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Greater Sydney Commission  
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Dear Sir/Madam,

Sydney Business Chamber, Western Sydney welcomes the opportunity to comment on the Greater Sydney Commission's Draft District Plans.

The Chamber has developed a comprehensive advocacy program for western Sydney, leveraging on our positive relationships with government and strong connections to industry. Over the past four years, we have successfully advocated for a range of projects by developing alliances with industry, commissioning engaging thought leadership papers, lobbying government, and maintaining an active media presence.

The Chamber's view is that western Sydney represents the future of Sydney. This region will be where the majority of the population will live and work in the decades to come. The challenge ahead is to create vibrant, liveable and connected places with jobs close to home.

The Sydney Business Chamber supports the development of District Plans to provide a strategic vision of Sydney's six districts. These plans will guide local planning towards achieving local, metropolitan and state-wide objectives. The West Central District Plan and the South West District Plan identify the exciting economic and social opportunities emerging in the region but also the challenges.

In this submission we put forward our recommendations on achieving the productivity, liveability and sustainability priorities set out in the South West District Plan and the West Central District Plan for the Greater Sydney Commission's consideration.

Yours sincerely,



David Borger  
Western Sydney Director

## South West Draft District Plan

The development of an international airport in South West Sydney will dramatically transform the district. This is a once-in-a-generation opportunity to develop genuine economic and social opportunities for the district community. The greenfield development of an airport on land that has been set aside for decades will provide the catalyst for a world class aerotropolis in the South West Sydney district that will unlock vast economic opportunities as it emerges as a global gateway.

### ***Western Sydney Cities Deal and Western Sydney Airport Development Authority***

The Chamber supports the concept of the Western Sydney Cities Deal which has the potential to ensure collaboration and coordination, providing the community with a clear and strategic vision about the plans for the region. The Chamber is eagerly awaiting further detail which is expected sometime this year.

In particular, the Chamber is interested in how the Cities Deal will address the governance of the aerotropolis going forward. Overlapping governance and planning controls surrounding the airport site, and the challenge of coordinating a number of government agencies and utilities, are key impediments to the economic development of the precinct.

The Chamber has therefore advocated for the Federal and NSW Governments to establish a dedicated authority to ensure off-airport planning and delivery is coordinated effectively during the development of the new airport as well as after it becomes operational.

Establishing a single Authority for development of the airport and its surrounds would draw on the approach utilised in other successful airport projects from around the world and would ensure that we get the vision and delivery of the Western Sydney Airport right. For example, Denver International Airport is operated by Denver's Department of Aviation. Denver's mayor appoints the CEO, who then serves as a member of the mayor's cabinet and reports directly to the mayor. The Denver City Council, while having no authority over appointing the chief executive officer, has oversight of contracts and purchasing as prescribed by city rules.

As best practice experience from global airports indicates, administratively the Authority needs to be capable of cutting through the three tiers of government with a reporting line into Federal and State Cabinets and a working partnership with Liverpool and Penrith Councils.

Importantly, the Authority needs to incorporate private sector input, whether that be through a reference board or similar. It needs to also represent the interests of

customers, particularly airlines and local businesses, as well as the local community.

**Recommendation: The Chamber recommends the establishment of a dedicated authority with representation from the Federal, NSW and local governments, and the private sector, to oversee the development of the aerotropolis.**

### ***Industry Sectors***

WSA will provide significant opportunities for innovative businesses, advanced manufacturing industries and a range of other industry sectors that will benefit from being located near a global gateway, such as health and education. Other industries outside of the District, such as regional-based agribusinesses, will also benefit from having additional aviation capacity which will enhance access to export markets. It is important that planners take a broad view and work with the private sector to gauge opportunities, while also ensuring the policy and planning settings are appropriate to foster innovation.

### ***Staged development around Western Sydney Airport***

Feedback from exiting land holders near the Airport site is that there is already a desire to begin developing the land for commercial and industrial uses around the Airport, such as warehousing and distribution centres. However, they are unable to do this until their land is appropriately zoned which has not yet occurred.

While it is important to ensure the zoning of airport-adjacent land and associated developments support the vision for an aerotropolis and the creation of knowledge jobs, there will also be a demand for other types of commercial and industrial development during the airport's construction and throughout the early stages of the airport's development.

Realistically, the transformation of the region into an aerotropolis will be a gradual process, and with the aerotropolis home to ten-times the land available at Eastern Creek, there is adequate supply of land for multiple commercial and industrial businesses. Preventing the development of the land until a later date runs the risk of missing economic opportunities now that would bring benefits to the region through jobs and potentially attract higher value developments later on.

The Chamber suggests considering an innovative approach to zoning land to address this issue. For example, an "enterprise zone" could provide enough flexibility to enable the development of nearby land to be market-led, rather than relying on more prescriptive zones which may mean missed opportunities.

The Chamber notes the Plan's inclusion of Productivity Priority 4 to Protect and support employment and urban services land. The Chamber agrees with the critical role of employment and urban service lands and the need to carefully consider what uses are allowed on the land, however as described above, there is

a danger with being too restrictive and subsequently missing out on economic opportunities for the District.

**Recommendation: The Chamber recommends that zoning of aerotropolis land is flexible enough to ensure organic growth of the aerotropolis through enabling the market to respond to consumer needs and business opportunities.**

### ***Western Sydney Airport Rail Needs***

The Chamber recently provided a submission to the Federal and NSW Government's Joint Scoping Study on the Rail Needs of Western Sydney. In this submission, the Chamber outlined the need for further analysis on fast connections from WSA to Parramatta and the Sydney CBD, as well as further analysis on a north-south link.

In 2015, the Sydney Business Chamber commissioned Dr John Kasarda to prepare a report on the potential for an aerotropolis in Western Sydney.<sup>1</sup> Dr Kasarda put forward a number of recommendations to improve the prospects of WSA and contribute to a more successful Western Sydney aerotropolis. Dr Kasarda found that fast connections from WSA to Parramatta, other metropolitan nodes of Western Sydney, and the Sydney CBD are required for the financial viability of the airport. Connections to these destinations will increase the potential passenger catchment area of WSA thereby enabling it to grow, properly service Sydney's aviation needs, and attract private sector investment into the aerotropolis. Based on extensive analysis of airport case studies from across the globe, Dr Kasarda found that WSA must be within a 45 minute travel time from the Sydney CBD, Parramatta and other urban centres in the greater Sydney region.

Connections between WSA and other areas in Western Sydney would also improve north-south connectivity and provide stimulus for growth. St Marys, in particular, would benefit from becoming an interchange between the Western Line and a new north-south line connecting to WSA. South West Sydney, which is experiencing strong population growth in both Campbelltown and Camden Local Government Areas but relatively weak employment growth, would also benefit from increasing connectivity to the airport from these centres. A north-south connection could also be a viable corridor to develop new affordable housing.

These routes would ensure that workers from largely residential neighbourhoods across Western Sydney could access the significant employment opportunities expected from WSA as well as help improve productivity and access to employment more generally across the region.

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<sup>1</sup><https://www.nswbusinesschamber.com.au/NSWBCWebsite/media/Policy/Thinking%20Business%20Reports/A-Western-Sydney-Aerotropolis.pdf>

The Chamber also recommended the continuing development of the proposal to construct a connection between WSA and the South West Rail Link. In the early stages of WSA's operation, the connection between the new Leppington station and WSA would be the most cost effective way to achieve "day one" rail connection.

**Recommendation: The Chamber recommends further analysis is undertaken of rail connections between WSA and major city centres, as well as north-south rail connections. *Liverpool***

The Chamber strongly supports the Commission's focus on health and education super precincts which will enable key centres like Liverpool to leverage their diverse expertise to achieve significant economic outcomes for the region.

The Chamber wholly supports the designation of Liverpool as an area where significant productivity, livability or sustainability outcomes can be achieved through collaboration between governments and the private sector.

The Chamber sees a clear role for the private sector to be part of any collaboration for Liverpool, especially given the significant proposal to develop the George's River Precinct and transform it from an industrial area to a connected and walkable precinct with a vibrant mix of uses.

The South West District Plan has identified the need to grow the diversity, level and depth of jobs and the vibrancy of the Liverpool strategic centre.

The Sydney Business Chamber, Western Sydney is working with an alliance of stakeholders including Liverpool City Council, the Southwest Sydney Local Area Health District, universities and research institutes to increase the opportunity for health, research and education investment in the Liverpool Health and Education Precinct.

The Liverpool Health and Education Steering Committee is driving a major new initiative to realise the economic potential of the precinct through:

- Improvements in urban planning and public amenities
- The creation of an employment pipeline
- Attraction of new investment and partnership opportunities between government, universities, research institutes, and the private sector, and
- Establishment of global relationships that will provide ongoing regional benefit.

Liverpool is already an established major urban city servicing the Greater South Western Sydney region. Current and projected growth will continue to depend

upon Liverpool's ability to provide the services and needs expected and required by its population.

The Chamber believes that the precinct's attributes including its location in proximity to Western Sydney Airport and the Southwest region, key hospital, education, and research facilities and river city identity needs to be properly leveraged to ensure it develops into a vibrant economic, health and education powerhouse.

To achieve these outcomes the Chamber makes the following recommendations which are also contained in the Liverpool Steering Committee's submission to the Commission.

## Recommendations

**Priority Growth Status:** The Committee is formally seeking the support of the Greater Sydney Commission to identify Liverpool as a designated priority growth precinct, similar to the GPOP in the Draft South West District Plan and Metropolitan Strategy for Greater Sydney.

**GSC Dedicated Working Group:** The Committee requests representation on the GSC Liverpool Working Group to inform planning and development within the designated "Collaboration Area".

**Collaboration:** The Committee requests that the GSC collaborate with the Committee to align land use and infrastructure planning priorities for Liverpool, and review and incorporate key outcomes of the Vision and Implementation Strategy into the Metropolitan Strategy for Greater Sydney.

**Western Sydney City Deal:** The Committee requests further clarity on the strategic framework and governance of the Western Sydney City Deal, including the available funding avenues for urban redevelopment within Liverpool.

**Support for Urban Renewal:** The Committee requests that the GSC work with the Committee to identify key urban renewal opportunities, including the spatial and experiential connections between the existing Liverpool Health and Education Precinct and Liverpool's Central Business District as well as aspects to improve liveability through walkability, connectivity and public transport.

**Economic Development Strategy:** The Committee is keen to work with the Greater Sydney Commission and Department of Industry to develop and implement an Economic Development Strategy for the Liverpool Health and Education Precinct (aligned with the outcomes of the Committee's Vision and Implementation Strategy).

### ***Campbelltown***

The Chamber supports the action to build the Badgally transport connection (Action P7). The Chamber has found a strong case for the upgrade of Badgally Road Campbelltown to four lanes throughout the length of the road and extended to Gregory Hills Drive, and for the construction of a railway overpass at Broughton Street.

Badgally Road is a key artery road between the South West Growth Centre and Campbelltown City Centre. Currently there are only two roads that service the Campbelltown Regional City Centre – Campbelltown Road and Narellan Road – both of which go around the city centre. Extending Badgally Road will enhance connectivity to the town centre and facilitate higher levels of commercial activity, increase productivity, and improve service access between the South West Growth Centre and the Campbelltown Regional City Centre.

Currently there is no direct connection across the railway into the Campbelltown Regional City Centre CBD. A new bridge will increase economic activity in the CBD and contribute to job creation in the South West Sydney. A Badgally Road railway overpass will also improve the connection of the Campbelltown CBD with the south west growth centre at Gregory Hills.

Campbelltown is a regional city centre in South West Sydney and needs to have connectivity to other centres in Western Sydney. Badgally Road is essential to making these two centres work and without this key artery both of these centres will struggle to accommodate the expected rapid population growth.

**Recommendation: The Chamber recommends the upgrade Badgally Road to four lanes and extension to Gregory Hills Drive, via a railway overpass.**

### ***South West Sydney Tourism***

The development of the WSA will transform the district's access to domestic and international tourism markets. The Chamber supports Action P21 to leverage the South West District's potential as a visitor destination, and identifies the Councils' development of a District Tourism Strategy in conjunction with Destination NSW. The Chamber believes it would also be beneficial to consider whether existing governance arrangements are adequate in order to take advantage of this enormous tourism opportunity for the district.

**Recommendation: The Chamber recommends assessing whether existing tourism governance arrangements are adequate to take advantage of WSA.**

## West Central District Plan

### ***Westmead Health and Education Super Precinct***

The Sydney Business Chamber strongly supports the Greater Sydney Commission's identification of Westmead as a Health and Education Super Precinct. Westmead provides a ready platform for government policy and investment to support the Greater Sydney's Commission goal to create of new, sustainable, high value jobs in the West Central District.

For the past two years and currently the Chamber has been a key member of the Westmead Alliance, a group of health, education and research stakeholders located in Westmead who have been driving the transformation of Westmead into an Innovation District with the potential to create 50,000 jobs by 2036.

An Innovation District is defined as a geographically compact area where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators (*Westmead Innovation District: Building Western Sydney's Jobs Engine 2016*).

Westmead Alliance members are comprised of the Western Sydney Local Health District, The Sydney Children's Hospital Network, The Westmead Institute for Medical Research, Children's Medical Research Institute, Westmead Private Hospital, The University of Sydney, Western Sydney University, City of Parramatta Council and Cumberland Council.

The Chamber worked with Alliance partners to initiate and commission the *Westmead Innovation District; Building Western Sydney's Job Engine* report.

Westmead is a national and international leader in critical and acute health care, medical research, and education in nursing, medicine, allied health and health related science and technology and is uniquely placed to create the knowledge intensive jobs that is one of the priorities in the Central West District Plan.

As the largest health and education precinct in the Southern Hemisphere, Westmead provides direct health services to almost 10% of Australia's population and currently provides 18,000 specialised high value jobs.

The Chamber believes that with right policy initiatives and investment by government and private sector, job creation in Westmead can be turbo-charged to 50,000 jobs by 2036 and allow the precinct to reach its potential as a world-class health and education Innovation District.

Our view is that along with the Western Sydney Airport, the Westmead Innovation District can become one of the major job engines of the region.



Sydney Business Chamber and Westmead Alliance partners have identified four areas that will enable this transformation to occur:

*Government Support and Funding for the Vision of the Westmead Innovation District*

- Westmead precinct requires an injection of funds some of which can be gained through the government's existing funding mechanisms of the Western Sydney City Deals, NSW Department Industry Knowledge Hubs and medical research commercialism grants.
- Creation of an Economic Development Plan for Westmead.

*Urban Planning and Public Domain Improvements*

- Development of a new Westmead Innovation District Public Domain Improvement Plan and a corresponding Funding Strategy.
- Development a Westmead Innovation Master Plan, essential elements of which are public domain improvements, extending the Sydney Metro West to Westmead, increasing amenity, revitalisation of Hawkesbury Road to make it the civic, commercial and community heart of Westmead as well as a diversity of retail and residential development.

*Investment Attraction*

- Creation of a Westmead Innovation District Investment Program including: marketing collateral for target sectors and a series of industry forums to identify market requirements to invest at Westmead.
- Activities and resourcing to market the Westmead Innovation District to international investors, private investors, venture capitalists and multinational corporations in the health, education and research industry.

*Building the Innovation Ecosystem.*

- Creation of a Westmead Innovation District Medical Research Commercialisation Plan to align research conducted at Westmead Research Hub with global trends.

**Recommendations:**

- ***That the NSW Government preserves surplus public land in Westmead for employment use. Ensuring supply of sufficient, available employment and industrial land for new investment,***

***including assessing surplus public landholdings and reviewing their zonings.***

- ***Westmead is classified as a Priority Precinct to allow for funding of public domain improvements including improving amenities, connections between public transport infrastructure, pedestrian connections, creating vibrant and activated streets, creating a new civic heart and high quality living options which will help attract the best and brightest to Westmead.***
- ***That Westmead is placed on the government's agenda for the Western Sydney City Deals so that government investment at local, state and federal level are working together to realise the vision of Westmead as a Super Health and Education Precinct and one of Australia's eminent health, education and research assets.***
- ***The Sydney West Metro is extended to Westmead so that it is connected to Parramatta and to facilitate urban renewal and assist realise health, education and research investment opportunities.***

### ***Sydney Olympic Park and GPOP***

Sydney Olympic Park is the hub of the Greater Sydney Commission's GPOP (Greater Parramatta and Olympic Peninsula) and the centre of the four surrounding precincts of Rhodes, Wentworth Point, and Carter Street, Newington.

The Central West District Plan defines Sydney Olympic Park as a strategic centre and one which contains the largest proportion of knowledge intensive jobs in the District and a Super Lifestyle Precinct. As such Sydney Olympic Park and its surrounds have an important role in achieving the productivity and liveability targets contained in the plan.

After 15 years with little government investment in transport and traffic infrastructure for Sydney Olympic Park and surrounding areas, the Chamber believes an integrated solution is required to address and cater for the rapid gentrification, diversification and densification the precinct has undergone and which continues to occur.

The increase in the number of knowledge workers and residents will be significant with a doubling of jobs to 76,000 and an estimated increase to over 60,000 residents within the Olympic Peninsula in the next five years. Additionally, there will be 25,000 people living in Wentworth Point within five years.

Sydney Business Chamber and businesses in the precinct note with disappointment that the Parramatta Light Rail to Sydney Olympic Park has been deferred to stage two of the project.

The government has indicated that the business case for the Sydney West Metro and industry engagement for Parramatta Light Rail Stage 2 will happen mid-year. Given the important link that exists between productivity growth and transport it is critical that efficient and effective transport links are adequate to meet the needs of business and workers of the precinct.

Sydney Business Chamber believes that transport infrastructure of the Sydney Metro West needs to be delivered much quicker than the long-term timeframes of 10-15 years and more information is required around the timeframe for the Stage 2 of the Light Rail to provide certainty and business confidence to progress development projects.

Development projects in the pipeline including those being planned for the Royal Agricultural Society's Sydney Showground Masterplan, ANZ Stadium redevelopment and the GPT Town Square.

The Chamber positively regards the government's move towards having an integrated planning system incorporating transport and urban planning requirements within a precinct. However we believe Sydney Olympic Park and Peninsula needs to incorporate four government agencies of Transport, Planning, Westconnex and Roads and Maritime Services for precinct planning to be truly effective.

The Chamber also urges the government to explore interim public transport measures to be implemented immediately, prior to the delivery Stage two of the Parramatta Light Rail and the Sydney Metro West to assist in alleviating the lack of connectivity in precinct and reduce the likelihood of further attrition of businesses. This could take the form of additional bus services, ferry services, improved road and bridge access. Sydney Olympic Park is also an ideal location for innovative transport measures such as autonomous vehicles.

### Recommendations

- ***The NSW Government develop an integrated transport strategy that considers all forms of transport including light rail, metro, ferry and bus transport.***
- ***The Sydney Metro West project is brought forward from its current 10-15 year timeframe to support planned developments of the RAS Showground, ANZ Stadium redevelopment, and the creation of a town centre.***

- ***That the ‘Future Transport’ plan recommend a short term resolution to the congestion problems on ‘ the worst roundabout in NSW’” located at the intersection of Underwood Road and Homebush Bay Drive, makes improvements to road access to the park including M4 Westbound Off Ramp to Hill Road, access points to Carter Street and Wentworth Point as well as considering the need for new bridge crossings across the Parramatta River between Wentworth point and Melrose Park..***
- ***That NSW Government engage with the Sydney Business Chamber as a conduit to the businesses in the precinct to identify and work towards transport and access solutions to the precinct.***

### ***Housing Affordability and Affordable Housing***

The Sydney Business Chamber supports the recommendation that inclusionary zoning be used across Sydney to generate subsidised affordable rental accommodation. In the District Plans the Commission has introduced 5-10% affordable housing Sydney wide targets and nominated Affordable Rental Housing Target of 5% to 10%, subject to viability, in urban renewal and land release areas.

This is the first real attempt by the government to alleviate the problems faced by people on low incomes to secure a home. However there is a need the Greater Sydney Commission to guide local councils to set forward genuine incentives for the development of affordable housing to ensure it is delivered.

In terms of making houses more affordable to people across all income groups the Greater Sydney Commission proposes to work with local councils, NSW Government, communities and industry to identify new and expanded opportunities to increase housing supply close to existing and planned infrastructure.

The Sydney Business Chamber supports the draft District Plans proposal to accelerate housing supply by establishing 5-year local housing targets for each local government area and district-wide 20-year strategic housing targets to achieve the goal of 725,000 additional dwellings across Greater Sydney by 2036.

The West Central District Plan sets forward 20-year strategic housing supply targets with the focus on integrating infrastructure planning and priority precincts such as the Greater Parramatta and Olympic Peninsula (GPOP). GPOP has been identified as a Priority Growth Area and a Strategic Centre. GPOP is a shared vision for the growth of Parramatta which is planned to accommodate 40,000 additional people in the next 5 years.

This is an example of integrated planning which seeks to build new housing and urban renewal around strategic centres in Western Sydney as well as connecting these strategic centres through infrastructure projects like the Sydney Metro West.

However the draft District Plans do not propose any means by which councils can achieve the 5 and 20 year targets. At the local level land use infrastructure studies need to be carried out to ensure communities are given the community infrastructure needed to create vibrant communities.

The District Plans need to propose new and innovative ways for councils to seek value capture for areas where densities are increased for housing. The Chamber recommends that where land is being upzoned, the Commission provides guidance to avoid situations where different levels of government charging a series of new value capture levies does not result in double charging.

Throughout the District Plans there are a number of Actions to maximise opportunities and address these challenges included in these Plans, however there are no timeframes attached to when these Actions will be commenced or completed. Without clear timeframes, there is a lack of clarity, confidence and accountability in completing these Actions. The Chamber recommends that timeframes be attached to each Action to provide the community and business with clarity and confidence.