



Western City & Aerotropolis Authority

Mr Peter Harcus
General Manager Asset Management Gas Distribution
Jemena
Level 14, 99 Walker St
North Sydney
NSW 2060

Dear Peter,

Further to recent discussions, I understand that you are seeking additional information regarding the status of planning for the Western City Aerotropolis and Western Sydney Airport to support Jemena's revised 2020-25 pricing proposal to the Australian Energy Regulator (AER).

It is a matter for the public record that construction of the Western Sydney Airport commenced in September 2018 and the Australian Government has announced that it will open in 2026.

Since June 2019, there has been significant progress on the planning and early delivery of the airport and initial aerotropolis precincts and several public announcements have been made by Commonwealth and NSW State governments. A summary of significant milestones is outlined as follows:

- The Western City & Aerotropolis Authority released the Strategy for Delivering the Western Parklands City in December 2019 (Attachment 1). The Strategy includes identification of the need for contemporary city utility models, based on smart city technology, are delivered on a district scale, allowing for adaptive service delivery combining a range of utility solutions.
- The Authority has commenced planning and development of the Aerotropolis with a focus on investment attraction. This approach provides a unique opportunity for world leading organisations to co-design places and precincts within the Aerotropolis, to bring a research and development focus, and to invest capital into the Aerotropolis. As of 11 December 2019, the Authority has signed Memorandums of Understanding with 18 Foundation Partners representing national and internal companies wishing to invest in the Western Parklands City
- The Western Sydney Aerotropolis Land Use Plan was placed on exhibition in December recommending the initial release precincts of Aerotropolis Core, Northern Gateway, Badgerys Creek, Wianamatta-South Creek and Mamre Road. The Draft Western Sydney Aerotropolis Land Use Plan proposes:
 - rezoning of initial precincts and a Development Control Plan in mid-2020
 - exhibition of precinct plans by mid-2020 and finalised by late 2020
 - commencement of master planning of large sites, subject to statutory requirements.

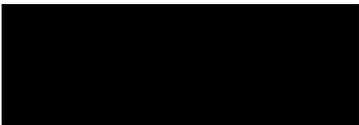
- The successful architectural proposal for the Western Sydney International (Nancy-Bird Walton) Airport's International Terminal was announced in October 2019.
- The Department of Planning, Industry and Environment has prepared a draft Structure Plan for the Mamre Road precinct which was placed on public exhibition in November 2019.
- The final Business Case for Stage 1 of the Sydney Metro Greater West (formerly north south rail line), is being finalised to support an investment decision by the Commonwealth and NSW State Governments in 2020.
- The 'Utilities Collaboration Group' was founded in August 2019, to support key priorities listed in the Western Sydney City Deal. Jemena is one of the key stakeholders in the group which brings together the key utilities and infrastructure providers for coordinated planning, delivery and operation of the Western Parkland City's infrastructure. The Group has been working together to identify synergies and temporal and spatial co-location opportunities within the Aerotropolis (for example along transport corridors).

In February 2019, the Greater Sydney Commission (The Commission) initiated the 'Growth Infrastructure Compact' (GIC) program for the Western Sydney Aerotropolis area. Jemena has been a key stakeholder in this collaborative project, identifying the infrastructure and timing required to deliver for development in the area over the next 20 years. The Commission will be making its recommendation in May 2020 on a staging and sequencing approach to the area.

With rezoning of the initial Aerotropolis precincts in 2020, opening of the Western Sydney Airport in 2026, and development of initial aerotropolis precincts from 2023 onwards, essential utility infrastructure needs to be provided in time for development and in a coordinated manner with other utilities.

The most effective way to deliver infrastructure to the Aerotropolis is for utility providers to do so in a collaborative manner in response to master planning processes in 2020 in order to reduce cost and minimise community disruption.

Yours sincerely



Tim Poole
Chief Operating Officer
6 January 2020

Attachment 1 Delivering the Western Parkland City, Western City & Aerotropolis Authority

Delivering The Western Parkland City

2019



Western City &
Aerotropolis Authority

ABOUT US

The Western City & Aerotropolis Authority (the Authority) was created in late 2018 to facilitate the design and delivery of the Western Sydney Aerotropolis (the Aerotropolis) and support the growth of the Western Parkland City.

The Authority has been established under the Western Sydney City Deal to commence delivery of 200,000 jobs, over 20 years, needed for our community.

The Authority is leading investment attraction, infrastructure coordination, master planning and delivery of the Aerotropolis and key strategic sites across the Western Parkland City.

The Authority is working in collaboration with the local councils and State and Commonwealth government agencies.



A MESSAGE FROM THE MINISTER



The Hon Stuart Ayres MP
Minister for Jobs, Investment,
Tourism and Western Sydney

As the beating heart of the Western Parkland City, the Western Sydney Aerotropolis will be the most dynamic economic development in the nation.

Building on the Greater Sydney Commission's vision of a Metropolis of Three Cities, the Western Parkland City will be a polycentric city that capitalises on the strong, established centres of Liverpool, Penrith and Campbelltown-Macarthur.

This new metropolitan centre will not only be a key driver of economic growth in NSW, but will also attract international investment that is critical to achieving national economic growth.

With a greenfield site encompassing 11,200 hectares of land, we have a once-in-a-lifetime opportunity to shape the transformation of the Western Parkland City into a 22nd Century City that will drive economic growth, jobs and opportunities for generations to come.

With the population of the Western Parkland City projected to grow to 1.1 million by 2036, and to well over 1.5 million by 2056, this presents a critical challenge in ensuring that residents have access to high-quality jobs of the future in their own backyard. These jobs will be underpinned by

an industry-led approach to education and training, that will not only help graduates, but also provide an opportunity to retrain and upskill existing workers in new technologies.

Western Sydney has traditionally been the manufacturing powerhouse of this country, and with the evolution of manufacturing in NSW moving away from traditional factory production, we have an opportunity to establish Western Sydney as an innovative base and source of growth for advanced manufacturing.

We are embarking on an exciting journey in the Western Parkland City and it gives me great confidence that the Western City & Aerotropolis Authority has been tasked with facilitating the design and delivery of the Western Sydney Aerotropolis. In implementing this Strategy, the Western City & Aerotropolis Authority has adopted a whole-of-government approach, while also working with industry and the wider community to deliver the vision for the Western Parkland City and the Western Sydney Aerotropolis.

We are already on the path to economic success in Western Sydney. It's now about bringing everyone else on the journey with us.

STUART AYRES
Minister for Jobs, Investment, Tourism and Western Sydney



FOREWORD



Jennifer Westacott AO
Chair, Western City & Aerotropolis Authority



Sam Sangster
Chief Executive Officer, Western City & Aerotropolis Authority

The Western Parkland City is an area of unique heritage and extraordinary natural and cultural assets. When combined with Sydney's first 24 hour international airport underway, the opportunities are clear to see.

We are very focused on working in collaboration with industry, across government, local councils and community to deliver on this opportunity.

The Authority's task is to bring together these opportunities to create one of the most liveable and dynamic parts of Greater Sydney and Australia.

We have a once-in-a-generation opportunity to shape the transformation of Sydney's third city, to deliver a boost to the nation's economy and improved job opportunities and quality of life outcomes for people living in the Western Parkland City.

In this task, we aren't starting from scratch.

The Authority's Strategy, 'Delivering the Western Parkland City', responds to and implements existing NSW Government strategies, policies and commitments.

In particular, the Strategy recognises the importance of implementing key commitments listed in the Western City District Plan and the Western Sydney City Deal. It recognises and responds to the \$20 billion of Federal and State government investment already committed to projects in the area.

To deliver the Western Parkland City and achieve the employment target set in the City Deal of 200,000 additional jobs, the Authority will focus on four interconnected focus areas:

1. Creating an Economy & Jobs within the Five Key Precincts;
2. Industry Led National Skills & Training Ecosystem;
3. Great Places within a 30 Minute City, Supporting a 24 Hour Airport; and
4. Mobility, Connectivity & Systems - how people and goods move around the Western Parkland City.

At the heart of the Western Parkland City will be the Aerotropolis. This new metropolitan centre will be the catalyst for the economic development of the Western Parkland City and a key driver of economic growth in NSW and the nation.

The Aerotropolis will attract emerging and new industries to Australia, capture investment for national economic growth, and underpin a strong economic base that drives the growth of resilient skilled jobs.

The Authority will work with the eight local governments across the Western Parkland City to drive new jobs and vitality in each council area.

The Authority will collaborate with industry and universities to develop a national comparative advantage in advanced manufacturing, with an initial focus on space, aerospace and defence industries.

The Authority will leverage the opportunities presented by the new airport to deliver NSW produce and value-added food to global markets. To create a 36-hour farm to plate food supply chain, the Authority will deliver a world-class Integrated Intensive Production Hub and a state-of-the-art Integrated Logistics Hub.

Campbelltown, Liverpool and Penrith, the three existing commercial anchor centres in the Western Parkland City, will all see growth in locally-relevant jobs.

To support the creation of high-quality jobs, and ensure residents of the Western Parkland City have access to those jobs, a pipeline of quality education opportunities is required that spans primary, secondary, vocational and tertiary sectors.

Industry-led and job-ready education and training will be critical to ensuring the additional jobs created through the development of the Aerotropolis are sustained over time by developing additional skilled workers, and reskilling existing workers affected by automation to take up opportunities presented by new technologies.

The Authority proposes a series of actions to support the development of an Industry Led National Skills and Training Ecosystem including:

- A strong focus on Science, Technology, Engineering and Mathematics based primary and secondary education in Western Sydney;
- Capacity for blended qualifications (comprising traditional degrees + vocational education) delivered in a partnership between industry, education institutions and government;
- A focus on training and skills for advanced manufacturing, for example, robotics, artificial intelligence and quantum computing; and
- Fast-tracked micro-credentialing and fit-for-purpose industry qualifications.

The Authority's vision for the Western Parkland City maximises the use of a 24/7 airport airport, delivers a connected 30 minute city, with outstanding recreational, cultural and tourism destinations and high quality open green and blue spaces.

The Western Parkland City will be supported by high quality public infrastructure to ensure residents have access to jobs, services and opportunities.

The Authority will focus first and foremost on providing new transport links to improve connections to and from centres within the Western Parkland City.

The new 24/7 airport provides enormous opportunity to expand agricultural exports for NSW. To capitalise on this opportunity, appropriate freight connections to Rural and Regional NSW will be required.

The Authority will prioritise public transport and walking and cycling over private vehicle infrastructure, ensure mass transit is capable of supporting the 24/7 airport and Aerotropolis, and deliver road infrastructure that is resilient to future changes, for example, autonomous vehicles.

The Authority is looking at how best to provide water, waste, energy and digital connectivity to the city.

The Aerotropolis and Western Parkland City will be a smart and digitally-enabled city, using technology-enabled solutions to provide intuitive real-time information that allows people to move easily and efficiently in and around the Western Parkland City.

In implementing this Strategy, the Authority will put people at the centre, ensuring that the development of the Western Parkland City expands opportunities and engages the community as co-creators.

1. THE WESTERN CITY & AEROTROPOLIS AUTHORITY'S STRATEGY IN CONTEXT

1.1 THE WESTERN PARKLAND CITY

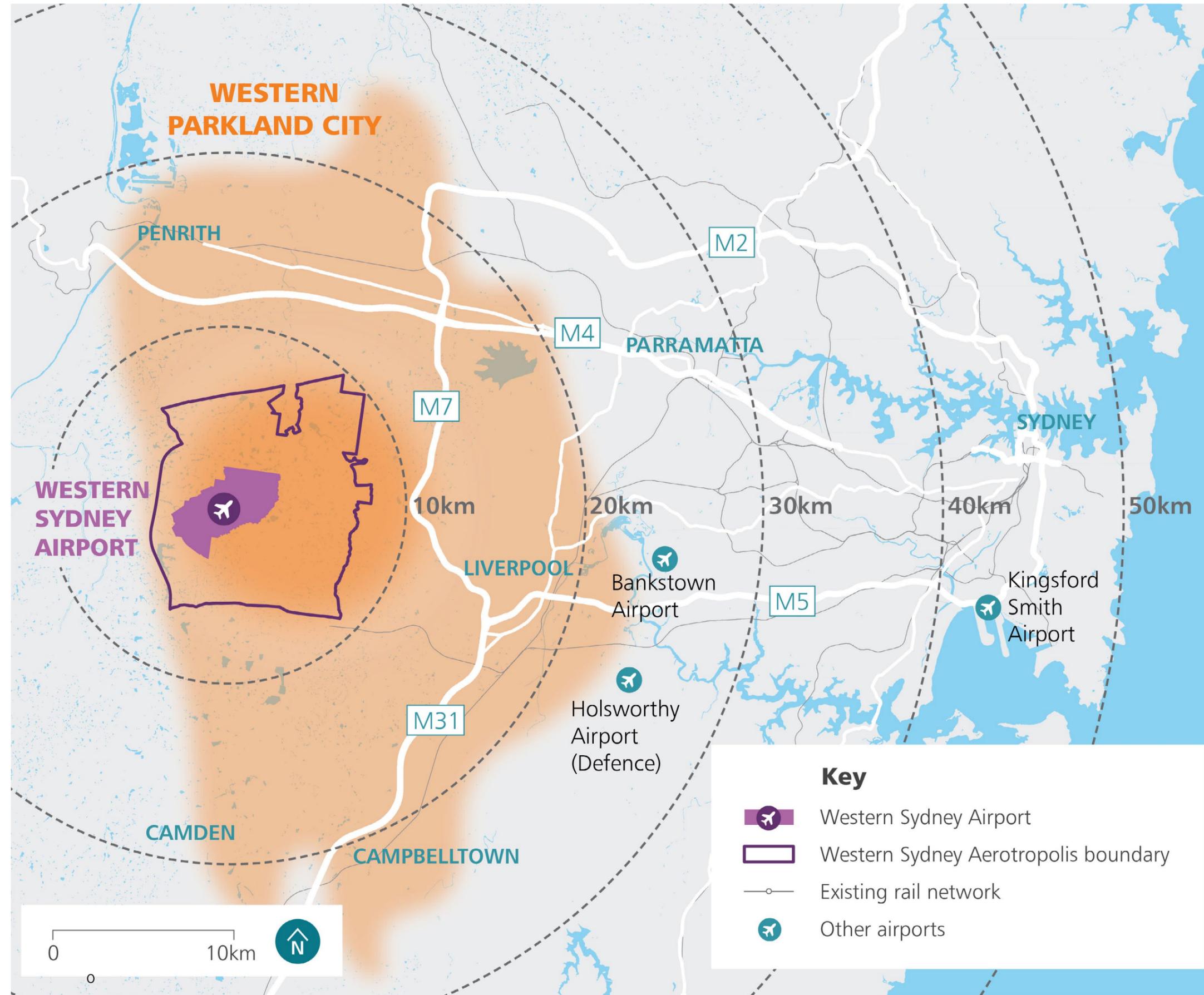
The Western Parkland City covers the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly local government areas. The City is framed by the region's Protected Natural Area and Metropolitan Rural Area. Its extensive rural areas include agriculture and mineral resources that supply the region with fresh local produce and construction materials. Rural towns and villages serve surrounding communities and are popular tourist destinations.

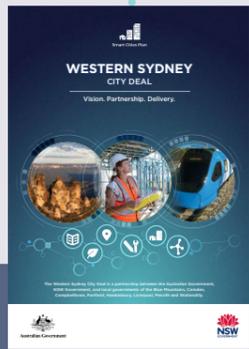
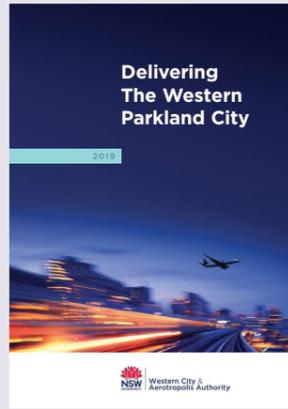
The Western Parkland City is fast becoming a place of growth, change and tremendous opportunity. Over the next 20 years the City will transform, drawing on the opportunity of the new Nancy-Bird Walton (Western Sydney International) Airport and the Western Sydney Aerotropolis. The population of the Western Parkland City is projected to grow from 740,000 in 2016 to 1.1 million by 2036, and to well over 1.5 million by 2056.

1.2 THE STRATEGY AND POLICY CONTEXT

With such strong growth expected, employment, infrastructure, transport and utilities are significant priorities for government. The Authority's Strategy for delivering the Western Parkland City implements existing government strategies, policies and commitments for the Western Parkland City, including:

- The Western City District Plan;
- The Western Sydney City Deal;
- The Greater Sydney Region Plan;
- Future Transport 2056;
- The State Infrastructure Strategy 2018 - 2038; and
- NSW 2040 Economic Blueprint.





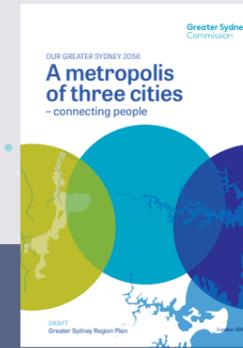
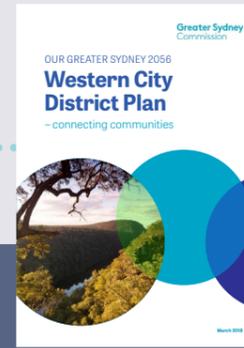
- Establish a Development Authority to commerce delivery of 200,00 jobs;
- Establish a Western Sydney Aerotropolis as a world-class city precinct that supports jobs growth;
- Establish an enabling infrastructure program to kick-start servicing of the precinct.



40-year plan for transport in Sydney designed to support the land use vision.



- 40-year vision built on six outcomes:
1. Customer Focused;
 2. Successful Places;
 3. A Strong Economy;
 4. Safety and Performance;
 5. Accessible Services;
 6. Sustainability.



Liveability

- Planning Priority W3 – Providing services and social infrastructure to meet people’s changing needs;
- Planning Priority W4 – Fostering healthy, creative, culturally rich and socially connected communities;
- Planning Priority W5 – Providing housing supply, choice and affordability, with access to jobs, services and public transport;
- Planning Priority W6 – Creating and renewing great places and local centres, and respecting the District’s heritage.

Productivity

- Planning Priority W7 – Establishing the land use and transport structure to deliver a liveable, productive and sustainable Western Parkland City;
- Planning Priority W8 – Leveraging industry opportunities from the Western Sydney Airport and Badgerys Creek Aerotropolis;
- Planning Priority W9 – Growing and strengthening the metropolitan cluster;
- Planning Priority W10 – Maximising freight and logistics opportunities and planning and managing industrial and urban services land;
- Planning Priority W11 – Growing investment, business opportunities and jobs in strategic centres.

Sustainability

- Planning Priority W13 – Creating a Parkland City urban structure and identity, with South Creek as a defining spatial element.



NSW 2040 Economic Blueprint

- We want a high standard of living for a population that is healthy, well-educated and skilled for high-income jobs of the future;
- Our economy should be diversified in favour of fast-growing, emerging industries like advanced manufacturing; food production and agricultural technology; and aerospace and defence;
- Our major urban centres should be vibrant and well-connected, with modern infrastructure well-suited to a growing population;
- Our environment and biodiversity should be preserved for future generations;
- Government should encourage innovation.



2. DELIVERING THE WESTERN PARKLAND CITY

The Western Parkland City will:

- Have at its heart an **Aerotropolis**, a new city which will harness the opportunities of Sydney's first 24/7 airport, advanced manufacturing, defence and research facilities;
- Be home to leading advanced manufacturing, quantum, aerospace and defence industries to deliver a **comparative advantage for the nation**;
- Feature an Agribusiness Precinct which will deliver a **sophisticated intense food production** hub along with high-tech freight and logistics to form a gateway to the world;
- Provide **world-class education** and a 'blended' industry led approach to education at all levels, leading to skilled knowledge jobs;
- Prioritise connectivity of Western Sydney with Western Sydney, focusing transport connections north-south;
- Provide a high quality standard of residential, commercial and recreational places for people to live and experience, including **development and growth** in Campbelltown, Liverpool and Greater Penrith, with **major urban renewal** in the Penrith to St Marys Corridor; and
- Deliver a **People Centric Smart City** - where intuitive, real-time information allows people to move efficiently in and around the city.

The Authority has identified five key employment precincts within the Western Parkland City and three key enablers required to deliver its vision and achieve the target of 200,000 new jobs (see over page).



People Centric
Smart City

200,000 NEW JOBS



SKILLS ACCESS, TRAINING & EDUCATION

GREAT PLACES & 24 HOUR AIRPORT

MOBILITY, CONNECTIVITY & SYSTEMS

The Authority will focus on four interconnected focus areas critical to building a successful city:

1 CREATING AN ECONOMY & JOBS WITHIN THE FIVE KEY PRECINCTS

2 INDUSTRY LED NATIONAL SKILLS AND TRAINING ECOSYSTEM

3 GREAT PLACES WITHIN A 30 MINUTE CITY, SUPPORTING A 24 HOUR AIRPORT

4 MOBILITY, CONNECTIVITY & SYSTEMS

The Authority will deliver these strategies through place-based initiatives.

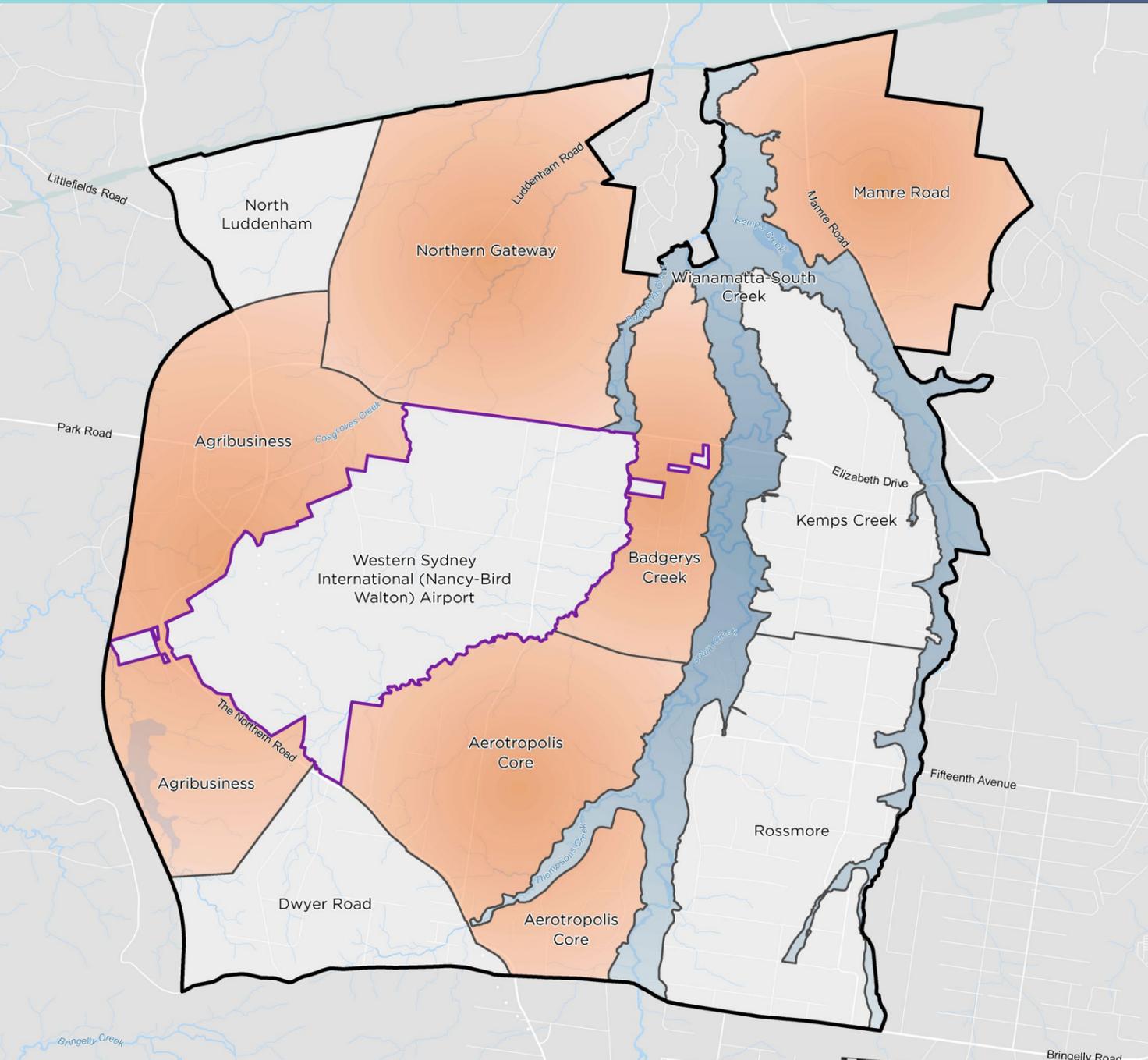


3. FOCUS AREA 1: CREATING AN ECONOMY & JOBS WITHIN THE FIVE KEY PRECINCTS

At the heart of the Western Parkland City will be the Aerotropolis: an innovative smart city that will attract new industries to Australia, capture investment for national economic growth, and underpin a strong economic base that drives the growth of resilient skilled jobs.

Across the Western Parkland City, the Authority will support the creation of knowledge-intensive jobs that drive innovation and productivity and help the city adapt to changing technologies. Leveraging the opportunities of a new 24/7 airport, together with the established and emerging strengths of the existing centres, the new jobs will primarily come from the following industries:

Campbelltown, Liverpool and Penrith, the existing commercial centres around the Aerotropolis, will all see growth in locally-relevant jobs, which will be complementary to the jobs growth in the Aerotropolis.



Initial Precincts Western Sydney Aerotropolis

- Western Sydney Aerotropolis
- Western Sydney International (Nancy-Bird Walton) Airport
- Initial Precincts
- Wianamatta-South Creek



 ADVANCED MANUFACTURING, AEROSPACE & DEFENCE	 AGRIBUSINESS, PHARMA, FREIGHT & LOGISTICS	 HEALTH & EDUCATION	 AIRPORT & TOURISM
Quantum sensing	Fresh produce markets	Public health	Airport operations
Quantum location	Food producers	Private health	Airlines
Space/satellite construction	Food manufacturers	Health R&D	Tourism
Autonomous vehicles & control systems	Pharma manufacturers	Med-Tech	Conferences & events
Artificial intelligence	Packaging	Universities	Retail
Robotics	Freight forwarders	Vocational education	Hotels
Materials management	Logistics	Public schools	
		Private schools	

To create jobs and economic development in the Western Parkland City, the Authority will deliver:

1. A national comparative advantage in Advanced Manufacturing in aerospace and defence, through bringing new industries into the Aerotropolis;
2. A 36 hour farm to plate food supply chain; and
3. Locally-relevant jobs growth in the existing commercial centres of Campbelltown-Macarthur, Greater Liverpool and Greater Penrith.



3.1 NATIONAL COMPARATIVE ADVANTAGE IN ADVANCED MANUFACTURING

The Authority will collaborate with industry and universities to develop an epicentre of advanced manufacturing, with an initial focus on space, aerospace and defence industries in the Aerotropolis.

The Western Parkland City will attract the best capabilities in Australia, creating a globally competitive stage for:

- Quantum computing applications in sensing and location;
- Space/satellite componentry manufacturing;
- Autonomous vehicles and control systems;
- Artificial Intelligence;
- Robotics;
- Materials management; and
- Additive manufacturing/3D printing.

These are the jobs of the future.

3.1.1 ADVANCED MANUFACTURING & RESEARCH PRECINCT

The Authority will deliver an Advanced Manufacturing & Research Precinct as a national hub for investment in advanced manufacturing research, development and production. Initially focused on aerospace, space and defence industries, integrated with education and research capabilities, the precinct will achieve faster, more tailored workforce development and enhanced rates of research, development, innovation and commercialisation. This will drive the creation of high-quality jobs and a trained, skilled workforce.

An Advanced Manufacturing & Research Facility will be designed and delivered as an initial priority to kickstart the precinct. The Authority is initially working with our foundation partners to co-design the 25,000 square metre building to provide a collaborative space for research and innovation.

Across the precinct more broadly, the Authority will continue to coordinate and facilitate investment attraction activities to secure industry partners and achieve a significant presence in the precinct by 2023. Our aim is to grow and deliver a sustainable, vibrant city centre by the time the airport opens in 2026.

Higher education and cutting-edge research is also a focus, with universities and industry coming together to create a 'multiversity': a world-leading Science, Technology, Engineering and Mathematics (STEM) presence to support creation, innovation and training.

The precinct will be a strong example of modern urban design: an integrated, accessible space supporting a people-centred work environment connected by open spaces, urban planning and public transport.

Foundation Partner commitments in in Advanced Manufacturing within the Aerotropolis include:

- Australian Space Agency has committed \$2m support for world class space manufacturing capability;
- Hitachi has committed to a new 'Kyoso' collaboration and research centre;
- BAE Systems Australia plans to establish a technology hub,, focused on research and development, advanced manufacturing and quantum computing; and
- GE Additive plans to activate and transition manufacturing through additive manufacturing (3D printing).



3.2 36 HOUR FARM TO PLATE VALUE ADDED FOOD SUPPLY CHAIN

The Authority will unlock growth opportunities for Australian imports and exports by capitalising on Sydney's first 24/7 international airport and the significant investments being made into connecting the airport to the Aerotropolis, the Western Parkland City, Regional NSW and the world.

3.2.1 AGRIBUSINESS PRECINCT

Located on the south-western boundary of the Airport, the Agribusiness Precinct will transform fresh and value-added food production, marketing and supply chain in Australia. For the first time, it will be possible to deliver fresh food from farm gate to international plate within 36 hours. Food and pharmaceutical processing and manufacturing will also provide opportunities for high skilled jobs, contributing to the target of 200,000 jobs across the Western Parkland City.

The Agribusiness Precinct will include five key operational hubs.

The world-class Integrated Intensive Production Hub (IIPH) will support the production and value-adding

of sustainable, high-quality fresh produce and pre-prepared consumer foods, bringing opportunities to existing and new businesses, markets and products. A 500-hectare hub could support an additional 2,500 direct and 12,000 indirect jobs, 96,000 tonnes of additional fresh food production capacity each year and generate \$2.8 billion in additional revenue over the next decade.

The state-of-the-art Integrated Logistics Hub (ILH) will deliver a multi-modal supply chain solution for the Aerotropolis, Greater Sydney and Regional NSW. Its superior land-side to air-side linkages will provide safe, secure and seamless connectivity to domestic and international markets for inbound and outbound freight. Digitally enhanced systems, processes and platforms will enable rapid distribution of high-value products.

The purpose-built Sydney Markets Hub (SMH) will deliver a major distribution point and one-of-a-kind fresh produce offering in the Aerotropolis. Sydney Markets are one of Australia's oldest and largest fresh produce distributors, with a long history working in Sydney and NSW. This diversified and expanded fresh food marketplace in the Western Parkland City will provide residents access to local produce and expand export opportunities across the globe.



Foundation Partner commitments to support the 36 Hour Farm to Plate Value Added Food Supply Chain include:

- Sydney Markets Limited plans to establish a presence to leverage agribusiness, freight and logistics opportunities that will develop over the next decade and beyond;
- Hitachi Ltd plans to offer expertise in sectors ranging from energy, construction, water and railway systems to defence, digital systems and health technology;
- Vitex Pharmaceuticals plans to deliver a state-of-the-art pharmaceutical training and research facility;
- DB Schenker plans to deliver a digitally-enabled freight and logistics supply system and best-practice integration of air and land side logistics;
- Samsung SDS plans to foster the implementation of cutting-edge technology innovations in logistics and supply chain management; and
- The University of Sydney plans to develop a new campus to provide teaching and research facilities focused on high technology plant and animal disease diagnostics.

The Food and Pharma Hub (FPH) will drive jobs growth and deliver greater economic return by creating a collaborative, high value-added and unique sector. Connections to existing food and pharma businesses and new opportunities for major players will be established, helping to meet growing demand and changing consumer preferences in high growth sectors such as nutraceuticals, complementary medicines, value-added foods and pre-prepared meals. Linkages to supporting operations such as packaging and testing facilities will also be established.

The Australian Centre of Excellence in Food Innovation (ACE-FI) will be an industry-led national powerhouse in food science, technology, engineering and mathematics (Food-STEM) will unify students, academics, entrepreneurs, industry experts and government. It will foster and accelerate Food-STEM research and production and create rewarding career opportunities.



Food and pharmaceutical processing and manufacturing will also provide opportunities for high skilled jobs, contributing to the target of 200,000 jobs across the Western Parkland City.

3.3 CREATING LOCALLY-RELEVANT JOBS IN CAMPBELLTOWN, LIVERPOOL AND PENRITH

The existing centres of Liverpool, Campbelltown and Penrith all have a level of commercial development and jobs across a wide range of industries. However, across the Western Parkland City, local government areas are experiencing 'job exodus', with high numbers of residents commuting to jobs in other city centres. The Authority will work with the local governments to develop locally-relevant industry and job attraction strategies.

The Authority will work with the local governments to develop locally-relevant industry and job attraction strategies.



4. FOCUS AREA 2: INDUSTRY LED NATIONAL SKILLS AND TRAINING ECOSYSTEM

To support the creation of high-quality jobs, and ensure residents of the Western Parkland City can access those jobs, a pipeline of education opportunities is required that spans primary, secondary, vocational and tertiary sectors. The Authority aims to position the Western Parkland City as a globally-leading destination for skills development, education and training.

The Authority will facilitate an industry-led approach to ensure that workers' skills and qualifications are fit-for-purpose for the high-tech industries coming to the Western Parkland City.

As a commitment under the City Deal, the NSW Government will establish a permanent VET facility in the Aerotropolis with a focus on construction, aviation and aeronautical-related engineering.

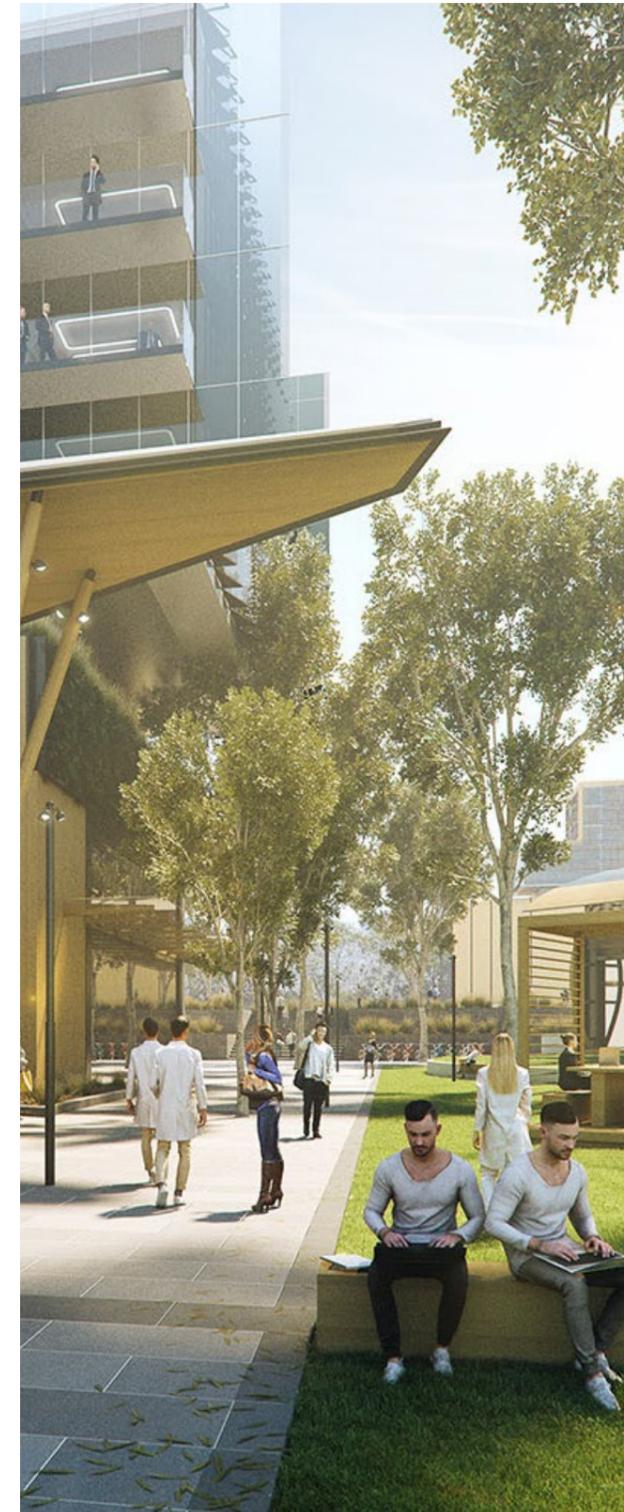
The NSW Government will also deliver a Science, Technology, Engineering and Mathematics Secondary School in the Western Parkland City. The Authority will continue to work with the NSW Education Department to deliver this initiative.

4.1 EDUCATION REFORM

Reform priorities to support the development of an Industry Led National Skills and Training Ecosystem include:

- A strong focus on STEM based primary and secondary education in Western Sydney;
- Capacity for blended qualifications (comprising traditional degrees + vocational education) delivered in a partnership between industry, education institutions and government;
- A focus on training and skills for advanced manufacturing, for example, robotics, artificial intelligence and quantum computing; and
- Fast-tracked micro-credentialing and fit-for-purpose industry qualifications.

As a stretch target, the Authority will work with industry and government to investigate options for implementation of a 'Lifelong Skills Account' to give existing workers access to ongoing skills development, training and recognition.



4.2 STAGED DELIVERY OF TRAINING CAPABILITIES IN PARTNERSHIP WITH INDUSTRY

The Authority will deliver this vision in the following stages:

STAGE 1 INITIAL TRAINING FACILITY

Includes the development of an industry-led vocational education capability based on an existing education campus such as those at Campbelltown, Liverpool and Werrington. This new facility will offer blended qualifications, to sit alongside traditional undergraduate, post graduate and doctoral courses.

STAGE 2 AEROTROPOLIS

Sees the development of an industry-led specialist advanced manufacturing training centre located in the Aerotropolis Core.

STAGE 3 MULTIVERSITY

Includes the establishment of a Multiversity in the Western Parkland City, to be negotiated with the NUW Alliance and Western Sydney University. Stage 3 also includes the integration of secondary schooling and tertiary pathways.



5. FOCUS AREA 3: GREAT PLACES WITHIN A 30 MINUTE CITY, SUPPORTING A 24 HOUR AIRPORT

5.1 OVERALL AMBITIONS AND CITY BUILD EXCELLENCE

The Authority's vision for the Western Parkland City is:

- To maximise the use of, and protect the operation of, a 24/7 airport;
- A 30 minute city where people want to live, work and play;
- Offer outstanding tourism destinations and convention/conference infrastructure;
- Deliver highly connected activity nodes, linking key centers in the Western Parkland City;
- Provide medium-density, mixed use development, exhibiting excellence in design;
- Create high quality, open green and blue spaces that encourage healthy lifestyles;
- Facilitate affordable emissions-efficient utilities solutions supported by smart city digital technology; and
- Develop a circular economy to sustain and maintain the natural assets of the Western Parkland City.

To support the 24/7 airport the Authority will focus on:

1. Protecting 24 hour airport operations;
2. The staged delivery of the three priority precincts: Advanced Manufacturing & Research, Agribusiness and Northern Gateway;
3. Securing modification of the Authority's operational area;
4. A Statutory Planning pathway that supports development and job creation; and
5. Engaging global expertise to inform excellence standards and best practice in city delivery, through a global design excellence competition.

5.2 PROTECT 24/7 AIRPORT OPERATIONS

The Authority will continue to advocate for, and lead public debate on a 24/7 International Airport, supporting tourism, growing our import and export markets, promoting Western Parkland City culture and assets.

5.3 STAGED DELIVERY OF THE THREE PRIORITY PRECINCTS: ADVANCED MANUFACTURING & RESEARCH, AGRIBUSINESS AND NORTHERN GATEWAY

The Authority will take a staged approach to the masterplanning and development of three Priority Precincts:

- the Advanced Manufacturing and Research Precinct;
- the Agribusiness Precinct; and
- the Northern Gateway.



5.3.1 THE NORTHERN GATEWAY

The Northern Gateway precinct is defined as being the area to the south of the Warragamba pipeline and north of the Airport land, west of Twin Creeks Golf & Country Club and east of The Northern Road.

This precinct will effectively be the 'front door' to the Airport. The Authority has an important role to play in ensuring the precinct highlights the unique assets of the Western Parkland City, enables tourism and supports 24 hour operation of the Airport.

The Authority will focus on facilitating development around the Sydney Metro Greater West line. Development in the Northern Gateway will target health & med-tech and service industries, as well as residential areas supported by retail and services.

Key considerations in activating the Northern Gateway include:

- Establishing an attractive 'front door' to the airport and Aerotropolis which showcases Western Sydney's rich cultural diversity and heritage;
- Ensuring the precinct is well connected on a 24 hour basis into the airport and Aerotropolis;
- Precinct plans and masterplanning will promote 24 hour operation of facilities;
- Precinct plans and masterplanning will preclude uses that may impinge in any way on 24 hour operation of the airport;
- Providing a high-tech freight and logistics hub for high value product to be distributed across Regional NSW, Australia and globally; and
- Provision for government to reserve a corridor for the National High Speed Rail.

5.4.1 CONNECTING THE WESTERN PARKLAND CITY

The Western Parkland City covers an immense area. From the Hawkesbury in the north, south to Camden, Campbelltown and Wollondilly, the Blue Mountains and Penrith in the west and east beyond Fairfield and Liverpool to the river's edge.

The success of the Western Parkland City & Aerotropolis will rely on the connections created between communities, people and centres. Put simply, we need to activate and mobilise the entire Western Parkland City, making it a great place to live, work and learn.

In part, this will be achieved through ensuring that opportunities for development, education and employment extend beyond the Aerotropolis to established neighbouring centres such as Campbelltown-Macarthur, Liverpool and Greater Penrith, as well as across the entire Western Parkland City.

New and renewed transport corridors and infrastructure will connect north to south, and east to west. New technologies will also help to create more efficient and accessible information and communication networks.

Working with the eight councils across the Western Parkland City, our aim is to create a 30-minute city where people are connected, online and part of a broader community network.



5.4.2 SOUTH CREEK BLUE GREEN GRID

South Creek has an important role to play in the liveability, resilience and urban heat reduction of the Western Parkland City, by delivering water-based (blue), open and vegetated (green) spaces.

The Authority supports the work of INSW, that advocates South Creek be developed as the central environmental, landscape and urban form of the city.

Open space should be preserved for recreational opportunities, and water resources should be used to support local climate management and the circular economy. High value indigenous and non-indigenous heritage in the area should be protected and featured, and new cool and green neighborhoods established.

The Authority will continue to work with other Government agencies to refine strategies and plans for the South Creek Blue Green Grid.



5.5 A STATUTORY PLANNING PATHWAY THAT SUPPORTS DEVELOPMENT AND JOB CREATION

The Authority is seeking to create an urban fabric which is rich in cultural place, civic developments and connected like no other area within the Greater Sydney region. To this end, a collaborative process with councils, the Commonwealth and State agencies has been adopted through the Western Sydney Planning Partnership process.

The Authority will continue to coordinate local landholders, developers, councils and other government agencies to ensure we use existing environmental features and reference the rich cultural and ecological character of the region.

A dedicated planning pathway that encourages and supports development and investment while achieving high-quality urban design outcomes, is a key enabler of success.



6. FOCUS AREA 4: MOBILITY, CONNECTIVITY & SYSTEMS

The Authority has a broad remit to plan, fund, prioritise and co-ordinate public infrastructure within the Aerotropolis. Public infrastructure required includes public transport, the road and motorway network, utilities and utility distribution corridors, freight and logistics and social infrastructure.

Multiple existing government authorities have responsibility for delivering infrastructure within the Western Parkland City. This includes the Transport for NSW (TfNSW) and RMS cluster, Sydney Metro Authority, Western Sydney Airport Company, Education NSW, NSW Health, government and privately-owned utilities and services providers, and local governments.

The approach to co-designing infrastructure with land use planning will unlock opportunities to plan and deliver significantly more efficient and resilient infrastructure that can be staged or modified to suit the growth of the city and attract a range of investment opportunities.

The Authority is aware that, in the past, planning of the Western Parkland City's transport links have focused on connections to Sydney's Eastern Harbour City, and new transport links need to improve connections to and from centres within the Western Parkland City.

The new 24 hour airport provides enormous opportunity to expand agricultural exports for NSW. To capitalise on this opportunity, appropriate freight connections to Rural and Regional NSW will be required.

The Authority will use its coordinating role to influence the initial infrastructure investments to:

1. Ensure alignment of NSW and Commonwealth government infrastructure investment strategies and plans with the vision for the Western Parkland City;
2. Develop a contemporary city utilities model;
3. Implement a plan developed by Infrastructure NSW for a smart and digitally-enabled city; and
4. Orient the Western Parkland City to Rural and Regional NSW to support agricultural exports.

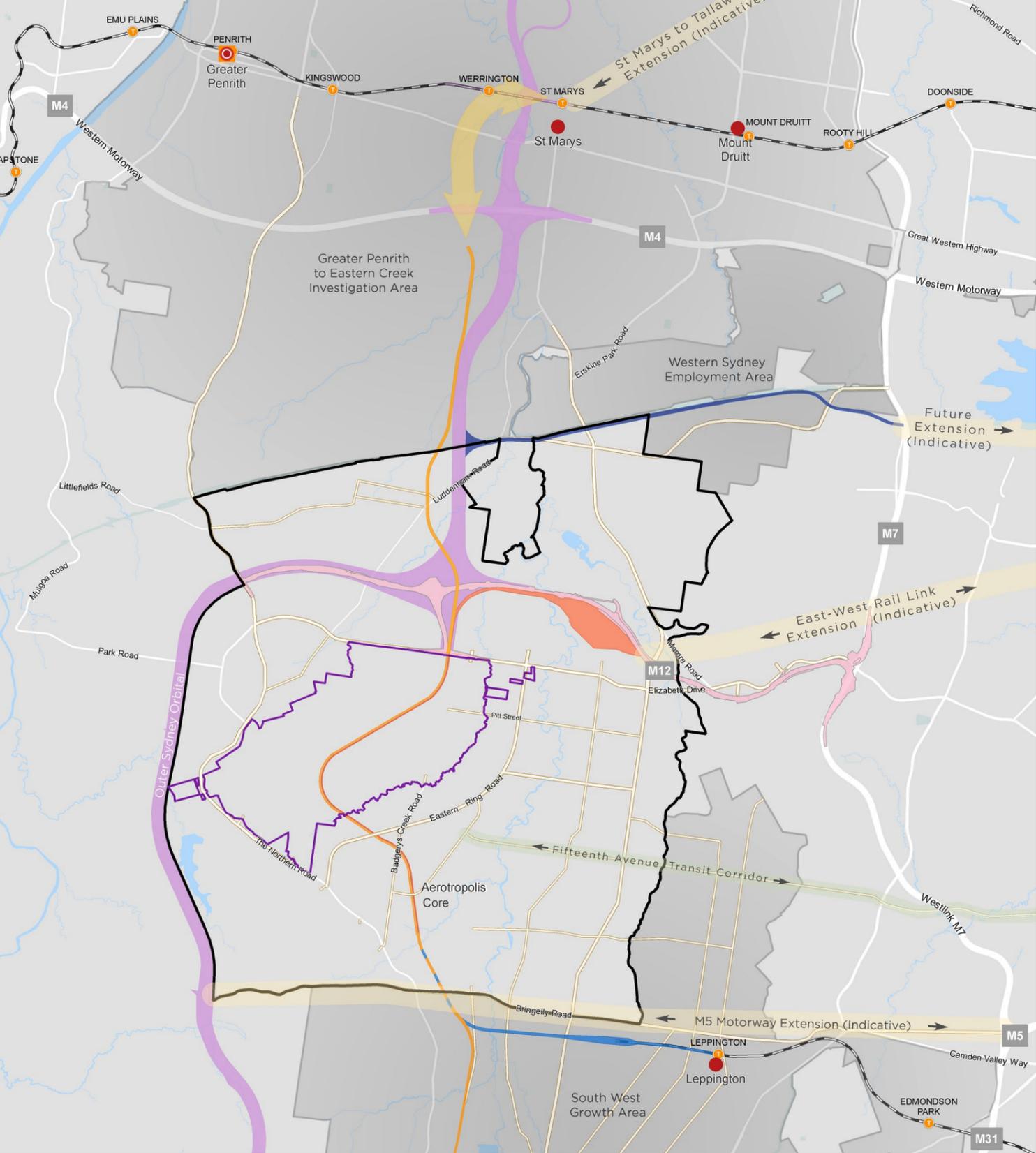
The new 24 hour airport provides enormous opportunity to expand agricultural exports for NSW.

6.1 THE AUTHORITY'S TRANSPORT & MOBILITY VISION

The Authority's vision for transport and mobility in the Western Parkland City:

- Prioritises mass transit and active travel over private vehicle infrastructure, and connections within the Western Parkland City;
- Delivers staged delivery of world leading mass transit servicing the airport and Aerotropolis, Northern Gateway, connecting T1 (St Marys) and T2 lines (Leppington) to the Eastern Harbour City and Central River City;
- Features a public transport system that responds to customer demand associated with a 24 hour airport, including overnight airline operating patterns and worker shift arrangements, whilst accommodating system maintenance requirements;

- Includes road investment to support the staging/ scaling of investment and land use changes;
- Resolves the strategy for freight rail corridors and intermodal facilities and connections to any future interregional transport corridors;
- Delivers road infrastructure that is resilient to future changes (e.g. autonomous vehicles and digital plumbing); and
- Includes rapid bus services linking Liverpool, Penrith and Campbelltown with the Aerotropolis by the opening of the Airport in 2026 (City Deal commitment).



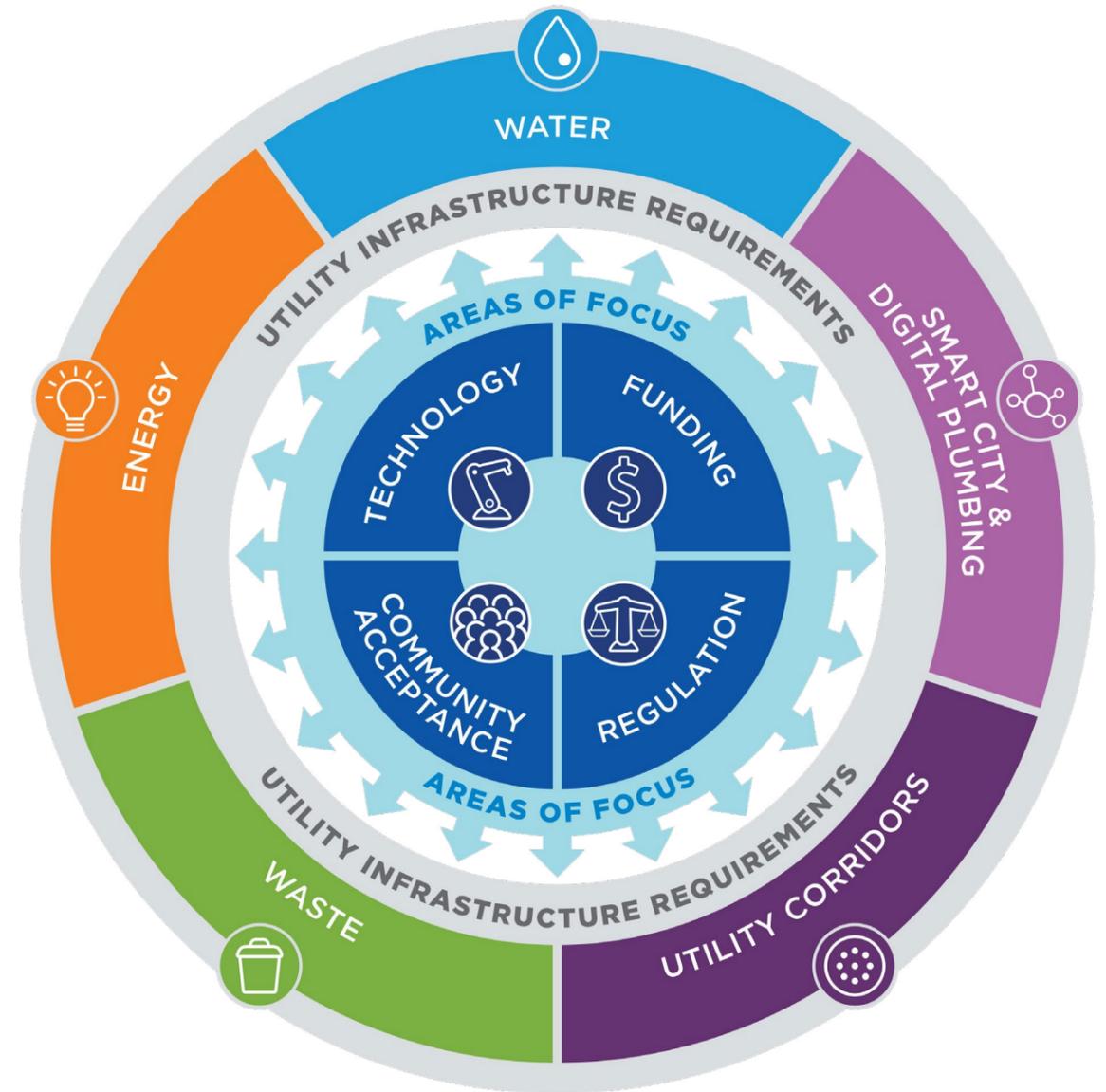
Proposed Transport Corridors

Western Sydney Aerotropolis

- | | | |
|--|---|---|
| Western Sydney Aerotropolis | M12 Motorway Corridor | Sydney Metro Greater West |
| Western Sydney International (Nancy-Bird Walton) Airport | Outer Sydney Orbital Corridor | Tunnel Connection to T1 (Subject to further investigation) |
| Metropolitan Cluster | Potential South West Rail Link Extension Corridor | North South Rail Line Corridor |
| Strategic Centre | Potential Western Sydney Freight Line Corridor | Potential East-West Rail Link, Stabling and Critical Infrastructure |
| Key Network Upgrades | | |

6.2 UTILITIES AND SYSTEMS

Contemporary city utility models, based on smart city technology, are delivered on a district scale, allowing for adaptive service delivery combining a range of utility solutions. Considering utility provision in this way allows for new business models and technology solutions to be delivered in the Western Parkland City. For example, smart city technology can be used to manage delivery of energy to end users from a range of sources such as waste-to-energy, renewables and existing baseload provision.



The Western Parkland City will be a place where world-class digital connectivity and technology will improve the lives of the people who live and work in it. This will include deploying the latest ways of connecting digital technology widely across the Western Parkland City - we're calling this the 'Digital Plumbing of the City'.

6.3 DEVELOPING A PLAN FOR A SMART AND DIGITALLY-ENABLED CITY

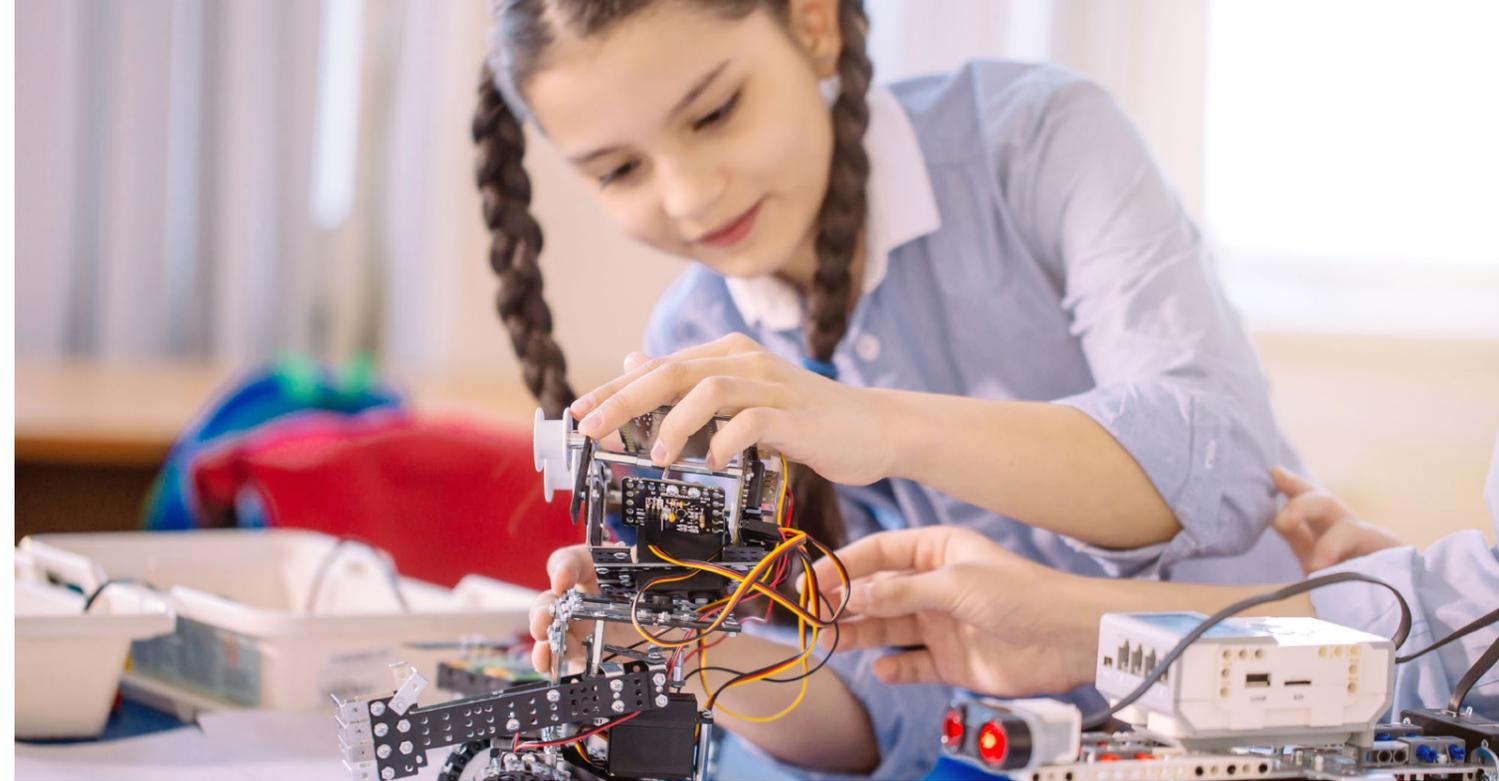
The Western Parkland City will be developed as a smart and digitally-enabled city. Smart cities use technology-enabled solutions to improve the quality of life for people and respond to the problems and opportunities that matter most to people living in or using these places. Smart cities include:

- Embedding sensors and communications technology in infrastructure as it is built or when it is being upgraded or redeveloped to capture information about the use and condition of assets or monitor the state of the environment;
- Capturing, safely storing and making government-acquired data available to support effective government planning and processes, inform research about community needs and create opportunities for the market to develop and deliver services that meet customer expectations; and

- Communicating information and insights gained through analysing data that will help people and governments to make better, evidence-based decisions about how to improve productivity, liveability and resilience.

Digitally-enabled solutions can improve productivity, social and sustainability outcomes.

- Productivity outcomes – including transport system solutions to reduce congestion, improve safety and reliability and communications infrastructure to provide fast, reliable and affordable connectivity for the city;
- Social outcomes – including safe streets and public safety initiatives and providing access to digital connectivity and services;
- Sustainability outcomes – including efficient utility management, and air and water quality measurement.



The Western Parkland City will be developed as a smart and digitally-enabled city.



6.3.1 SMART CITY DESIGN AND PUTTING PEOPLE FIRST

Under the City Deal, the NSW Government has committed to deliver a Smart Western City Program to enable NSW agencies to embed interoperable smart and secure technology – such as transport and utility monitoring systems – into new infrastructure as it is rolled out. The delivery of the Smart Western City Program, led by the Department of Planning, Industry & Environment, is currently progressing and industry engagement is ongoing.

The Smart Western City Program is based on eight priority areas that have been informed by Local and State Government priorities and developed collaboratively. These themes are:

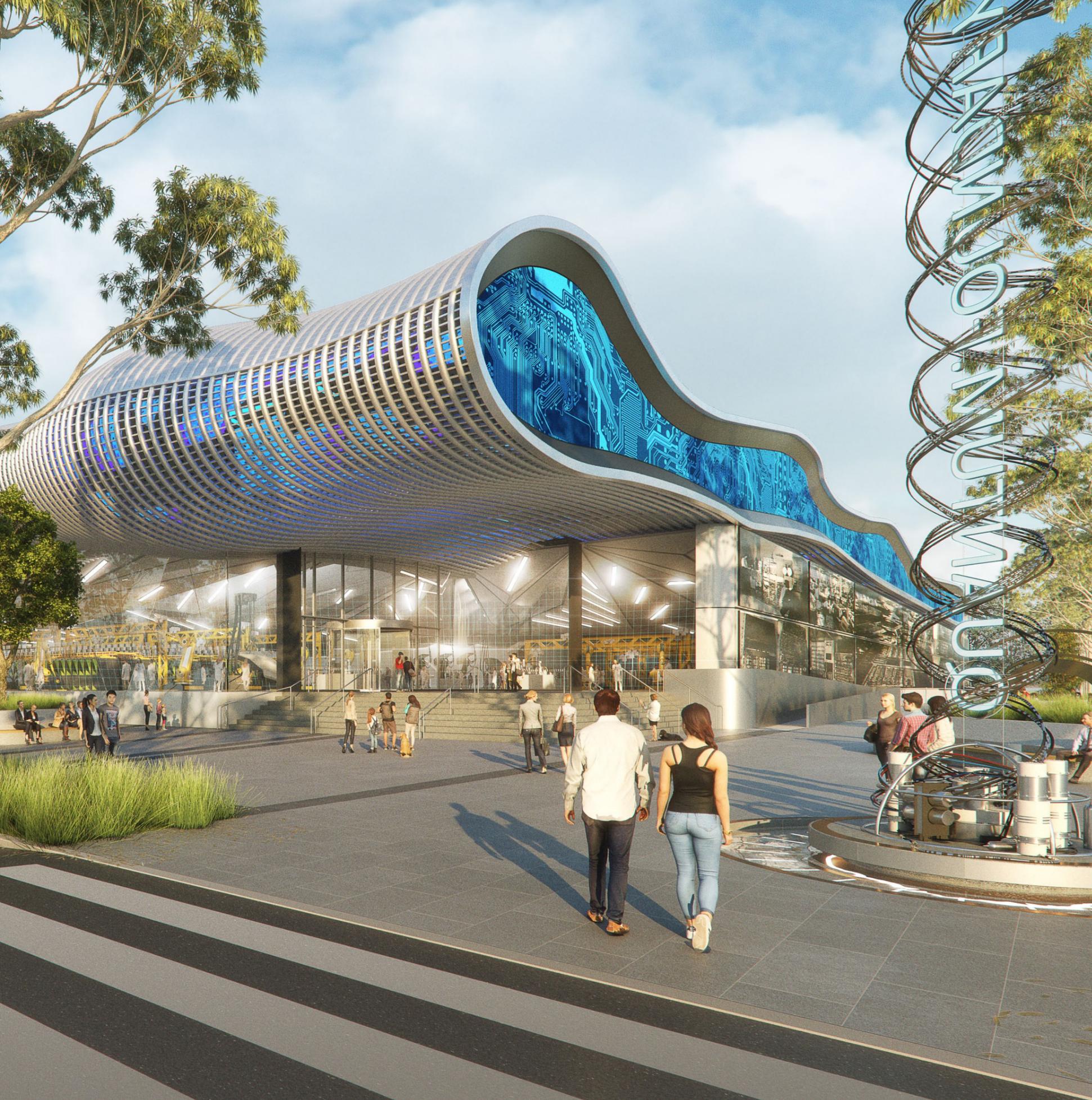
- Internet connectivity;
- Smart monitoring;
- Data sharing;
- Smart public spaces;
- Smart transport;
- Community engagement;
- Local jobs; and
- Smart Planning and Management.

6.4 ORIENTING THE WESTERN PARKLAND CITY TO RURAL AND REGIONAL NSW TO SUPPORT AGRICULTURAL EXPORTS

There are significant benefits for NSW to be gained from orienting the Western Parkland City to Rural and Regional NSW. The development of the Airport as an agricultural export hub provides the opportunity to support agricultural exports from across the State. There is significant agricultural production in:

- Peri-urban NSW (Hawkesbury and Wollondilly);
- Regional NSW; and
- Rural NSW.

Efficient transport solutions are required to move product to the airport for export. The Authority will work with Transport for NSW to define solutions.



7. FOUNDATION PARTNERS

The Authority has commenced planning and development of the Aerotropolis with a focus on investment attraction. This approach provides a unique opportunity for world leading organisations to co-design places and precincts within the Aerotropolis, to bring a research and development focus, and to invest capital into the Aerotropolis.

As of 11 December 2019, the Foundation Partners are (in alphabetical order):

- Australian Space Agency;
- BAE Systems Australia;
- DB Schenker;
- GE Additive;
- Hitachi Ltd;
- Mitsubishi Heavy Industries Limited;
- National Space Innovation Hub (including CSIRO);
- Northrop Grumman Australia;
- NUW Alliance (University of Newcastle, University of New South Wales and University of Wollongong) and Western Sydney University;
- Samsung SDS;
- Sheffield Advanced Manufacturing Research Centre;
- Siemens;
- Sumitomo Mitsui Banking Corporation;
- SUEZ Group and Sydney Water;
- Sydney Markets Limited;
- The University of Sydney;
- Urban Renaissance Agency; and
- Vitex Pharmaceuticals Pty Limited.

The Board of the Authority is made up of the following appointed individuals:

- Jennifer Westacott AO, Chair;
- Geoff Roberts AM, Deputy Chair;
- Mark Binskin AC, Member;
- Vince Graham AM, Member;
- Elizabeth Montano, Member;
- Alan Stoneham, Member;
- Gabrielle Trainor AO, Member.

The Authority's Chief Executive Officer is Sam Sangster.

WCA.A.SYDNEY



Western City &
Aerotropolis Authority