



STRATHFIELD COUNCIL

Project Plan for Villages and Centres Strategy

“Energising Our Villages”

- A Place Strategy for Homebush, Homebush West & Strathfield South

DRAFT

Date: March 25

1. GENERAL PROJECT INFORMATION

Project Title	Villages and Centres Strategy
Project Sponsor	Dylan Porter
Project Manager	Paul Bu

1.1 DESCRIPTION OF STUDY AREAS

The core area of study focusses on:

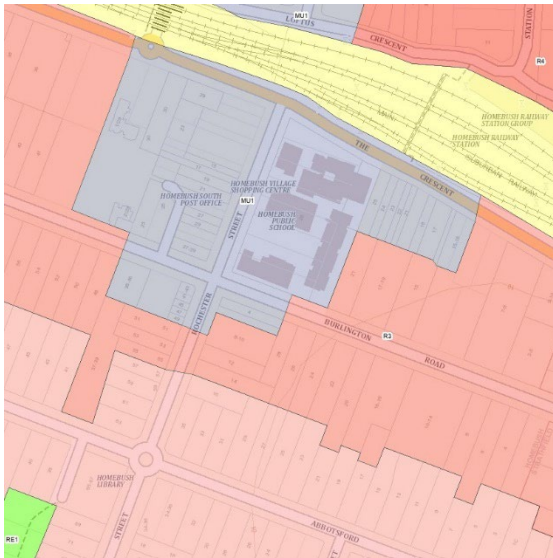
- Existing mixed use (MU1) zone
- Key points of arrival
- Interface with adjoining residential neighbourhoods
- Interface with transport infrastructure
- Identifying catalyst sites

The study will also consider key land uses in wider frame area:

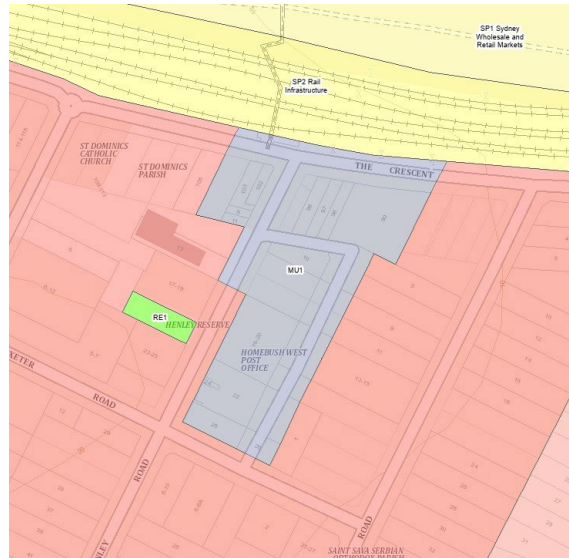
- Homebush TOD Masterplan area
- Strathfield Library
- Conservation Areas
- Flemington Markets
- Strathfield South Public School
- Homebush West Public School

Maps of the study area for each centre are provided on the next page.

1.2 STUDY AREA MAPS



Homebush



Homebush West



Strathfield South

2. PROJECT CONTEXT AND DESCRIPTION

2.1 PURPOSE

The purpose of this project is to develop a comprehensive Place Strategy for the Homebush, Homebush West, and South Strathfield Town Centres. This study aims to outline practical options for activating public spaces within the Homebush West retail village to support economic activity and community vitality.

Key objectives include addressing streetscape upgrades, public space activation, events, branding, and community engagement. The project will also identify necessary resources, including budget allocations, to ensure effective implementation and long-term sustainability of the proposed initiatives.

It is anticipated that this Strategy will provide recommendations that will set directions and provide guidance on:

- Future applications for NSW government grants funding
- Nomination and prioritisation of local capital works projects

This Project Plan is a live document to be referenced and updated throughout the course of the project.

2.2 PROJECT BACKGROUND

This project responds to the following two Council resolutions:

(157/23) June 2023

That a report be provided to Council outlining options for activating public spaces in the Homebush West retail village in support of economic activity.

(328/23) December 2023:

1. That a report be provided to Council which outlines a methodology to inform a Masterplan for the Homebush, Homebush West Town Centre and South Strathfield Town Centre which addresses:

- Streetscape upgrades
- Public space activation
- Events
- Branding
- Community engagement

2. That the report identifies resources, including budget allocations that would be required.

This project may contain tasks which are also relevant to or partly overlap with other current Council projects such as:

1. The place identity and brand strategy
2. Tidy shopfront pilots program

2.3 STRATEGIC ALIGNMENT

Below are the relevant strategic documents that will help inform and contribute to the Villages and Centres Strategy and potentially the subsequent Planning Proposal:

Six Cities Region Plan vision

- A connected Six Cities Region
- Housing supply, diversity and affordability
- Inclusive places linked to infrastructure
- Powering local jobs and economies
- Climate-resilient green cities

Eastern City District Plan

- Planning Priority E1 – Planning for a city supported by infrastructure
- Planning Priority E2 – Working through Collaboration
- Planning Priority E3 – Providing services and social infrastructure
- Planning Priority E4 – Fostering healthy, creative, culturally rich and socially connected communities
- Planning Priority E5 – Providing housing supply choice and affordability, with access to jobs, services and public transport
- Planning Priority E6 – Creating and renewing great places and local centres, and respecting districts heritage
- Planning Priority E8 – Growing and investing in health and education precincts and the innovation corridor
- Planning Priority E10 – Delivering integrated land use and transport planning and a 30-minute city
- Planning Priority E11 – Growing investment, business opportunities and jobs in strategic centres
- Planning Priority E17 – Increasing urban tree canopy cover and delivering green grid connections
- Planning Priority E18 - Delivering high quality open space

Strathfield Community Strategic Plan (CSP)

This project will address five of the top 10 Community Issues highlighted in the Strathfield CSP, including:

- Strathfield is a safe place to live, work or study
- High standards of built and natural environments which are sympathetic to local character and streetscapes
- Council is responsive, accountable and includes community in decision making processes
- Street and public spaces are attractive and well maintained
- Advocacy to State Government on health, education, transport, community and other services to support growing population

Strathfield 2040 Local Strategic Planning Statement (LSPS)

Planning Priorities

- P1 Collaboration ensures growth is sustained by well-planned and accessible infrastructure.
- P2 Connected, integrated, efficient and accessible transport options connect Strathfield's people to their neighbourhoods, centres, jobs, community, and recreation areas.
- P8 Diverse housing options provide for people at all lifecycles and connects them to jobs, recreation, services and transport
- P9 Our centres are easy to get around, deliver activated social spaces, opportunities to connect, nearby housing and local employment opportunities.
- P11 Strathfield's unique experiences provide a central meeting point for Strathfield's residents and visitors

Actions

- A17 - Prepare a Pedestrian Access and Mobility Plan (PAMP) for the following Centres:
 - Strathfield Town Centre
 - Flemington Station
 - Homebush Station
 - Parramatta Road
 - Strathfield South
- A51 – Create connected and sustainable precincts through the delivery of high-density residential development to the Parramatta Road Corridor, Liverpool Road Corridor and the Strathfield Town Centre.

3. PROJECT GOVERNANCE

3.1 STRUCTURE

Council Executive Committee

It consists of the General Manager, Directors and the General Counsel which will be responsible for:

- Strategic decision-making.
- Reviewing and approving major deliverables before reporting to Councillors.

Project Control Group (PCG)

A Project Control Group (PCG)

- Oversight of project progress.
- Strategic decision-making.
- Regular reviewing and approving major deliverables.

Project Working Group

The working group consisting of Council specialists from relevant departments was established in December 2024 and they will be responsible for:

- Providing feedback on draft plans, strategies, and place activation ideas.
- Providing technical inputs and recommendations.
- Acting as a conduit for broader technical input.
- Ensuring diverse perspectives are considered.

Project Team

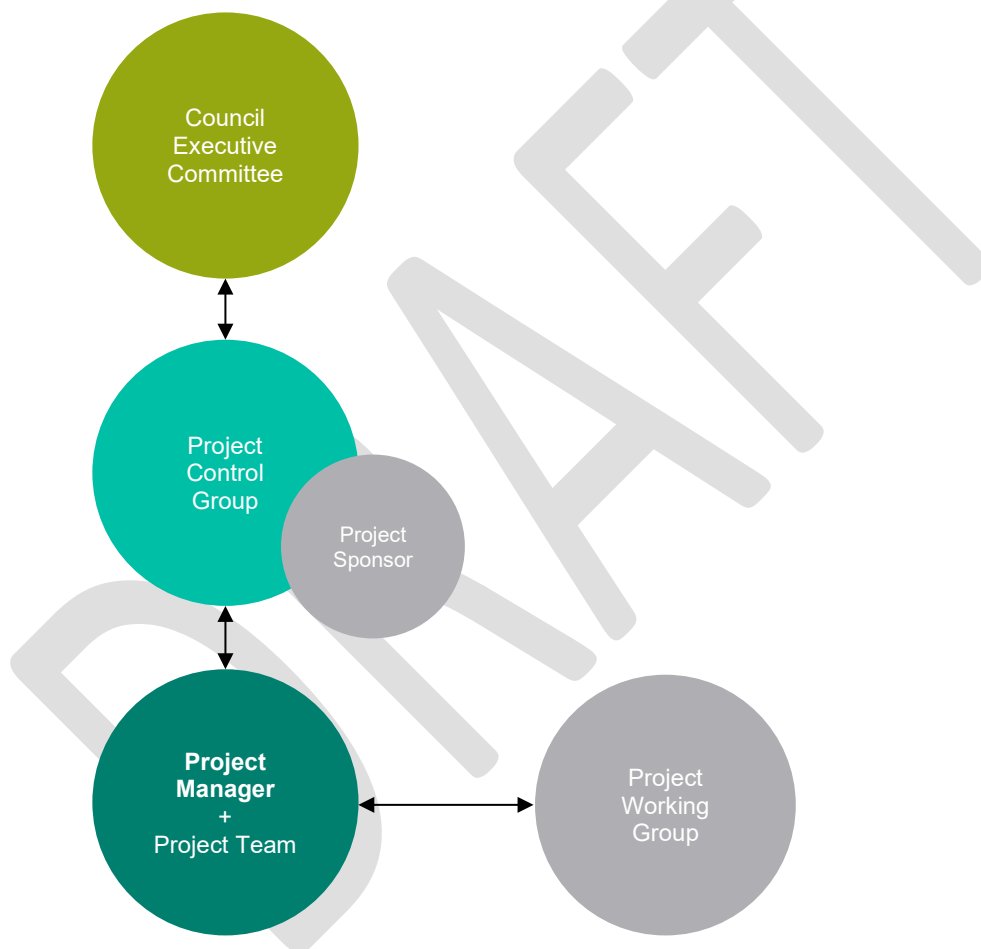
The project team consists of:

- Project sponsor – responsible for providing overall direction, secures funding, and approves major

decisions.

- **Project manager – responsible for:**
 - Managing project timelines, budget, and deliverables.
 - Coordinating between consultants, council teams, and stakeholders.
 - Reporting progress to the PCG, Executive Committee and Council.
 - Coordinating research, community engagement, and resource allocation.
- **Project team members – responsible for:**
 - Research and data collection
 - Report preparation and graphic production
 - Preparation of consultation materials
 - Liaison with key stakeholders, suppliers and relevant Council staff

For detailed roles and responsibilities of each member please refer to Section 7 below. A Project governance chart is provided here for clarity:



4. PROJECT METHODOLOGY

4.1 PROJECT TASKS

The scope of this project generally consists of the following tasks:

Task 1 - Project setup/background analysis, which includes the following:

- Site visits
- Literature review
- Site and context analysis
- Spatial data harvest and review
- LEP and DCP reviews
- Demographics and socio-economic data
- Public domain place assessment

Task 2 – Community Engagement

The community engagement will be carried out in two rounds as follows. More details are provided in Section 8 below.

Round 1 (targeting general audience)

Key audience:

- General public
- Local schools
- Paddy's Markets Flemington
- TfNSW

Tools:

Face-to-face:

- Meet and greet local business (done)

Digital:

- Project landing page + FAQs
- Information pack
- Have Your Say page:
 - Social pinpoint
 - Visitor survey form
 - QR code + hotline
- Social media e.g. FB & IG
- Slideshow on TV screens
- GM's update

Printed:

- Printed monthly newsletter
- A1 Corflute boards, wrap-around boards, banners
- A1 poster in library
- Local newspaper in other languages

Round 2 (targeting business)

Key audience:

- Chamber of Commerce
- Local small business owners

Tools:

Digital:

- Business survey on HYS page

Printed:

- Flyers/handout
- Letterbox drops

Face-to-face:

- In person drop-in sessions
- Walk & talk with local business owners

Task 3 – Place Strategy Development

The Draft Place Strategy will be a highly visual document that clearly articulates the intended place-based outcomes for the three nominated business centres. The Place Strategy is to be an overarching document with input from both the community and key stakeholders. Building upon the finding of the analysis from Task 1, it is anticipated to provide recommendations for each centre in relation to:

1. Desired future character statement and place planning principles for each centre
2. Physical improvements on private and public lands
3. Social improvements
4. Economic and business improvements

5. Delivery program and funding strategy

Task 4 – Implementation

Subject to Council's endorsement of the recommendations made by the Strategy, potential tasks for implementation may include:

- Preparation of a Planning Proposal to amend LEP controls
- Amendments to DCP
- A list of potential physical, social and business improvement projects

4.2 PROJECT DELIVERABLES

Tasks	Description	Items of deliverables
1	Project setup/background analysis	<ul style="list-style-type: none">• Project branding and collateral• Detailed place analysis findings
2	Community Engagement	<ul style="list-style-type: none">• Collateral for community engagement• Engagement outcomes report
3	Place Strategy Development	<ul style="list-style-type: none">• Draft Place Strategy document, containing the following key components:<ul style="list-style-type: none">○ Desired future character statements○ Place planning principles○ Recommendations on physical improvement projects○ Recommendations on social improvement projects and branding strategy○ Recommendations on business and economic improvement projects○ Delivery program and funding strategy• Collateral for public exhibition• Updated Place Strategy addressing community feedback• Council report seeking endorsement of recommendations
4	Implementation	<ul style="list-style-type: none">• To be determined subject to Council endorsement

5. PROGRAM AND TIME FRAME

5.1 PROJECT PROGRAM

The project program is used to plan and manage key tasks and milestones for Council and other stakeholders. The chart on the next page outlines the key tasks and key milestones for project delivery targeted in June 2025.

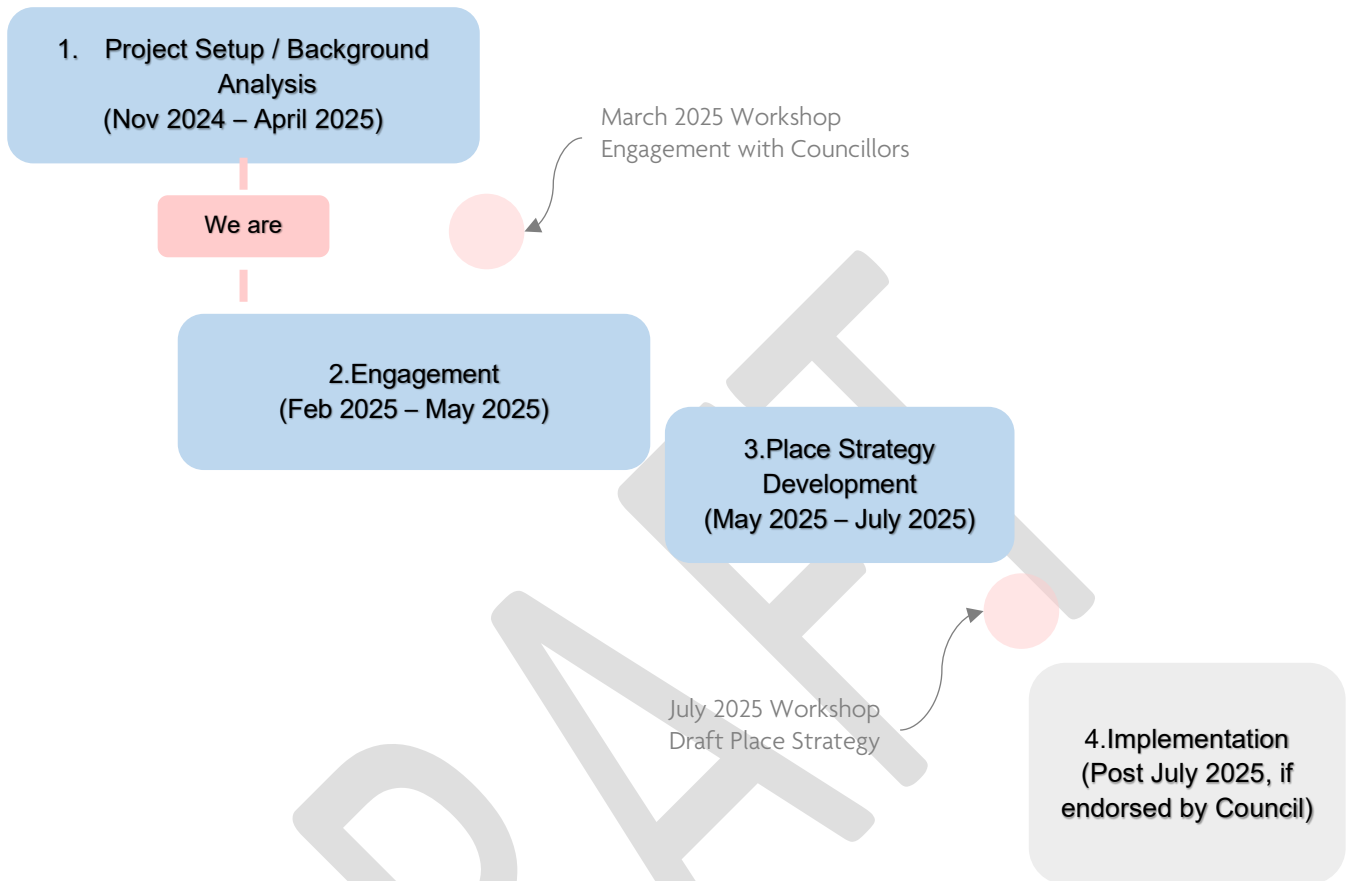
5.2 PROJECT MILESTONES

Throughout the life of this project, there are multiple milestones to be met to provide regular updates and obtain feedback:

- Meeting with Project Working Group on a fortnightly basis, except for the Christmas/New Year period.
- Reporting to Project Control Group on a monthly basis.
- Presentation to Executive Committee before any reporting to Council.
- Councillor Workshops:
 - February 2025 – provide an update on community engagement preparation and seek

Councillors' insight into current issues

- July 2025 – provide an update on Draft Place strategy
- Council Meeting July/August 2025



6. PROJECT IMPLEMENTATION BUDGET

Council's December 2023 resolution has asked Council Management to identify resources for the Villages and Centres Strategy. This is addressed in the Project Plan but will draw on Council resources (budget and staff time).

As the project will be undertaken and delivered by internal staff without relying on external consultants, project expenses are limited to preparing community consultation collaterals. Listed below are the sources of funding and staff resources identified for the project:

- DCP Review & Local Plan – (Work Order 0049.0010.0400)
- Council staff- budgeted / in-kind
- Council's Volunteers program
- Community / Business volunteers / champions

To align with the CSP and the Community Engagement Policies, engagement will need to include other languages and English. Council's Volunteer Program can also be explored to assist with Walk & Talk engagement and proofreading of translated materials.

A high-level cost estimate for each item is provided below. The costing will be refined, verified and updated when quotes are provided by suppliers.

Item description	Item cost estimate (inc. GST)
Printed materials	
Corflute boards x 10	\$1,000
Internally printed newsletter	\$0
A1 poster x 2	\$250
Pop up event collateral	\$300
Internally printed A4 flyers	\$0
Business and resident notification letter distribution (by staff or volunteers)	\$0
Print comms items translated to key languages to ensure optimised engagement for Council comms material and community newspapers e.g. <ul style="list-style-type: none"> - Chinese ½ page: \$1,100 - Korean ½ page: \$550 	\$1,650
Digital	
Social media posts (multiple rounds)	\$500
Council Have Your Say page	\$0
Community Survey, promoted through Special eNews + staff newsletters (two rounds – January & March)	\$1,000
Business Survey (Feb-March 2025)	\$500
Language translations, primarily using publicly available AI Tool (e.g. ChatGPT) with proofreading by internal staff or volunteers Only use professional translation where necessary <ul style="list-style-type: none"> - Simplified and traditional Chinese - Nepali - Korean 	\$4,600
Face to face	
Walk & Talk / Drop-in sessions x3 (3.5 hours each with 3 staff members) <ul style="list-style-type: none"> - Weekend x 2 - Weekday x 1 	\$1,500
Presentations (Councillor workshops, Staff roadshows)	\$0
Contingency	\$1,200

TOTAL	\$12,500
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7. PROJECT ROLES AND RESPONSIBILITIES

The roles and responsibilities of each member involved in this project are outlined as follows:

Role	Name/s	Responsibilities
Project Sponsor	Dylan Porter	<ul style="list-style-type: none"> - Provides overall direction, secures funding, and approves major decisions. - Ensures alignment with council objectives and access to necessary resources. - Quality control
Project Manager	Paul Bu	<ul style="list-style-type: none"> - Day-to-day project management including project timelines, budget, and deliverables. - Quality control - Coordinating between council teams and stakeholders. - Regularly seek input from Project Control Group - Regularly reporting progress to the Steering Committee.
Project Team	Branko Jaric (Urban Design) Ben Michel (Landscape and Public Domain) Li Li (Economic development & Branding) Ayla Karabulut (Events) Gary Choice (Community Engagement)	<ul style="list-style-type: none"> - Developing technical inputs and recommendations. - Coordinating research, community engagement, and resource allocation. - Graphics production and report preparation. - Providing regular updates to the Project Manager.
Project Working Group	Jessica Romero (Properties) Cathy Jones (Engagement Strategy) John Inglese (Traffic) Nicholas Coghlan	<ul style="list-style-type: none"> - Providing advisory feedback on draft plans, strategies, and place activation ideas. - Acting as a conduit for broader technical input. - Ensuring diverse perspectives are considered.

(Business Performance & Improvement)

Bharvi Bhatt-Burgess
(Community Development)

Project Control Group	Dylan Porter (Manager, Planning & Place)	- Oversight of project progress. - Strategic decision-making. - Regularly reviewing and approving major deliverables.
	Paul Reid (Manager, Environment)	
	Herman Lok (Manager, Engineering)	
Council Executive Committee	GM, Directors & General Counsel	- Oversight of project progress. - Strategic decision-making. - Reviewing and approving major deliverables before reporting to Council.

8. STAKEHOLDER MANAGEMENT

8.1 KEY STAKEHOLDERS

Council will need to consider a number of key stakeholder groups during the communication process.

Internal stakeholders will be engaged and consulted through a series of PCG meetings with relevant staff and regular reports to the Project Steering Committee. External stakeholders are identified as follows with engagement approaches outlined in the table below:

EXTERNAL STAKEHOLDERS – GROUP 1			
<ul style="list-style-type: none"> Local residents in surrounding street blocks General public 			
Why do they have an interest in this project?	What information do they need / key messages?	How will they receive this information?	When will this communication occur?
Users of the business centres	<ul style="list-style-type: none"> What the project entails The benefits of the project How long the project will take Timeline and next step/ delivery program 	<ul style="list-style-type: none"> eNews print newsletter Social media Council website, FAQs and Have Your Say portal Pop-up stall 	<ul style="list-style-type: none"> Whilst the project is underway After the completion of the project
EXTERNAL STAKEHOLDERS – GROUP 2			
<ul style="list-style-type: none"> Chamber of Commerce and the like Small business owners /operators 			
Why do they have an interest in this project?	What information do they need / key messages?	How will they receive this information?	When will this communication occur?
It could impact their business and customers.	<ul style="list-style-type: none"> What the project entails The benefits of the project 	<ul style="list-style-type: none"> Business survey Letter eNews print newsletter Social media 	<ul style="list-style-type: none"> Whilst the project is underway After the completion of the project

	<ul style="list-style-type: none"> - How long the project will take - What are the benefits for businesses? - Timeline and next step/ delivery program 	<ul style="list-style-type: none"> - Council website, FAQs and Have Your Say portal - Walk & Talk - Pop-up stall 	
EXTERNAL STAKEHOLDERS – GROUP 3 <ul style="list-style-type: none"> • Schools /educational institutions e.g. Homebush Public • Paddy's Markets, Flemington 			
Why do they have an interest in this project?	What information do they need / key messages?	How will they receive this information?	When will this communication occur?
It could impact their operations – access, walking, drop off, traffic congestion.	<ul style="list-style-type: none"> - What the project entails - The benefits of the project - How long the project will take - Timeline and next step/ delivery program 	<ul style="list-style-type: none"> - Letter - eNews - print newsletter - Social media - Council website, FAQs and Have Your Say portal - Pop-up stall - Info for their newsletters 	<ul style="list-style-type: none"> - Whilst the project is underway - After the completion of the project
EXTERNAL STAKEHOLDERS – GROUP 4 <ul style="list-style-type: none"> • Transport for NSW - railway line / stations 			
Why do they have an interest in this project?	What information do they need / key messages?	How will they receive this information?	When will this communication occur?
They are unlikely impacted, but needs to engage where State lands form part of project areas	<ul style="list-style-type: none"> - What the project entails - The benefits of the project - How long the project will take - Timeline and next step/ delivery program 	<ul style="list-style-type: none"> - Letter and emails - eNews - Council website, FAQs and Have Your Say portal 	<ul style="list-style-type: none"> - Whilst the project is underway - After the completion of the project

8.2 KEY MESSAGING

Key messages are the main points of information that are to be delivered, understood and remembered by stakeholders. They will serve as the foundation of communications efforts. It is vital that Council's key messaging for this project is consistent when delivered across a multitude of platforms.

Important details to cover include:

- Coordinate improvements for council lands
- Direction on improvements for private lands
- Refine event activities, to support business
- Working collaboratively with the residents, businesses and landowners
- Modernising the main streets/ improving the functionality of main streets and precincts
- Activate local destinations to support business and community growth
- Place brand understanding and promotion
- Vision for the future that we can all get behind.

9. RISK ASSESSMENT

Risk management is the identification, management and monitoring of project risks.

9.1 RISK ASSESSMENT MATRIX

Identified risks are to be reviewed for their likelihood to happen / occur and the level of disruption / adverse effect the risk poses during the life of the project. The following table can be used to assign a rating to an identified risk, based upon the likelihood of it occurring and the potential consequences upon the project outcomes.

Likelihood	Almost Certain 5	Medium	Medium	High	Very High	Very High
	Likely 4	Low	Medium	High	High	Very High
	Possible 3	Low	Medium	Medium	High	High
	Unlikely 2	Low	Low	Medium	Medium	High
	Rare 1	Low	Low	Low	Medium	Medium
		Insignificant 1	Minor 2	Moderate 3	Major 4	Critical 5
		Consequence				

9.2 RISK PLAN

Risks relate to the ability to achieve the project deliverables and are likely to relate to:

Potential Risk	Likelihood	Impact	Mitigation Measures
1. Stakeholder disagreement on project priorities	High	High	<ul style="list-style-type: none"> - Conduct early and inclusive stakeholder consultations to identify common objectives. - Use clear communication to align expectations and emphasise project benefits. - Establish a PCG at the beginning to provide input and build consensus.
2. Delays in project timeline	Medium	High	<ul style="list-style-type: none"> - Develop a detailed project timeline with milestones and regularly monitor progress. - Include contingency time in the schedule to accommodate unforeseen delays. - Ensure sufficient resourcing and staffing to manage the workload effectively. - Hold regular PCG meetings to discuss and check progress.
3. Insufficient community engagement or buy-in	Medium	High	<ul style="list-style-type: none"> - Design a robust community engagement strategy, including diverse methods (e.g., workshops, surveys). - Use digital platforms to reach a wider audience. - Initiate the engagement with face-to-face 'meet and greet' to build rapport with local business owners / operators. - Actively communicate the benefits of the project to the community.

4. Budget overruns	Medium	Low	<ul style="list-style-type: none"> - Prepare a detailed budget with itemised allocations and contingencies. - Conduct periodic financial reporting to ensure transparency. - Regularly review expenditures against budget and adjust as needed.
5. Resource constraints (e.g., staffing, expertise)	High	High	<ul style="list-style-type: none"> - Identify required resources early and secure funding or contracts with external consultants if needed. - Keep track of staff leave arrangement.
6. Conflicting policy or regulatory requirements	Medium	Medium	<ul style="list-style-type: none"> - Coordinate with other government departments to ensure alignment. - Hold regular PCG meetings to discuss project directions. - Review relevant policies early to identify and address potential conflicts.
7. Limited support from Councillors	Low	High	<ul style="list-style-type: none"> - Conduct Councillor briefing sessions to keep them informed and engaged. - Address concerns promptly through formal and informal communication. - Highlight the environmental, economic and social benefits of the project.
8. Environmental or heritage concerns	Low	High	<ul style="list-style-type: none"> - Undertake environmental and heritage assessments as part of the site analysis. - Consult with internal environmental and heritage planning experts to consider potential impacts. - Include mitigation measures in project planning to address identified issues.
9. Resistance to proposed changes from local businesses	Medium	High	<ul style="list-style-type: none"> - Involve businesses early in the process to ensure their needs are addressed. - Provide clear evidence of how proposed changes will enhance business viability. - Conduct detailed business survey to collect feedback from local business
10. Poor coordination among project teams	Medium	Medium	<ul style="list-style-type: none"> - Establish clear roles and responsibilities in the Project Plan for all team members. - Hold regular PCG meetings to ensure alignment across teams. - Use project management tools to improve communication and track progress.
11. Lack of clarity in project scope	High	High	<ul style="list-style-type: none"> - Develop a detailed project plan outlining the scope of work and deliverables. - Ensure all stakeholders review and approve the scope before work begins. - Regularly revisit the scope to ensure focus remains on agreed deliverables.
12. Adverse public reaction to branding initiatives	Medium	Medium	<ul style="list-style-type: none"> - Conduct thorough community surveys to test branding ideas with the community before implementation. - Be transparent about the goals and benefits of branding initiatives. - Adjust branding plans on updated Strategy based on community feedback.
13. Staff having a conflict of interest	Low	High	<ul style="list-style-type: none"> - Require all staff to declare potential conflicts of interest at the start of the project.

- Regularly review project roles and responsibilities to ensure impartiality.

13. Leakage of confidential information

Low

High

- Require all staff to sign a project-specific confidentiality agreement at the start of the project.
 - Request General Counsel to review the draft confidentiality agreement form to ensure wording is appropriate before distributing to relevant staff
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