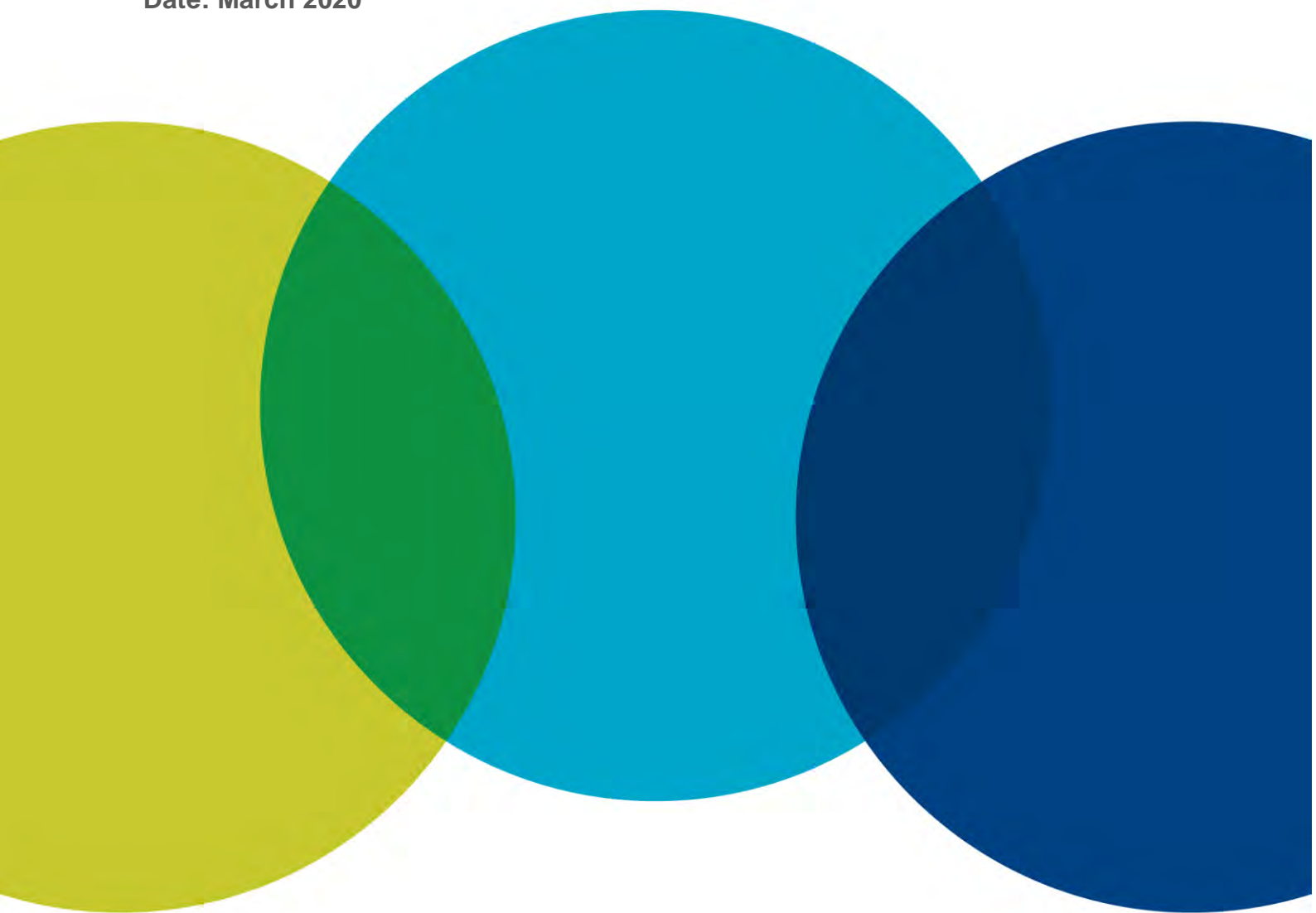


# Consultation outcomes report

**Place-based Infrastructure Compact Pilot for  
Greater Parramatta and the Olympic Peninsula**

Date: March 2020



# Executive summary

The Greater Sydney Commission (the Commission) has sought community and stakeholder feedback on the Place-based Infrastructure Compact (PIC) model and the PIC Pilot for Greater Parramatta and the Olympic Peninsula (GPOP). This information will help the Commission finalise its recommendations to the NSW Government for consideration.

The Commission reached out to a range of stakeholders during a six-week consultation period (7 November until 18 December 2019) to raise awareness of the project and ensure a breadth of views were captured. This engagement program involved:

- launching the draft Paper, *A City Supported by Infrastructure - Place-based Infrastructure Compact Pilot Draft for feedback* to build awareness of the PIC model and Pilot in GPOP and ask for feedback;
- briefing the Commission's social, industry and environmental peak panels on the PIC model and Pilot to gather their feedback;
- briefing local councils including City of Canada Bay Council, City of Parramatta Council, City of Sydney Council, Cumberland Council, Liverpool City Council, Northern Beaches Council, Southern Sydney Regional Organisation of Councils and Strathfield Council;
- sending targeted letters and emails to stakeholders, community members, local government, landowners and peak groups requesting their feedback;
- hosting three focus groups to provide representative views from the community. The groups had a diversity of age, gender, housing status, ethnicity and life-stage;
- posting on social media to raise awareness of the PIC model and Pilot, and how people could provide feedback;
- publishing the draft Paper and summary document on the Commission's website;
- establishing an online survey for stakeholders to provide feedback through the Commission's website;
- publishing media releases and placing advertisements in local newspapers such as the Parramatta Advertiser;
- holding media interviews for print and radio, including ABC Sydney, the Daily Telegraph, and the Sydney Morning Herald;
- hosting two information drop-in sessions during November 2019 in Parramatta and Sydney Olympic Park;
- contacting and informing impacted landowners and businesses within the Camellia-Rosehill precinct to gather feedback; and
- presenting to the Commission's Youth Panel to gather feedback on the PIC and the outcomes of the Pilot.

During the consultation period:

- 35 stakeholders provided feedback at two information drop-in sessions;
- 58 stakeholders provided a response by email;
- 19 online surveys were completed; and
- 23 participants provided feedback via three market research focus groups.

While there were a variety of views expressed by stakeholders, common themes that emerged from the questions raised in the draft Paper were:

1. **The new PIC model** – Stakeholders were supportive of the new PIC model as a well-considered approach to addressing the long-standing challenge of aligning growth and infrastructure. There was also support for the model to be applied in other areas and at different scales. However, feedback indicated that greater collaboration is needed and greater transparency about data inputs and the detailed method for preparing a PIC.
2. **Key findings for GPOP** – Stakeholders were supportive of a more transformative and visionary future for GPOP, consistent with the Central City vision.

People feel strongly about GPOP as a place, including having social importance, strong connections, a sense of belonging and connection to values. In addition, there were requests to understand how the cost per precinct was developed and whether the benefit of investment was also considered and/or how it was calculated.

3. **Proposed actions for GPOP** – While there was support for the concept of sequencing growth for the Pilot area, there were concerns raised about which Precincts were identified for Phases 1 and 2, and beyond. Feedback was received to bring forward specific Precincts or areas in the sequencing plan. These included Camellia-Rosehill Precinct, Melrose Park Precinct, North Strathfield in Homebush-North Strathfield Precinct, River Road West in Harris Park Precinct, and Sydney Olympic Park Precinct.

Concerns were also raised about the infrastructure identified and potential gaps in creating place-based outcomes, particularly green and open space, social housing, regional infrastructure, active transport and relationships to areas immediately outside the GPOP boundary.

4. **Realising the PIC** – Stakeholders indicated they wanted a clearer understanding of how PICs will fit in the hierarchy of strategic and statutory plans, and how they will impact current planning processes. There was a call for the model to be extended to Western Sydney Aerotropolis, Pyrmont/University of Sydney cluster, Leppington and Randwick. Future engagement was also emphasised as an important element for the PIC model's success.

# Introduction

On 7 November 2019, The Greater Sydney Commission (the Commission) released *A City Supported by Infrastructure*, detailing the new Place-based Infrastructure Compact (PIC) model and its Pilot application in Greater Parramatta and the Olympic Peninsula (GPOP).

Between 7 November and 18 December 2019, the Commission sought stakeholder feedback on the PIC model and outcomes from the Pilot.

The PIC model is a collaborative way for government agencies, utility providers and local councils to support growth in jobs and homes with planning for infrastructure needed to create great places. In developing the PIC model and Pilot in GPOP, over 20 State Government agencies were involved.

Listening to stakeholders has always been an important part of the Commission's work. This report details the feedback received during this six-week consultation period.

The Commission reached out to a range of stakeholders for consultation to increase awareness of the PIC model and the outcomes of the PIC Pilot in GPOP, and to gather feedback. Stakeholders were encouraged to review and provide feedback on the draft Paper and supporting summaries:

- *A City Supported by Infrastructure - Place-based Infrastructure Compact Pilot Draft for feedback;*
- *PIC - Place-based Infrastructure Compact – Unpacking the New Model Summary Paper;* and
- *GPOP - Our true centre: the connected unifying heart – Place-based Infrastructure Compact Pilot Summary Paper.*

The engagement approach was designed to provide opportunity for stakeholders to find out more about the PIC model, ask questions as well as capture their views and insights. These included:

- A launch event – held as an opportunity for stakeholders to build awareness of the PIC Pilot and ask questions of key government agencies about the PIC model and Pilot;
- Briefings on the PIC to provide an understanding of the PIC model – The Commission met with local councils including City of Canada Bay Council, City of Parramatta Council, City of Sydney Council, Cumberland Council, Liverpool City Council, Northern Beaches Council, Southern Sydney Regional Organisation of Councils and Strathfield Council;
- Letters and emails to stakeholders – Community members, local government, landowners, and peak groups were contacted to raise awareness and encourage their feedback;
- The Commission's social, industry and environmental peak panels – Sessions were held for members of these panels to build their understanding of the PIC model and provide them the opportunity to ask questions and raise concerns for consideration;
- Three focus groups – Participants of these sessions reflected representation by age, gender, housing status, ethnicity and life-stage and were living either within the GPOP area or surrounding suburbs;
- Social media - A series of posts were published to raise awareness of the potential and future for GPOP, the PIC model and the opportunity to provide feedback through an online survey. Links were also provided to the draft Paper;
- Website – The three publicly available documents on the PIC model and Pilot were published on the Commission's website;
- Online survey – Stakeholders were able to provide feedback through a portal on the Commission's website;

- Media – In addition to releasing a media statement and placing advertisements in local newspapers such as the Parramatta Advertiser, there were media interviews with ABC Sydney, the Daily Telegraph and the Sydney Morning Herald;
- Information drop-in sessions - Two sessions were held in Parramatta and Sydney Olympic Park to provide stakeholders an opportunity to find out more information and provide feedback;
- Landowner meetings and phone calls - Landowners and businesses within the Camellia-Rosehill Precinct were contacted to gather feedback; and
- Youth Panel – The Commission presented the PIC model and Pilot to gather feedback from the panel on the PIC model and the outcomes for GPOP.

This report outlines the engagement process and what the Commission heard and includes:

- A summary of engagement activities;
- Key themes heard during the engagement period; and
- A summary of key themes from emailed feedback and market research.

Feedback received will be used to inform the final recommendations the Commission will make to the NSW Government on the PIC model and Pilot outcomes for GPOP.

# Summary of engagement activities

On 7 November 2019 the Commission invited the community and stakeholders to participate in the consultation process through:

- Advertisements in local newspapers (Attachment 1);
- Emails and letters to stakeholders (Attachment 2);
- Social media on Twitter, Facebook and LinkedIn (posts were geotargeted to ensure coverage in the GPOP area and a 10km radius around it) (Attachment 3); and
- Questions within *A City Supported by Infrastructure - Place-based Infrastructure Compact Pilot Draft for feedback* (Attachment 4).

## Online survey

Stakeholders were invited to provide their feedback to the PIC Pilot through an online survey. A total of 19 surveys were completed from 7 November to 18 December 2019. The survey included 13 questions, with nine of the questions directly related to the PIC Pilot in GPOP (see Attachment 4).

The survey responses are available on the Commission's website ([greater.sydney/project/infrastructure](https://greater.sydney/project/infrastructure)).

## Information drop-in sessions

The Commission held two information drop-in sessions:

Location	Date	No. of attendees
Novotel Sydney, Parramatta	26 November 2019	10 stakeholders
Pullman at Sydney Olympic Park	28 November 2019	25 stakeholders

Collateral used at these sessions to help explain the PIC model and the Pilot outcomes included the three published documents as well as six information boards (see Attachment 5).

Feedback from these sessions was collected through one on one conversations. In addition, attendees were encouraged to use sticky notes outlining their response to each of the eight questions on the 'Tell us what you think' board (refer to Attachment 6).

## Emailed feedback

The Commission received a total of 58 emails during the engagement period. Key points raised in the feedback received were organised by theme and broken down by stakeholder type (refer to Table 1). Only stakeholders who have given permission for their feedback to be made public are listed.

The emailed feedback is available on the Commission's website ([greater.sydney/project/infrastructure](https://greater.sydney/project/infrastructure)), excluding those who wish to remain confidential.

Table 1 Email feedback providers

Group	Feedback providers
<i>Community</i>	<ul style="list-style-type: none"> <li>• Pyrmont Action Inc; and</li> <li>• Residents from Epping, Westmead and North Strathfield.</li> </ul>
<i>Local government</i>	<ul style="list-style-type: none"> <li>• Councils inside the GPOP area: <ul style="list-style-type: none"> <li>◦ City of Parramatta Council</li> </ul> </li> <li>• Councils outside the GPOP area: <ul style="list-style-type: none"> <li>◦ Georges River Council</li> <li>◦ Southern Sydney Regional Organisation of Councils (SSROC);</li> <li>◦ Northern Beaches Council; and</li> <li>◦ Willoughby City Council</li> </ul> </li> </ul>
<i>Landowners</i>	<ul style="list-style-type: none"> <li>• George Weston Foods Limited;</li> <li>• Pacific Planning;</li> <li>• Royal Agricultural Society (RAS) of NSW; and</li> <li>• USG Boral</li> </ul>
<i>Peak bodies and industry groups</i>	<ul style="list-style-type: none"> <li>• Planning Institute Australia;</li> <li>• Property Council of Australia;</li> <li>• Shelter NSW and NSW Council of Social Services; and</li> <li>• Urban Development Institute of Australia;</li> </ul>
<i>State government agencies</i>	<ul style="list-style-type: none"> <li>• Landcom; and</li> <li>• Office of Sport NSW</li> </ul>
<i>Organisations / businesses</i>	<ul style="list-style-type: none"> <li>• Cox Architecture</li> </ul>

## Focus groups

Three focus groups were conducted and reflected the broad population in and around the GPOP area. Participants were recruited to provide representation by age, gender, housing status, ethnicity and life-stage and were living either within GPOP or surrounding suburbs (as far as Marrickville to the East, and Seven Hills to the West). A total of 23 participants took part in the three focus groups.

The aim of this research project was to gain feedback from residents on:

- the Place-based Infrastructure Compact model;
- the proposed vision for Greater Parramatta and the Olympic Peninsula; and
- several scenarios relating to the sequencing of growth and timing of associated infrastructure.

This research was qualitative and does not provide a large enough representative sample from which to draw conclusions about the population. However, it does provide a further opportunity to understand residents' views on the topic, and to use their feedback to inform ongoing development of the approach.

## Peak and Youth Panels

Round table sessions were held with the Commission's Development Industry, Social and Environmental Peak and Youth Panels during the feedback period. These round tables were an opportunity for the Commission to present the PIC model and the outcomes of the Pilot to these representative groups and seek their feedback on key issues and concerns from the draft Paper.

## Meetings and telephone calls

Meetings were held with external stakeholders, including landowners, developers and businesses, during and following the consultation period:

- Four meetings with individual landowners in the Camellia-Rosehill Precinct undertaken either on the day of the launch, or soon after;
- Two 'deep dive' sessions with multiple landowners in the Camellia-Rosehill Precinct with representatives from Transport for NSW, Sydney Water, the Department of Education and the Department of Planning, Industry and Environment to provide further clarity and answer specific questions on the PIC method and proposed actions for GPOP;
- Two subsequent landowner meetings after conclusion of the consultation process: one with a single landowner and another with multiple landowners presenting as an alliance; and
- Telephone calls to 87 existing businesses in the Camellia-Rosehill Precinct to raise awareness of the non-statutory consultation process.



# Feedback

## Key themes

The Commission's analysis of the feedback provided during the engagement period found that although there were differing views expressed by different stakeholder groups, several common themes emerged. These are detailed in Table 2.

Table 2: Summary of Key Themes

Themes	Feedback received
<b>PIC findings</b>	<ul style="list-style-type: none"><li>• Support for the new PIC model, its wider application and use at different scales, subject to greater collaboration and transparency of supporting evidence;</li><li>• Interest in access to the data and methods used in relation to population, dwelling and job forecasting, infrastructure needs, costings, apportionment of costs, calculation of benefits and determination of funding sources;</li><li>• Further detail needed on the different types of residences being supplied including social housing;</li><li>• Clarification is needed around if the land needed for additional schools and social infrastructure already exists or needs to be purchased;</li><li>• Uncertainty as to how additional open spaces will be costed and who will be responsible for maintaining these spaces; and</li><li>• Need for PIC to include the importance of walkability and providing infrastructure to facilitate access for people with mobility issues.</li></ul>
<b>GPOP findings</b>	<ul style="list-style-type: none"><li>• Strong support for Finding 1 "Delivering place-based benefits" and Finding 2 "Taking a holistic approach to places";</li><li>• Mixed support was expressed for Finding 3 "Better decision-making with early insights" due to uncertainty of commitment from Government agencies;</li><li>• Uncertainty was expressed for Finding 4 "Understanding the varying costs for precincts" due to transparency of the data and methodology used;</li><li>• Support was expressed for Finding 5 "Moving to a more orderly sequenced approach" with an emphasis on explaining this in further detail;</li><li>• Recognition of GPOP being the unifying heart of the metropolis of three cities;</li><li>• Uncertainty around the data supplied by agencies to formulate the PIC;</li><li>• Excitement around future infrastructure projects for GPOP and the recognition of the existing unique assets (sports, entertainment, health and education) available;</li><li>• More explanation required about the social impacts of high-rise development in precincts and how the PIC will address these within its calculations;</li><li>• Further detail needed around catering for Sydney's ageing population and connections to the Westmead Health Precinct; and</li><li>• Recognition of cultural heritage and the role this has in creating a strong sense of belonging within GPOP.</li></ul>

Themes	Feedback received
<b>Proposed actions for GPOP</b>	<ul style="list-style-type: none"> <li>• The selection of priority precincts in the sequencing plan and the supporting data used in the Co.Lens tool were identified as not being clear and transparent;</li> <li>• Need for increased collaboration opportunities with the community, businesses and industrial areas undergoing transformation;</li> <li>• Methodology needs to demonstrate how sequencing of infrastructure aligns with the described benefits;</li> <li>• Need for improved understanding of the local context and constraints through engagement with the community and early engagement with local councils;</li> <li>• Opportunity to engage the built environment industry on the development of the Co. Lens tool which was used to identify findings within PIC;</li> <li>• Opportunities for the PIC to include further infrastructure, beyond that provided by state agencies and utility providers, including infrastructure such as: <ul style="list-style-type: none"> <li>○ sports grounds, indoor sport facilities, play spaces, school halls, libraries, aquatic facilities;</li> <li>○ artist facilities and galleries, independent screens, live music venues, convention and exhibition facilities;</li> <li>○ social and affordable housing, build-to-rent housing;</li> <li>○ waste and resource recovery, flood risk reduction and water quality improvements; and</li> <li>○ independent schools.</li> </ul> </li> <li>• Clarification on planned actions for the Camellia-Rosehill precinct given planning work to date;</li> <li>• Industry to remain at the heart of Sydney as it is not financially viable for industry to be located on the outskirts of the metropolis of three cities; and</li> <li>• Opportunity to bring forward specific areas in the sequencing plan particularly Camellia-Rosehill Precinct, Melrose Park Precinct, North Strathfield in Homebush-North Strathfield Precinct, River Road West in Harris Park Precinct and Sydney Olympic Park Precinct.</li> </ul>
<b>Realising the PIC</b>	<ul style="list-style-type: none"> <li>• Greater clarity needed on how the PIC model, Pilot findings, and proposed actions will be delivered through statutory planning processes;</li> <li>• Greater clarity and certainty of funding to deliver infrastructure priorities through state and local government processes, as well as through developer contributions and agreements;</li> <li>• Support for PIC to be expanded to areas of: Western Sydney Aerotropolis, Pyrmont/University of Sydney cluster, Leppington and Randwick;</li> <li>• Uncertainty of how Local Strategic Planning Statements (LSPS) and local council documents inform or relate to PIC findings;</li> <li>• Concern that previous applications and urban transformation strategies are currently on hold while the PIC is considered by State Government;</li> <li>• Requests for further clarification around the identified funding sources for capital costs apportioned to GPOP;</li> <li>• Uncertainty as to how additional open spaces will be costed and who will be responsible for maintaining these spaces; and</li> <li>• Need for PIC to include the importance of walkability and infrastructure to facilitate people with mobility issues.</li> </ul>

## Key themes by stakeholder group

A summary of the key views expressed by each stakeholder group is outlined below.

### Elected representative

Dr Geoff Lee, Member for Parramatta.

Concern around the costs and method used for the PIC, particularly for the Camellia-Rosehill precinct. The feedback disagreed with the findings, stating that the Camellia-Rosehill Precinct offers an opportunity as an area for investment to create future housing and employment opportunities within GPOP.

### State Government Agencies

The key themes raised within this feedback included:

- commending the Commission, Infrastructure NSW and other agencies for the draft;
- acknowledging the benefits to community across a range of infrastructure types;
- the lack of sport and active recreation infrastructure considered in GPOP and requests this infrastructure be considered in the priorities; and
- greater clarity needed if costs associated with other infrastructure considers sport and active recreation infrastructure or how local government will incorporate new assets into their management and maintenance schedule.

### Local government

The key themes that were consistently raised across all council submissions were in relation to the method used, required infrastructure for each scenario and region, and potential partnerships with council and industry leaders. Other key themes raised across councils included concerns over revenue streams and how the PIC will align to their recently completed Local Strategic Planning Statements (LSPS).

Key themes raised by councils inside the GPOP area:

- councils are well placed to ensure the views of the local community are reflected in the PIC.
- critical that the GPOP area is not considered to be an isolated area. Planning and infrastructure consider the impacts and needs of surrounding areas and centres, such as Epping and Merrylands, to prevent boundary issues occurring;
- requests that PIC projects align with councils' strategies to deliver critical infrastructure and manage growth in a coordinated way;
- requests to be included as a partner, and that the draft be updated to acknowledge this;
- lack of transparency regarding data used to inform the PIC;
- requests that the boundary be altered to include specific areas outside GPOP, such as Epping;
- request for local council led projects be included in the list of projects for GPOP;
- request for consultation with First Nations people and consideration of accessibility for all;
- extend the remit of PICs to include local infrastructure provided by local councils; and
- recommended that costs be reflected in the PIC for future open space and green connections.

Key themes raised by councils outside the GPOP area:

- concerns regarding the sources of funding, to ensure that future budgets can handle required infrastructure outlined within PIC;
- uncertainty on how the PIC will implement a plan for consideration by council;
- questions were raised around how data and assumptions were collected and how these informed the proposed actions;
- concern as to how council can provide meaningful input without access to the raw data used by the Co.Lens tool;
- requests for more information regarding the method and steps taken in developing the PIC;
- encourage waste and resource recovery to be captured and planned as an essential urban service; and
- notes that social and affordable housing targets and forecasts have been left out of the draft model.

### Community groups

Key themes raised included the following:

- sequencing of infrastructure improvements must be taken into consideration, with the example of increasing capacity, before it becomes an issue;
- the need to further investigate social infrastructure needs as they are not fully considered in the PIC;
- concern that the PIC does not incorporate outcomes or reference material from council LSPSs that were recently completed in 2019;
- desire for more transparency and engagement, especially with the community, to ensure accountability and that stakeholder desires are met;
- the lack of social infrastructure and community facilities included in the PIC, and details of what these include;
- the draft PIC report has been issued with limited supporting evidence and data to justify the preliminary conclusion in relation to the future of Camellia;
- concern that the boundary line around GPOP will be strictly enforced and surrounding areas will be ignored, leading to further uncertainty for residents wanting to develop;
- the material placed on public exhibition excludes the detail needed to provide a thorough assessment of the accuracy, practicality and application of the PIC; and
- a number of residents from North Strathfield requested that their local area be prioritised due to surrounding high residential density and existing infrastructure.

### Landowners and local businesses

The key themes raised within these submissions included:

- the need for the PIC to include the next steps in the planning process for Phase 1 precincts in the GPOP area and their associated timing;
- requests around specific planning proposals in Harris Park and Melrose Park to be included in Phase 1, and Camellia-Rosehill in Phase 2;

- requests for changes to current zoning, with others seeking to maintain current zoning;
- requests that the PIC to consider if development activity does not match predicted growth and what this would mean for landowners;
- requests for greater consultation and ongoing collaboration for future investigations of the area;
- recognise the importance of Camellia as being an economic and employment catalyst for NSW;
- recognise the previous planning work carried out in the Camellia-Rosehill Precinct;
- request that funding mechanisms be prepared in advance to prevent infrastructure delays;
- support for Olympic Park to be prioritised to Phase 1 of the sequencing plan;
- the Royal Agricultural Society proposal for a major convention, conference and event centre at Sydney Olympic Park be listed as a short-term priority project for GPOP;
- need for more high-quality leisure spaces and support for businesses based on events to address the current and future limitations of the GPOP region;
- supporting studies, research and documentation, that have informed the Co.Lens tool and the subsequent findings and actions of the draft PIC be made available;
- concern that the PIC conflicts with their council's LSPS;
- interest in access to the data and methods used in relation to population, dwelling and job forecasting, infrastructure needs, costings, apportionment of costs, calculation of benefits and determination of funding sources;
- greater consideration of net benefits, along with the capacity of landowners and developers to make a financial contribution to the cost of infrastructure;
- consideration of the capacity of landowners and developers to make a financial contribution to the cost of infrastructure, which could reduce costs to Government and the feasibility of delivering growth with infrastructure in a precinct;
- greater consideration of the benefits to existing and future residents and workers rather than the cost effectiveness of accommodating a new resident or job in a precinct to determine sequencing; and
- future PICs to have greater involvement of industry and landowners as partners from an early stage.

### General public and community

The key themes raised from the online survey and the two drop-in sessions included:

- confirmation that industrial hubs located in Camellia and Silverwater are protected for the long term due to their competitive location for the distribution of products across Sydney;
- requests for further information regarding funding and cost benefit measurements;
- wanting more detail in the future plans, e.g. primary and secondary schools;
- the PIC process will need to be reviewed after results from new infrastructure provided can be measured;
- conflicting views on the preferred priority for different infrastructure types and locations;
- increase focus on disabled access between precincts for Australia's ageing population;
- urban bushland to be considered as environmental infrastructure within the PIC;

- provision of a simplified Co.Lens tool to be made publicly available to help better understand the findings from the PIC;
- further clarification on the identified funding sources, in particular developer contributions;
- further clarification for the outlined “sequencing plan for precincts through the PIC method” due to uncertainty of project milestones being used;
- further clarification to determine if future land use requirements identified within the Pilot will flow into Local Strategic Planning Statements, Local Environmental Plans, and Development Control Plans;
- the retraction of past high-rise development plans in North Strathfield had caused confusion and the need for planning decisions to be transparent and provide certainty;
- concern that the proposed increase in housing would mean “more characterless high rises” and lack of large green spaces for young children and families to play and reconnect with nature;
- interest in how the PIC model could be used to improve local character of high-rise development and better facilitate greater outcomes for the community; and
- need for the PIC to provide increased certainty around areas that are undergoing transformation, particularly education facilities, access to green space and transportation.

### Peak bodies and industry groups

The key themes raised within these submissions included:

- develop a clear governance framework and resourcing for the implementation of the GPOP PIC Pilot and the ongoing delivery and monitoring of the model across Sydney;
- requests for more consultation with peak industry associations, local government and community members to enhance the “collaborative approach” described in the PIC report;
- the priority level of Camellia-Rosehill and Camellia Industrial is inconsistent with previous announcements and LSPs;
- request for more information regarding the development and application of the PIC model, and enhanced consultation with private sector and major stakeholders;
- request for a timeline for when phases would start, and when other precincts are likely to be considered;
- suggested that social and affordable housing have targets set and be considered in infrastructure investments;
- identify champions of the PIC to assist in applying the approach to new candidate precincts;
- recommend that Sydney Olympic Park be prioritised to Phase 1;
- suggest that Parramatta Light Rail Stage Two be a priority to allow for Scenario 3 and 4 to be realised;
- request for clarity regarding Co.Lens tool and how it works to enable cost effectiveness and funding;
- Station and line placement within the PIC for light rail and Metro West conflicts with existing plans and potential needs;
- concerned that previous applications and urban transformation strategies are currently on hold while the PIC is considered by State Government;

- a greater level of engagement and partnership with local government in future revisions should be undertaken to strengthen place management functions and community connections of local government;
- suggest that a special infrastructure contribution or similar levy be implemented to ensure that developers and landowners contribute to public infrastructure;
- clarity over the next steps after the engagement process and if the PIC would be re-exhibited for further comment;
- clarification of why a new university under education or health has not been mentioned within the PIC and if it is to do with timeframes and project scope; and
- unclear which Scenario is preferred and the strategy for achieving that Scenario.

### Focus groups

The key themes raised within the focus groups included:

- on balance, participants perceived the PIC model as a sensible process, likely to produce more co-ordinated long-term infrastructure planning and development;
- many assume that there was already extensive consultation between a broad range of stakeholders, and that decisions were evidence-based and data-driven;
- support for the ideas outlined regarding the future of GPOP;
- participants welcomed the prospect of greater connectivity within and beyond GPOP, and the increased volume and range of local employment opportunities;
- welcomed greater investment in social and affordable housing but were apprehensive whether these developments will be well integrated with existing housing and facilities;
- when presented with the four different Scenarios, most participants favour either the Transformative or Visionary Scenario; and
- believed that the area was currently struggling under the strain of rapid population growth, which only substantial infrastructure development, as outlined in Transformative or Visionary Scenarios, could address.

## Next steps

The feedback captured within this report will be used by the Commission to finalise the PIC Pilot for GPOP. Community and stakeholder feedback will help inform the Commission's recommendations to the NSW Government for its consideration and response in 2020.

Subject to the Government's acceptance, it is intended that the PIC Pilot and draft Strategic Business Case for GPOP would be implemented through:

- amendments to relevant strategic and statutory plans, with further community consultation;
- finalisation of business cases for State agencies' capital investment plans and NSW Budget processes; and
- ongoing monitoring of development, land use and infrastructure decisions to ensure the effectiveness of the PIC as a decision-making support tool.

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# How to slow down life

Jenny Ringland



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WE'RE always hearing and reading about the importance of slowing down, how our brains haven't evolved yet to deal with the advancements in technology and the 24/7 nature of modern life.

And don't even get us started on the risk of burn-out. But how do we start to push the off switch?

Slowing down means changing habits to recharge in order to better navigate busy days. Here are three simple behaviour changes to help slow the pace.

#### HAVE A DAY OF REST

Carve out a day, or even half a day a week, where there are no to-do lists or rushing around. Try turning off work emails, reading a magazine,

lying on the sofa, spending time in the garden or doing some slow cooking. Think of your life as a marathon rather than a sprint where rest days set you up for a more productive week.

#### DIGITAL DETOX

Create space away from emails and social media by having screen-free time. It might be as simple as no devices after dinner, or blocks of screen-free time. I try to avoid my phone between 5pm to 7pm. With three small children, the dinner, bath, bed ritual is crazy enough without the added distractions. I find on the days where I stick to the phone ban I have more energy once the kids have gone to bed.

#### TAKE A WALK

Walking is a great tool to add



to your self-care repertoire. On the weekends, leave the car and run errands on foot. It will give you time to think, go towards your 10,000 steps a day and lighten your carbon footprint. At work, suggest walking meetings, swap taxis for hitting the pavement and get off a stop earlier on your commute home.

•More details: [greenandsimple.co](http://greenandsimple.co)

## Greater Sydney Commission

### Greater Parramatta and Olympic Peninsula

The Greater Sydney Commission invites your feedback on our **A City Supported by Infrastructure Place-based Infrastructure Compact Pilot** for the Greater Parramatta and Olympic Peninsula.

We will be holding community drop-in sessions for people to speak to us face to face on Tuesday 26 and Thursday 28 November 2019.

Feedback closes Wednesday 18 December 2019.

Visit [www.greatersydney.com](http://www.greatersydney.com) to register for a session, read about the Pilot or provide your feedback. You can also call 1800 617 681 for more information.

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V1 - PAGE0201MA

Wednesday, November 20, 2019 PARRAMATTA ADVERTISER 27

# Attachment 2

## Email to local community groups

*Good morning,*

*Recently we emailed you to let you know the Greater Sydney Commission launched Australia's first [Place-Based Infrastructure Compact \(PIC\)](#), a new model for planning growth in jobs and homes with infrastructure planning piloted in Greater Parramatta to Olympic Peninsula (GPOP).*

*With only a week to go before feedback closes on **Wednesday 18 December**, we want to make sure everyone has the opportunity to give their feedback. To tell us what you think visit [greater.sydney](http://greater.sydney)*

*Feedback received will inform the Commission's recommendations to the NSW Government.*

### ***What is the PIC?***

*The PIC model, created in collaboration with 20 NSW government agencies, shows how to sequence growth in housing and jobs with the delivery of infrastructure, getting the best value for the community.*

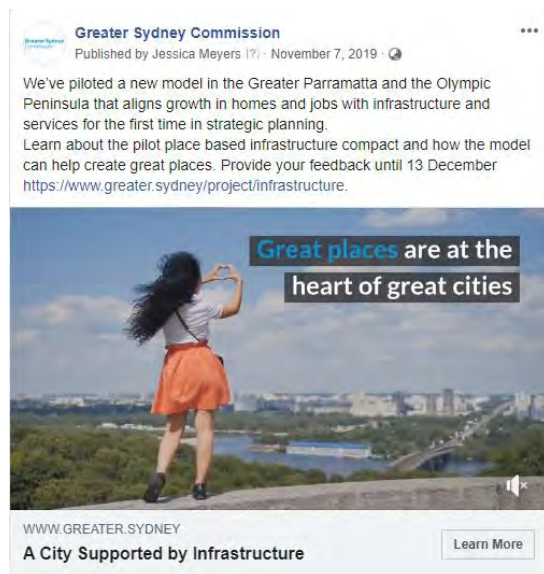
*The model also clearly shows the full range of infrastructure that should be prioritised to create liveable, sustainable and loveable places. For more information on the PIC and outcomes of the pilot in GPOP visit [www.greater.sydney/project/infrastructure](http://www.greater.sydney/project/infrastructure)*



# Attachment 3

## Social media

During the exhibition period the Commission published 13 posts across its social media channels. The Commission's content received 1,110 engagements during the exhibition period (likes, comments and shares).



**Greater Sydney** @gscsydney · Nov 20, 2019  
 We've piloted a new model in GPOP that aligns growth in homes & jobs with infrastructure, for the first time in strategic planning. To learn about the pilot Place-based Infrastructure Compact register for one of our community drop-in sessions [greater.sydney/project/infrastructure](https://www.greater.sydney/project/infrastructure)...



**Greater Sydney Commission**  
 Published by Jessica Meyers (7) · November 13, 2019 ·

What do you love about #GPOP?

Andrew loves that he can work and live all around there. He's excited about the changes, the world class facilities, the new metro and spaces for the community to come and relax.

Find out more at <https://www.greater.sydney/project/infrastructure>.



## Why do you love about #GPOP video campaign

During the feedback period the Commission published 4 GPOP videos. These videos were viewed 21,400 times across our channels.





# Attachment 4

## **Questions within *A City Supported by Infrastructure - Place-based Infrastructure Compact Pilot***

The Commission developed a series of questions that were included in the paper *A City Supported by Infrastructure - Place-based Infrastructure Compact Pilot draft* for feedback. These questions were designed to capture feedback on a number of aspects of the PIC model and proposed actions from piloting the model in GPOP. These questions included:

- The new Place-based Infrastructure Compact (PIC) model
  - How could this model be used to help other places?
  - How can community and industry better participate?
- Key findings for GPOP
  - What do you agree or disagree with?
  - What else should we consider?
- Proposed actions for GPOP
  - Do you have feedback on the sequencing plan?
  - What do you think about the service and infrastructure priorities?
- Delivering the Place-based Infrastructure Compact
  - What level of transparency should there be around infrastructure planning and delivery?
  - How can we best keep you updated?

These questions were also used as the basis for the online survey on the Commission website.

# Attachment 5

## A0 boards

### Great places are at the heart of great cities

Can existing infrastructure be extended or improved, or is new investment needed? What will it cost? How it will be funded? When can it be delivered?

The Placed-based Infrastructure Compact (PIC) is a collaborative way for government agencies, utility providers and local councils to support growth in jobs and homes in transforming areas.

The PIC was created to:

- enhance and create places that are great for people to live, work, learn and do business
- ensure that communities get what they need to be vibrant, liveable and productive.

It does this by working out:

- where and when jobs and homes should grow
- what, where and when infrastructure is needed.



#### Realising the full potential of GPOP

The success of Greater Parramatta and Olympic Peninsula (GPOP) is vital to the future success of Greater Sydney. GPOP is already:

- a place of celebrated indigenous and colonial history, natural beauty and city-scale natural treasures
- a thriving, accessible and inclusive civic heart with its own diverse cultures
- a jobs hub within reach of skilled workers, helping to address the deficit employment opportunities in the west
- an attractive place to invest, already having the foundations of a diverse 21st-century urban economy that can service the city's needs, its people and its enterprises.



#### Jobs in GPOP

- Over the next 20 years, GPOP could potentially generate around 100,000 additional jobs to the 150,000 jobs it has today.
- GPOP will offer a diversity of job and business opportunities for local workers, playing a key economic role for Greater Sydney and bringing jobs closer to where people live.
- Future jobs growth will be better supported by the right infrastructure and services at the right time with the PIC.



#### Homes in GPOP

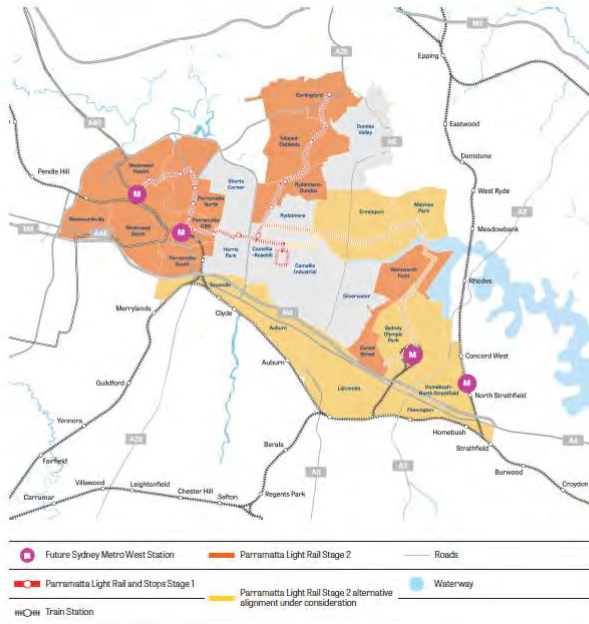
- Over the next 20 years GPOP could accommodate 84,000 new homes for its diverse community (apartments, townhouses and houses).
- Housing growth would be matched by improved amenities such as open space, tree canopy and parks, and improved transport connections.
- A diverse community means diversity in homes. New mixed housing with social, affordable and private homes have been identified for GPOP.



#### Next steps

We are seeking your feedback on the work done so far on the PIC Pilot for GPOP. Feedback will be incorporated in the Commission's recommendations to the NSW Government for its consideration and response in mid-2020.

## Ordering jobs and home growth in GPDP



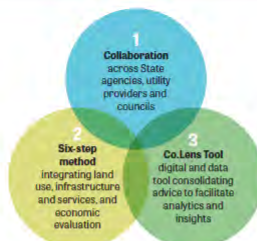
- Proposed Action 1:**  
Grow precincts **now** that are supported by already-funded major infrastructure, like Parramatta Light Rail Stage 1, and focus on job creation for local people. These 11 precincts are:
- Parramatta (CBD, North and South), Westmead (Health and South) and Wentworthville
  - Rydalmere to Carlingford
  - Wentworth Point and Carter Street.
- Proposed Action 2:**  
Grow precincts **next** when major infrastructure like Sydney Metro West and the proposed Parramatta Light Rail Stage 2 are delivered. These eight precincts are:
- Sydney Olympic Park
  - Homebus-North Strathfield
  - Melrose Park and Ermington
  - Granville, Auburn, Lidcombe and Flemington.
- Proposed Action 3:**  
**Maintain** existing activities in all other precincts and review their potential as GPDP evolves. These precincts support local character and diversity and perform important functions for the area and Greater Sydney. They currently have higher costs for supporting growth compared to those above. These precincts are:
- Harris Park, Dundas Valley and Shorts Corner
  - Rydalmere, Camella Industrial, Auburn, Lidcombe and Silverwater
  - Camella-Rosehill.

Your feedback will help inform our recommendations to the NSW Government.



A City Supported by Infrastructure - Place-based Infrastructure Compact for Greater Parramatta and the Olympic Peninsula

## Applying Place-based Infrastructure Compact model



The PIC model has three main components:

1. **Collaboration** of experts in government agencies, utility providers and local councils
2. **Six-step method** integrating housing and job growth forecasts with the infrastructure needed to support them
3. **Co.Lens Tool** digital and data tool to collect and help analyse all the information from the expert.



We are here and want to know what you think

For more detailed information on the PIC model please refer to the *PIC - Place-based Infrastructure Compact* summary paper.



A City Supported by Infrastructure - Place-based Infrastructure Compact for Greater Parramatta and the Olympic Peninsula



## Infrastructure to match growth and development



As GPDP continues to grow and change, further investment in infrastructure will be needed to make it even more liveable, productive, sustainable and better connected.

Proposed Actions 4 and 5 of the PIC identify infrastructure priorities to support growth in GPOP for the short and medium term.

#### Proposed Action 4

Infrastructure priorities that support current growth across GPOF in the shorter term— the next five years.

## Proposed infrastructure priorities to support CPOIP in the short term

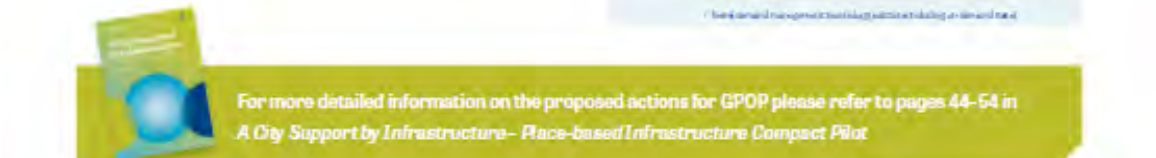
- 
- 
    - Portsmouth Park upgrades Active Living Centre, Precincts and the Gardens Precinct
    - New and upgraded Street Grid lines and urban area covers in Sydney Olympic Park
    - New green canopy to protect water access (COP)
    - Joins over cultural facilities as selected COP precincts
    - New around cultural facilities for Portsmouth A Mile Section and Gallery (Portsmouth Digital and Performance Centre)
  - 
    - New High School for Sydney Olympic Park and surrounds
    - Online classroom at Fennell Hill High School
    - Primary and Secondary School proposals nearby
    - Waverleyville Life Precinct
    - Cranville Precinct
    - Mainland Park Precinct
    - Waverleyville Pools Precinct
    - Darlingford Precinct
    - Waverleyville South Precinct
    - Sydney Olympic Park Precinct
  - 
    - Social housing renewal / separation at Lymington and Millbrook Park
  - 
    - Portsmouth Justice Precinct Master Planning and Expansion
    - Police Station upgrade for Lymington and Cranville
    - District and courtrooms improve access for Victoria Road and Portsmouth to Macquarie Park
    - Active transport improve access crossings of T8 Northway Rise
    - north-south regional cycling to Cranville
    - connect improvements along sections of Portsmouth Light Rail Stage 1 corridor
  - 
    - Portsmouth and transport upgrade
    - Upgrade to Portsmouth CBD along Church Street, Cumberland Highway, Cross Womersley Highway and Windsor Road
    - Portsmouth Road and James Ruse Drive
    - Portsmouth Clear Ring Road upgrade investigations
    - Travel demand management technology solutions including on demand travel

### Proposed Action 5

Infrastructure priorities that support future growth, over the next five to 10 years, in the precincts of Proposed Action 1.

## Proposed infrastructure priorities to support producers in Proposed Action 1

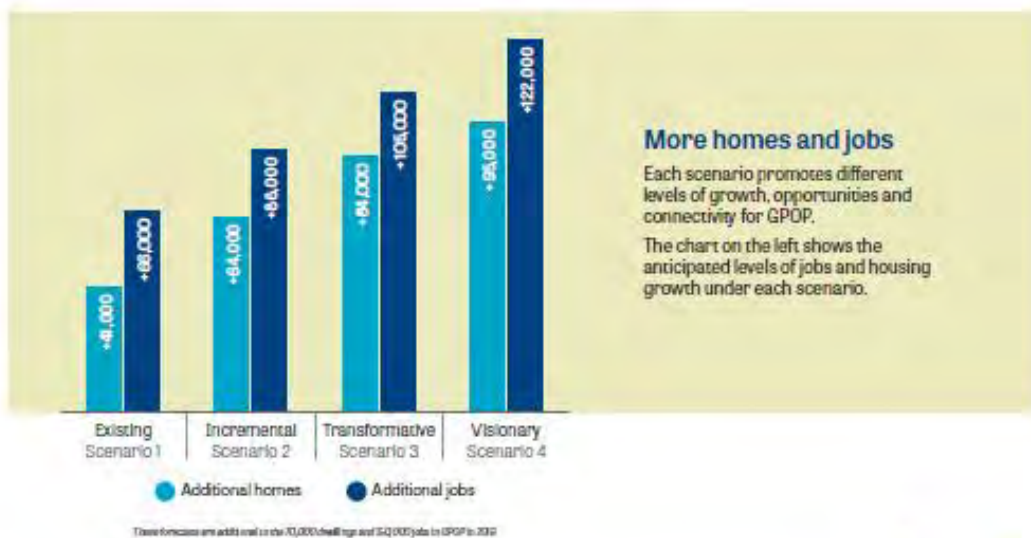
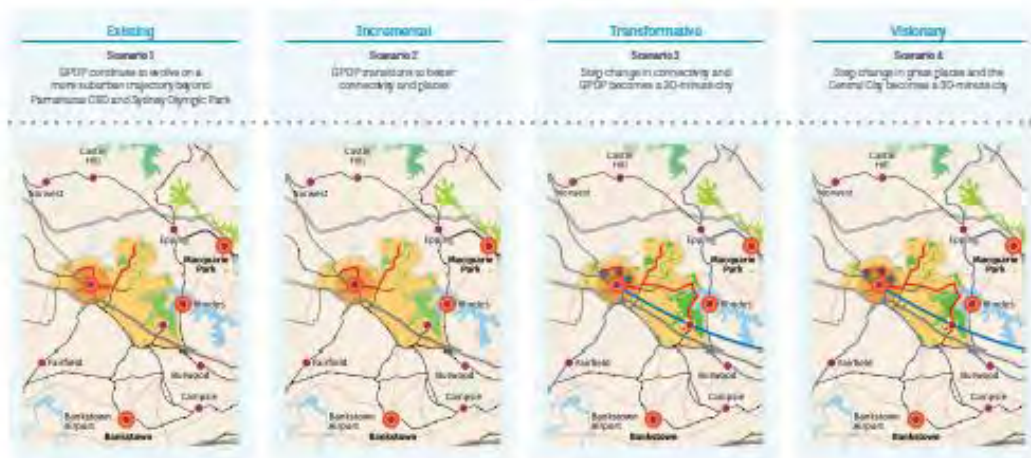
- [illegible]



For more detailed information on the proposed actions for GPOP please refer to pages 44-54 in *A City Support by Infrastructure- Place-based Infrastructure Compact Pilot*

# Potential futures – what could GPOP be like in 40 years?

The PIC model was used to explore four potential futures for growth in GPOP over the next 40 years:



For more detailed information on the proposed actions for GPOP please refer to pages 26–29 in *A City Supported by Infrastructure – Place-based Infrastructure Compact Pilot*



## Tell us what you think

Please place Post-it notes with your comments under the below questions – this will help us finalise our recommendations to the NSW Government on the PIC model and the GPOP Pilot.

The new Place-based Infrastructure Compact (PIC) model		Proposed actions for GPOP	
How could this model be used to help other places?	How can community and industry better participate?	Do you have feedback on the sequencing plan?	What do you think about the service and infrastructure priorities?
Key findings for Greater Parramatta and the Olympic Peninsula		Delivering the Place-based Infrastructure Compact	
What do you agree or disagree with?	What else should we consider?	What level of transparency should there be around infrastructure planning and delivery?	How can we best keep you updated?



A City Supported by Infrastructure – Place-based Infrastructure Compact for Greater Parramatta and the Olympic Peninsula

# Attachment 6

## Sticky notes from drop in sessions

**Table 3:** Sticky note responses (Parramatta information drop-in session)

Topic and question	Responses
<b>The new Place-based Infrastructure Compact (PIC) model</b>	
<i>How could this model be used to help other places?</i>	<ul style="list-style-type: none"> <li>The PIC model will be helpful to develop Western Sydney Parkland Region (which is vast and growing rapidly).</li> </ul>
<i>How can community and industry better participate?</i>	<ul style="list-style-type: none"> <li>Through feedback sessions in local business precincts and increase consultation opportunities.</li> <li>Exhibition of PIC model to be placed on notice boards within Parramatta Park and other community gathering places.</li> </ul>
<b>Key findings for GPOP</b>	
<i>What do you agree or disagree with?</i>	<ul style="list-style-type: none"> <li>GPOP findings will be a catalyst for change (if Government Agencies agree to vision).</li> <li>Greater Parramatta needs better transport connectivity as some places are hard to reach.</li> <li>Access in Greater Parramatta should not be neglected.</li> </ul>
<i>What else should we consider?</i>	<ul style="list-style-type: none"> <li>The value, history and journey of the suburb are not considered in the PIC.</li> <li>Consider accessibility for all demographics and people with disabilities.</li> <li>Consider a direct train line from Parramatta CBD to Olympic Park.</li> </ul>
<b>Proposed actions for GPOP</b>	
<i>Do you have feedback on the sequencing plan?</i>	<ul style="list-style-type: none"> <li>What is the timing plan and interdependencies of PIC, LSPS, LEP and District Plans?</li> <li>Proposed Action 2 seems to be the more sensible plan. We need to avoid overdevelopment at very rapid rates around the Parramatta CBD.</li> <li>Past experience shows that growth levels do not follow sequencing patterns.</li> <li>Implement measures to increase drought tolerance within the built environment.</li> <li>Need for the Westmead precinct to come under one council to improve decision making.</li> </ul>



Topic and question	Responses
<i>What do you think about the service and infrastructure priorities?</i>	<ul style="list-style-type: none"> <li>• One infrastructure priority which is missing is the 15-minute train line between Parramatta CBD and Sydney's second Airport in Badgerys Creek.</li> <li>• No integration between modes of transportation defined within the PIC Pilot. Include the different modes of transport on offer within GPOP into the PIC Pilot report.</li> <li>• Integration of transport modes between precincts is needed e.g. Westmead North.</li> <li>• How do we increase the growth in Homebush and the North Strathfield precinct?</li> <li>• PIC does not acknowledge the traffic conditions that currently exist within GPOP.</li> <li>• Clarity of when land rezoning will be announced to facilitate future planning decisions.</li> </ul>
<b>Delivering the Place-based Infrastructure Compact</b>	
<i>What level of transparency should there be around infrastructure planning and delivery?</i>	<ul style="list-style-type: none"> <li>• Suburbs need ownership of their future.</li> <li>• Different government agencies and their lack of communication is not helpful.</li> <li>• If PIC Scenario four is agreed today, then it should be followed during its life phase.</li> <li>• Community, business and industry must be told at the beginning of the process as previous decisions have been made without our input.</li> </ul>
<i>How can we best keep you updated?</i>	<ul style="list-style-type: none"> <li>• By holding more drop-in sessions like this. Very useful and helpful.</li> <li>• More online content, remind people through emails and SMS.</li> </ul>

Table 4: Sticky note responses (Olympic Park information drop-in session)

Topic	Responses
<b>The new Place-based Infrastructure Compact (PIC) model</b>	
<i>How could this model be used to help other places?</i>	<ul style="list-style-type: none"> <li>• Residents want certainty as to what is planned and what is happening within their area.</li> </ul>
<i>How can community and industry better participate?</i>	<ul style="list-style-type: none"> <li>• Keep holding information sessions on a regular basis.</li> </ul>

Topic	Responses
<b>Key findings for GPOP</b>	
<i>What do you agree or disagree with?</i>	<ul style="list-style-type: none"> <li>• Need to look at decreasing the population in Sydney not just growth for the sake of growth.</li> </ul>
<i>What else should we consider?</i>	<ul style="list-style-type: none"> <li>• Transport links outside the Sydney Metropolitan area.</li> <li>• School boundaries in these areas need to be considered to adapt to the growth agenda.</li> <li>• Infrastructure links between different precincts, e.g. north-south links. We don't want precincts developing in isolations of each other.</li> </ul>
<b>Proposed actions for GPOP</b>	
<i>Do you have feedback on the sequencing plan?</i>	<ul style="list-style-type: none"> <li>• North Strathfield area should be upgraded from Proposed Action 2 to Proposed Action 1 as it is located near four train stations, has existing recreational areas and sports facilities and is close to many primary and secondary schools.</li> <li>• Need to protect heritage and character in Wentworth Point, Carter Street and Olympic Park.</li> <li>• Sequencing needs to have definitive dates of key milestones.</li> </ul>
<i>What do you think about the service and infrastructure priorities?</i>	<ul style="list-style-type: none"> <li>• Acquire land now to ensure social infrastructure such as a men's shed, community facilities, public library, and community gardens and growers' markets can be delivered.</li> <li>• Test if areas have wide footpaths, tree canopies, safe crossings.</li> <li>• Need to provide sufficient primary and secondary facilities and playgrounds.</li> <li>• Include provisions to allow children who live in high rises to have access to quality green spaces.</li> </ul>
<b>Delivering the Place-based Infrastructure Compact</b>	
<i>What level of transparency should there be around infrastructure planning and delivery?</i>	<ul style="list-style-type: none"> <li>• There needs to be a higher level of accountability and transparency from all levels of government.</li> <li>• Property developers currently have too much power through donations and contributions. Increased reform around this is needed.</li> </ul>
<i>How can we best keep you updated?</i>	<ul style="list-style-type: none"> <li>• Through email, social media and building presence.</li> </ul>