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Greater Sydney Commission
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Sydney Business Chamber:
Helping Sydney maximise its potential as a leading global city.

Sydney Business Chamber is a division of NSW Business Chamber which represents 30,000 businesses across the state.

Re: Precinct-Based Infrastructure Compact Community Feedback

The Western Sydney Business Chamber is pleased to provide feedback on the Greater Sydney Commission's Precinct-Based Infrastructure Compact (PIC) on behalf of our members.

The Chamber congratulates the Greater Sydney Commission on the release of the draft PIC and the achievement of co-ordinating the response and agreement of 20 government agencies and utility providers in the creation of the model that underpins the draft PIC.

We applaud the selection of Greater Parramatta and the Olympic Peninsula (GPOP) as the pilot precinct for the development of the PIC model and strongly encourage the NSW Government to continue to invest in the growth and success of G-POP as the Central City in the Greater Sydney Commission's *Metropolis of Three Cities* strategy.

Staging of Infrastructure in the 26 GPOP Precincts

We recognise and support the principle of managing the growth of GPOP in line with market demand and the NSW Government's capacity to fund infrastructure. That is a common sense and realistic approach that recognises the increasing demand for essential infrastructure cannot be delivered in all corners of Sydney at the same time.

However, we note the NSW Government financial capacity is very much dependant on a number of decisions about the government's balance sheet including the leasing and sale of government assets that could potentially speed up the delivery of enabling infrastructure such as Sydney Metro West and Parramatta Light Rail Stage 2.

The PIC should be ambitious in its plan for GPOP and encourage the NSW Government to pursue opportunities to provide additional capital investment that could unlock the full potential of GPOP. The asset recycling of the remaining government stakes in WestConnex and the 'poles and wires' are obvious candidates to provide additional financial resources to enable the PIC's estimated \$40 to \$50 billion in infrastructure required over 20 years (\$20 - \$30 billion apportioned to GPOP specifically).

The Chamber recommends an adjustment of the proposed Sequencing Plan for the GOP precincts which would include moving Sydney Olympic Park to Phase 1 and Rosehill-Camellia to Phase 2. This recommendation will be discussed in further detail later in this submission.

The Four Scenarios

The Chamber supports Scenario 3 (Transformative) and Scenario 4 (Visionary) as the minimum ambition for GOP and would recommend removing Scenario 1 and 2 which are essentially a business as usual approach to the future growth of GOP.

While the Chamber understands the rationale for the inclusion of the two “base scenarios”, it is important that recommendations to the NSW Government are bold and do not provide an opportunity for government to decelerate its investment in GOP i.e. the likely shelving of Parramatta Light Rail Stage 2 which is a key deliverable of Scenarios 3 and 4.

We strongly support the principle of the PIC that infrastructure investment by the NSW Government focuses not just on housing growth but on attracting industry and generating more jobs.

The ‘black box’ Model

While the GSC’s intention is for the PIC model not be viewed as a ‘black box’ and perhaps it is not viewed that way within the 20 agencies and utility providers who are party to the PIC, it does remain a ‘black box’ to external stakeholders and more needs to be done to demystify the PIC.

Further explanation of the rationale and datasets used to draw the conclusions and recommendations of the PIC would be strongly encouraged by industry. The robustness of the PIC should be allowed to be probed and tested by major stakeholders to ensure that the model has not left out or under/over weighted key considerations in reaching its conclusions.

A clearer indication on the anticipated time line for the two sequencing phases, specifically when the GSC believes that Phase 2 will begin and when the remaining precincts will be in a position to be reconsidered would help support industry confidence in GOP and the development of future investment strategies.

Australian Government role in GOP

While perhaps outside the scope of the PIC and its direct capacity to influence the infrastructure investment pipeline in GOP, the role of the Australian Government and its ability to be a strong funding partner with the NSW Government should not be overlooked.

The Chamber notes that Sydney has already seen the benefits of a strong partnership between all levels of government with the Western Sydney City Deal. There have been public calls for a City Deal for the Central City of which GOP is a significant component. The

PIC together with the Australian Government funding support could be the equivalent of a more flexible City Deal arrangement for the Central City without the need for the complex governance and negotiations that have underpinned the Western Sydney City Deal.

The Chamber recommends that the GSC through the PIC include Federal Government involvement as a priority for the NSW Government to pursue to deliver the GPOP vision sooner.

Social Housing

The Chamber applauds the inclusion of a strong focus on social and affordable housing in the PIC and the need to renew ageing stock and increase supply. The social housing assets in suburbs such as Ermington are a strong example of this opportunity which can only be realised with mass transit public transport investment such as Parramatta Light Rail Stage 2.

Cultural & Event Infrastructure

The Chamber is disappointed with the apparent lack of significant recommendations to address the deficit in cultural infrastructure and specifically in live performance spaces in GPOP. The PIC model includes Theatres and Museums yet makes no recommendations about the need for more of these types of infrastructure.

We question the low allocation of cultural infrastructure (0.8%) in the capital costs breakdown and would encourage this be reviewed to focus on a remedy to this obvious shortfall in infrastructure that supports dynamic communities and attractive cities.

The Western Sydney Business Chamber recently commissioned a report, [*The Show Must Go On: Supporting the growth of live performance infrastructure in NSW*](#), on the dire state of sector in Sydney and NSW. The report makes a number of recommendations to the NSW Government on steps to reverse the decline in live performance venues including:

1. State and Local Governments should prioritise live performance infrastructure in their planning and development controls;
2. State and Local regulators should adopt measures that foster a safe and vibrant live performance industry including clustering of venues and theatres;
3. Establish a fund to allow private venue operators and emerging artists to apply for grants for capital and programming;
4. State and Local Council's to undertake a census of live performance venues across NSW; and
5. Encourage and incentivise Universities to provide theatres and venues in their campus expansion and investment programmes.

The Chamber would encourage the GSC to incorporate these recommendations into the cultural component of the PIC and its recommendations to the NSW Government.

The Chamber also supports the detailed submission of the Royal Agricultural Society and their recommendations to include a stronger focus on the need for more high quality leisure

and supporting business based event infrastructure. The RAS proposal for a major conferencing facility in Sydney Olympic Park should be included as an infrastructure recommendation in Phase 1 to the NSW Government.

Local Government

Clarification on the role of local councils and the demarcation between the PIC and local government responsibility would be a positive addition to supporting the best outcomes for GPOP.

There is an opportunity to blend the PIC with local council plans to provide a holistic view of what all levels of government are planning to deliver and when to provide greater confidence to private sector investment in GPOP.

Education

The Chamber support the inclusion of TAFE in the PIC and is curious why this has been omitted in the initial draft PIC given the substantial role it needs to play in educational outcomes for GPOP. TAFE is frequently overlooked as a significant education partner by stakeholders and this should be corrected in the PIC.

We also note the omission of the universities and the opportunity to leverage their assets for community benefit such as for live performance spaces.

Camellia-Rosehill

A number of the Western Sydney Business Chamber's members are disappointed that the Camellia-Rosehill precinct has been downgraded as a priority in the PIC.

The Chamber notes the PIC's priority of focusing on *Proposed Action 1 – Precincts where growth can be aligned with already committed infrastructure to support job creation and new development*. We note that Camellia will have a new light rail stop by 2023 with a direct and more frequent transport service to Parramatta and the future Sydney Metro West (late 2020s) than it currently does on the underserved T6 Carlingford Rail Line (closing January 2020).

Given the PIC's priority focus on existing and shorter-term transport infrastructure, it would appear that the Camellia light rail stop would be underutilised for the foreseeable future if the NSW Government accepts the PIC recommendation to defer the Camellia Master Plan.

The Chamber suggests that the PIC should consider moving Camellia-Rosehill to Phase 2 of the Sequencing Plan and establish a dialogue with key stakeholders in the precinct to identify a funding pathway forward that would enable the precinct to proceed sooner.

The Chamber also suggests that consideration be given to whether Harris Park and Camellia-Rosehill precincts should be further sub-divided to focus on immediate activation around light rail stops that will be in place by 2023.

Sydney Olympic Park

The Chamber supports and recommends that Sydney Olympic Park be moved to Phase 1 of the Sequencing Plan to reflect its role as the logical “city centre” for the surrounding Phase 1 communities of Wentworth Point and Carter Street and the developing community of Melrose Park which will be connected by Parramatta Light Rail Stage 2.

The Chamber notes that Sydney Olympic Park is already home to a significant amount of major infrastructure including a train station, major stadiums, showgrounds, sporting facilities and public spaces. The precinct is also governed by a dedicated government agency the Sydney Olympic Park Authority. The precinct also has a master plan and that plan is currently in the process of being updated to include a station on the Sydney Metro West.

Sydney Olympic Park is also the location of the Royal Agricultural Society’s proposal for a major convention and conferencing centre (see RAS submission) which would support its prioritisation in the PIC phasing sequence.

Sydney Olympic Park is also a critical destination on the Parramatta Light Rail Stage 2 and its prioritisation in the PIC would encourage the NSW Government to deliver that transport project for GPOP in a more immediate timeframe to support the opening of Sydney Metro West. Connecting Westmead and Parramatta to Sydney Olympic Park will create an effective network and enable Olympic Park to optimise its opportunity as a complementary education precinct both in the medical and agricultural sectors whilst also enabling the precinct as a less expensive option than Parramatta for much needed student and key worker housing. It will also provide casual employment opportunities for students at the various event venues.

Parramatta Light Rail Stage 2/Sydney Metro West

The Chamber applauds the inclusion of Parramatta Light Rail Stage 2 in the PIC. The Chamber has been a vocal advocate for the project and is very concerned that the NSW Government intends to abandon the project or alter it in a significant way as to undermine its compatibility with Stage 1.

We understand the Government is exploring alternate modes of transport for Stage 2 compared to Stage 1. Whilst understanding the need for research, the Chamber is concerned that using an alternate mode will require passengers to change between Stage 1 and 2 which will undermine its effectiveness as a mass transit solution for GPOP.

Parramatta Light Rail Stage 2 has been accurately identified by the PIC as a key piece of infrastructure that is required to deliver Scenario 3 and 4 which will have the most transformative impact on GPOP.

The Chamber notes that the PIC does not include the possible metro station at Rydalmere that the NSW Government is currently seeking feedback alongside a potential station at Pyrmont. The Chamber notes that major stakeholders in Rydalmere and/or Camellia are

making submissions in support of that station and the Chamber is preparing a positive submission as well.

If the NSW Government decides not to proceed with a Rydalmere Metro Station as part of Sydney Metro West, the Chamber strongly encourages the PIC and the GSC to insist that the NSW Government proceed with Parramatta Light Rail Stage 2 as an alternative transport solution for the northern half of GPOP.

The Chamber is very concerned that a failure to build Stage 2 will undermine the effectiveness of Stage 1 and potentially rendered it a 'white elephant'. The GSC has been crucial to supporting the northern shore alignment of Parramatta Light Rail Stage 2 and it is now vitally important that its role in enabling key urban renewal along that corridor be reinforced with the NSW Government.

Stakeholder Consultation

The Western Sydney Business Chamber has received feedback from a number of the large stakeholders in GPOP, particularly those in the precincts that are not included in the Phase 1 and 2 sequencing plan, about the lack of consultation ahead of the release of the draft PIC.

The Chamber encourages the GSC to review its consultation plans and consider how the private sector and major stakeholders can be better engaged in the process of determining these infrastructure strategies.

The Chamber applauds the GSC and its achievement of engaging 20 government agencies and utility providers in the creation of the draft PIC. Stronger communication and data sharing between government agencies has been a significant breakthrough in city planning as a result of the GSC. The next stage is to expand this collaboration to include private sector stakeholders so that we can have a truly holistic approach to delivering infrastructure and shaping our city for the better.

The Western Sydney Business Chamber looks forward to working with the GSC to further refine the model and support its implementation with the NSW Government.

Kind regards



David Borger
Executive Director

Summary of Recommendations

1. The GSC should encourage the NSW Government to identify and pursue further asset recycling opportunities such as the leasing of the remaining stakes on WestConnex and the 'poles and wires' to fund the fast tracking of major infrastructure in GOP and unlock Scenarios 3 and 4.
2. The PIC should recommend only Scenarios 3 (Transformative) and 4 (Visionary) as minimise level of active investment by the NSW Government in GOP. The PIC should remove redundant Scenarios 1 and 2.
3. The GSC should provide further details on the assumptions and data that underpins the PIC model to industry and the community to counter the perceptions of the PIC being a 'black box'.
4. The PIC should provide a clearer timeline on when Phase 2 will begin and when the other precincts not included in either phase are likely to be considered.
5. The GSC through the PIC include Federal Government involvement as a priority for the NSW Government to pursue to deliver the GOP vision sooner.
6. The GSC should review the weighing of cultural infrastructure in the PIC model and should consider increasing it in line with the need for more cultural infrastructure in GOP.
7. THE GSC should encourage the NSW Government to adopt the recommendations of the Western Sydney Business Chamber's live performance infrastructure paper to reverse the decline in the industry.
8. The PIC should include the recommendations of the Royal Agricultural Society submission including the recommendation include a stronger focus on the need for more high quality leisure and supporting business based event infrastructure in GOP. The RAS proposal for a major conferencing facility in Sydney Olympic Park should be included as an infrastructure recommendation in Phase 1 to the NSW Government.
9. The GSC should consider for next iteration of the PIC the opportunity to blend the PIC with local council plans to provide a holistic view of what all levels of government are planning to deliver in GOP.
10. The PIC should include TAFE and the universities in the PIC and the opportunities to better leverage their assets for community benefits.
11. The PIC should consider moving Camellia-Rosehill to Phase 2 of the Sequencing Plan and establishing a dialogue with key stakeholders in the precinct to identify a funding pathway forward that would enable the precinct to proceed sooner.



WESTERN SYDNEY



12. Consideration should be given in the PIC model to whether Harris Park and Camellia-Rosehill precincts should be further sub-divided to focus on immediate activation around light rail stops that will be in place by 2023.
13. Sydney Olympic Park should be moved to Phase 1 of the Sequencing Plan to reflect its role as the logical “city centre” for the surrounding Phase 1 communities of Wentworth Point and Carter Street and the developing community of Melrose Park.
14. The GSC should insist that the NSW Government proceed with Parramatta Light Rail Stage 2 as a priority to help unlock Scenarios 3 and 4, especially if the optional metro train station at Rydalmere does not proceed as part of Sydney Metro West.
15. The GSC should review its consultation plans and consider how the private sector and major stakeholders can be better engaged in the process of determining these infrastructure strategies.