient marketing guidance Council can develop a start-up marketing kit for emerging businesses that supports both brands to mutual benefit. The Leppington cocktail, Leppington merchandise or 'made in Leppington' products are some quick examples.

#### Strengths

- The Leppington brand is activated at many touch-points
- Local businesses are supported with brand assets and by contributing to the Leppington offer, become part of the living Leppington brand

#### Challenges

- A dedicated marketing kit would need to be developed to profile the Leppington and the business brands at the same time.
- A central brand owner will need to lead the take-up and maintain the life and integrity of the dual branding



# Activation Concept Proposals for Leppington Town Centre

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## Medium Term (2-4 years)

### 14. Community dinners

Community dinners and events are another way to connect with the local agricultural community and history. These could potentially be held as part of a broader activation, such as a multi-day festival celebrating Leppington's culture and heritage.

#### Strengths

- A tangible way for visitors to connect with and be educated on a cultural or historical aspect of Leppington, as well as showcase the produce of Leppington and surrounds
- A great way to engage people of all ages including children
- Potential to activate a secret location in the town centre that might otherwise remain hidden from the public
- Community event can be used to promote a new stage of the development in collaboration with developers (see Paramount on Parkes display suite case study below)
- Can be implemented relatively easily as part of a broader activation, e.g., in a temporary space/structure constructed as part of the program

#### Challenge

- Need to find a suitable location with space and amenity for kitchen/food production, or investment required to set up required equipment and amenity



Photo: Ben Williams

# Plate on Parkes

## About

A one day family event by Paramount on Parkes developer Aland Group, with food trucks, entertainment and appearances from local legends Parramatta Eels and the Bearded Bakers of Knafeh Bakery.

## Key Insights

- A creative way to attract attention and a broader audience to the new development, leveraging the local fan bases of food truck business Knafeh Bakery
- Developer able to effectively engage with the local community and businesses through this free event



**What**  
Plate on Parkes

**When**  
November 2021

**Where**  
Paramount on Parkes display suite, Harris Park, Sydney



# Activation Concept Proposals for Leppington Town Centre

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## Medium Term (2-4 years)

### 15. Public domain plantings with a difference

The seasonal or long-term horticultural plantings in the public domain can provide an excellent source of distinct identity for a place and can also be the jump-off point for subsequent activation programs. For example, a well-planned bush tucker planting in the public domain not only connects Aboriginal people to this newly emerging place, it offers the potential to seed Aboriginal enterprise and activations through the emergence of bush tucker tours and cooking demonstrations. Similarly, if public domain plantings were used to showcase the produce that is still currently grown in the area or is planned for the future (e.g., bok choy, dragon fruit, micro greens etc) then these plantings can become focal points for similar activation and community participation programs.



#### Strengths

- The enduring story of nature and food remains evident in the public domain
- Plantings become tangible assets for activation programs and community involvement
- Leppington stories from the past become showcases of innovation for the future

#### Challenge

- Planting programs need planning and attention and will suffer under a 'set and forget' approach.

#### Considerations

- Potential partnership with Western Sydney Parklands urban farming and Food Festival programs
- Potential partnership with First Nations nursery / cultural organisation Muru Mittigar
- Showcase of Aerotropolis micro-greens industry in pop-up

# Activation Concept Proposals for Leppington Town Centre

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## Medium Term (2-4 years)

### 16. Embed creativity into public domain infrastructure

To ensure that visitors, residents and workers can get a tangible sense of Leppington's bold and distinctive character, creative character can be embedded into all touch points in the public domain. Public seating, lighting, wayfinding, public art, street furniture: these are all components of the public domain that can serve as powerful symbols of a place's creative character. Given that all development in the town centre will already have an allocation for these elements, developers could be incentivised to include artists in the design and implementation of these elements.

#### Strengths

- Everyday touch points become symbols of the town centre's distinctive character
- Capital expenditure budgets for core infrastructure can be made creative and surprising with very little extra cost

#### Challenge

- Arts process needs to be incorporated from the outset in infrastructure planning. It cannot be considered a 'fix' for problematic or overlooked parts of a town centre

#### Consideration

- The selection of quality creative practitioners is best done by an advisory group with professional credentials



# Activation Concept Proposals for Leppington Town Centre

## Medium Term (2-4 years)

### 17. Temporary eat street

As the development of LTC evolves, consider establishing a temporary 'eat street', in order to test the market for a more permanent night-time F&B destination. Feedback from and popularity of farmers markets and other short-term active activations can be used to gauge public interest for potential locations and most popular F&B offerings.

#### Strengths

- Eat streets are a popular way to activate an area at a certain time of day, e.g., in the evening, and alongside music and entertainment can start to foster a vibrant night time economy and atmosphere
- Would be relatively easy to find a suitable location, requires a vacant space and general amenity
- Existing community appetite for activations of this kind to grow a night time economy
- An opportunity to develop relationships with F&B businesses who may be interested to establish a presence more permanently during later stages of the development
- An opportunity to market test for a more permanent eat street

#### Challenges

- Careful planning required to ensure this can be a viable exercise for potential small food business and food trucks taking part
- To ensure strong attendance and financial viability, the temporary eat street would require significant promotion beyond precinct boundaries





# Activation Concept Proposals for Leppington Town Centre

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## Longer Term (4+ years)

### 18. Concierge program

The extent to which new communities are made to feel welcome and integrated is a strong determinant in a place's sense of connectivity between its residents, workers and visitors. Simple welcome packs and concierge programs for new residents and businesses are a powerful tool to mobilise communities to get involved in the public life of their new home or workplace. Furthermore, by ensuring that new residents and business owners are made aware of all that the new Leppington Town Centre has to offer, a circular economy is created within the town centre.

#### Strengths

- Community members feel encouraged to be active members of the community and so become advocates for place
- Local business and products have a platform to profile their offerings
- Community activations become self-sustaining for the life of the town centre

#### Challenge

- Coordination of the offer needs to be modelled by a brand / marketing leader





# Activation Concept Proposals for Leppington Town Centre

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## Longer Term (4+ years)

### 19. AI fresco workplace

In recent years, and especially since the onset of COVID-19, the workplace has become an increasingly flexible concept. It is no longer only student populations that like to congregate and work outdoors. The adaptable workplace has become the norm. With this in mind, Leppington could actively encourage the development of outdoor work zones in the public domain and stimulate a daily activation of the town centre. These can be simple additions to the amenity of these spaces: street furniture that accommodates device charging and freely accessible wifi. When combined with well-designed planting programs, this approach could demonstrate the principle of an active town that is 'green, smart and sustainable living'.

#### Strengths

- Daytime and night-time activation provided by imaginative inclusions in public domain infrastructure
- Residents, visitors and workers benefit from the proximity of Leppington to the bush environment while having the full benefit of a flexible urban working lifestyle

#### Challenge

- Long lead-time planning required

#### Consideration

- Integrate technical capabilities to respond to data provided by smart infrastructure (e.g., wifi, trading hours, climatic conditions etc)



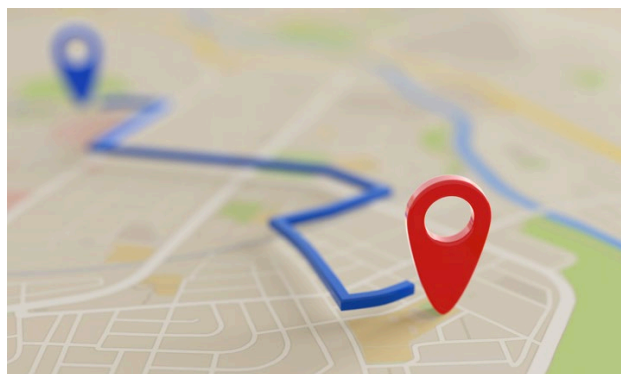
# Activation Concept Proposals for Leppington Town Centre

## Longer Term (4+ years)

### 20. Leppington by bike app/map

Leppington's embrace of the 30-minute city is a feature that should be promoted and celebrated. Active transport links, natural bushland allowances within the urban landscape and easy connectivity and access may be overlooked unless they are made visible and widely known. A map / app that showcases this component of the urban landscape would be a simple way to keep residents, visitors and workers up to speed with the town centre's connectivity and proximity to nature.

Paths routed in the app could help promote connection between the northern and southern parts of Leppington Town Centre.



#### Strengths

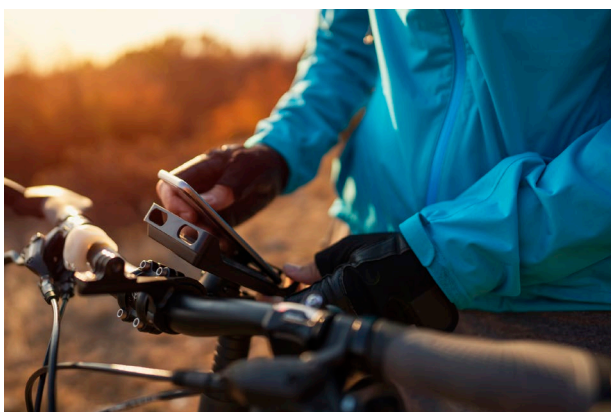
- Low-cost solution that communicates directly with users
- On-line version can be updated as development progresses
- Leppington is framed by infrastructure featuring wide shared paths (Bringelly Road and The Northern Road) and has well-regarded cycle trails and networks to the south in Oran Park and Mount Annan and to the north in the parklands

#### Challenges

- Hard copy maps or signage can under-deliver on expectations if the offer is not sufficiently ready
- Online offerings need regular updating and marketing presence

#### Considerations

- Trails and app could be promoted via community clubs such as the Western Sydney Cycling Network
- Integrate geo-specific information gathered from smart city infrastructure to give up-to-date local conditions (e.g., climate, crowds etc)



# Activation Concept Proposals for Leppington Town Centre

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## Longer Term (4+ years)

### 21. Local nature destinations on show in Leppington

Leppington is surrounded by passive and active open spaces. Kemps Creek, Bents Basin, Simmos Beach, Greater Sydney Parklands, the Australian Botanic Garden: these are all nature and recreation offerings in the immediate surrounding area. By providing these destinations with a platform on which to promote their offerings, Leppington Town Centre can develop its own brand of being an urban centre that is nestled in nature. Leppington could incentivise these destinations to have a presence in its town centre by offering space in pop-ups, on hoardings and billboards. In this way the positive brand associations of these places will inform how people come to understand Leppington.

#### Strengths

- Leppington grows its own identity by association with other destination brands that support its activation and brand pillar of 'green, smart and sustainable living'
- Destination partners become brand advocates for the nascent and innovative town centre

#### Challenges

- Sourcing suitable spaces for brand profiling requires a brand and marketing leader
- Larger organisations may require longer-term outcomes to make their profiling worthwhile

#### Consideration

- Given its close proximity, Greater Sydney Parklands would be a priority partner. Though further afield, the Australian Botanic Garden in Mount Annan could be another strong partner





# Activation Concept Proposals for Leppington Town Centre

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## Longer Term (4+ years)

### 22. Temporary food precinct

As development progresses, a permanent food precinct can eventually be established. This would ensure continuing momentum and interest in the precinct as development continues, and provide the opportunity to further grow community awareness and visitation. If done correctly, with a strong marketing strategy and a creative approach and vision, a temporary food precinct can pave the way for the development of a successful permanent food and dining precinct for LTC.

#### Strengths

- Opportunity to develop partnerships with F&B operators who may wish to establish themselves permanently in LTC
- Further opportunity for market testing

#### Challenge

- Will require some additional investment and infrastructure, however this can also be an opportunity to test creative ideas for the precinct (see Eat Street Northshore case study below)



Photo: Ben Williams

## Eat Street Northshore



**What**  
Eat Street Northshore

**Where**  
Northshore, Hamilton,  
Brisbane Area, QLD

**When**  
Every Friday, Saturday  
and Sunday evening

Photo: Ben Williams

### About

Developer EDQ relocated and expanded the original Eat Street in the launch of a multi-million-dollar new look Eat Street Northshore in 2017. Built from 167 repurposed shipping containers, it now covers over 10,200 square metres in a section of the Brisbane River that had, prior to its development, never before been accessible by the public. Eat Street Northshore welcomes over one million people annually, with over 50 food vendors and 24 live performances every week.

### Key insights

- EDQ invested \$1.5 million in supporting infrastructure to enable the relocation. The return on EDQ's investment was realised in under two years, with Eat Street Northshore's activation increasing visitation by 89% and contributing significantly to EDQ's annual revenue.
- The success of this market enables EDQ and its development partners to capitalise on the increased visitation and Northshore brand awareness throughout evolving urban renewal activities.

## 1. Strategic Direction and Concepts

# Place Activation Strategy Overview

There's always something new happening in Leppington

VISION	CONNECTIONS	DREAMS FOR THE FUTURE AND MEMORIES OF THE PAST	GREEN, SMART AND SUSTAINABLE CITY	BOLD, DISTINCTIVE & SURPRISING
PRINCIPLES	Leppington people feel connected to their town and its communities.	The histories of Leppington are revealed through the innovative interpretation and activation of the public domain.	The everyday lives of visitors, residents and workers are connected to nature.	Leppington is known for supporting innovative start-ups and the creative sector.
OBJECTIVES	People in Leppington feel connected globally, nationally and regionally.	The future of Leppington is on show and dynamic.	Leppington is known for its green, smart and sustainable urban living.	The public domain regularly hosts bold initiatives that make people stop and take notice.
PLACE STRATEGIES	<ul style="list-style-type: none"><li>• Work with the physical character of built and natural environment</li><li>• Collaborate and respond to communities attached to the place</li><li>• Draw inspiration from histories of the past and dreams for the future</li></ul>			
ACTIVATION CONCEPTS	<ul style="list-style-type: none"><li>• Pop-up community hub fosters connections between developers, visitors and residents.</li><li>• Run 'Launching Leppington' big event at pop-up community hub.</li><li>• Public domain areas are earmarked and pre-approved for busking and events.</li><li>• Creative partnerships deliver outcomes for the public domain.</li><li>• Concierge program/welcome kits for new residents and workers connect them with communities and offerings of the town centre.</li></ul>	<ul style="list-style-type: none"><li>• AR and VR help imagine the future.</li><li>• Commission digital assets by local custodians that profile Aboriginal character of place (e.g. wayfinding app/QR).</li><li>• LTC billboards, hoardings and 'gateways' welcome you to the future.</li><li>• Farmers' markets and food tours connect you to region's character.</li><li>• Support new businesses to adopt Leppington brand profile.</li><li>• Host 'community dinners' to profile local agricultural history.</li></ul>	<ul style="list-style-type: none"><li>• Public domain horticulture celebrates Indigenous flora, bush tucker as well as market gardens.</li><li>• Public domain provides for all fresco workplace with wifi and charging access.</li><li>• Create "Leppington by bike" app / map.</li><li>• Promote local nature destinations within Leppington (e.g., in pop-ups).</li></ul>	<ul style="list-style-type: none"><li>• Public domain design / education partnerships.</li><li>• Use temporary eye-catching installations to 'map' the future zones of LTC.</li><li>• Ground-floor retail activation pop-up program supports start-up business and creative enterprise.</li><li>• Host arts and cultural residencies in pop-up community hub.</li><li>• Engage artists to embed creativity into design of public domain infrastructure (lights, seating, wayfinding etc).</li><li>• Implement a temporary food precinct.</li></ul>

# Retail and Leasing

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### Recommended Retail Mix

Any recommendations around highest and best use of retail mix is dependent on the precinct context and surrounding land uses. In general, the planning and allocation of land uses within and surrounding a successful town centre should consider the following objectives:

- A full range of services (including anchor retail)
- A focal point and heart of the centre
- Appropriate connections to surrounding land uses
- A flexible structure and pattern that is adaptable in response to changing economic, climate and social conditions
- Maximised opportunity for employment, health, community uses, recreation, education services, multifunctional spaces

*The provision of community facilities progressive to the life of the project...will act as a catalyst to development and investment to the area. ... Community facilities are uniquely placed to play a strong role in a centre, acting as intergenerational facilities to encourage interaction and enhanced community cohesion or providing for the day to day needs of a local community.*

(Market Demand Analysis Report, HillPDA pp. 90-91, 2021).

Recently lodged and approved DAs within the precinct boundary demonstrate that developers are preferencing services and privately provided social infrastructure, with expansion of existing childcare and applications for new childcare centres. Education, recreation and community infrastructure will facilitate investment and opportunities and these should be considered as the key drivers that will support retail.



# Retail and Leasing

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### Retail mix commentary for Indicative Layout Plan 3.9

- The Business Development zoning at the precinct periphery with main road exposure for bulky goods retail is appropriate (sites at Bringelly Road, Dickson Road, Cowpasture Road, Ingleburn Road). However, the quantum is slightly high. For example, there is already a Bunnings Leppington on Bringelly Road just to the east of the precinct boundary and this means interest from an additional hardware anchor is unlikely. If there are supermarket and F&B inclusions in a business development site's plan, this may risk fragmenting dining options outward away from the core (e.g., these would be standard inclusions in a HomeCo development).
- The amount of shop-top ground floor retail envisioned in the retail core to the south of the station indicates a high supply of lettable GFA, even when considered at full population forecasts. While no changes to land zoning are recommended, the viability of tenancies will be dependent on a strategic delivery scenario (see below).

The optimal scenario for supporting the retail trade environment at the town centre in the initial phases of Leppington's development is detailed below. This scenario recognises the multi-developer and ownership context as well as the demographics and demand of the envisioned precinct. The optimal scenario does not assume all of the land uses will be the same in 2041. Our focus is on shaping the viability for future retail by noting what specific categories and uses can be approved today in order to enable developers to catalyse the area in the future.

# Optimal Scenario

## Northern grid

- Consider a core grid north of the station (refer map) as a priority area for certain categories, including considerations around delivery of a full-service health hub. This would include a pharmacy and complimentary ancillary uses. If there is any change to the proposed delivery of a public facility, private sector development of a medical centre site should be encouraged.
- Within this area, consider additional and expanded childcare facilities as a priority category in early stages.
- A single dine-in bakery/café with good interfaces to childcare, civic services and residential could be supported early on.
- In more advanced stages, the core surrounding the station could support a smaller format supermarket anchor, possibly on the northern side. While land holdings are smaller in this area, a discount supermarket (Aldi sites are approximately 1400–1600m<sup>2</sup>) or mini metro could be feasibly developed.
- Delivery of the Community Centre.
- Creation of long-term commuter car parking at grid's perimeters (as indicated) with integrated retail opportunities.
- It is recommended that early activation of the gateway from Bringelly Road is considered in the present context of vehicle traffic. The southern corner site of Bringelly and Rickard Road would ideally include fast casual dining with parking and drive-through (the immediate area currently only hosts one such offering, a KFC on the northern side of Bringelly Rd).



# Optimal Scenario

## Other areas

- The business development site curving around Eastwood Road and on Bringelly Road would best be suited to specialist larger format stores on a pad site. For example, this could include automotive, recreational and camping goods such as 4WD and Spotlight Group's outdoor brands, etc.
- It is important that each business development site is distinguished from one another by a category cluster. For example, while the Eastwood Road/Bringelly Road site could support the outdoor goods cluster, the Cowpasture Road/Bringelly Road site could be furniture focused.
- The urban design includes a long north-south retail corridor, extending south from the station along a new road parallel to and west of Rickard Road. Given the local climate, it will always be challenging to create a viable pedestrian-based commercial row extending along this corridor (approx. 830m).
  - It is suggested that the northern end consider a providore hall-style market, which would provide non-packaged meat and fish, distinguished from the anchor supermarket offers. This would be suitably encouraged by the higher commercial floorspace incentive clause in the planning proposal.
  - Proceeding south along this road, it is recommended that rather than continuous shop-top B4 frontages, consideration be given for a business development-style site or proposal conforming to B4 zoning that integrates a specialist retailer with parking. For example, one category not yet addressed on the BD sites would be pet supplies (e.g., Petbarn). This could break up the shop-top quantity but also maintain Council's intended commercial FSR targets. While the flexible residential frontage control in the DCP adds flexibility to the southern end's frontages over time, an activated midpoint between Woolworths Leppington Village and the retail just south of the station would facilitate the street's overall retail identity and be sustainable from early on.

## Retail and Leasing

# Draft Indicative Layout Plan - Optimal Scenario



The potential delivery of such a precinct or similar would create key services, employment and nucleus of activity that would be sustainable. Over time, expansion both north and south that begins to include smaller operator tenancies would then have a strong foundation.



# Retail and Leasing

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### Other considerations for supporting the retail offer, as part of a varied commercial and social infrastructure context:

- The proposed major leisure and aquatic centre is not anticipated until an advanced stage of development for the precinct. If possible, bringing delivery of this infrastructure forward would serve existing communities in Leppington, Austral and other surrounding suburbs. Alternatively, encouraging a small-size private-operated indoor pool/swim school as part of mixed-use development could address a key aspect of the high demand for children's swimming lessons.
- Childcare will continue to be a strong category of social infrastructure for the area and surrounds and should generally be supported when included in applications.
- Gyms, fitness centres, yoga studio facilities should be encouraged in appropriate developments with Commercial Type B and Type C Active Frontages under the Development Control Plan.
- Any future medical services should be clustered within and around the hub near the station. Since there will be medical services at Woolworth's Leppington Village at the south, it is unlikely that any other locations for these services should be considered for some time.



# Retail and Leasing

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## Mitigating risks

Given the fragmented ownership of Leppington, centralised control that enforces development staging is not an option. So, it is worth considering the risks that have affected other multi-developer green- and brownfield sites in Sydney. Since housing is generally so strong in Sydney, these risks tend to manifest in failures in the commercial elements and are therefore especially pertinent to retail planning. The key characteristics of negatively affected retail projects in two Sydney development sites are identified below:

### Case #1

#### Inner Sydney rail corridor development (2010s)

- No social infrastructure, no services and no nearby workforce meant no day-time population and therefore no weekday/daytime activation. No source of foot traffic for retail.
- No parking. The council involved approved substantial apartment developments without parking spaces. This meant that residents dominated the on-street parking of the surrounding neighbourhood and little parking was available for retailers customers.
- A holistic overview was never considered for the site and different developers took diverse and competing approaches to their retail implementation.

### Case #2

#### Inner West waterfront development (Early 2000s)

- No daytime activation. On weekdays residents worked out of area and no social infrastructure that attracted visitors was implemented.
- Residential development dominated and insufficient commercial development included. Commercial development was mostly shop-top or ground floor.
- Small operator F&B and retail inclusions went in too early because of fine grain aspirations. There were no foundational commercial properties and no within-area worker populations.

# Retail and Leasing

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### Tenancy attraction and lease encouragement schemes

A core part of the rationale for this early-stage retail guidance for Leppington Town Centre is the prioritisation of robust, driver destination large format retail that responds appropriately to the current settings of Leppington and its surrounds. This type of development can begin to establish the centre as a destination without the vulnerabilities that would plague smaller storefronts at such nascent stages of residential development. Evidence for this approach is borne out in Woolworths' Leppington Village which will arrive soon.

However, there are many landowners and developers who are aware of their future projects needing to meet commercial FSR requirements. This is also supported by Council and community desire to see successful small business and diverse retail in those properties.

The following considerations are framed with respect to mitigating the risks that can be associated with a multi-developer, non-staged, greenfield sites that have fragmented ownership and no existing or organic pedestrian flows.



# Retail and Leasing

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### Tenancy attraction and lease encouragement schemes

Base-level considerations:

- Week-day, daytime activation is required to support retail: this can be catalysed by either commercial enterprise worker populations or social infrastructure. For Leppington Town Centre, childcare centres and gyms are important considerations for commercial that should precede retail.
- Food and beverage retail sustainability is very sensitive to high rents proportional to possible turnover. Operators aim to restrict this proportion to 10% because many of their overheads lies in other expenditure areas. This means that 'market-level' rents or even concessional rent schemes may well not work for food and beverage in the early development phases.
- Car parking is required to sustain many of the key categories in the early phases (e.g., large format retail in Business Development zones). Realistically, despite excellent public transport connectivity, private vehicle use will likely remain the dominant mode of retail visitation for a minimum of ten years.
- A 'precincts within a precinct' approach should be the goal for retail. Clustering should be encouraged where possible. Avoid spreading retail offers too thinly or widely.
- Large format retail is resilient and can stand alone in the early phases.
- Councils should review the retail attraction approach after 5–10 years. When this stage is reached, it is recommended Councils commission a Retail Attraction Prospectus and promote this through developer networks.
- Councils should continually communicate the progress of infrastructure and residential developments for Leppington, including where possible precinct branding and delivery dates.



# Food and Beverage

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### Demand Context and Analysis

Community and stakeholder consultation indicates a strong appetite for 'eat streets', 'rooftop bars' and outdoor dining to 'put [LTC] on the map'. Indeed, one of the recommendations of the Market Demand Analysis prepared by HillPDA is the 'early release of an eat street to promote and fast track higher density development'.

At this early stage, delivery timelines of key community infrastructure and retail infrastructure must be understood before a long-term F&B retail strategy can be clarified. This is because F&B establishments complement, and support key social infrastructure and community services (e.g., childcare centres, gymnasiums), and are not in and of themselves enough to sustain a day and night economy. Eat streets, pop-up bars and restaurants and other F&B infrastructure require an existing population and audience to support the small enterprises and allow them to flourish and become sustainable businesses.



With this in mind, and further to the F&B activation concepts incorporated in Activation Concept Proposals, proposals with reference to Indicative Layout Plan 3.9 are set out below.

# Food and Beverage

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## F&B mix commentary for Indicative Layout Plan 3.9

### Short Term

In the first five years of development, LTC will not be ready for F&B leasing, and directing focus to temporary F&B activations will be necessary:

- The pop-up community hub site proposed at the corner of Dickson Road and Bringelly Road (see Activation Concept Proposals for Leppington Town Centre, above) could incorporate a number of F&B activations during the first 5 years of development. The prominent location of this property and its adjacency to community-oriented spaces (Scott Memorial Park and proposed Aquatic Centre site) make this a suitable site to host food events such as a monthly community farmers market with food trucks, or one-off community dinners. It is important to time these to ensure maximum scale and visitation, hence a monthly recurring market event is ideal.
- If proven to be successful, Council may consider holding the farmers market on a weekly basis, to meet growing population and community awareness.
- When localised areas such as the pop-up community hub are activated, e.g. for events such as the opening launch of the hub or for residencies, a pop-up café, bakery or other F&B offering at a size and scale appropriate to that of the activation or event may be supported.

### Longer Term

A potential site for a permanent food and dining precinct is the proposed linear plaza south of the rail corridor. The proposed leafy shaded pedestrian pathways and open green space of the public recreation square directly south of the train station would provide a suitable environment for the growth of a focal dining precinct.

As noted in the Retail and Leasing Optimal Scenario above, other long-term F&B opportunities include:

- a dine-in bakery or café that services, and can be supported by, childcare, civic services and residential, to ensure sustainable trade volumes.
- a fast casual dining operation with parking and drive-through at the southern corner sit of Bringelly and Rickard Road to activate the gateway to LTC from Bringelly Road (the area currently only hosts a KFC on the northern side of Bringelly Rd).
- a providore hall-style food market with artisanal whole food supply such as bakeries, butchers and fishmongers (distinguishing from anchor supermarket offerings) at the north end of the north-south retail corridor extending south from the train station along a new road parallel to and west of Rickard Road.

# Models for Sustainable Activation Leadership

As is evident in the case studies throughout this report, by and large, sustained activation programs are mostly led by government agencies or by owner-developers who recognise that functional vibrant places make good economic, social and environmental sense. And even for these leaders, activation is still an ongoing investment. With this in mind, sustaining an activation program for Leppington over a period of time will require:

- the realisation of a combination of short-term tactical opportunities
- investing time in establishment of policy levers that can deliver longer-term income sources.

This Place Activation Strategy does not include an implementation plan for an activation program for Leppington. However, we offer the following suggestions as the skeleton of a funding framework that could support activation in the Leppington Town Centre.

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### Resourcing Activation

- **Dedicated Place Activation Officer and Budget**

An activation program of this scale and importance required dedicated resources. A dedicated role with a budget allocation can oversee the implementation of the activation and brand strategies and leverage partnerships.

- **Partnerships**

As mentioned above, activation partnerships have the capacity to deliver excellent short and long-term outcomes for an activation program. As well as the obvious interest of developer partners in the Leppington Town Centre, tertiary institutions, arts and cultural organisations, community groups and social enterprise can all make excellent activation partners. Like all partnerships, they only work when there are mutually beneficial outcomes.

### Grants Funding

State and federal agencies offer funding that can tactically support specific activation projects.

For example:

- Create NSW can offer limited project funding to projects that deliver arts development outcomes. While the agency often views favourably projects that leverage non-arts resources (i.e., money or support from other sectors) successful applications need to demonstrate artist-led objectives.
- DPE provides numerous grant programs suited to activation programs such as the Your High Street program and the Streets as Shared Spaces initiative. Funding from these areas need to demonstrate support for the NSW Premier's priority to increase walkable access to quality open, green and public space in urban areas.
- The 24-Hour Economy Strategy is a collaborative and coordinated effort between the NSW Government, local councils, industry and communities. NSW Commissioner's Office offers grant funding to projects which aim to transform Greater Sydney into a 24-hour economy centre that is vibrant, diverse, inclusive and safe.

# Models for Sustainable Activation Leadership

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### **Amendment to Local Infrastructure Contributions Plan (Section 7.11)**

At the earliest opportunity, Council's Local Infrastructure Contributions Plan should be amended to include specific reference to activation projects such as public art.

Best practice case studies for cities that produce excellent public art demonstrate the power and potential of dedicating development levies to this end. By allocating a specific category for public art or activation, Council will be able to use the funds to raise the quality and profile of its own commissions, and also to leverage these funds to generate significant partnerships for diverse activation or public art programs across the LGA.

### **Establish a Business Improvement District (BID) and allocate levies**

A BID could be established within the Leppington Town Centre to support the promotion and ongoing activation program. Typically, these organisations, funded by levies paid by local businesses, provide additional funding to support services that are difficult to sustain from local government sources. Although its establishment will take time, for Leppington, this is likely the most viable source of ongoing support for a sustained activation program.

### **Other Internal Council planning levers**

Council has the capacity to negotiate a range of activation benefits through the development consent process. The strategic goal here is to secure funding for ongoing activation programs well as capital infrastructure improvements. The obvious channels for negotiating activation income here is via:

- Voluntary Planning Agreements, and
- Negotiations through conditions of consent within development applications.



## Case Study Two

# Central Park

An internationally renowned, benchmark development located in inner Sydney, Central Park has demonstrated best practice across a number of areas in relation to place activation. Its provision of public domain, amenity and eat streets alongside high density apartment buildings ties it to some of the key aspirations embedded in the vision for Leppington. Another aspect where the project excelled was in its public art and cultural activation programming. This was phased throughout the development to ensure that Chippendale's creative character was recognised and included, ranging from when Frasers Property first purchased the brownfield brewery site in 2007, and then to enliven the site during construction, and up to the permanent artworks still present today. The total budget allocation for temporary and permanent public art commissioning across all phases of the project reflected a rate of 0.4% of the total development budget (an \$8 million public art program for the \$2 billion project), while the artists in residence program run during development reflected a rate of approximately 0.023% (\$450,000) (Frasers Property Australia media release, 2011). It should be noted that apart from the permanent artwork in the Chippendale Green public realm, which was a single element of the program, Frasers was not formally required by the City of Sydney to provide these allocations. Rather, the depth of the program showed that the developer recognised the business case for activation and creating positive attachment early. Looking beyond the illuminated cantilever and vertical gardens of Central Park One—integrated design features which would not be conducive to affordability in a growth centre precinct—there are practical lessons for much smaller scale arts and activation thinking that are entirely appropriate for Leppington.



# Central Park, Chippendale

### Transferrable Actions for Activation

- **Facilitate ‘meanwhile use’ of assets on undeveloped land while projects are still progressing.** From 2008 – 2011, three warehouse spaces on Kensington Street within the Central Park site were transformed into FraserStudios, a set of artists’ studios and rehearsal spaces. These included artist residencies (i.e., no rent paid by successful applicant artists) and subsidised temporary and pop-up uses, including for rehearsals, events and workshops hire. While these uses were responsive to the particular community, these uses don’t just have to be fine arts and the principle is transferrable to community organisations in the Camden or Liverpool LGAs who could make use of an appropriate temporary space. Given the fragmented private ownership pattern across the Leppington Town Centre site, it is envisioned that there will be numerous acquired parcels on which existing buildings may be suitable for temporary arts or community uses over varying timelines. While the simplest path for coordinating meanwhile use programs may be within Council and state-owned assets, Council should consider how development companies acquiring privately-held land might be encouraged to participate in such a program. It is a preferable outcome compared to vacated farmhouse homes with security fencing and monitoring, which would be an ‘anti-activation’ signal.
- **Temporary public artworks can improve the impression of a built environment, even those that are in flux or are unfinished.** As an alternative or complement to the meanwhile uses described above, temporary public artworks can change public perception of an otherwise uninviting site. The public art strategy for Central Park was prepared by Turpin + Crawford Studio in 2009 and considered a holistic plan across the development project timeline up until completion in 2013. This included the curation of temporary artworks for the initial phase which were site-specific to the partially demolished brewery, up to the permanent Halo artwork that remains in Chippendale Green park. This included a series of four major artworks on the side of the Irving Street Brewery Building as well as a creative windsock work by artist Mikala Dwyer erected at the same height as the site’s cranes. One of the artworks on the building, Local Memory, illuminated 18 enlarged photographs of people associated with the brewery from throughout its working history 1908-1998. This demonstrates the heritage interpretation potential of temporary artworks and how they can honour local stories while the area undergoes a transformation.
- **Display the outputs and outcomes of any programs in the public domain.** At Central Park, artworks produced by artists in residence at FraserStudios were programmed in a neighbouring Display Pavilion. Any opportunity to display the outcomes of meanwhile uses or activation activities can provide potent pieces of visual feedback to the public. This then shows that things are happening and that community development and cultural life remain a priority even while things in the environment physically change. Socially engaged or community participatory temporary artworks let people make their mark, form attachments and feel involved in the public realm.

# 2

## Brand Strategy

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# Defining the Leppington brand

Brand narrative  
Purpose  
Vision  
Values  
Personality  
Our audience  
Tone of voice



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### A starting point

**We started this project looking outwards, eyes cast towards a Western Sydney Aerotropolis. However, we soon realised that the real source of inspiration was likely to come from looking inward, and discovering the heart and soul of a ‘new’, energetic, vibrant, sophisticated, Leppington.**

**In short we discovered an opportunity for placemaking.**

Placemaking, by its very nature builds on the foundations of what is already there. Topographical features, history, cultural associations, folklore, public land use, the current residents and their character and interactions. Though all of these are present in Leppington today, it is not what makes it unique.

There is an established Aboriginal connection to land through the Darug people of the area, A GML Heritage archaeological excavation of East Leppington which discovered dwellings and clay ball manufacturing sits dating back 1,000 years. There is also an established community and rich market garden industry which dominates the area today and rich environmental features that surround the area. These are all significant and must play a part in the ongoing story of the place.

However, today, what makes the area intriguing, is not its history or its present state, but the place that Leppington has potential to ‘become’. We are involved in the alchemical task of transformation. We are sewing the seeds of a dream (that will become a reality). We are placemaking for a future-place for future-communities, there is also the unquestionable advantages that the close proximity and easy transport links to the Western Sydney (Nancy-Bird Walton) Airport at Badgerys Creek will bring. We are creating a brand that needs to inspire the developers, investors, business owners, residents and visitors of the future.

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## Brand Purpose

Why we do what we do

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### The purpose of the brand

**To encapsulate and celebrate the idea of an exciting, vibrant and thriving new community in Leppington.**

**We are aiming to inspire a genuine sense of belonging to 'place'.**

The impetus behind the redevelopment of Leppington stems from its proximity to the Western Sydney (Nancy-Bird Walton) Airport. It has been termed an aerotropolis. However, behind this lies a much deeper need to create a thriving community. Though many people may commute from Leppington to the Western Sydney (Nancy-Bird Walton) Airport for work, it is the community, infrastructure and amenities that Leppington offers that will ultimately attract the new resident, business owner and investor.

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## Brand Vision

Looking towards the future

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### Our aim for the brand

**To establish Leppington as the 'jewel' of South West Sydney. A desirable suburb for developers, investors, residents, business owners and visitors.**

**People need to feel proud to be a part of Leppington and feel that they contribute to the Leppington culture.**

Leppington of the near future will bear little resemblance to the Leppington of today. There is potential to create a town centre of contemporary sophistication with a dynamism and vibrancy, quite unlike anywhere else in the area. The planned town centre offers the potential to become a village, with all amenities within a short walking distance.

It is our aim that Leppington emerges as a 'place' that provides a compelling and unique offering to developers, investors, residents (new and existing), business owners and visitors alike. The ideas that drive the brand will strategically align with proposed Leppington Town Centre vision:

Convenient and connected

A well designed built environment

Complementary to its natural environment

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## Brand Values

Actionable values that act as a guide to drive culture and decision making.

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## Brand Values

**Leadership**  
**Community**  
**Diversity**  
**Optimism**  
**Sustainability**

**“Leppington values the intimate experiences that living in a smaller community brings. It is all about attention to detail, creating personal interaction as opposed to generic experience”**

### Leadership

Leppington must announce itself as a bold, surprising, adventurous new precinct. It is a ‘place’ that is already looking forward to a bright future. Over the next few years the area must aspire to take giant leaps forward, emerging as the leading precinct / destination (the jewel) in Sydney’s South West.

### Community

*Nourish a sense of community.  
Foster the feeling of belonging.*

It is anticipated that there will be a new influx of residents from widely different backgrounds. It is important that they all feel a personal connection to the area and an integral part of the community. Its community needs to be nourished.

### Diversity

*The rich array of experiences and cultural perspectives must be cherished and celebrated.*

The Leppington experience promises to be multifaceted. Leppington must capitalise

on its diverse cultural mix and the wide variety of experiences it can offer. New sports and leisure facilities will enhance the already bountiful natural environment and there promises to be a range of social activities from contemporary bars and restaurants, to events in the central community square.

### Optimism

Business owners and residents moving to Leppington will do so with a great sense of optimism aspiring to a new life. It is important to harness this positive energy. It will be the lifeblood of the community.

### Sustainability

*Embrace the natural environment.  
Learn from the land.*

There is an ever increasing awareness of our responsibility towards the environment. The initiatives of the Aboriginal community in Western Sydney Parklands sets a good example that developers, business owners and residents can embrace.



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## Brand Personality

The 'humanising' qualities of the brand.  
A definition of character.

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## Brand Personality

**Bold**  
**Surprising**  
**Intelligent**  
**Forward thinking**  
**Sophisticated**  
**Fun**

### LEPPINGTON is ...

#### **Bold**

Confident and even daring.  
Leads the way, rather than follows.

#### **Surprising**

Quirky and spontaneous.  
Never predictable.

#### **Intelligent**

Informed, articulate with a finger on the pulse.

#### **Forward thinking**

Tech savvy and a visionary with an eye on emerging trends.

#### **Sophisticated**

Possesses a sense of refinement and style. An appreciation for the finer things in life.

#### **Fun**

A sense of playfulness is never far from the surface.

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## Our Audience

A customer-centric approach to clearly define who we are talking to.

We have developed a series of 'personas' based on key target audiences. Here we have created profiles based on the behaviour, lifestyle, and characteristics of a group of customers who share similar traits.

The main audience groups have been defined as:

- 1: Property Developer/Investor
  - 2: Business owner
  - 3: Potential Resident
  - 4: Visitor
  - 5: Worker
  - 6: Current resident
-

The propensity of households to live in apartments is expected to increase over time as the supply of land diminishes and the price of detached housing increases. The majority of apartments in Camden is expected to be taken up in LTC given that it is, and for some time will continue to be, the only rail station in the LGA. By 2041 we would expect the LTC to have around 10,000 completed apartments.

Leppington Town Centre - Housing, retail & employment demand analysis p11-12. Hill PDA Consulting.



## Property developer/Investor: Ari

Ari lives on Sydney's Northern Beaches. He is an entrepreneur by nature having started a number of different ventures before becoming a founding member of a property development agency.

Though any property development has an element of risk, Ari believes that sound research and the increasing demand for an ever growing population in Sydney makes Leppington a good investment. Key to his company's decision to develop in Leppington is its close proximity and planned transport links to the new airport at Badgerys Creek.

Ari is looking for a profitable venture with a hassle free development process. Being a busy man, time is money and expediency is paramount. Already developing in the area, Ari is on the lookout for more opportunities to develop/invest in the future.

For Ari the ideas encapsulated in *'everything is possible in Leppington'* sow the seed that he is dealing with a council who are encouraging development and who are open to new ideas.

### Motivations

#### Wants

A profitable venture  
Hassle free development processes  
Motivated buyers/renters

#### Feels

Entrepreneurial  
Excitement at the prospect of success

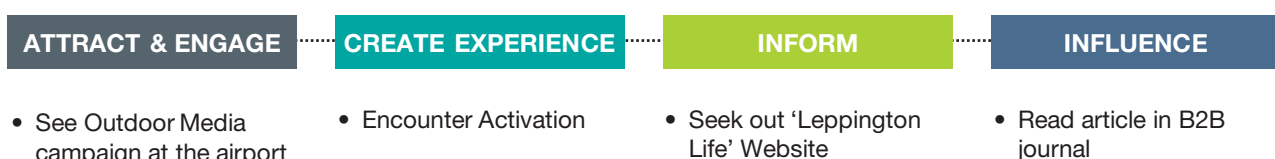
#### Needs

Profit  
Support from council  
Efficient builders

#### Fears

Delays  
A falling property market  
A lack of interested buyers

### ARI'S JOURNEY



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The demand for retail and commercial space that is largely population serving will increase as the population increases in the locality. Demand is likely to increase at a faster rate than population due to the hierarchical nature of centres.

Leppington Town Centre - Housing, retail & employment demand analysis p76. Hill PDA Consulting.

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## Business owner: Gigi

Gigi has spent her life in hospitality, having been a coffee aficionado and cafe manager in renowned Melbourne suburban cafes, she has relocated to Sydney and is looking for a place to start her own cafe.

She is looking for a location close to a busy transport terminal to capitalise on heavy foot traffic. For Gigi it is the social interaction with her customers that is the pay off for her long hours of work. She is passionate about food and is something of a bon-vivant. Always on the lookout for new inspirations, she enjoys dining out and experiencing new flavours.

As this is her first solo venture, she has a certain amount of apprehension about the financial risk involved but she has developed a sound business plan and believes if she finds the right location, her past experience and unique offering will prove profitable.

### Motivations

#### Wants

Profitability  
Motivated customers  
Efficient supply chains

#### Feels

Excitement about potential for new business venture/location  
Wants to be part of community  
Wants to share her passions about food and coffee

#### Needs

Strong customer base  
Good transport links  
Well designed business premises

#### Fears

Apprehension about new location  
Delays in development  
Poor profit returns

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### GIGI'S JOURNEY





The new community at Leppington Town Centre Precinct is likely to have around 26,000 people and a workforce of around 17,000 people. It will be a relatively young community largely made up of young workers (25-34 years), parents and homebuilders (35-40 years) and babies and pre-schoolers (0-4 years). The major household types will be couples with and without children and single person households. The area is likely to be relatively culturally diverse compared to the rest of the LGA and most people will rent their homes.

LTCP SI OS report by Elton Consulting 2021



## Potential Residents: Sunny, Ramesh

Young professionals, Sunny and Ramesh have been a couple for four years, having met at University. They have recently had their first child. Having saved hard for a deposit and secured finance they are looking to purchase their first home. Currently renting a unit in Sydney's inner west they are prepared to move away from the inner city to achieve a bigger house, as long as there are good transport links to the city.

High on their list of priorities is a safe environment with strong community values in which to bring up their family.

They are attracted by areas that offer a great outdoor experience, have good schools and childcare facilities nearby and have shops, cafes and amenities within walking distance (something they have become accustomed to in the inner west).

### Motivations

#### Wants

A safe environment  
A well resourced town centre  
A connected community  
Well designed housing  
Schools/ facilities

#### Feels

Aspiration to achieve a better life  
Motivated & excited to purchase  
An emotional connection to place

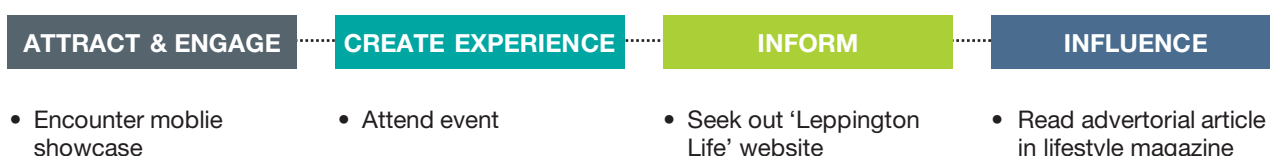
#### Needs

Amenities & facilities  
Well designed housing  
Good transport links

#### Fears

An unknown future  
Poor transport links  
A lack of friends in new area

### SUNNY'S JOURNEY



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‘Leppington Town Centre will be a vibrant transit oriented place of activity precincts and residential neighbourhoods linked by an imageable public domain which highlights connections to transport, regional open spaces, and the site’s own natural features.’

Pg 14 3.1 post-exhibition-leppington-major-centre-master-plan-report-part-1-2012-09.pdf Conybeare Morrison 2012

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## Visitor airport traveller: Suzi

Suzi is an executive for a large international bank and travels frequently in the course of her work. When the Western Sydney (Nancy-Bird Walton) Airport opens she will use Leppington as a stop over location, staying the night before flying out the next day or conversely, using Leppington as a base to chill out after a long flight.

Suzi likes the finer things in life, she flies business class and expects excellent service. She works hard and often into the night, so she needs facilities to be open at off peak hours. In her downtime Suzi like to really relax often spending time at a spa or practicing yoga/ meditation or catching up with friends.

### Motivations

#### Wants

New and exciting adventures  
Something new and different  
Convenience (proximity to airport)  
To feel relaxed  
High standard of service

#### Feels

Curious about new places  
A sense of discovery  
Excitement

#### Needs

Good transport links  
Close proximity to facilities  
Well organised environment

#### Fears

Delays

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### SUZI'S JOURNEY



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Look at ways to promote the entertainment aspect (food stalls; live entertainment, rooftop bars) for both day and night use by promoting entertainment venues that activate open space such as public events.

Leppington Town Centre - Housing, retail & employment demand analysis p17. Hill PDA Consulting.

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## The social visitor: Hugo

Hugo is 25 years old, he currently lives in a rented apartment in Casula. He is a account manager for a digital agency based in Liverpool.

Hugo is single and enjoys social drinking with his mates. He is a keen soccer player, belonging to a local club and regularly attends the gym. He likes to eat out at restaurants, enjoys live music and 'clubbing'. He is highly fashion conscious and prides himself on the way he dresses (sharp and contemporary).

Hugo's aspiration is to one day buy a home of his own and start a family, but feels that is some way off as he wants to 'enjoy the good life' while he is still young.

Hugo pride and joy is his car which he uses daily, however, he travels by public transport and Uber when socialising in the evening.

For Hugo the ideas encapsulated in '*everything happens in Leppington*' taps into his desire to discover a vibrant and exciting social culture that attracts like minded people. Who knows, he might just find his soul mate.

### Motivations

#### Wants

Something new and different  
To meet and connect  
Young and contemporary venues  
Sophistication

#### Feels

Curious about new venues  
A sense of discovery  
Excitement

#### Needs

Vibrancy  
Youthful energy  
Other similar minded people

#### Fears

Boredom  
FOMO

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### HUGO'S JOURNEY



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Leppington is just a couple of suburbs away from the Western Sydney (Nancy-Bird Walton) Airport and Aerotropolis and benefits from being a step ahead in terms of existing infrastructure – facilitating easy connections to all three Sydney CBDs.

[ironfish.com.au/blog-news/trains-planes-200000-jobs-future-sydneys-south-west/](https://ironfish.com.au/blog-news/trains-planes-200000-jobs-future-sydneys-south-west/)

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## The maintenance worker: Dave

Dave is 32 years old, and he works for Sydney Trains as a maintenance worker. He works shifts and so often needs to travel at off peak times. Dave is looking to relocate to an area that has excellent transport links and two bedroom units, close to Leppington's railway station hold great appeal.

In his downtime, Dave likes to keep fit by getting out into the countryside on his electric mountain bike. The more challenging the course the better. He enjoys a laugh and pint with his mates at the local pubs and has been known to have the odd flutter on the horses.

After moving from place to place to secure work Dave is looking for a place to put down roots, and as such, views a vibrant community as an important factor when deciding his next move. He is also aware of the escalating property market and is keen to get a foothold in a suburb where property prices are likely to increase in the near future.

### Motivations

#### Wants

A booming suburb where his investment in a home is likely to rise in value

#### Feels

Eager to get on the property ladder

#### Needs

Close proximity to rail transport  
Vibrant community

#### Fears

Missing out on securing a property in a rapidly rising market

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### DAVE'S JOURNEY





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“We deliver to Parramatta, up to Blackheath and across to Kurrajong, and over to Penrith, but I don’t want to go any further. There’s a big population in the West that deserves good organic food.”

[www.westernsydney.edu.au/alumni/gradlife/publications/cultivating-a-fresher-future](http://www.westernsydney.edu.au/alumni/gradlife/publications/cultivating-a-fresher-future)

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## The resident: Silas

Silas came to the area 35 years ago to establish what became a thriving market Garden business. Along the way he and his wife produced two daughters, who both have moved out 12 years ago and now work in the business.

### Motivations

#### Wants

A thriving suburb where the essential character of Leppington is retained

#### Feels

Anxious around development but looking forward to more developed infrastructure

#### Needs

Clarity around development

#### Fears

The loss of rural feel to Leppington

The farm produces a wide range of fruit, veg and herbs which are sold to shops and restaurants in and across the Sydney area. The climate and soil are particularly suited to the production of figs. The business has kept abreast of current trends and now produces a wide range of organic produce.

Silas, like other current Leppington residents, is anxious about the uncertainty surrounding the scale of the projected changes, however, he welcomes the increased infrastructure and facilities that development will bring.

Silas and his wife are both looking forward to have their daughters move back to Leppington so their family can stay together.

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### SILAS’S JOURNEY



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## Tone of Voice (the written word)

A brand's tone of voice is the style used to communicate with the audience, considering the choice of words, brand personality, and emotional tone.  
A brand's tone of voice helps create consistency across all communications.

Our approach has been to develop a unified tone of voice with several inflections.  
The inflection will change in accordance with our audience.

Overall, the Leppington tone of voice is optimistic, full of energy and ideas. It is never dull and always engaging.

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## Audience tailored inflections

### **When speaking to government agencies we sound ...**

Intelligent, forward thinking, confident, informative.  
*We aim to reassure.*

### **When speaking to developers, investors and business owners we sound ...**

Optimistic, forward thinking, experienced, confident.  
*We aim to capture the imagination regarding potential.*

### **When speaking to locals and (potential) residents we sound ...**

Emotive, optimistic, friendly, conversational  
*We aim to be community focused.*

### **When speaking to (potential) visitors we sound ...**

Energetic, playful, surprising.  
*We aim to convey the positive energy of the place.*

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# Brand Positioning

An evolving precinct needs an evolving brand

The overarching idea

Brand pillars



BRAND PHASE

## BECOMING

YEAR 1-2

### **FUTURE PLACE**

Aspirational

Development of physical space and an idea of place

#### **Planting the seed**

- Concerned with the idea of what the space can become.
- Focused on the potential lifestyle and emerging business opportunities.
- Creating a buzz.

#### **Decision making**

- Developers are considering whether to build is a good business investment.
- Businesses and considering whether starting a new business venture in the area will be commercially viable.
- Families are considering whether there is likely to be healthy, vibrant, enriching community in the area.
- Workers are considering the commuter transport links.

Overarching idea for phase 1

**“Anything is possible  
in Leppington”**



BRAND PHASE

2

## BEING

YEAR 3-4

### MY PLACE

Aspirational

Personal motivation

Identification with place. Putting down roots.

#### Putting down roots

- Concerned with transition
- Focused on the discovery
- A new start. A new way of life
- Establishing the Leppington lifestyle

#### Associating with place

- Developers are beginning to see a return on investment.
- Businesses and establishing new relationships.
- Families are beginning to move into the area and establishing new friendships and contacts.
- Most workers are still commuting into city or surrounding areas but some will begin to work locally.

Overarching idea for phase 2

**“Something is happening  
in Leppington”**

# 3

BRAND PHASE

## BELONGING

YEAR 5+

### OUR PLACE

Community driven

### 'THE' PLACE

Destination message

Integration into community

Promotion of Leppington as a destination

#### Nurturing growth

- Concerned with community
- Focused on the integration
- Quality of life

#### Blossoming

- Promoting the new Leppington offering
- Focused on the vibrancy and diversity
- Experience orientated

#### Vibrancy of place

- Developers looking for further opportunities to capitalise on Sydney's newest boom location.
- Businesses have loyal local trade and are seeing more visiting trade.
- Families are establishing a rich community network.
- More workers begin to work locally and many commute short distance to Western Sydney (Nancy-Bird Walton) Airport.

Overarching idea for phase 3

**“There is always  
something new  
happening in Leppington”**

	EVOLUTION PHASE	IDEA THAT DRIVES PHASE
1	YEAR 1-2 <b>BECOMING</b>	<b>“Anything is possible in Leppington”</b>
2	YEAR 3-4 <b>BEING</b>	<b>“Something is happening in Leppington”</b>
3	YEAR 5+ <b>BELONGING</b>	<b>“There is <i>always</i> something new happening in Leppington”</b>

**The over-arching  
idea(s) are  
supported by  
three brand pillars**



This brand pillar relates directly to the vision statement concept of convenience and connection.

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## **CONNECTION**

### **Sense of place.**

One of the key elements of the project must be to create a connection to place. The brand must be inclusive and to some extent the community should feel some ownership of it. The brand will strive to make residents proud of living in Leppington.

### **Community.**

There will be a significant influx of new residents from highly diverse backgrounds. Feelings of 'displacement' are to be expected but they can be mitigated by nurturing a community spirit. The brand must seek to be inclusive and should encourage the view that new residents have become part of something new and exciting.

### **Leppington Village.**

The fact that everything in Leppington will be in close proximity, centred around a town centre and town square will enhance the idea of the village. Villages thrive on casual conversations, knowing your neighbour and your neighbourhood. One of the key functions of the brand in phase 2 is to nurture community connections.

Of course the idea of connection and community do not stop at the boundaries of the Leppington CBD. Once communities begin to

be established, they spread their roots even further, creating a network in areas surrounding the Leppington CBD.

### **Connection to land.**

The original (and current) inhabitants of the Leppington area are the Darug (Dhrug) people. GML Heritage aided by a team of local Aboriginal community members, undertook an archeological excavation of East Leppington (now the site of Willowdale). They discovered a series of dwellings dating back 1000 years. The dwellings featured living areas, cooking areas and areas for clay ball production which were used in the process of cooking. It is important that the Aboriginal story, along with new connections to place, remains a part of the future Leppington narrative.

### **Transport connections.**

Leppington is ideally located to service the Western Sydney (Nancy-Bird Walton) Airport and Badgerys Creek. The direct rail connection to the Western Sydney (Nancy-Bird Walton) Airport is a key motivating factor with developers and new residents alike. This connection adds to an already well connected area through roads and rail connections to the CBD.

This brand pillar relates to the vision statement concept of a **well designed built environment**. However, it also encompasses the more intangible aspect of how the space ‘lived’ capturing the ideas of community and the energy of place.

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## **BOLD, DISTINCTIVE AND SURPRISING**

### **Confident, vibrant, full of positive energy.**

The new Leppington will be a dynamic place full of life, colour and energy. The area will lead the way and as such needs to present itself as ‘a place sure of its future direction’. The brand identity must aim to capture this dynamic energy.

### **Fresh and always surprising.**

There is an opportunity to invigorate (and continually reinvigorate) the brand by looking for opportunities to surprise and engage. This is particularly true when speaking to residents and visitors. A sense of playfulness should flow through the brand. Ideally, Leppington will become the ‘talk of Western Sydney.’

### **Contemporary and sophisticated.**

The new Leppington will be unlike anything in the area. With fine dining restaurants, rooftop bars and nightclubs, it will act as a magnet drawing social visitors from the South West region, and the perfect stopover location for travellers. As such the design needs to feel contemporary (but stand the test of time), with a degree of sophistication.

### **Individual.**

Leppington should lead and not follow. As a place it should embrace its new identity and seek to differentiate itself from surrounding areas. Its distinctive nature should see it become a destination in its own right.

### **Optimism.**

Leppington is something of a blank canvas and there is an opportunity to plan and design a town centre based on best practice. It is a precinct with a bright future full of potential and opportunity.

### **New beginnings.**

The population of Leppington is not only about to increase, but also radically change in make up. Along with this transition comes the potential for new ways of thinking and new ways of living. Many new residents will be moving to the area with aspirations of a better life.

This brand pillar relates directly to the vision statement concept of complimentary to its natural environment and the idea of ‘country’ that was discussed in the workshop.

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## **GREEN, SMART AND SUSTAINABLE CITY**

### **The natural environment.**

“The area’s beautiful bushland is an important part of its local identity. It is a place we want and need to preserve as we create spaces for the community to come together; relax; play; and enjoy cool, green, open spaces.”

[www.socialpinpoint.com/project/nsw-government-leppington-park/](http://www.socialpinpoint.com/project/nsw-government-leppington-park/)

### **Leppington Park**

“The new park will be a catalyst for community gathering. It will be a place to come together and connect. The history of the site and local area will play an important role in developing site interpretation.”

[Draft Schematic Design Report, Dec 2020 Phillips Marler](#)

Indigenous Engagement undertaken by the landscape architecture team with local Indigenous groups revealed the desire for strengthening the connection to Country, through ideas such as:

- The Park as the ‘Living Classroom’, reconnecting people with the natural world
- Spiritual healing in the use of cultural burning, healing and “yarning” circles
- Site regeneration through weed removal, native tree planting, creation of water sources for animals, etc.

- Park naming by Local Aboriginal groups, interpretation and signage/branding
- Story telling, teaching and sharing of cultural knowledge between generations of Aboriginal people.

[Draft Schematic Design Report, Dec 2020 Phillips Marler](#)

There are 57 passive open spaces in surrounding areas. These include:

- The Australian Botanic Garden
- Mount Annan  
11.5 km from Leppington
- Western Sydney Parklands  
3 km from Leppington
- Ingleburn Reserve  
9.2 km from Leppington, Bushwalking
- Simmos Beach  
9.9 km from Leppington, Bird Watching, Bushwalking, Canoeing, Fishing Outdoor fitness, Picnics, Playground activities
- Chipping Norton Lakes and Georges River Parklands
- Edmondson Regional Park, National Park
- Kemps Creek Nature Reserve, National Park
- Leacock Regional Park, National Park

### **Cycle networks**

Throughout Leppington linking to M7.

	EVOLUTION PHASE	IDEA THAT DRIVES PHASE	SUPPORTING IDEAS	COMMUNICATION STYLE
1	BECOMING	“Anything is possible in Leppington”	Connection / Bold, distinctive & surprising / Nestled in nature	Create a sense of interest and intrigue. Tell stories. Tap into dreams. Inspire. Surprise. Plant the seeds.
2	BEING	“Something is happening in Leppington”		This is the place of new beginnings, new experiences. This is the realm of the senses. Sight, Scent, Sound, Taste and Touch.
3	BELONGING	“There is always something new happening in Leppington”		This is where commitment, empathy and passion live. It's about being on the inside and loving the Leppington lifestyle. It's also about the magnetism of the place and creating a desirable destination to draw outsiders in.

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# Recommendations

- 1: Establish and support a brand custodian to drive the brand
- 2: Create the idea of Leppington in peoples minds before it happens
- 3: Develop a strong environmental presence
- 4: Tell stories through a strategic use of video
- 5: Get people talking. Create a buzz using PR and advertorial
- 6: Establish a broad range of partnerships
- 7: Seek to bring 'poetry' into the environment
- 8: Look for opportunities to create a green/living urban environment



# Recommendation 01

## Establish and support a brand custodian to drive the brand.

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**‘Brand is a living entity — and it is enriched or undermined cumulatively over time to become the product of a thousand small gestures.’**

The elements of the visual identity can be used by numerous designers and authorities and a style guide (as long as it's followed) will help create consistency in application. This approach will ensure that Leppington has a visual presence that positions it in the minds of the audience.

The visual identity will form the basis of the brand, but brands are inert, they will only fully live if they are nurtured and employed in a meaningful and strategic way. There is a huge difference between building the brand story and interweaving that story into the fabric of the community. So, the question is: who drives the brand? Who breathes life into it and continues to sustain it with the energy and passion that it needs to be truly effective.

Ultimately, if this project is successful, the people of Leppington should feel some ownership of the brand. However, the brand needs a custodian to champion it. Someone with vision, who can see how all the individual components fit together. someone who acts as a pivotal link between the developers, residents and business owners and the decision makers.

The brand custodian will be the glue that binds the disparate components of the brand together. They will also be the person who engages audiences and turns them into allies and even ambassadors for the brand.

Organisations accommodate the role of Brand Custodian in different ways. Sometimes the responsibility sits within an existing position, in other cases a specific position is created to perform the duties, it is really down to needs, resources and complexities.

In Darling Harbour and The Rocks, managed by Place Management NSW, the role of brand custodian rests with the Precinct Marketing Manager. The Precinct Marketing Manager drives the communication messaging, works in conjunction with agencies and events teams, as well as acting as a conduit to key stakeholders through a precinct representative group such as the Darling Harbour Alliance or The Rocks Small Businesses Association. Other organisations, if resources allow, choose to have a dedicated Brand Manager and a Design and Marketing Team working solely on the brand, e.g., Torrens University.

*Quote Michael Eisner. Former CEO Walt Disney*

# Recommendation 02

## Create the idea of Leppington in people's minds before it happens. Build a social media presence.

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### A tactical approach to social media

Social media is an important communication channel but it can take a large amount of time and resource to maintain the social presence and monitor the social communities. It's a challenge to strike that right balance between ROI and effort spent on social media. It is recommended to create a strong social media influence (organically) without 'officially' having a social presence. This can be achieved in several ways:

#### 1. Content Seeding

As a place, Leppington doesn't need an active 'social media account' on every channel – which takes time/effort to manage and monitor. Use any social media presence for the purpose of starting conversations.

Leverage the power of hashtag by creating a unique hashtag such as **#INleppington**, to generate the buzz. This can be done in numerous ways:

- Seed (quality and sharable) content on key social channels with the hashtag and let the words spread! All it takes is one viral piece of video content to achieve significant coverage and cost efficiency
- Tap into the power of UGC (User Generated Content). Run a social

competition with #INleppington (e.g. best garden tricks, best bike trail time-lapse...etc). Engage a group of people and in doing so tap into the power of the social communities. If we inspire them to become the content creators themselves, the seeds of our message are distributed widely and we stay connected with our audiences.

#### 2. Be the social connector for communities.

We are not only able to instigate social conversations, we are able to facilitate them. To do this we provide a forum on key platforms for the communities to connect and share their discoveries and experiences in Leppington.

There're also opportunities to tap into existing niche closed communities such as LinkedIn Property Investment Group...etc.

#### The Channels

Facebook, Instagram, TikTok, LinkedIn, Twitter, WeChat

Be CALD (Culturally and linguistically diverse) aware, reach the communities (including investors) with the right language on the right platforms.

### Recommendation 03

## Develop a strong environmental presence. Gateways / Promotion at transport terminals / Hoardings / shopfronts etc

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Environmental media should be central to the marketing of Leppington. It can be used in a number of distinct ways. In and around Leppington itself we can use existing environmental structures to inform people about the changes taking place and inspire potential new residents with a clear and optimistic vision. We can create temporary graphic interventions in order to surprise and entertain or mark the towns boundaries in an engaging way. We can also use outdoor media advertising in key locations in order to create a buzz about what is happening in Leppington.

#### **Building Hoardings**

Given the scale of development in Leppington there is great potential to use building hoardings as a canvas for the story of Leppington's growth. If we work closely with developers and develop systems for co-branding we can develop a mutually beneficial strategy.

#### **Gateways (and temporary interventions)**

The idea of defining the boundaries of Leppington is a strong one. The development of 'gateways' at entry points can signal to the visitor that they are entering a new (and vibrant) place.

The use of temporary graphic interventions could be employed to tell stories of the area and create a sense of wonder and surprise.

#### **Vacant shop fronts**

The anticipation of 'what is to come' can be capitalised on by using vacant store fronts as canvases for messaging.

#### **Outdoor Media Advertising**

Out of Home (OOH) is seen by 93 per cent of Australians living in and around the capital cities each and every day.

Biometric research shows people are 2.5x more alert outside the home compared to screen time at home, and are 2x more alert and likely to act. Alertness drives the attention and memory encoding necessary for advertising impact.

[www.oma.org.au](http://www.oma.org.au)

Outdoor media is an essential tool in the marketing of Leppington. Targeted messaging used at key locations such as transport terminals would help plant the seed of new beginnings and create talking points around different stages of the development.

# Recommendation 04

## Tell stories through a strategic use of video (in each phase)

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**“Storytelling is the best way to capture people’s attention, make information more memorable, and forge close, personal bonds.”**

### Engaging audiences

There is great potential to use video stories to connect with Leppington’s various audiences across each phase of the project. The stories need to be strategic and well crafted. They should not feel like ads (and certainly not real estate ads). They need to be creative in concept and delivery and authentic in content. The final result must be a finely tuned campaign that seamlessly interweaves the values of the brand, the communication objectives of the authority and desires/ motivations of the audience.

### Phase 1

Create a sense of interest and intrigue around Leppington. These videos should aim to inspire developers to conceive ambitious projects. Tap into the dreams of future residents and business owners. Create talking points and a sense of surprise outside Leppington (place Leppington on the public’s radar).

### Phase 2

In phase 2 it will be important to build on the momentum of phase 1. Things will be starting to take shape and Leppington will be beginning to emerge as a major precinct. The videos in this phase should be less ‘enigmatic’ but still highly creative. The stories will centre around new beginnings,

new experiences, new ideas and new ways of living. This is the realm of the senses. Sight, Scent, Sound, Taste and Touch. In this phase we will be aiming to inspire developers to achieve their ambitious projects. We will excite and inform residents and business owners about the growth of Leppington. We will continue to create talking points and a sense of surprise outside Leppington. We will begin to use what has been developed in the town as the raw material of the campaign.

### Phase 3

In phase three video can be used to build community by commitment, empathy and passion. This phase is about being on the inside and loving the Leppington lifestyle. A separate campaign would be developed to position Leppington as a desirable destination to draw outsiders in to the precinct. The videos would feature a diverse range of Leppington experiences such as rooftop bars, nightlife, restaurants, hotels, cycleways, nature walks etc. The stories will be told across many channels to maximise the impact and medium. The style will reflect each channel. (e.g. for social media, a fast craft snappy style of video to show snippets of the stories, keep the audience interested and click through to find out more).

Quote [www.blog.hubspot.com/marketing/brand-story](http://www.blog.hubspot.com/marketing/brand-story)

## Recommendation 05

### Get people talking. Create a buzz using PR and advertorial.

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**According to Nielsen, 92% of consumers believe recommendations from friends and family over all forms of advertising.**

#### **Have you heard what's going on in Leppington?**

“Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.” PR people are storytellers. They create narratives to advance the agenda of their clients.

We want to get people talking about Leppington, on TV, Radio, on social media and face to face in social situations. Word of Mouth is the most influential form of marketing because it is TRUSTED. A brand has to be built around trust, its the only way to get buy-in, to engender ownership and belief.

We have to plant the seeds, that will begin to blossom as a ‘buzz’ around Leppington.

#### **Engage**

First of all we must engage with our audiences, not through online surveys, focus groups or any formal means, but to meet with them face to face to discuss ideas, listen to what they have to say.

Find out their pain points. Find out why they love Leppington. We need to be part

of the conversation around Leppington. It will be our greatest source of inspiration. This recommendation is about emphasising the importance of Word of Mouth in a brand context and is not advising that online interaction should be ruled out for other engagement purposes.

#### **Equip**

Give them reasons to talk. Provide amazing experiences, incredible stories, engender a sense of place, keep people informed, etc. Leppington will be a place of great change, opportunities for stories will emerge all the time if we have our ears to the ground.

#### **Empower**

Give consumers different ways to talk and share. Let them know that they are important and that sharing their opinions is valuable. Help them find ways to share within their circles and find ways to help move their conversations around.

Quote [www.forbes.com](http://www.forbes.com)



## Recommendation 06

**Establish a broad range of partnerships;  
Seek out like minded business partners  
with vested interests.**

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**The Collaborative Advantage:  
Business alliances are living systems,  
evolving progressively in their possibilities.**

### Co-Creation

The Leppington brand, like the Leppington community will only thrive through integration, and co-creation. It is our hope that the visual identity, which is a key starting point for the brand will act as a catalyst for growth and action.

For the brand to grow and flourish we need to reach out and form mutually beneficial partnerships with those who also have a vested interest in seeing the precinct and community thrive.

The opportunities to create partnerships are everywhere and it is through these partnerships that we will begin to widen our exposure to new audiences. Our partnerships need to be strategic in nature, the companies we partner with should share our aspirations and values.

Of course many people within the organisations can identify and instigate partnerships but it is part of the role of the brand custodian to provide a strategic overview and drive outcomes.

The new Woolworths Store in the area will provide an opportunity for partnering, however many more opportunities will present themselves with stakeholders such as:

Developers  
Real Estate  
Existing Businesses  
New Businesses  
Brewers  
Designers  
Educational Establishments  
The Western Sydney (Nancy-Bird Walton) Airport  
Cultural Institutions/organisations  
New residents

Quote Rosabeth Moss Kanter, Harvard Business Review

## Recommendation 07

### Seek to bring ‘poetry’ into the environment

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**“In the world’s most livable cities, arts and culture blend with bustling business, shopping, and entertainment districts to create desirable places to live, work and play.”**

#### **Engagement**

What if a walk around Leppington was culturally enriching? What if the design of public spaces encouraged interaction? What if on a journey through Leppington meant that you came out with new knowledge or a new perspective on life?

These are lofty ideals, but there is an opportunity to consider the ‘encounter’ with our audiences and to build engagement into the environment from the outset. In part this will be an integral part of the physical design of public spaces, however, it might also encompass, performance, art, poetry, activations, music etc.

Prospective residents seek vibrancy of culture when choosing a place to live. Those considering a move from Sydney’s inner west will have been accustomed to suburbs where creativity is an integral part of the landscape. Existing residents will welcome opportunities to engage with others within the community and appreciate reasons to spend time in the public domain.

Visitors will be drawn by the idea that there is always something new and surprising happening in Leppington.

There are many ways to achieve this, it maybe a series of striking murals (which often become landmarks), or a series of poetic responses to place. Such encounters might take the idea of the Dharug people’s response to land or even an engaging and informative take on wayfinding.

The important starting point in developing a concept for any public space is to identify the talents and assets within the community: people who can provide a historical perspective, valuable insights into how the area functions, an understanding of the critical issues, and what is meaningful to them.

In essence bringing poetry into the environment is part of the placemaking process, it is concerned with seeking out opportunities to create associations with place.

Quote [www.gensler.com/](http://www.gensler.com/)

## Recommendation 08

**Look for opportunities to create a green/living urban environment and use it as a competitive advantage.**

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**“... retaining and adding to green space in new developments should be a priority for planners and developers in western Sydney.”**

### Greening

Bringing ‘greenery’ into the environment does not only make good business sense, it is an essential ingredient for a healthy thriving, livable urban environment. Masterplan renderings for new suburbs such as Luddenham and Bradfield look to have integrated natural elements into their buildings through such ideas as green roof technology. Integrating green wall technology into buildings and public spaces visually softens the environment and is often more welcoming to the visitor.

It is important that the sense of abundant nature that exists in the current Leppington environment is not lost through new development. The transformation from green fields to urban environment could lead to new opportunities for people to engage with nature more within their daily lives. This will require working with developers to view their ambitions through the lens of the place brand as a whole and in doing so consider how best to bring a greener approach to their buildings.

**“Local temperature is largely affected by the different thermal characteristics of the materials that make up the terrain – roads and buildings can lead to higher temperatures and trees and other green urban infrastructure can provide cooling.”**

Dr Sebastian Pfautsch, Associate Professor in Urban Studies at Western Sydney University  
[www.westernsydney.edu.au/](http://www.westernsydney.edu.au/)

heading quote  
[www.gensler.com/](http://www.gensler.com/)

Case Study Three

# Honeysuckle and Renew Newcastle

# Honeysuckle and Renew Newcastle

### Phase I: Honeysuckle (2004-2009)

In 2004, the Honeysuckle Development Corporation (HDC – a NSW-owned entity) established an activation program to support the revitalisation of a fifty hectare ‘brown field’ site in the city centre. HDC’s goals were to provide residents and visitors reasons to visit this newly opened up part of the city; to support the small emerging businesses that brought much needed vitality to the area; and to demonstrate to prospective developers that Honeysuckle was a viable and attractive development opportunity.

The Honeysuckle context is a fitting case study for Leppington because there were (and continue to be) multiple developers and stakeholders involved across the 50+ hectare site. Importantly, the development staging has been closely managed by NSW State Government (initially HDC and now currently Hunter & Central Coast Development Corporation). This close engagement with the sustainability of the development was particularly significant in the early activation of the site.

HDC partnered with Newcastle Council, Newcastle Alliance (a local business development group) and NSW Ministry for the Arts and a city-wide activation program was launched called Newcastle L!ve Sites, with an annual budget of \$525,000. The intention was that core partner funding would be reduced over time in the hope that the program became more self-sustaining and that there would be a take-up of more third-party activations in the area once the success of the L!ve Sites program was demonstrated.

The program quickly grew to over a hundred days per year of diverse activations. With the growing awareness of the activation sites local businesses began to initiate their own activations. Within four years, the program was also able to double its funding by generating earned and sponsorship revenue. Despite its significant success, there was no mechanism to generate funding for the program from either developer contributions nor from tenant levies. The core partner funding for L!ve Sites was abruptly terminated in 2009. In the ensuing years (and also currently) tenancy rates for food and beverage outlets in Honeysuckle waned significantly.



Pandora Pink, Newcastle L!ve Sites at Honeysuckle  
Photo: Simone de Peak



# Honeysuckle and Renew Newcastle

### Phase II: Renew Newcastle (2008-2018)

Renew Newcastle established in 2008 as a response to the deterioration and decline of Newcastle's City Centre. A decade after the closure of BHP steelworks (1999), the unemployment rate reached 16% and the number of empty buildings, offices, and shops were approximately 150. The CBD became a ghost place, attracting vandalism and street crime.

Renew Newcastle was created as an innovative way to activate retail and revitalize the city's centre. The idea was to borrow the empty shop fronts from their owners and fill them with artists, designers, start-ups, and community groups with little cost. The non-profit company acted as intermediary between the landlord and the tenant, negotiated with property owners to license spaces and matched them with local creative initiatives. Each license agreement of access and use of the property was on a rolling 30-day basis. Renew's Newcastle success was based on a serendipitous collaboration between local government and a major developer, GPT Group.

The project generated flow-on economic and social benefits to the landlords, users, and the local community. By 2016, the non-profit company returned an investment of 14.4:1, with over \$3million in benefit and 90% of the shop fronts being commercially leased (Centre of Full Employment and Equity, December 2016). Since its beginning, Renew placed 220 projects into spaces, activated 75 unused properties and 35 of these projects moved from a temporary into a permanent commercially leased business. The fine-grained retail and creative spaces defined an eclectic character and made the area a new vibrant destination.

The project started receiving funding from Newcastle City Council in May 2009, and by 2016 had been supported by funding from local and State Government agencies and organisations.

# Honeysuckle and Renew Newcastle

## Transferrable Actions for Activation

- Low-cost implementation with high returns
- Temporary uses serve as a catalyst for retail and place activation
- A bottom-up approach which can be used to develop partnerships between authorities, landowners, and the community
- The adaptive and evolving nature of the 'model' can follow the development processes in Leppington (short-medium-long term)
- Temporary uses can reflect the community, the history of the place, and incorporate the brand identity
- Creative placemaking and activation through arts and culture



# Appendix

### Planning and Strategic Context

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The Leppington Town Centre is a significant planned precinct that will play an important growth role at local, district and regional levels. It will be a major residential, employment and transportation hub for existing and future communities in Greater Sydney's South West Growth Area. Leppington is one of seven strategic centres identified for the Western Parkland City in the Greater Sydney Region Plan and the future Town Centre will be sited centrally within a triangle of metropolitan clusters: between Liverpool, Campbelltown-Macarthur and the Western Sydney (Nancy-Bird Walton) Airport – Badgerys Creek Aerotropolis. It will form part of the Western Economic Corridor through proposed rail links to the Aerotropolis and Western Sydney (Nancy-Bird Walton) Airport. The Leppington growth centre will deliver on the housing and 'jobs and skills for the city' Western Parkland City district planning directions outlined in the Western City District Plan. At the LGA level, strengthening the strategic centre of Leppington is a Local Priority in the Camden Council Local Strategic Planning Statement and it is the key suburb in the Future Urban category of housing planning.

While there have been delays in the development of Leppington since the initial rezone and release of land in 2013, this has also meant a maturation of the surrounding growth drivers. This has meant an opportunity to reassess and expand the vision beyond the lower density estates characteristic of the surrounding area and deliver a high-density centre with retail, services and transport links. The changed approach to planned precincts initiated by DPE in 2019 allowed Camden Council to advance this vision for Leppington Town Centre. As the northern part of the precinct beyond Bringelly Road is within the Liverpool LGA, planning has occurred in collaboration with Liverpool City Council.

The development of Leppington will be transformative. The scale of the precinct is unparalleled compared to other greenfield projects across Sydney. The area is presently a predominantly rural and peri-urban setting and there will be substantial changes to land use and character across the area. Planned development will see a change in the population from below 1,000 people in 2016 to a potential 26,000 people by 2041 as it becomes one of the largest precincts in both Camden and Liverpool LGAs. While on the one hand being highly transformative, on the other hand there will be retention of the existing character and features of the Leppington locale alongside the new. The substantial allocation of open space and vegetation in the centre's layout plan and sympathetic design in relation to the creek lines mean that the peri-urban natural environment will maintain a presence in the place.

Supporting infrastructure delivered as part of Leppington Town Centre will not only be important for the new residents, workers and visitors within its boundary. The importance of this centre as it matures also extends to the existing communities in surrounding suburbs, to the wider Camden and Liverpool LGAs and eventually the entire South West Growth Area. It is essential to recognise that employment, education, services and infrastructure that comes with the Leppington Town Centre does not just pop up for a totally new population; the scope of this project is such that it delivers benefits widely, including to those established communities nearby. This strategy recognises the role of place activation not only in communicating the offer and attracting the new residents, investors and business owners but also in making this major development feel welcoming to its neighbours.

Commentary on aspects of specific documents from the Leppington Town Centre planning package that are relevant to place activation is provided in the section below. While many elements will be realised further into the precinct's development than the timeline covered by this document, these are still addressed with consideration for where short-term activation actions are relevant to the longer-term delivery.

# Planning and Strategic Context

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## Leppington Town Centre Development Control Plan

### *Public Art*

The DCP sets out appropriate objectives for public art, demonstrating current best practice thinking around integration of various modes and media of public artworks as part of high-quality public realm. The objectives in relation to enriching and enlivening public and private domain with art of both high aesthetic and functional (i.e., participatory) quality and the recognition of Aboriginal living culture are relevant objectives that can begin now with place activation programming. Activation should be considered as part of the same curatorial continuum as any public art planning that takes place. Activation concepts provide an important testing opportunity for temporary artworks or programs that can be used to evaluate community responses prior to investment in public art, as well as establish partnerships and communities of practice so that future public artworks can be more easily locally procured.

### Open Space and Infrastructure Strategy

Consultant Mecone has prepared an Open Space and Infrastructure Strategy to guide social infrastructure delivery, including for community facilities, open space, recreation, streets and public domain. The precinct's open space and recreation layout and land quantity is still to be determined at the time of writing this strategy. Though these areas will have an important future relationship with activation programming in general, the content of this strategy does not respond to or assume any specific open space locations listed in the Open Space and Infrastructure Strategy or DCP. This document instead focuses on concepts that can be delivered prior to this infrastructure delivery or independent of the specific siting or quantum of open spaces.

### Leppington Town Centre Urban Design Report (LFA)

While many conceptual links can be drawn between built environment design, placemaking and activation, the focus of this section are the urban design principles outlined by LFA in their Urban Design Report where place activation can be directly utilised for delivery.

**Table — Urban design principles that can be delivered using place activation**

Theme	Principle / recommendation	Delivery relationship to place activation
Public Realm	Establish visual connections between key public spaces and social infrastructure to enhance perception of the public realm.	The enhancement of perception is a key objective of activation. Connections between locations and attraction across sightlines can be achieved using multi-site events, trails or tours, or on a more permanent visual basis via public artworks that attract and direct attention.
	Active ground floor uses	A wide spectrum of place activation initiatives or interventions ranging from temporary artworks to pop-ups can be useful for making sure a streetscape is not dominated by inactivity and 'For Lease' signs.



### Policy Context

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The Leppington Town Centre project delivers on the key directions from Camden Council's Community Strategic Plan. In particular, Direction 1: *Actively managing Camden LGA's growth* will be substantially realised through the development of the precinct. Direction 3: *A prosperous economy* will also be delivered through the employment growth driven by Leppington. In the CSP, activation itself is a strategy outlined for this prosperous economy direction, recognising its role in successful economic development and for vitalising under-utilised spaces. Indeed, place activation serves as a kind of counterpart to zoned land use in the planning process, providing temporary, pragmatic approaches to use profiles so that attachment between people and places is formed and maintained, even while the formal, longer-term uses get off the ground.

Relevant policy documents considered in relation to place activation as part of Leppington Town Centre's planning include the Connecting with Country Framework and the Better Placed Strategic Design Policy, as well as relevant cultural strategic documents from Camden and Liverpool City Councils.

### Policy Context

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#### Connecting with Country Framework

The Connecting with Country Framework is a draft document issued by the Government Architect New South Wales intended to assist project development teams in place-led design and planning policy in relation to Aboriginal culture and heritage. The framework is currently in a testing period and will be further developed prior to wider implementation. However, the existing framework is embedded into the NSW Gateway policy framework and Gateway reviews and into planning assessments for all infrastructure projects. As such, a major planning package such as Leppington Town Centre should consider appropriate use of the Connecting with Country framework across its components. Assessment of wider project interactions with Country and considerations from an infrastructure perspective are outside the place activation scope. However, the framework includes important principles that can inform the Place Activation Strategy as part of a demonstrated Connecting with Country alignment across the planning package.

The first key strategic direction for the framework sets out 'Pathways for Connecting'. At a high level, it should be recognised that this place activation strategy as well as future activation programming are important cultural expression and knowledge-sharing opportunities for Aboriginal people in the area. Scoping options for how Council may plan to implement Aboriginal-led activation programming are detailed further below. The second key strategic direction, for consideration of project life cycles from an Aboriginal perspective, relates to infrastructure and the delivery of the precinct itself, rather than activation.

The framework also sets out a set of seven commitments intended to guide principles and actions. The foremost element of these commitments for guiding activation, arts programming or public art commissioning in relation to Aboriginal culture occurs as part of Commitment 5, which is that Aboriginal people will determine the representation of their cultural materials, customs, and knowledge. Appropriate community engagement program structures must be designed by the delivering entity for any Aboriginal public artworks or programming.

#### Connecting with Country Commitments

- We will respect the rights of Aboriginal peoples to Indigenous cultural intellectual property, and we will support the right of country to be cared for.
- We will prioritise Aboriginal people's relationship to Country, and their cultural protocols, through education and enterprise by and for Aboriginal people.
- We will prioritise financial and economic benefits to the Country where we are working, and by extension to the Traditional Custodians of that Country.
- We will share tangible and intangible benefits with the Country where we are working, and by extension the Traditional Custodians of that Country, including current and future generations.
- We will respect the diversity of Aboriginal cultures, but we will prioritise the local, place-specific cultural identity of the Country we're working on. Aboriginal people will determine the representation of their cultural materials, customs, and knowledge.
- We will prioritise recognition and responsibility of Aboriginal people, supporting capacity building across Aboriginal and non-Aboriginal communities, and across government project teams.
- We will support Aboriginal people to continue their practices of managing land, water, and air through their ongoing reciprocal relationships with Country. We will create opportunities for traditional first cultures to flourish.

### Policy Context

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#### Better Placed

Better Placed is a strategic design policy for the built environment issued by the Government Architect New South Wales. As a guiding policy it provides objectives for good design practice so that new development delivers benefits to people, the economy and the environment. For Leppington Town Centre, LFA's Urban Design Report considered the Better Placed objectives in the formulation of the precinct's urban design principles. A key element of the 'better for people' objective of the policy is that a well-designed built environment supports social interaction. This place activation strategy is a critical document for this direction, since it provides concepts and planning guidance for supporting social interaction even while the built environment is still undergoing change.

#### Camden Council Cultural Activation Strategy 2022–2026

The purpose of the Cultural Activation Strategy is to 'provide a framework which supports arts and cultural activity in Camden and to identify how Council will foster innovation, curate high quality cultural experiences, support cultural development and enterprise, and showcase cultural talent within Camden' (2021, p. 4).

One of the four culture pillars of the strategy is activation itself, which includes development of a program of activations, local production of public art (temporary and permanent) and the provision of space for creative enterprises. The other pillars are cultural development, cultural destination and cultural advocacy. While the document sets out strategies at a whole-of-LGA level and the priority projects for activation are focused on the Camden Civic Centre and high streets, the considerations and directions—from across all of the pillars—are relevant for Leppington and the Cultural Activation Strategy should be read in conjunction with this place activation strategy as a key guiding document that situates Leppington's activations within broader Council settings and objectives.

Two themes from the community engagement completed for the strategy have relevance to place activation in Leppington:

- Creation of exciting public spaces and providing affordable and accessible art making spaces
- Opportunities for partnerships which support growth and development of the arts through re-purposing and re-imagining of public and private space

Commentary on alignments and considerations for Leppington in relation to listed actions for Pillar 1: Cultural Activation are details in the table below.

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## Appendix: Situation Analysis

### Policy Context

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**Table — Cultural Activation Strategy Pillar 1 Alignment Matrix**

Area of Delivery	Action	Leppington Town Centre place activation relationship
<b>Program of activations and events</b>	Delivery of a high-quality program of activations across the Camden LGA which reflect the Camden community (existing and emerging) including events, live music, temporary public art and pop-up activations.	Activation program to include LTC, including as an emerging community.
	Identify spaces across the Camden LGA for pop-up activations, including vacant or underutilised public spaces.	Consistent with meanwhile use activation concepts recommended in this strategy.
	Proactively identify opportunities for activations outside the Camden Town Centre.	Leppington is an important node for activation both as an emerging and future growth centre.
	Develop programs which support mutually beneficial cultural activity in private enterprise.	Consistent with partnership and developer roles discussed in this strategy and the link between economic development and place activation that is at the core of this strategy's purpose.
	Support local artists and creative and cultural networks in the delivery of the program, offering opportunities to curate the programs, and create employment opportunities in Council-coordinated activities and through community partnerships.	Aligned with multiple activation concepts, especially the section regarding creative partnerships.
<b>Delivery of Public Art</b>	Develop a Public Art Strategy and Implementation Plan for temporary and permanent public art across the Camden LGA, which supports the creation of a public art trail.	The future Public Art Strategy and Implementation Plan should consider the LTC precinct as a unique place with a particular curatorial direction and themes.
	Inclusion of temporary public art in the program of activations.	Directly included in this strategy.
	Research links and stories to ensure delivered public art is reflective of the Camden community and its cultural heritage.	Directly included in concept processes in this strategy.
	Build on existing relationships with key internal and external stakeholders to support the Public Art Policy Framework.	The delivery of public art for Leppington will require internal coordination across planning and community cultural development resources within Council, as well as key external stakeholders including developers. Temporary public art programmed as part of activation should consider land-owner and developer partners with demonstrated previous commitment to these activities, such as Landcom, or developers that voluntarily indicate an interest.
<b>Develop and Enhance Camden's Cultural Infrastructure</b>	Better understand Camden's Cultural Infrastructure requirements through the development of a Cultural and Social Infrastructure Plan.	Though this plan will be developed subsequent to finalised layout plans for LTC, it will be important for it to consider Leppington and there may be opportunities for some form of cultural infrastructure in the 'mixed use – civic focused' elements.
	Collect developer and council funds to deliver required infrastructure in greenfield areas of Camden LGA.	While this would include Leppington, this recommendation should be viewed in relation to Mecone's analysis of the precinct's applicable contributions structures in the Open Space and Infrastructure Strategy. It is an opportunity that is worth exploring but should be understood among the full context of contributions paid by developers in an area aiming to actively attract investment.
	Investigate opportunities to repurpose existing council infrastructure to support cultural activity and programs including, but not limited to, artist in residence initiatives.	Directly included in this strategy.

### Policy Context

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#### Liverpool City Council City Activation Strategy 2019–2024

Liverpool City Council also has an activation strategy document, prepared by tourism development and marketing consultant Stafford Strategy, specifically targeted at activating the Liverpool city centre. Though it is focused on activation in the context of a well-established built environment, numerous recommendations, process guidance and principles are relevant for the activation thinking around Leppington, including in the short term. Along with Camden Council's Cultural Activation Strategy, this strategy points to the developing capability for activation delivery in both Councils involved in the LTC site and may provide appropriate structure for potential activations delivered in the northern section of the precinct within the Liverpool LGA.

The strategy sets out six principles for activation:

- Leverage: connection with and synergies across different objectives and Council teams
- Research: scoping opportunities using a commonly applied evidence-based approach
- Trial and error: creativity involves a degree of manageable risk and not every activation will be successful, however every activation presents an opportunity for evaluation and learnings.
- Invitation: a communications principle that includes the use of neutral, welcoming spaces, effective and timely notification, as well as targeted invitations to different community groups and to specific target audiences.
- Collaboration: A network of both creative and financial partners and collaboration is encouraged to ensure a strong activation program and this requires a degree of flexibility on the part of Councils on how activation initiatives are defined and implemented.

In particular, the research principle outlines an evidence-based approach to activation assessment (p. 21, 2019) and these steps are summarised below as a useful process model for considering future activation concepts.

**Table – Activation Scoping Process (adapted from Liverpool City Activation Strategy)**

<b>Define the opportunity</b>	Consider whether the opportunity relates to addressing a particular problem or if it addresses a gap in community/user needs.
<b>Define the audience</b>	While this should factor in the opportunity assessment above, at this point specific target audience segments should be clarified. Examples might be 'local youth', 'local residents', 'regional visitors' or even a more general audience (so long as the opportunity matches).
<b>Physical fit</b>	If the opportunity is not connected to a particular site, define the type of space that is needed as a direction for research and further thinking. Or, assess the appropriateness of any proposed physical space(s) in relation to the opportunity and the idea.
<b>Space sourcing</b>	Confirm selection of space if it currently exists or assess whether it is necessary to create such a space (or repurpose an existing one).
<b>Duration</b>	Define the scheduling and total program length for the activation. Some forms of activation may even be permanent — for example, permanent public artworks with participatory/active elements are a form of permanent activation.
<b>Space assessment</b>	This involves interrogating the nominated space / location with consideration for the following: <ul style="list-style-type: none"><li>– Who is the current user (and owner) and does this present an opportunity or a challenge to realising the activation?</li><li>– How is the space currently used?</li><li>– What do prospective users need from it?</li><li>– What are its attributes and what does it lack?</li><li>– Are there former users that might be encouraged to return?</li><li>– What is the planned use in the future?</li></ul>

While the urban context and types of activation appropriate in Liverpool City Centre are a vastly different context to the early stages of Leppington Town Centre's development, they are both nascent programs. Stafford Strategy's concluding summary is excerpted below as instructive context for the management of a new activation program:

'While the temptation is to try and take on many initiatives at the same time, the reality is that resources and available time require a very careful and staged approach be followed. It is important that one or two initial activations are looked at, noting the current limited resources which Council has in this area and the strong need to leverage off support from the local business community as well as other major stakeholders. These start-up initiatives should be prepared to embody some manageable risks in order to involve genuinely creative content, and by offering new examples of how to define and progress this Strategy.' (p. 44, 2019).



# Stakeholder Report

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### Background and Existing Engagement Review

For the Place Activation Strategy, engagement was conducted with internal and delivery-related stakeholders. This engagement occurred throughout January 2022 and included an insights workshop as well as targeted interviews. This approach was focused on fact-finding in order to shape fit-for-purpose, phased activation recommendations while the planning package for Leppington Town Centre was finalised. For understanding community perspectives on activation planning, this strategy uses existing engagement reporting completed by Camden Council. Relevant aspects from the existing engagement are covered in this section. Findings from engagement and consultation conducted by City People are detailed in subsequent sections.

Camden Council has conducted a number of stakeholder and community engagement activities regarding Leppington Town Centre. These included a visioning webinar held in February 2021, as well as an online community survey and a face-to-face school visit engagement at Leppington Public School, which were both run in March 2021. Key findings from these activities related to the vision for Leppington Town Centre, considerations for planning controls and urban design, education, sustainability and sense of place. This section discusses elements and findings relevant to place activation and sense of place.

Overall, the engagement findings noted three key aspects that informed a sense of place.

- Initiatives and ideas envisioned by participants pointed to the fact that the quality of the public domain, as well as the inclusion of public artworks, were what helped to build a sense of place
- It was noted that Indigenous culture should be celebrated
- Finally, 'character' retail and entertainment options were considered to improve sense of place and vibrancy

From the visioning webinar, key activation and placemaking observations were:

- Open space should respond to community needs
- Interest in active street front retail at ground level of residential developments
- Early stages of development were considered an appropriate phase for testing pop-up initiatives

For the community survey, the question about what respondents 'would like to see in LTC to make it an attractive place for people to live, work and visit' essentially captured a ranking of 12 activation elements. The top three most supported elements were:

- outdoor dining,
- street furniture and
- day/night markets.

The activation element that ranked last among respondents was live music. The survey also included comments about safety and how this relates to, for example, streets feeling active past 9:00 PM.

From the school session, one important insight came in relation to open space and demand for 'adventure-based' active recreation (e.g., rock-climbing) and bike and skate parks.

Opportunities for these may be appropriate in open spaces that cannot accommodate sports fields. A diverse range of active recreation possibilities should be factored into use profiles alongside any future activation planning.

# Stakeholder Report

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## Methodology and Findings

City People conducted targeted internal and external stakeholder engagement in January 2022 to support the development of this strategy. The two processes in the engagement included an Insights Workshop and a series of stakeholder interviews. Details of these activities and their findings are included in the sections below.

### Insights Workshop

The online Insights Workshop brought together the Leppington Town Centre project's internal stakeholders from Camden and Liverpool City Council teams, representatives from the NSW Government agencies and authorities, including from School Infrastructure NSW, Transport for NSW, and Health Infrastructure NSW, and the lead multi-disciplinary consultant team in order to gather key spatial, development, infrastructural, economic and recreational insights to inform appropriate scope and parameters for place activation strategies. The workshop was also an opportunity to prototype principles for place activation, drawing on the Leppington Town Centre Draft Vision. All team members and consultants from City People and Amplifier Creative, as well as specialist advisors Tim Andrews and Xinyi Lim were in attendance.

At the beginning of the workshop, a short presentation was given to outline the scope of the project, and to provide definitions of Place Activation, Creative Placemaking, and Culture. Three engagement activities were used to collect participants' opinions around the vision and future identity of Leppington's Town Centre.

In the first visioning exercise "Postcards from the Future" participants were asked to write a postcard to a fictional recipient describing their thoughts about the new identity of the Town Centre and provide details on how these ideas have shaped their decisions for the development of the area. Themes that emerged from this activity were around:

- Sustainable design and low-carbon buildings
- Diverse community
- Night-time economy and 24-hour activities
- Variety of experiences
- Connectivity to home, work, amenities, and public transport
- Walkability and easy cycling
- Hospitality and retail mix
- Safe and welcoming environment for families and kids
- Supporting education and innovation

The most frequently cited words are included in the word cloud below.



Word cloud for 'postcards from the future' visioning exercise

# Stakeholder Report

The second engagement activity focused around the three principles as stated at the Draft Leppington Town Centre Vision, which are: 1) convenient and connected, 2) well-designed built environment, and 3) complementary to its natural environment. A further explanation of the principles and their sub-themes was made to identify a people-centred approach and propose some different interpretations of wording. Participants were asked to provide their ideas and keyword tags around the three proposed identity principles: Connected, Caring, and Country. For this activity an interactive, online whiteboard was used where participants could write notes and stick them close to each category.

The next principle 'Caring' was surrounded by 35 notes. Participants express their ideas around safety, unique and sustainable design, and development based on low-carbon buildings and climate considerations. Other tags mentioned the importance of community, culture, and education.

[illegible]

Leppington Town Centre Place Activation and Brand Strategy 20.05.22



# Stakeholder Report

A potential fourth principle emerged from the discussion, with a human-centred approach and thoughts around the new identity and place attachment. Notable words used were: optimism, excitement, encompassing, surprising, bold, contemporary, and sophisticated. It was mentioned that these words could facilitate a vibrant identity, in order to engage and inspire new residents and developers and capture the sense of future aspiration. Also, constructive feedback was provided regarding the wording of a 'Caring' principle and how better terminology might be used in order to better reflect considerations of well-being, happiness and enjoyable built environment.



Leppington Town Centre Place Activation and Brand Strategy 20.05.22

# Stakeholder Report

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### Interviews

City People conducted targeted one-on-one interviews with landowners in the Leppington Town Centre Precinct, as specified by Council, who collectively will drive future development of the precinct. The aim of these interviews was to leverage the experience of these major groups, gather insights about activation concepts and programming, retail, identity, and promotion, and investigate collaborative opportunities in Leppington Town Centre over the next five years. While it was not feasible to gather insights from all landowners, developer insights from these targeted interviews will benefit interests of all landowners as a cohesive approach to precinct activation is formed based on the needs addressed in their comments.

Throughout the interviews it was noted that all developers are experienced in similar types of projects, in scale and size, and that they have previously planned and participated in activation initiatives delivered as part of these developments. There was a range of responses as for the timeline and schedule of their development plans, with some mentioning being ready to begin immediately following DA approval, and others having medium to long term plans from 5-8 years, ranging up to a 20-year program.

When discussing activation, and how this could contribute to a successful development, it became evident that this term 'activation', for development stakeholders, is primarily used in reference to delivery of social infrastructure, facilities and open space. In particular, landscape architecture provisioning was raised as a key contribution and interface with activation planning in their projects. Although infrastructure is a critical concern to delivery of the precinct, in itself it does not reflect activation through creative placemaking and community participation. Where a developer does not have a Placemaking or Place Manager, this document can serve as a programming guide to enable developers to consider how they might take the steps to activate infrastructure and open space.

All participants referred to the importance of community facilities (health, education, sports, etc.) which could become anchors and destinations for potential home buyers and business owners. The timing of delivery of these facilities was mentioned as a key requirement for advancing their projects and development objectives. While infrastructure delivery sits outside the scope of this strategy, these comments do point to a connection with the brand, identity and communications element of this document. Communications utilising the brand should aim to include confirmed infrastructure delivery dates as major messages in copy and collateral, as this provides confidence for developers, residential buyers, commercial property managers and potential retail tenants.

Regarding potential retail leasing pop-up use programs, all interviewees showed willingness to collaborate with Council towards this direction, in combination with activation strategies.



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## Appendix: Situation Analysis

# Commercial Property Market Analysis

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### Situation Overview

Leppington does not have an established centre core however the current construction of the Leppington Village anchored by Woolworths and approximately twenty-seven specialty stores opening November 2022 will create a greater identity. This site is located on the corner of Ingleburn Road and Rickard Road, being approximately 950m from the proposed Leppington Town Centre. It is noted there are sixteen further Development Applications submitted with council either lodged or approved.

Initially, Leppington Town Centre will be equivalent in scale and function to a local centre with a trade area restricted to the suburb of Leppington and adjacent suburbs having an estimated population of around 9,000 people with significant growth expected over the next twenty years. With recognition of the challenges presented by a multi-developer scenario and complex ownership pattern over a large precinct area, a strategic approach is required from the outset to ensure sustainable evolution of the town centre. Rather than picturing a mix at build-out and working backwards, retail and commercial projects should be considered tactically for keeping the emerging centre alive. This means that in the short term, it must be recognised that new retail is arriving during a transition period where many locations will be accessed by vehicle by existing demographics. This is the major cultural consideration for the first 5-10 years. Smaller operator categories reliant on foot traffic will not be viable in this timeframe except where strong clustering supports them. The relevant section of this strategy provides guidance for category decisions that can be approved today with minimal risk and that will maintain activated foundations over time and in the midst of many fragmented builds—that is, categories that are not only suitable for future demand but have relevance to present demand.

### Demand and Benchmarks

In general, the retail demand analysis reporting provided by HillPDA is sound when considering Leppington's context. Much of its forecasts and analysis extend beyond the five-year scope of this document. A key aspect to note from their work is that viability of the land use mix at build-out is predicated on the assumption of a progressively wider trade area, extending out ultimately to the greater South West Growth Area. This means that when considered at a localised level, the proportion of non-residential versus residential GFA is greater than for some medium- and high-density dwelling precincts that follow the active ground floor retail design model, such as in Green Square or Pagewood Green, Eastgardens (proposed Stage 2 development). However, these sites are in closer proximity to metropolitan Sydney's existing services, retail offerings and office space and are not strictly comparable to the trade environment of the South West. The proposed Bella Vista development in the Northwest (discussed in a case study in this report), which has greater similarities while still not approaching Leppington's scale or density, shows alignment with the Indicative Layout Plan's detailed land use tables in terms of the ratio of dwellings to total non-residential GFA. However, compared to Bella Vista, the dwellings to retail GFA ratio remains comparatively large. This mix is justified assuming the Town Centre draws on demand from the widening trade area over time.

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# See you Leppington

Thank you

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