STRATEGIC DIRECTION A

STRENGTHENING THE ‘CITY OF CITIES’
Sydney’s spatial structure as a city of cities is a key factor in its national and global success. This Metropolitan Plan aims to strengthen those spatial characteristics to improve Sydney’s productivity and enable it to grow efficiently and sustainably.

This strategic direction reinforces the key elements of 2005’s ‘City of Cities’ approach to:
- expand the critical role of Global Sydney as the foundation of the City’s structure
- highlight the growing role of Parramatta as Sydney’s second CBD, and the other ‘Regional Cities’ of Penrith and Liverpool as ‘capitals’ serving large Western Sydney catchments
- describe the key elements of a compact, connected, multi-centred and increasingly networked city of cities structure
- present supporting evidence for a compact city
- position Sydney as a globally competitive city
- outline the infrastructure to achieve a ‘city of cities’

The city of cities approach regards Sydney as comprising five cities:
- the harbour cities of Sydney CBD and North Sydney recognised as key elements of ‘Global Sydney’
- Sydney’s premier Regional City and second CBD: Parramatta,
- and the Regional Cities of Western Sydney: Liverpool and Penrith.

The Regional Cities are important structuring elements of the city of cities. They supply the region’s high order services and support the business growth sectors providing jobs in Western Sydney.

New Regional Cities may emerge over the life of this Plan. Criteria for potential Regional Cities are included in Appendix 5. Campbelltown and Blacktown have the greatest potential, subject to how well growth in their catchments translates into substantial employment growth and a broader regional service role for their CBDs.

The five cities are supported by Major and Specialised Centres within a transport and economic network. Smaller local centres are spread within this framework, offering a focus for concentrations of housing, commercial activity and local services at different scales. The roles of these Strategic Centres are addressed in Growing and Renewing Centres.

This chapter builds on the city of cities approach by:
- expanding on the role and future directions of Sydney’s cities
- emphasising the elements of a sustainable structure for Sydney’s future with evidence
- positioning Sydney as a globally competitive city
- highlighting the critical role of infrastructure

‘CITY OF CITIES’ STRUCTURE

The city of cities concept describes a compact, multi-centred and connected city structure enabling people and businesses to spend less time travelling to access work, services, markets or regional facilities. This promotes productivity and better infrastructure utilisation, reduces car use, energy use and emissions, and supports a more active lifestyle.

The approach is central to achieving the State Plan priorities for more jobs closer to home and to improve the public transport system.
The cities are the focal point of the broad regional catchments shown in Figure A1. They offer services, employment, retail, entertainment and cultural facilities at a regional scale, acting as ‘capitals’ for their region. Their role is critical for a fair and efficient city—one that offers jobs closer to home, less need to travel and less reliance on a single CBD for many aspects of Sydney life.

The concept is based on the Marchetti principle of a ‘one hour city’—a city that can be travelled comfortably in one hour per day (Marchetti 1994). Sydney’s five cities could all operate at this scale, while a single city of 6 million people by 2036 could not be a ‘one hour’ city.

The city of cities approach does not diminish the global and iconic status of Sydney’s CBD and its vibrant financial, business services and cultural hub. Indeed the success of Global Sydney is vital if economic activity is to extend along strategic corridors and among the Regional Cities and other ‘strategic’ centres. Government at all levels must proactively promote job growth and the broader success of these cities as emerging ‘capitals’ of their regions according to the future directions outlined for each Regional City.

This Plan recognises the contribution of the entire ‘Global Sydney Region’ including all its centres, employment lands and resources in building the productivity and status of the city region.

The Plan also acknowledges the inter–relationship of Sydney with adjoining regions and the State as a whole. The interdependence of Sydney and regional NSW is addressed in the Regional Strategies for the Central Coast, Lower Hunter, Illawarra and South Coast, Far North Coast, Mid North Coast and Sydney–Canberra Corridor and the Murray.
As a ‘City of Cities’

The city of cities approach has served Sydney well during the recent global economic downturn with local economies retaining a diversity of economic activity and resilience. Regional Cities maintained employment levels over the last three years. However, Regional City development is a long-term process; Liverpool or Penrith are not expected to achieve Parramatta’s status (43,200 jobs in 2006) within the life of this Plan.

Sydney, more than any other Australian capital, is supported by a strong public transport network which has shaped the city’s growth. This land use/transport link has produced the highest public transport usage of any Australian city with presently 76 per cent of all peak hour journey to work trips to the CBD by public transport, and 24 per cent of all journey to work trips across the Sydney metropolitan area by public transport.

Sydney has by far the greater proportion of its residents living in densities that support quality mass transit with over 500,000 people living in areas with at least 70 persons per hectare. Only 100,000 Melburnians live in similarly densely populated areas. Sydney is also the only Australian city in which substantially more new housing is provided in existing urban areas than in greenfield areas.

Over the next 10 years, projects in the Metropolitan Transport Plan will strengthen the city of cities structure via connections within and among the Regional Cities and other strategic centres building toward a more compact, connected and increasingly networked city that supports a wider range of prospects for urban renewal and employment growth in areas that have potential for sustainable growth (refer Figure A2).

Sydney’s development as a city of cities is not only a factor of its structure and transport links but also the economic and cultural growth and maturity of its component cities. The role and future directions for Global Sydney and the Regional Cities are on page 28 while other strategic centres (major and specialised) are discussed in Growing and Renewing Centres.
FIGURE A2 TOWARDS A NETWORK CITY

PAST

• A radial system focused on Global Sydney

‘CITY OF CITIES’ TO 2036

• Radial system focussing on Global Sydney and the Regional Cities of Parramatta, Penrith and Liverpool

NETWORK SCENARIO BEYOND 2036

• A network city
• Linked centres
• Strong cross regional links

PENRITH
Role of Global Sydney and the Regional Cities

Global Sydney

FOUNDATION OF THE METROPOLITAN STRUCTURE

The CBDs of Sydney and North Sydney—the financial, economic and cultural heart of Sydney—are termed ‘Global Sydney’ and occupy the highest place in Sydney’s centres hierarchy.

Global Sydney has a metropolitan, state, national and international catchment for its activity. Its performance is crucial to Australia’s economic performance. Its success is highly dependent upon being a positive experience, 24 hours a day, seven days a week for local residents, workers, business and visitors alike.

It is part of the Global Economic Corridor extending from the airport through to Macquarie Park, and over the longer term towards Parramatta. This corridor contains around 40 per cent of Sydney’s jobs and is a powerhouse of the Australian economy. The success of Sydney’s other cities and centres rely on the continuing strength of activity in Global Sydney and this economic corridor.

Under the Metropolitan Plan, Sydney CBD will offer capacity for 454,000 jobs by 2036 with 61,000 in North Sydney CBD. Job growth will continue to be in the dominant finance, legal and business services sectors while retail, tourism and hospitality will remain significant. The development of Barangaroo and expanded exhibition, convention and entertainment facilities focused on Darling Harbour are key elements in accommodating this growth.

Global Sydney is also an important living area with residential populations of 177,900 (City of Sydney LGA) and 63,900 (in North Sydney LGA). These will continue to grow and boost the city’s vitality without compromising its economic capacity.

Increasing public transport capacity and improved amenity are essential features in managing growth. The Western Express Program, South West and North West Rail Links, 1,000 additional buses and the extension of light rail are all key elements (see Transport for a Connected City). Parking provision policies and an improved cycling and walking environment, including ‘wayfinding’, are also critical to boost local accessibility and improve street life. The NSW Government is partnering with the City of Sydney Council to develop these initiatives.
The Metropolitan Plan targets an employment capacity of 515,000 jobs for Global Sydney by 2036

<table>
<thead>
<tr>
<th>SYDNEY &amp; NORTH SYDNEY FUTURE DIRECTIONS</th>
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<tbody>
<tr>
<td>Reinforce global competitiveness and strengthen links to the regional economy.</td>
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<tr>
<td>Ensure adequate capacity for new office and visitor accommodation.</td>
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<tr>
<td>Grow opportunities for localised creative clusters and other emerging business hubs.</td>
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<tr>
<td>Ensure sustainable development of major urban renewal projects.</td>
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<tr>
<td>Plan for housing choice.</td>
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<tr>
<td>Maintain amenity and outstanding environment that underpins Sydney’s image.</td>
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<tr>
<td>Strengthen Sydney’s position as a global tourism destination.</td>
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<tr>
<td>Develop an improved and increasingly integrated transport system.</td>
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<tr>
<td>Boost North Sydney’s economic role in Global Sydney and the Global Economic Corridor.</td>
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<tr>
<td>Improve mode share of public transport to 80% in peak by 2016.</td>
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<tr>
<td>NSW STATE PLAN TARGET</td>
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Global Sydney includes five major precincts in addition to North Sydney CBD. The Metropolitan Plan will build on the strengths and characteristics of each precinct.

**Pyrmont Ultimo**
- Vibrant mixed use area with accessible high density and high amenity housing
- Specialised commercial activities (multimedia and maritime)
- Important tourism, convention and exhibition function supporting Sydney’s global role

**Sydney Education & Health**
- World class education and health facilities focused on University of Technology Sydney, Sydney University and Royal Prince Alfred Hospital
- Opportunities for renewal as part of a creative crescent linked with Pyrmont Ultimo (outlined in the draft Sydney City Subregional Strategy)
- High density and high amenity living opportunities illustrated by Central Park redevelopment (former CUB site)

**Redfern Waterloo**
- An extension of the Global Economic Corridor, providing opportunities for business enterprise growth including information and communications technology research, media and communications at Australian Technology Park
- Opportunities for residential renewal
- Recognition of Aboriginal culture illustrated by the establishment of the National Centre for Indigenous Excellence in Redfern
**North Sydney CBD**
- Extension of Global Sydney with high value-added economic activities especially in communications, finance, insurance and engineering
- Second largest office market in Sydney with A grade offices at lower rents
- Accessible employment with surrounding high amenity and high intensity housing

**Sydney CBD (including Barangaroo)**
- Premier location for finance, legal and business activities, as well as retail, tourist and cultural uses
- Incorporates globally significant clusters of finance and business services, communications and media, retail, culture and tourism
- Visitor experience strengthened by the Opera House, Circular Quay, The Rocks, MCA, museums, galleries and other iconic Sydney destinations
- Barangaroo development provides an opportunity to expand commercial, tourism and residential uses with improved harbourside access integrated with the CBD

**City East**
- Provides business support services to the CBD in diverse commercial premises and creative industries
- World class health services cluster focused on Darlinghurst
- Iconic tourism, entertainment and retail precinct from the CBD to Kings Cross and Oxford St
- High quality inner city living environment
Parramatta is Sydney’s most mature Regional City and operates as its second CBD. Located in the heart of metropolitan Sydney at the head of the Parramatta River, it is Western Sydney’s most densely populated and job–rich Local Government Area with 43,200 jobs and 167,400 people.

The Metropolitan Plan targets employment capacity of 70,000 jobs for Parramatta by 2036. Parramatta contains the essential spatial characteristics of a vibrant Regional City. It has a strong commercial core with a property and business services focus. It is well supported by civic uses including the Justice Precinct and the Government offices of Civic Place.

A wide range of retail and entertainment opportunities extend from the major mall along ‘eat streets’ to the open space of Parramatta Park, walking tracks along the Parramatta River and the Riverside Theatre. The city is culturally rich with iconic heritage landscapes and buildings including Government House, Parramatta Park, Elizabeth Farm and Experiment Farm Cottage. Partnerships between State and local governments have developed creative arts spaces in the city. Parramatta is increasingly regarded as a cultural destination.

Health and education facilities provide a focus for satellite industry clusters at Westmead Specialised Centre based on Westmead Hospital as well as the Children’s Hospital at Westmead, NSW Police College and the University of Western Sydney campuses at Westmead and Rydalmere.

The surrounding suburbs of Harris Park and North Parramatta offer comparatively affordable inner city living and space for small business with high amenity and contribute to the life of the city. In the longer term, North Parramatta has potential for further mixed use redevelopment linked to improved mass transit opportunities. Parramatta’s inner suburbs are endowed with regionally important cultural and recreational assets including Parramatta Park and Stadium, Granville Park, Rosehill Gardens, Bicentennial Park and Sydney Olympic Park.

Parramatta’s broader catchment extends over much of Sydney’s middle ring between Epping and Bankstown, inwards towards Burwood and outwards beyond Blacktown and Fairfield. It is a major hub for transit links connecting to the Regional Cities, the Global Economic Corridor, Growth Centres and strategic centres in the middle ring. It will be the major beneficiary of the Western Express rail improvements with more rapid and frequent connections to Central Sydney. The completion of the Parramatta–Epping Rail Link will further integrate Parramatta, Macquarie Park and the Global Economic Corridor. The city is also well served by radial strategic bus routes and Transitway links to the North West and South West.

The NSW Government has a major stake in Parramatta’s success and has made substantial investment in Government offices as well as health and education infrastructure. It has partnered with Council on the City Centre and Civic Improvement Plans for Parramatta CBD. The Government has also made—and is making—substantial investment in transport infrastructure including the Transitways, the Epping to Chatswood Rail Link, Richmond Line Duplication (Quakers Hill to Schofields), the George Street Secure Taxi Rank and new Metrobus services.
The Metropolitan Plan targets an employment capacity of 70,000 jobs for Parramatta by 2036.

<table>
<thead>
<tr>
<th>PARRAMATTA FUTURE DIRECTIONS</th>
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<tbody>
<tr>
<td>Strengthen role as Sydney’s premier Regional City and second CBD.</td>
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<tr>
<td>Ensure development consistent with Parramatta City Centre Plan to enhance heritage profile</td>
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<td>and facilitate creative industries.</td>
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<tr>
<td>Better integrate Parramatta River with the centre.</td>
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<td>Enhance attractiveness of office precinct including public domain, streetscape, high quality</td>
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<tr>
<td>building design. Protect commercial core from residential development that may preclude</td>
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<tr>
<td>employment growth.</td>
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<tr>
<td>Improve liveability consistent with Civic Improvement Plan.</td>
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<tr>
<td>Revitalise inner city suburbs on Parramatta’s edge.</td>
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<tr>
<td>Capitalise on investment in public transport infrastructure.</td>
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<tr>
<td>Deliver Parramatta to Epping Rail Link, additional growth buses (including metro buses)</td>
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<tr>
<td>and Western Express Program.</td>
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<tr>
<td>Develop a Parramatta Regional City Transport Strategy to improve public transport mode</td>
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<tr>
<td>share to the city to 50% during peak by 2016, manage parking and improve pedestrian and</td>
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<tr>
<td>cycling opportunities.</td>
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<tr>
<td>NSW STATE PLAN TARGET</td>
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Liverpool

REGIONAL CITY OF THE SOUTH WEST

Liverpool is the Regional City serving Sydney’s south west and parts of the West Central Subregion. It is the major employment destination (16,000 jobs), transport hub and the main regional shopping centre for the south west. The Metropolitan Plan targets employment capacity of 31,000 jobs for Liverpool Regional City by 2036.

Liverpool’s underlying city grid street layout, the road and rail links to Parramatta and Central Sydney and riverside setting contribute to its capacity to attract and accommodate growth as a Regional City. Major urban growth areas including the South West Growth Centre and Hoxton Park are in the Liverpool catchment.

The city is supported by key assets including:

- State investment in the major Liverpool Teaching Hospital and nearby TAFE that form the basis of an ‘Education–Medical’ cluster
- Recreation and cultural facilities including Chipping Norton Lakes, Casula Powerhouse and Warwick Farm Racecourse and its cluster of equine industries
- Liverpool Station and bus interchange which is supported by the Liverpool to Parramatta Transitway and rail connections to Parramatta, Campbelltown and Sydney CBD along the Cumberland and East Hills Lines with planned higher frequency services on three major rail lines linking to the city as well as the Cumberland Line which (together with the Transitway) links with Parramatta
- Georges River and its open space corridor

The proposed development of Moorebank Intermodal Terminal and the proposal for a co-located freight village would potentially create employment opportunities in transport and logistics on the edge of the city and promote supporting commercial activity across the city. The development of the NSW Freight Strategy will be an opportunity to consult the local community to ensure local impacts are understood and appropriately managed.

The development of a Regional City Transport Strategy for Liverpool in collaboration with Liverpool Council will strengthen the capacity of the city centre to accommodate future growth and make best use of existing transport infrastructure such as the Transitway, M7 Motorway, enhancements to the F5 Freeway and M5 Motorway, and further capacity to be delivered by the Western Express Program together with new connections including the South West Rail Link from Glenfield to Leppington.

Liverpool has attracted pockets of medium and high density housing, taking advantage of employment around the hospital and the amenity and availability of shops and services in the city centre. A substantial public housing component exists at Warwick Farm and throughout the city.

Notwithstanding its advantages, Liverpool’s employment growth has not kept pace with residential growth in its catchment. Increased investment opportunities are needed to serve metropolitan and national markets and diversify employment. Liverpool needs to attract investment in business services, especially the fast growing knowledge-based service sectors while building its health, education, retail and community services base. An employment and economic development strategy for Liverpool and its surrounds should be jointly supported by Council and the NSW Government, which would be integrated with the vision set out by the Regional Cities Taskforce for the Liverpool City Centre Plan.

It is essential Liverpool Council and the NSW Government nurture growth opportunities, make the city increasingly attractive and retain its capacity for employment and investment growth. This will boost city image over time, improve job containment and promote equity of access to jobs and facilities in Sydney’s south west to support a substantial future population.
Provide outstanding office, retail, public space, cultural, hospitality, IT and entertainment facilities with better access between residential areas and the city centre core to underpin development of a recognisable business address.

Provide inner city living opportunities outside the commercial core.

Concentrate commercial development near the transit interchange making best use of the Liverpool to Parramatta T-Way.

Focus retail near the Macquarie Street and Elizabeth Street Malls in the CBD’s north.

Build health and education assets supporting ancillary business and housing opportunities.

Improve connection and pedestrian links with Georges River, Warwick Farm, Chipping Norton Lakes and Casula Powerhouse.

Develop a Liverpool Regional City Transport Strategy to improve public transport journey to work mode share and access to the city to 20% during peak by 2016.

NSW STATE PLAN TARGET

Coordinate city development with growth in the south west sector and the complementary development of Leppington Planned Major Centre serviced by the South West Rail Link.

Implement Regional Cities Taskforce Liverpool City Centre Plan as a spatial component of a broader employment and economic development strategy.

The Metropolitan Plan targets an employment capacity of 31,000 jobs for Liverpool Regional City by 2036.
Penrith
REGIONAL CITY OF THE WEST

Penrith was designated a Regional City due to its wide catchment from outer Western Sydney and westward over the Blue Mountains as well as its capacity to grow from a well laid out and established base. Penrith’s development into a Regional City is a long-term proposition; its city centre currently provides 20,000 jobs, with 31,000 targeted by 2036.

Penrith occupies a strategic position as a western gateway to Sydney. It offers important advantages including its proximity to the Nepean River, Blue Mountains and Penrith Lakes, key infrastructure assets including the expanding Nepean Hospital, the planned Western Express Rail Line, education hubs at Werrington and its location near urban growth areas including the former ADI site at St Marys. The city enjoys a wide range of housing markets including high end housing at Penrith Lakes.

Penrith has evolved in recent years with an increasing commercial emphasis and a broad range of retail, community and social facilities. It also provides an important cultural and civic hub for the west, focused around the Council Chambers, State Office Block, regional library, Joan Sutherland Performing Arts Centre, Q Theatre and Penrith Panthers.

It is a city served by important transport links including the Western Rail Line, Great Western Highway, M7 and M4 Motorways and strategic bus corridors connecting to the Western Sydney Employment Area and centres including St Marys.

As a Regional City, Penrith will provide a focus for innovative business environments, lifestyle and work opportunities based on the themes shared by Penrith Council and the Regional Cities Taskforce:

- a thriving business and commercial centre, offering quality office accommodation
- a living centre
- a safe, attractive, accessible centre, and
- a social and culturally vibrant centre

Penrith, in common with Western Sydney, must respond to the challenge of population growth outstripping job growth. Penrith’s economic development will rely on strategies to grow local and regional small businesses leveraging off active local business leadership and emerging industry clusters in health and education and potentially the natural environment (recognising the World Heritage status of the Blue Mountains).

There are also places well suited to accommodate employment growth including the former defence land adjacent to the rail station at North Penrith and opportunities in the Kingswood-Werrington area for health and medical business and research.

The Government is collaborating with council on a Regional City Transport Strategy for Penrith to improve mode share for travel. The Strategy will identify the transport challenges facing the Penrith City Centre and surrounding precincts and in partnership with Penrith Council exploit the advantages of future services delivered under the Western Express Program and existing investment in bus services and commuter car parking. The Western Express will improve the service between Penrith, Mount Druitt, Blacktown, Parramatta and Central Sydney.

The future directions for Penrith promote a vibrant Regional City with a diverse employment base serving a growing residential catchment.
The Metropolitan Plan targets an employment capacity of 31,000 jobs for Penrith Regional City by 2036.

PENRITH FUTURE DIRECTIONS

- Increase private commercial investment in the CBD, exploiting niches in environmental management, health and wellbeing and back-office functions in business services and finance sectors.
- Expand Penrith as an administrative centre.
- Build on a health and education cluster as a component of a potential Specialised Centre focused on Nepean Hospital, UWS and TAFE campuses at Kingswood–Werrington based on a vision in preparation.
- Improved liveability and linkages with the Nepean River.
- Develop the highly accessible North Penrith Defence Site to provide opportunities for longterm employment growth as well as higher density housing.
- Implement the Regional Cities Taskforce: Penrith City Centre Plan as the spatial component of a broader economic development strategy.
- In the context of a Regional City Transport Strategy for Penrith:
  - Improve public transport mode share to 25% in the peak by 2016
  - Improve links to the growing residential areas of the North West Growth Centre
  - Improve connectivity with surrounding precincts including Kingswood–Werrington and Penrith Lakes
  - Improve internal transport within the CBD including walking, cycling, alternative public transport and parking provision and policy
OBJECTIVE A1
TO PROMOTE REGIONAL CITIES TO UNDERPIN SUSTAINABLE GROWTH IN A MULTI-CENTRED CITY

The success of the Regional Cities is important to providing a strong focus for regional scale services and facilities and a hub for business agglomeration, which are critical to the city’s efficient operation.

ACTION A1.1
Prepare and implement Regional City economic development plans with local councils

Regional City economic development plans will identify redevelopment opportunities for business and promote sites for large-scale development. Where necessary, the plans will signal a direct role for Government involvement to achieve desired outcomes for Parramatta, Liverpool and Penrith.

Action C4.2 (Transport for a Connected City) describes the development of Regional City Transport Strategies for City of Sydney, Parramatta, Liverpool and Penrith.

The Government is working closely with the City of Sydney, under a Memorandum of Understanding to prepare a City Centre Access Plan. This will identify improvements to public and active transport options, as well as to traffic flows for the whole of the City Centre. It will also identify longer term options for a connected centre supported by a reconfigured transport network that includes a light rail corridor. The Government will also work with other local councils to prepare Regional City Transport Strategies for Parramatta, Liverpool and Penrith. A key objective of the Regional City Transport Strategies will be to improve public transport mode share in line with State Plan priorities and stimulate economic growth by investing in the local and regional transport network.
Elements of a sustainable ‘City of Cities’ structure

The Metropolitan Plan builds from 2005’s ‘City of Cities’ framework for sustainable growth—whose elements are outlined below.

Compact City
There is evidence of a positive relationship between productivity and the effective density of a city where businesses, their suppliers and distributors as well as their labour can closely connect. This is supported by the premium paid for central or well connected sites, which is more than compensated for by the value added to businesses. A key element of the Metropolitan Plan is achieving effective density in a compact city structure via the clustering of opportunities for business in Strategic Centres, employment areas and economic corridors.

Active Centres
The compact city offers a range of liveability advantages. Centres with strong transport links and good internal walking environments offer better access to work and services. These advantages are multiplied where public spaces are safe and well designed, and a mix of shopping and other uses exists. Improved amenity also offers an environment where a wider mix and higher density of housing types are more viable. Housing, in turn, strengthens the market for retail, local services and jobs.

Multi-Centred City
A compact city structure needs to operate at an optimal scale. In Sydney’s case this means a series of five inter-connected Regional Cities and many Major Centres offering access to work and services in their catchments within one hour’s travel—something unattainable in a single-centred city of six million by 2036. A multi-centred structure will boost Sydney’s capacity to manage its travel demand while growing and distinguishing the character of its cities.

Connected and Networked City
A multi-centred city concept assumes increasingly distinct but not independent cities. Strong public transport links are essential within and between Regional Cities to reduce car dependence and ensure the productivity advantages of a ‘one hour city’ are not lost through poor connections across the entire Global Sydney region. Strategic Centres and employment areas are linked with better access for freight, the workforce and non-commuter trips.

The nature of links connecting our cities and Major Centres will be important. Metropolitan Transport Plan initiatives will improve radial connections into the Regional Cities, building on the strong radial network serving Sydney CBD. Over the long term, additional transport corridors for investigation have the potential to strengthen cross regional connections and increase the capacity of the public transport network. Over time this role could be further strengthened by a transport corridor extending south through centres such as Bankstown and Hurstville. In the short term the Government will establish a Metrobus route providing high frequency and distinctive services to build patronage and test the potential of this corridor.
The Metropolitan Plan reaffirms the 2005 Metropolitan Strategy framework to build Sydney’s productivity, liveability and environmental performance by strengthening its multi-centred and compact city structure. The key elements of this structure are:

- economic development initiatives supporting job growth in Regional Cities
- enhancing public transport links between Parramatta and Sydney CBD, Epping, Macquarie Park and Chatswood
- growing public transport links and capacity between Strategic Centres and Regional Cities
- focusing housing and employment growth in key urban renewal centres, and
- investigating long-term cross regional transit corridors that will potentially unlock urban renewal capacity through Sydney’s middle ring suburbs between Parramatta, and Hurstville, Macquarie Park and Hurstville and between Westmead and Malabar.

A multi-centred city can ease congestion growth associated with very large numbers of people travelling to the city centre, especially one complicated by geography (i.e. the harbour).

One of the areas best served by new public transport infrastructure is the region between Parramatta, Macquarie Park and the CBD. The Parramatta-Epping Rail Link will help strengthen Parramatta’s role at the geographic heart of Sydney and extend the Global Economic Corridor of businesses to include Parramatta as Sydney’s second CBD.

The three long-term cross regional transport corridors (Parramatta–Bankstown–Hurstville; Macquarie Park–Sydney Olympic Park–Hurstville and Westmead–Malabar) outlined in this Plan have the potential to strengthen cross regional connections in Sydney’s transport network and will distribute activity around the whole city centre rather than a single point.
**ACTION A2.1**

Consider consistency with the city of cities structure when assessing alternative land use, infrastructure and service delivery investment decisions

Government land use and investment decisions will be consistent with the Metropolitan Plan vision for Sydney’s spatial framework as a city of cities. Fundamentally, this approach will support the primary role of Central Sydney, while:

- strengthening the function of Regional Cities as capitals and as a focus for activity and investment at a regional scale
- strengthening the connectivity into and among the Regional Cities—including committed cross regional links—especially those through Parramatta
- contributing to the success of Major Centres to provide services, housing and employment at a subregional scale and focusing activity in centres generally
- clustering specialised industry investment and employment opportunities in strategic Specialised Centres, and
- strengthening the network of public transport links among Strategic Centres—with buses delivering key services across a developing network of strategic corridors.

Analysing the strategic alignment of investment decisions under the strategic gateway process, and land use decisions generally, will show the outcome would strengthen the spatial framework of Sydney as a city of cities as outlined above. While consistency with the city of cities approach is relevant, a cost benefit analysis and other procurement policies are also important.

**ACTION A2.2**

Ensure a long-term focus on creating a networked rail and road system between Sydney and Parramatta to extend the global arc of economic activity to include Parramatta, Sydney Olympic Park and Rhodes

Sydney is moving from a single-centred city and has extended business functions to centres located along the Global Economic Corridor. The 2005 Metropolitan Strategy reaffirmed this shift and placed additional focus on Parramatta as the second CBD, with Liverpool and Penrith to perform similar roles in the longer term.

The Metropolitan Plan promotes a long-term shift towards a well-networked expanded central area extending between Sydney and Parramatta. This will provide opportunities to make the city more competitive and productive as it grows by capitalising on significant existing infrastructure capacity. Implementation of the Metropolitan Transport Plan is the first step in ensuring this network focus.
Evidence supporting a compact city of cities

Since 2005, evidence has accumulated supporting the city of cities approach. This includes modelling of Sydney’s transport capacity as well as investigating the economic costs and benefits of a more compact versus a more expansive settlement scenario.

More jobs closer to home
Over the last five years there has been improvement in Sydney’s performance at locating more housing closer to Strategic Centres of employment—a NSW State Plan priority. The Bureau of Transport Statistics estimates (using the Sydney Strategic Travel Model) that 77 per cent of the population now live within 30 minutes by public transport of a city or Strategic Centre (up from 75 per cent in 2005 using the same methodology). Urban consolidation associated with public transport and the establishment of new Major Centres such as Rouse Hill have made a difference.

Pressure on the existing city structure
Population growth will increase demand for travel and consume more land for housing. Without careful planning this would increase congestion, slow travel times and increase a range of living costs.

Substantial transport network improvements and land use changes are planned to mitigate these impacts, principally:
- Enhancing CityRail network capacity through the Rail Clearways Program, new rolling stock and new links outlined in the Metropolitan Transport Plan
- Identifying and delivering urban renewal opportunities at accessible centres
- Extending rail services further into the South West and North West Subregions
- Enhancing motorway capacity on key links—such as the Outer Sydney Orbital Corridor and Very Fast Rail
- Commencing investigation of long–term cross regional transit corridors
- Improving access between Sydney and the Regional Cities, and
- Expanding the network of strategic bus corridors linking cities and Major Centres

Comparing different growth paths
The Government commissioned an independent report into the benefits and costs of alternative growth paths to meet Sydney’s population needs over the next 30 years. The analysis compared compact growth scenarios with more expansive greenfield development.

It found growth paths accommodating more than 70% of new dwellings in existing urban areas had the greatest net benefits to society. Growth paths where more than 30% of dwellings were in greenfield areas raised social, environmental and infrastructure costs (especially transport and water) while not necessarily providing dwellings where people preferred to live.

Aspects not quantified, such as biodiversity impacts, would likely further strengthen the case for focusing development in infill areas. The CIE study reaffirms the cost effectiveness and net benefits to Sydney of a modified ‘City of Cities’ approach. The NSW Government will target at least 70 per cent of Sydney’s housing growth in established areas and focus renewal where transport capacity and improvements can be closely linked to the amount of development.
STUDY OF ALTERNATIVE GROWTH PATHS FOR SYDNEY

The Centre for International Economics (CIE) assessed the benefits and costs of alternative growth paths for Sydney concentrating on different proportions of greenfield versus infill development to accommodate projected future population growth. The study considered a wide range of sources of costs and benefits including:

- **Transport** (including infrastructure and congestion costs)
- **Utilities** (physical infrastructure including water, wastewater and power)
- **Social infrastructure** (education, health, emergency services, open space, council services)
- **Environmental impacts** (GHG, air pollutants, noise, biodiversity)
- **Impacts on existing residents** (implications for open space use)
- **Transformation benefits** (value put on a new dwelling over and above its current value, less the costs of creating the dwelling)

The study was predominantly a quantitative assessment of costs and benefits, supplemented by a qualitative assessment in some instances where data was not readily available.

THE CIE ANALYSED THREE SCENARIOS

**SCENARIO 1**

‘City of Cities’ scenario (base case)
30% of housing in greenfield release areas mostly in the Growth Centres of which 80% would be near centres, and 70% of housing as infill in existing urban areas with around 80% distributed in the walking catchments of a range of centre types.

**SCENARIO 2**

50/50 scenario
50% of housing in greenfield and 50% infill—overflow outside Growth Centres where greater constraints exist.

**SCENARIO 3**

Infill scenario
10% of housing in greenfield and 90% infill.

The study also considered extreme scenarios such as all new development in greenfield areas or all new development in existing areas.

STUDY FINDINGS

Accommodating all Sydney’s new housing in greenfield areas would be 28% more costly to society ($11 billion more by 2036 in net present value) than an approach that accommodates at least 70% of new dwellings in existing urban areas and up to 30% in greenfield areas (70:30 growth path)

A 50:50 growth path had net costs of $5 billion more by 2036 relative to a 70:30 growth path

A 90:10 growth path with 90% of new dwellings in existing areas showed net benefits (2% or $0.8 billion by 2036) compared with a 70:30 growth path. However such an approach would not meet greenfield housing demand.
The plan for at least 70 per cent of Sydney’s growth to be in existing urban areas and the allocation of dwelling targets accordingly will be monitored annually. A review of the economic and broader performance of potential growth scenarios and the Plan’s policy settings regarding broad housing growth targets will be triggered by the emergence of:

- a structural shift in housing preferences away from (or towards) greenfield situations
- substantial change in migration policy and consequent population and growth projections
- substantial change in the cost of travel including energy price changes, and
- steep changes in environmental factors (i.e. heat, flooding and air quality) affecting living conditions differentially across the city

The current trends towards greater infill and the means of allocating growth among subregions in infill and greenfield settings are described in Housing Sydney’s Population.
Sydney is Australia’s financial capital with 44 per cent of the national finance and insurance industry and a financial services workforce almost half the size of New York’s and London’s (Industry & Investment NSW, 2010). Globalisation has increased specialisation in cities, and Sydney must continue to strengthen its leading role in this area.

The city centre and some areas of the Global Economic Corridor are projected to reach development capacity within the medium term under current planning settings (Property Council of Australia 2005). To attract and retain globally focused businesses Sydney must continue to strengthen, protect and improve its prime commercial precincts including CBD areas and business parks. A careful balance must be found in these highly sought-after and constrained locations to ensure the city’s economic and social needs are met.

A commercial core zoning that excludes residential uses is recommended for particular areas where capacity for commercial space must be retained to cater for projected long-term demand, particularly in the city centre and Regional Cities.

The development of Barangaroo on the western edge of the CBD aims to create a new premium office waterfront precinct for Sydney—a vibrant destination with a mix of commercial and residential, retail, public uses and a new ferry terminal. This will be an important addition to Sydney.

Short-term property market fluctuations can boost residential yields above commercial yields at various times in the property cycle, which could lead to a higher proportion of residential uses in this and other developments.

Barangaroo, like other major developments in prime locations, must contribute appropriately to the overall supply of office space to ensure the best interests of a globally competitive Sydney are met.

**ACTION A4.1**

**Protect commercial core areas in key Strategic Centres to ensure capacity for companies engaged in global trade, services and investment, and to ensure employment targets can be met**

State and local governments will use commercial core zoning to cater for subregional employment projections in appropriate locations for globally engaged and other significant businesses, including at Barangaroo, and in key locations in the existing and extended Global Economic Corridor. Some Major Centres may not need a commercial core area, which may allow a centre to focus on a mixed use character, provided capacity for long term employment targets can be met. This level of detail will be addressed for each Major Centre in the Subregional Strategies.
Sydney performs a critical role as Australia’s leading global city and is a key driver of the national economy. It is Australia’s financial hub, hosting the Australian Stock Exchange, the Australian headquarters for over 80% of foreign and domestic banks and over 60% of Asia Pacific regional headquarters of multinational companies (Industry & Investment NSW, 2010). Sydney also benefits from its unique natural setting, high quality environment and a mild climate that allows an almost year–round outdoor lifestyle.

Sydney is uniquely placed to capitalise on the projected rise of the key Asian economies of China and India. Most aspects of Australia’s advanced economy such as higher–value knowledge–based goods and services are preferentially located in cities. Sydney’s strength in these areas provides major export opportunities to engage with emerging Asian economies and other markets beyond this region.

To succeed, Sydney must educate—as well as attract and retain—a sophisticated workforce. Lifestyle advantages will help, however some aspects of Sydney living need to be addressed. Cost of living and accessibility are often cited as the main challenges for Sydney across the range of international city comparisons (Committee for Sydney 2009; PriceWaterhouseCoopers 2010b), some of which are listed below. The Metropolitan Plan must therefore ensure an adequate supply of well located land for housing and jobs to avoid higher costs on businesses and residents.

Sydney’s public transport system was a recurring theme in submissions for the Metropolitan Strategy Review and was identified as an area needing focus for Sydney to strengthen its global competitiveness. Recent work has shown that connections from the global city into the supporting network of cities and centres are as important to a global city’s success as the connections to other global cities. The ability to move goods and people effectively into, around and through the city is directly related to the city’s economic productivity. The NSW Government is developing a NSW Freight Strategy and working with the Federal Government to develop a National Ports and National Freight Strategy to assist in efficient movement of goods for the State and national economy.

This movement should also be supported through good quality information infrastructure such as legible and consistent signage and the provision of online information and internet information kiosks with wifi broadband for travellers. Sydney’s geography and historic pattern of development have created several constraints to growth which must be overcome to ensure Sydney remains globally competitive. The city of cities approach addresses these constraints.

What has changed since 2005
Strengthening economic competitiveness was one of the five overarching aims of the 2005 Metropolitan Strategy. This was measured by ensuring Sydney maintained or increased its value and proportion of Australia’s GDP. In the last five years Sydney has raised its share of national GDP from 24% to 24.9% which is significant in light of the strong growth in minerals exports from Queensland and Western Australia. But it is more than just the GDP of a city that contributes to a city’s global competitiveness.
In 2005, the Global and World Cities research group (GaWC) ranked Sydney as an Alpha world city, the third tier below Alpha++ (London, New York) and Alpha+ cities (Hong Kong, Paris, Tokyo, Singapore), based primarily on the provision and connectedness of a city’s advanced consumer services such as accountancy, banking and finance, advertising and legal firms (GaWC 2010a).

An array of sophisticated indicators measures a more comprehensive range of criteria. In general, these range from comprehensive indices measuring overall competitiveness to those measuring relative performance in key areas such as the economy, global connectivity, financial significance, cultural assets and liveability.

Whilst these rankings cannot provide a complete understanding of the relative importance of cities, they are increasingly influential as the competition between cities increases and governments, corporations and citizens seek to work together to gain advantages for their city (Refer Table A1).

The Global City Power Index issued by the Japan-based Mori Memorial Foundation is one of the more comprehensive ranking systems. The 2009 version is used in the 2010 State of Australian Cities Report by the Federal Government’s Major Cities Unit.

The Mori index measures a wider range of functions than most, namely:

- **economic power**
- **research and development capability**
- **cultural interaction**
- **liveability**
- **ecological and natural environment**
- **accessibility**

Across these functions, the index uses 69 indicators to rank the top 35 cities globally and this year, 2010, Sydney has moved up to tenth overall.

Further work on the competitiveness of Sydney appears in recent studies commissioned by the Committee for Sydney and the Sydney Business Chamber. These suggest the critical issues to position Sydney as a globally competitive city are:

- reviewing the metropolitan governance model for Sydney
- improving connectivity
- boosting enterprise, innovation and creativity
- improving large scale exhibition facilities and
- improving housing affordability and equity

The Metropolitan Plan seeks to ensure best advantage for Sydney in relation to these issues.
Connections and networks between global cities are important factors in their success. Recent work has shown connections from the global city into the supporting network of Regional Cities and centres are as important to a global city’s success as the links to other global cities (Pain 2010).

Improved road and rail connections between Sydney’s global city centre and regional NSW cities including Newcastle, Wollongong and Canberra provide significant opportunities to expand the productive capacity of Sydney’s economy through lower land costs and access to an expanded workforce among other advantages.

Some of Sydney’s competitor cities such as Shanghai and Tokyo have, or are building, significant fast rail and communications networks between cities and within the economic zones that service their global city centres. Shanghai is reducing travel times across its supporting city network in the Yangtze River Delta. A 165 km trip to Hangzhou, for example, will be reduced from 75 to 45 minutes as part of a national fast rail network between major cities that will also connect smaller cities with their regional capital (Xinhua News Agency 2010). While these cities are much denser and not directly comparable, Hangzhou performs a similar role for Shanghai as Newcastle and Wollongong do for Sydney (large Regional Cities within the broader economic region, 110 and 70 km from Sydney respectively).

In London, a Eurostar train station providing fast access to Paris was located at Ebbsfleet in East London near the M25 orbital motorway (15 km outside Greater London). This station was located as a catalyst for one of the UK’s largest regeneration projects, Kent Thameside, in a socio-economically challenged area near London. It acts to attract businesses and residents nearby by offering fast access to central London as well as Paris and Brussels (Thames Gateway Kent Partnership 2006).

The NSW State Plan includes a commitment to prepare nine regional transport strategies, including the Central Coast, Illawarra and Hunter regions in 2010. These transport strategies together with existing Regional Strategies will provide a 25 year transport and land use perspective for regions in NSW. The Central Coast Regional Transport Strategy in particular highlights key transport connections with Sydney—such as the potential Outer Sydney Orbital Corridor and the F3 to M2 corridor that are identified for future investigation.

The Federal Government has announced an investigation into the potential for a very fast rail connection from Sydney to Melbourne and Brisbane. The NSW Government will assist the Federal Government in this review and highlight the potential benefits of a very fast rail connection for Sydney and its regions.

The NSW Government will continue working with the Federal and local governments to ensure potential economic productivity and socio-economic benefits are included as criteria for any very fast rail and other new transport and communications infrastructure linking regional and capital cities. They will also identify priorities and funding sources to facilitate faster road, rail, air and communications networks between Sydney and its Regional City and interstate city network (actions to investigate and protect long-term transport corridors are included in the Metropolitan Transport Plan—Transport for a Connected City).
Sydney is the nation’s global gateway, attracting over half of all international visitors to Australia. In 2009, these visitors stayed a total of over 50 million nights, with domestic visitors adding almost 20 million nights (Industry & Investment NSW 2010). On average, there are over 190,000 visitors staying in Sydney on any given night. Global tourism numbers have grown by almost 30 per cent since 2000, boosting tourism’s economic value to over $850 billion (UNWTO 2010). Total visitor expenditure in Sydney was over $11.5 billion in 2009, across over 70 million visitor nights.

Increasingly, a good global city is also a good local city. New York is just as famous for the local neighbourhoods of Greenwich Village, Soho and Brooklyn as places for artists and the creative industries as it is for its icons—such as the Statue of Liberty, Times Square and Empire State Building.

In Sydney, the aim is to be a great city for visitors and locals. In a globalised world where many people coming to Sydney may have visited previously, that means bringing visitors and locals together. Visitor surveys show tourists don’t necessarily want to travel from the far corners of the world to just see Sydney’s popular attractions anymore (Osborne and Kovacs 2006). Modern travellers increasingly visit on their own itinerary with only nine per cent of visitors on group tours last year. More visitors want to eat with the locals, shop with the locals and see art and theatre productions in local venues and visit local heritage attractions.

The NSW Government has signed a Memorandum of Understanding (MoU) with the City of Sydney to create an integrated and connected city centre with improved accessibility for all users. The MoU was first announced under the Metropolitan Transport Plan and will be delivered by a steering committee of State Government and City of Sydney Council representatives. Key actions in the MoU are designed to support economic development, the role of Sydney as a global city and greater connectivity through effective public transport, pedestrian, cycling and road links.

A vibrant, dynamic city centre where locals and tourists mix is the objective of contemporary tourism strategies, rather than isolated tourist specific precincts that don’t reflect a city’s real life and culture. A tourism experience that overseas visitors look for when in Australia is an ‘Aboriginal experience’. To better provide this experience, ways of linking domestic and overseas tourists to contemporary Aboriginal arts and cultures and local Aboriginal cultural identities should be investigated in metropolitan Sydney.
**ACTION A6.1**
**Improve the integration of tourist precincts with the regular fabric and people of the city**

Circular Quay is where local commuters, workers and theatre and gallery attendees cross paths with visitors and tourists. The Rocks and Darling Harbour operate as tourist focused, relatively separate precincts—not necessarily shaped by the regular economic and social forces that deliver diversity and local character.

Sydney’s successful brand is, in part, based on the lifestyle and vibrancy of local people and places, yet most Sydneysiders are found after hours in the villages of Surry Hills, Glebe or East Sydney rather than in the city centre.

A strong and vibrant local culture, borne of the current culture and life of Sydney’s people and places, is critical to its ongoing appeal as a global city destination. Increasing the focus on local retail and activities in these areas and improving Darling Harbour’s physical connectivity to its surrounding areas and the harbour would expand services for locals and allow more visitors to interact with Sydney’s people and cultures.

**ACTION A6.2**
**Strengthen the city centre’s position as a specialised retail and hospitality location**

The rise of suburban malls in the mid twentieth century has drawn shoppers away from the city centre. Global travellers and locals, however, are increasingly searching for locally produced, specialist goods which aren’t necessarily available in chain stores in suburban malls.

A continued focus on strengthening the city centre as a specialised retail destination will attract more locals to the city to shop, by providing unique items not available in malls with lesser catchments. It would also satisfy the global tourist’s desire for local products. However, an adequate supply of attractive small scale retail spaces, well located across the city centre, is required to ensure business viability.

**ACTION A6.3**
**Implement the recommendations of the Joint Ministerial Taskforce on Tourism, Planning and Investment, 2010**

Sydney has experienced a decline in two, three and four star hotel rooms over the past 10 years due to conversion to residential uses, particularly in inner east (especially Potts Point and Kings Cross) (NSW Joint Ministerial Taskforce on Tourism, Planning and Investment 2010). There is some evidence that development of new hotels to replace this capacity is unviable in the inner city area. Yet the number of international and national visitors to Sydney continues to grow. The most recent significant construction of new hotels in the city centre occurred prior to the 2000 Olympic Games. Until then, most large hotels had been built under specifically targeted planning controls.

A tourist accommodation strategy will be drawn up by State and local government working together to cater for medium and longer term demand projections across all accommodation types. This may identify appropriate land in or around the city centre to be zoned exclusively for visitor accommodation and/or provide development incentives to ensure viability. It may also consider the recent trend towards self managed accommodation and house swaps, and associated management issues.
OBJECTIVE A7
TO ENSURE SYDNEY CONTINUES TO SUPPORT MAJOR EVENTS IN ICONIC LOCATIONS, AND REMAINS COMPETITIVE IN THE GLOBAL EVENT AND CONVENTION MARKET

Sydney has developed a strong, year round calendar of popular and well patronised festivals and major events. Many benefit from Sydney’s favourable climate and natural setting.

International media exposure since the 2000 Olympics and the annual New Year’s Eve fireworks has helped Sydney become one of the world’s most recognised cities in branding terms—first in 2007 and 2008, and second to Paris in 2009 on the Anholt’s City Brand Index (Anholt n.d; GfK Custom Research North America 2009).

Major events in Sydney CBD and other centres such as Sydney Olympic Park are supported by public transport, particularly rail but also through integrated bus services.

ACTION A7.1
Expand cultural and festival event locations across a range of places including natural settings in Sydney City, on the harbour and in the River Cities and natural areas of Western Sydney

Outdoor events such as Breakfast on the Bridge and the AR Rahman concert have generated significant global media coverage for Sydney. The AR Rahman concert in Parramatta Park—part of the 2010 Sydney Festival—was broadcast nationally and into 44 countries across the Asia Pacific. Cockatoo Island and Western Sydney Parklands are newly available iconic Sydney spaces that could be used for additional global scale events as part of a broader strategy. The NSW Government will carefully target and administer support for such events transparently to deliver net economic benefits for NSW and Australia.

ACTION A7.2
Explore opportunities to improve and expand facilities at Darling Harbour South and Sydney Showgrounds for national and international conventions and exhibitions

Major conventions and exhibitions are a large and expanding market where Sydney’s picturesque location and favourable climate provide distinct market advantages over other destinations. Capacity constraints at Darling Harbour have limited the number and scale of events held in Sydney. An inter-departmental committee is preparing a Masterplan for Darling Harbour South and proposals for Sydney Showgrounds that explores opportunities to upgrade facilities and capacity.
Infrastructure to achieve a city of cities

This Metropolitan Plan proposes actions to address the infrastructure challenges that many global cities are facing—lack of capacity in some existing infrastructure, increasing demand for new infrastructure and the need to renew ageing infrastructure.

Addressing a city’s infrastructure needs improves a city’s liveability and functioning as well as its economic competitiveness; the Productivity Commission estimates that GDP could grow by nearly 2 per cent through improved productivity and efficiency in energy, transport, infrastructure and other activities while the International Monetary Fund estimates that every dollar invested in infrastructure boosts economic activity by up to $1.80.

Infrastructure needed to implement a ‘City of Cities’ includes ports, airports, rail network, strategic bus network, rolling stock, motorway network, freight infrastructure, water and sewer, energy, education and health facilities, cultural and sporting infrastructure, broadband and telecommunications. Existing infrastructure needs to be maintained and new infrastructure is required to support growth and underpin Sydney’s national and international significance.

A significant component of the infrastructure program is the replacement or renewal of ageing assets at the end of their economic life. For example, it is estimated that over a 10 year period, around 30 per cent of the value of the schools’ infrastructure program is dedicated to renewal. For the health program, renewal is around 50 per cent and for roads it is almost 20 per cent. Replacement, renewal and refurbishment must be budgeted for and provided in a timely manner. Appropriate funding mechanisms must be explored to provide these needs cost effectively to NSW taxpayers.
OBJECTIVE A8
TO PLAN AND COORDINATE DELIVERY OF INFRASTRUCTURE TO MEET METROPOLITAN HOUSING AND EMPLOYMENT GROWTH TARGETS

ACTION A8.1
Update Metropolitan Plan housing and employment growth targets in relevant agency growth infrastructure plans

State agencies are required to consider the Metropolitan Plan objectives and actions into their capital investment plans through Total Asset Management Planning. To assist agencies, local government and industry plan for growth, the Metropolitan and Employment Development Programs will provide annual updates and analyses of current and projected growth.

Sydney Water’s Growth Servicing Plan is a successful example of integrated land use plans for growth and infrastructure planning and delivery. It outlines Sydney Water’s plans to invest in water and wastewater infrastructure to service urban growth (new housing, industrial and commercial facilities) and is aligned with the housing forecasts in the Metropolitan Development Program. Sydney Water’s plan is updated annually.

Similarly, the Metropolitan Transport Plan—now integrated into this document—reflects the expected demand for major new transport infrastructure. It is a 10 year plan, fully integrated with the land use context and accompanied by a $50.2 billion funding guarantee.

The Sydney Water Growth Servicing Plan and the Metropolitan Transport Plan are good examples in the integration of land use strategies and asset planning. Other agencies will be encouraged and supported to produce similar plans.

ACTION A8.2
Explore innovative arrangements to plan and deliver new school facilities in infill areas

Unlike many other infrastructure agencies, the Department of Education and Training will be required to provide new school facilities in both greenfield and infill areas to meet growth targets. Delivery of new schools in infill areas and expansion of existing sites is more challenging due to a possible lack of suitable and available sites. School enrolments are expected to grow in the existing urban area as young families increasingly choose to live in medium density areas.

Innovative measures are being explored including accommodating school facilities within new multi-storey developments, joint-sharing arrangements of open space, strategies to assist improved use of surplus school capacity and more flexible approaches to timetabling. The Department of Education is also liaising with other State agencies and local councils to investigate innovative options to achieve better outcomes.
OBJECTIVE A9
TO SUPPORT, PROTECT AND ENHANCE NATIONALLY AND INTERNATIONALLY SIGNIFICANT INFRASTRUCTURE IN THE METROPOLITAN AREA

ACTION A9.1
Prioritise nationally and internationally significant infrastructure within NSW in cooperation with the Federal Government

The NSW Government will continue to progress in partnership with the Federal Government’s arrangements for identifying funding and delivering national and internationally significant infrastructure. This includes infrastructure that supports Sydney’s role as a global city and creates competitive international gateways. Examples include:

- An efficient freight network of airports, ports, intermodal terminals, rail and road freight corridors and associated industrial land. These international gateways are critical to Australia’s global trade, balance of payments and quality of life
- Infrastructure and corridors that transform the city, particularly public transport systems, highway/motorway upgrades and extensions (F3–M2 Link, M4 Extension, Parramatta–Epping Rail Link, M5 Expansion, multi-use corridor in outer Western Sydney)
- Major infrastructure proposals such as a second airport for Sydney or a Very Fast Train. These would have a significant effect on the shape of the city and would be of national significance

The NSW Government will collaborate to inform the Federal Government of priorities for nationally and internationally significant infrastructure and partner the Federal Government in its delivery.

ACTION A9.2
Ensure nationally and internationally significant infrastructure is supported by appropriate land use and infrastructure planning and delivery

Nationally and internationally significant infrastructure is often funded by the Federal Government and has a vital role in the national economic, social or environmental framework. It is critical this infrastructure be recognised in the State land use and infrastructure planning system to ensure they operate to capacity and deliver intended outcomes.

To operate effectively, this infrastructure would benefit from appropriate planning policies. Linking State infrastructure must be provided in a timely manner and at an appropriate scale.

The NSW Government will work with the Federal Government and local governments to ensure infrastructure of national and international significance is supported by State policies, plans and State-provided infrastructure.
OBJECTIVE A10
TO IDENTIFY AND PLAN FOR INFRASTRUCTURE TO SUPPORT GLOBAL SYDNEY

ACTION A10.1
Develop Sydney’s transport system to support its role as a global city

Analysis of Sydney’s position on the Global Power City Index 2009 (Mori Memorial Foundation 2009) indicates accessibility is relatively low in relation to the overall city power ranking. The Mori index (2009 version) is used in the 2010 State of Australian Cities Report by the Federal Government’s Major Cities Unit and includes a range of measures for accessibility. Implementation of the Government’s 10 year fully funded Metropolitan Transport Plan will meet many of these global city accessibility objectives. Ongoing work with the Federal Government and its agency, Infrastructure Australia, is required to plan for additional major infrastructure that will enhance Sydney’s accessibility.