



WSROC Future Directions Western Sydney 2030

Next Steps

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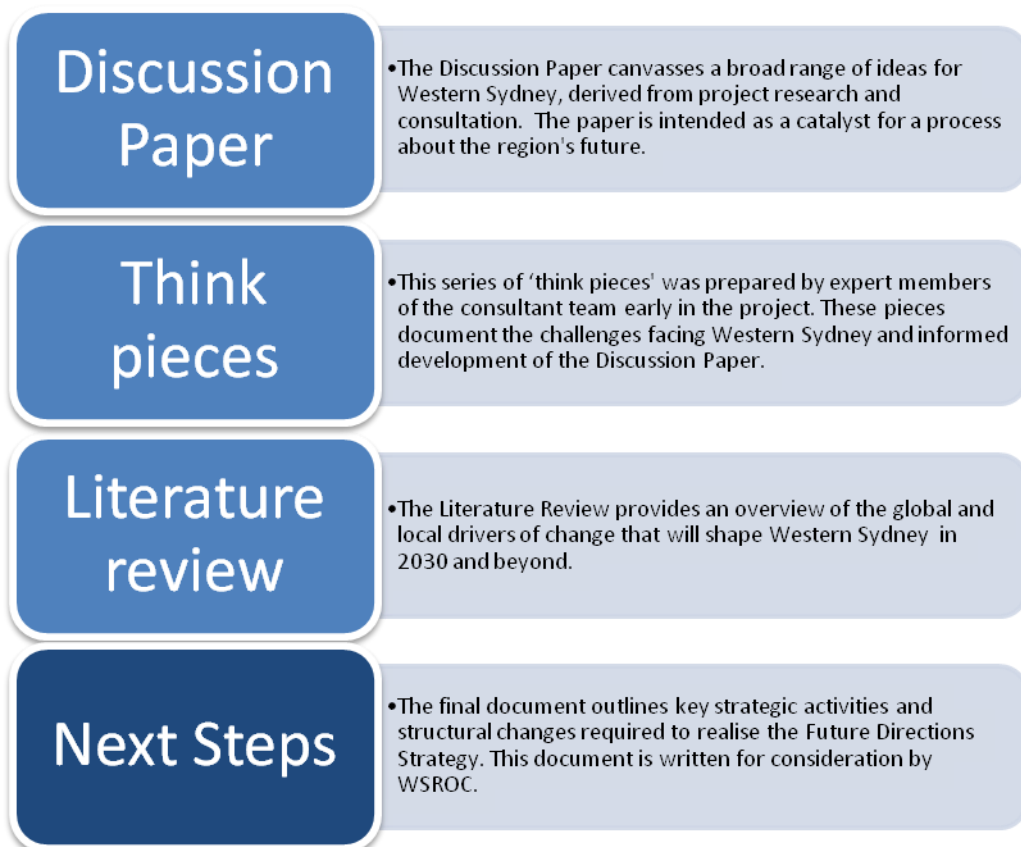
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1 Introduction

This document is the final part of a Future Directions Strategy which has been prepared for the Western Sydney Regional Organization of Councils (WSROC). It sets out the next steps for WSROC in moving forward towards a Regional Integrated Planning Strategy (RIPS) for Western Sydney.

The Future Directions Strategy includes:



The Future Directions Strategy is intended to commence a partnership between the Councils of Western Sydney, the State and Federal Governments, business, education and utility stakeholders and the wider community, to deliver the future of Western Sydney. The suite of documents define a starting point for this partnership and the discussions and collaborations that need to occur, identifying some of the big questions facing the region:

- How will we provide jobs, housing and economic opportunities for the future population?
- What mechanisms are needed to encourage small business and attract big business?
- How can we improve the health and amenity of our communities?
- What transport investments are needed to improve access and productivity across the region.

- How can we kick start development and remove barriers to investment?
- What actions can we take now to improve resilience to changing global conditions?

The Future Directions Discussion Paper provides local context, global examples and some ideas for Future Directions in response to these and a number of other questions. It is intended to provide strategic guidance to decision makers and project partners. It is envisaged that WSROC, together with the local governments of Western Sydney, will engage with the State and Federal Governments and key stakeholders to secure support for the next steps needed to give effect to the vision and objectives that emerge from the Future Directions process.

This Next Steps document forms the final section of the Future Directions Discussion Paper. It describes the key activities and changes that are required to enable the future directions to be achieved, including a Regional Integrated Planning Strategy (RIPS), a development agency, a greater leadership role for WSROC and a community empowerment program.

2 Why a Future Directions Strategy?

A key component of the greater Sydney conurbation, Western Sydney is disadvantaged when compared with other Sydney regions and other centres of a similar size in terms of transport, jobs, education, investment and community services.

With a population of 1.96 million people¹ and home to more than half of Sydney's growth, Western Sydney sits at the frontline of the future challenges facing Sydney. The challenge for Western Sydney is not simply to catch up but to stride ahead.

More than half of Sydney's employment and housing capacity targets are located in Western Sydney



The challenges of Western Sydney are greater than any one council or centre. To be successful it will be critical to harness the collective energies of all levels of government, key stakeholders and the wider community. Representing ten Local Councils, Western Sydney Regional Organisation of Councils (WSROC) is uniquely placed to be the focus of efforts to address this challenge. WSROC has a history of being a strong voice for Western Sydney and an advocate for residents. Communities are the essential lifeblood of place and a successful strategy will empower and galvanise the people of Western Sydney to create a transforming vision of renewal for the future.

The Future Directions Discussion Paper raised a number of big picture city shaping issues including keeping abreast of rapid growth, overcoming social disadvantage, adapting to climate change, preparing for a resource constrained future and reversing declining public health trends. These issues will influence future quality of life for the residents of Western Sydney. The issues are also prominent in the national debate about cities and should inform future



¹ <http://www.westernsydney.nsw.gov.au/about-western-sydney/demographics/>

planning frameworks for Western Sydney.

3 A new way of viewing the challenges

Systems thinking is a new way of looking at cities, allowing issues to be considered in an integrated way and multiple and concurrent benefits to be considered across ecological, societal, cultural and economic systems.

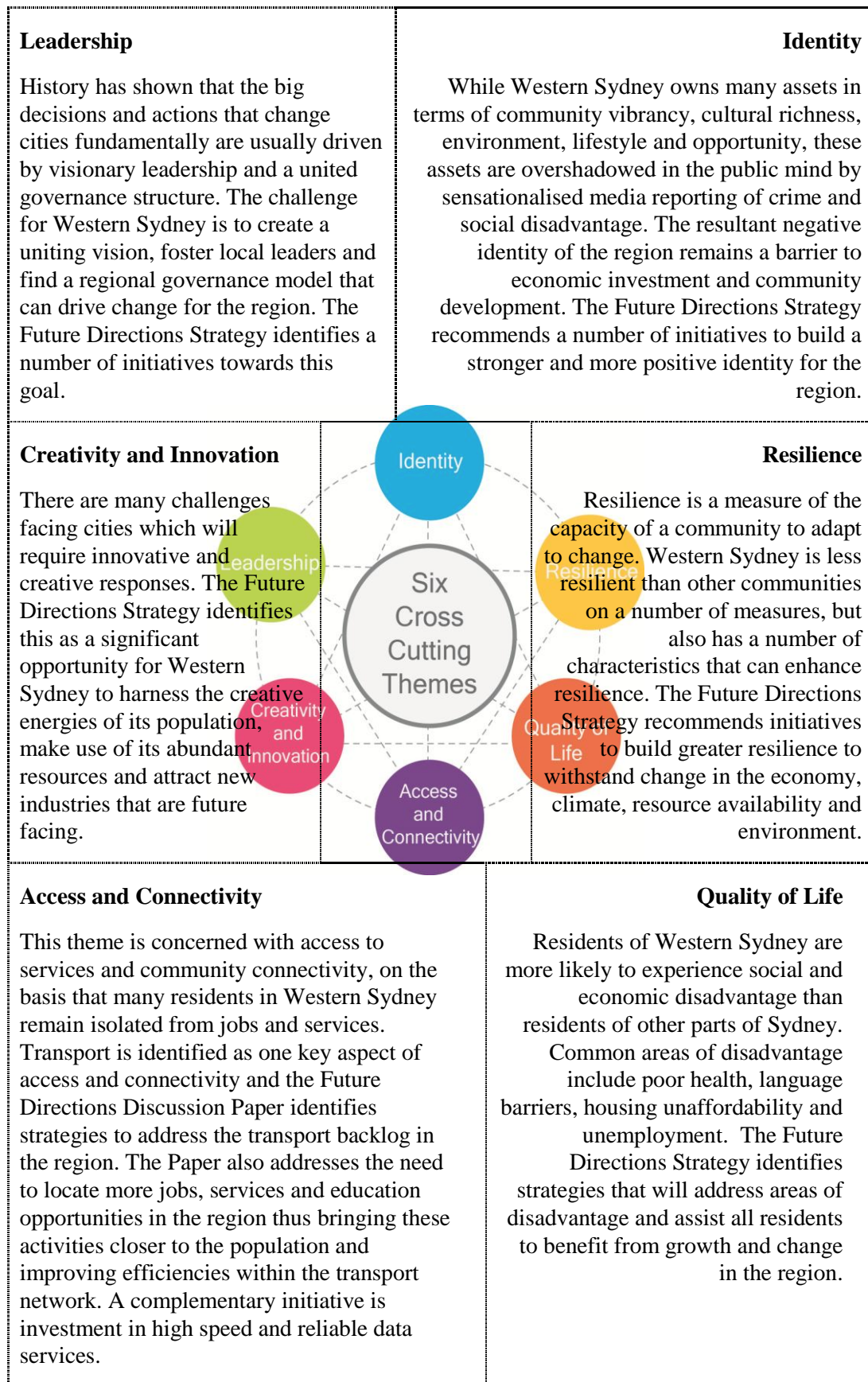
Traditional modes of decision-making, based on the pursuit of single solutions to single issues are problematic and ineffective. A systems-thinking approach enables the complex analysis of cities, regions, resources, economies and communities and growing our understanding of their relationship to each other and creating the opportunity for multi-layered solutions.

“A systems-thinking approach changes the way problems are considered and provides a new way of identifying the impacts, benefits and costs of change and new investment.”

In line with the systems thinking approach the Future Directions Discussion Paper identified six cross-cutting themes as a platform for a Future Directions Strategy. This offers a new paradigm for thinking about the future around a set of integrating themes that form the basis for developing a regional integrated strategy for Western Sydney. The cross cutting themes are listed below and summarised on the following page:

- Identity,
- Resilience,
- Quality of Life,
- Access and Connectivity,
- Creativity and Innovation, and
- Leadership.

The multi-layered analysis of Western Sydney’s context also revealed that renewal lies at the heart of Western Sydney’s future, sitting across all cross-cutting themes and inherent within all the ideas for a future. Renewal respects and capitalises on the inherent assets and values within the region and its people. Renewal of infrastructure and urban fabric; renewal of social systems and networks and community organisations; renewal of existing services, businesses and jobs; renewal of WSROC’s leadership and partnerships with community, stakeholders and government; and importantly, renewal of hope for the future.



3.1 Relationship with other policies

Over the past two years the Federal Government has actively re-engaged in policy and debate surrounding urban planning and development. The National Urban Policy, ***Our Cities, Our Future***, released in May 2011, sets out three key goals for the future of our cities: Productivity, Sustainability and Liveability.

The policy sets out a series of objectives to achieve the goals and a series of principles that support the goals and objectives. At the same time, the Council of Australian Governments (COAG), through its reform council, has been reviewing metropolitan planning systems across the capital cities of Australia. This review due to be reported to COAG in March 2012 evaluates planning systems against nine criteria.

The policy *Our Cities, Our Future* sets out three key goals for the future of our cities: Productivity, Sustainability and Liveability.

Capital City Strategic Planning Systems should:

1. Be integrated.
2. Provide for a consistent hierarchy of future oriented and publicly available plans.
3. Provide for nationally-significant economic infrastructure (both new and upgrade of existing).
4. Address nationally-significant policy issues (these include population growth and demographic change, productivity and global competitiveness, climate change mitigation, efficient development and use of existing and new infrastructure, connectivity of people to jobs and businesses to market, development of major urban corridors, social inclusion, health, liveability and community wellbeing, housing affordability and matters of national environmental significance).
5. Consider and strengthen the networks between capital cities and major regional centres.
6. Provide for planned, sequenced and evidence-based land release.
7. Clearly identify priorities for investment and policy effort by governments.
8. Encourage world-class urban design and architecture.
9. Provide effective implementation arrangements and supporting mechanisms.

The NSW State government has also released the new **State Plan NSW2021** in September 2011 which includes the following objectives:

- Rebuild the economy,
- Return quality services,
- Renovate infrastructure,
- Strengthen local environments and communities, and
- Restore accountability to government.

4 Where to Next?

WSROC has initiated the Future Directions Strategy in recognition that Western Sydney as an entity is often forgotten in debates about Sydney's future. For many years planning and infrastructure programs have let Western Sydney down. The recently elected government in NSW has recognized the importance of Western Sydney by appointing the Premier as Minister for Western Sydney. This recognition provides an opportunity for WSROC to advocate for a Regional Integrated Plan and infrastructure program. The time is also right federally given the alignment of the national debate about cities with WSROC's objectives.

The Future Directions Discussion Paper proposes a wide range of ideas for Western Sydney's future, bringing together ideas that have been mooted for many years as well as new ideas generated through the research and consultation process. To date the majority of ideas have received broad support – but have provoked questions such as: how do we make this happen; who is responsible; and, why hasn't it happened already? This section of the paper considers structural changes or activities that need to occur to address these questions. It is intended that these actions would assist in removing a number of barriers to implementation. The final sub-section reviews Infrastructure Priorities emerging from the Future Directions Strategy

4.1 WSROC's Role and Mandate

WSROC has taken a lead role in initiating the Future Directions project and is committed to continue to advocate for the future of Western Sydney. This work falls within WSROC's mandate to represent the councils and communities of Western Sydney.

Under WSROC's current structure its primary roles are advocacy, coordination and project management. In these roles WSROC clearly has a role to advance the Future Directions project, particularly to achieve the required coordination and buy-in of stakeholders with an interest in and responsibility for development and investment in Western Sydney. Figure 1 below demonstrates key interactions WSROC would manage under the umbrella of the Future Directions project, in its role as advocate and coordinator.

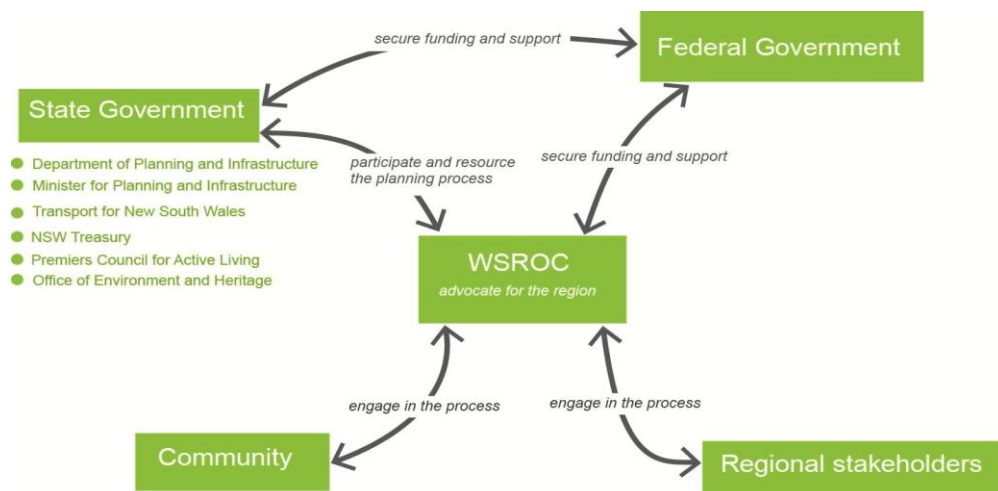


Figure 1 The key players in managing the Future Directions project

Arguably the Future Directions Project requires WSROC to adopt a greater leadership role to engage the community in development of a shared vision and then pursue this vision with government and other stakeholders. This is best achieved through greater engagement from elected representatives, in particular the Mayors, to bring additional political strength and leverage to the organisation that cannot be achieved via its current structure.

One example model for consideration is South East region of Queensland Council of Mayors which evolved out of the SEQROC in 2005. The SEQ region is similar in some ways to WSROC in that it transitioned from a series of disconnected geographic areas and population centres into what is effectively a single metropolitan area and is one of the most rapidly growing areas in the nation. The Council of Mayors (SEQ) was established as an independent political advocacy organization in light of the growth pressures facing the region.

The Council comprises the mayors of ten of the local governments of SEQ. The Council meets five times a year and is informed by standing committees and taskforces who work on priority areas and projects, such as regional planning, infrastructure and sustainability. The Council of Mayors (SEQ) aims to influence Federal and State government policy and funding priorities. It enables resources within Councils, the Committee and the Council of Mayors (SEQ) to focus on regional priorities, rather than being dispersed across multiple small, local issues. As an example, the Council of Mayors (SEQ) worked closely with the Queensland Government to deliver and implement the policies and programs set out in the SEQ Regional Plan 2009-2031.

**The elected members
of Western Sydney
could re-engage with
WSROC to increase
its profile as the
leading political
advocacy
organization for the
region.**

The active engagement of elected leaders in the Future Directions process will establish a clear platform and mandate for furthering the future vision for the region.

4.2 Integrated Planning

One important mechanism to assist in delivering a preferred future for Western Sydney will be the preparation of a Regional Integrated Planning Strategy. The RIPS would provide the foundation for all other planning activities in the region to address the challenges and opportunities identified in the Future Directions Strategy.

The RIPS would articulate a shared vision, goals and targets for Western Sydney. It would also establish prioritised transport projects, provide a framework for protection of ecological, natural resource and agricultural values, establish a structure to deliver employment and housing targets, and identify funding and delivery mechanisms.

Given the interest and support for integrated planning strategies at all levels, there will be a need for WSROC to work with all spheres of government to prepare a RIPS. It is also critical that WSROC engage with community and business in developing the strategy, particularly in regard to development of the vision. It is envisaged that WSROC would

have a very active level of intervention in regards to this project – within the Leadership realm of the Future Directions Strategy.

A Western Sydney RIPS could be led by WSROC itself, or could be led by the State government through a Committee of Ministers, representatives of the federal government and a Regional Planning Committee under the auspices of WSROC. In the former case, WSROC would need to negotiate access to all the relevant State government agencies to input into the planning process. In the latter case, the State government would take the lead and WSROC would take on the role of regional advocacy and stakeholder engagement. In either case, WSROC needs to ensure full engagement of all levels of Government in the process – including the member and non-member Councils as well as State and Federal agencies.

It is envisaged that WSROC would establish a Regional Planning Committee comprising Mayors and senior representatives from Councils in the region. This Committee would assume responsibility for initiating a discussion with the State and Federal government to establish and fund the Western Sydney RIPS Planning process.

Once the planning work is complete, it is envisaged that a multi-lateral Infrastructure Committee might be established and tasked with implementation of infrastructure priorities identified in the RIPS.

All levels of Government—including the member and non-member Councils and State and Federal agencies will need to be engaged in the process.

4.3 Community Empowerment

As an unbiased advocate for communities and stakeholders across the Western Sydney area. WSROC is of critical importance in the development of a comprehensive engagement strategy for the residents of Western Sydney.

Many attendees at the Thought Leaders workshop identified the need for more active engagement with the community. There was strong support for creating an environment in which community and business sectors could take carriage of, or partner with others, to take forward ideas and initiatives within the Future Directions Discussion Paper.

This process rejects more traditional planning approaches that are increasingly described as DAD – Decide, Announce, Defend – in favour of dialogue.

As part of the Future Direction Strategy, it was agreed that relevant documents would be uploaded to the current WSROC web page called Western Sydney 2030. Documents prepared are able to be uploaded for comment by stakeholders and community. However, that approach is a fairly passive one and only engages those members of the community experienced at dealing with government in this manner. A more active approach is

WSROC is the key organisation to deliver a comprehensive engagement strategy for Western Sydney.

recommended that is designed to engage with a far broader section of the community and capture input at many levels.

One such approach is the 5000+ project currently being undertaken in Adelaide. This project focuses on developing a shared vision and set of ideas for the redevelopment of inner Adelaide. 5000+ is a pilot project about city re-design and city renewal. The project began by asking “What is the quality of life we want for inner Adelaide?” It is designed as a process that moves from public engagement through to implementation in the following four parts:

1. Engage with the public to build a shared vision.
2. Build a set of guiding principles that can inform public and private projects across government boundaries.
3. Embed those principles in policy.
4. Create an implementation framework to prioritise, get the best value for money, and provide the greatest certainty to community and industry.

5000+ is a joint project between eight Local Councils, four State Government Departments and the Australian Government Department for Infrastructure, Transport, Regional Development and Local Government. The approach is predominantly web based at this stage and uses forums for everyone to contribute. This approach does more than just assemble ideas at the start of the process; it fosters community engagement and a sense of identity which is one of the key themes in the Future Directions Discussion Paper.

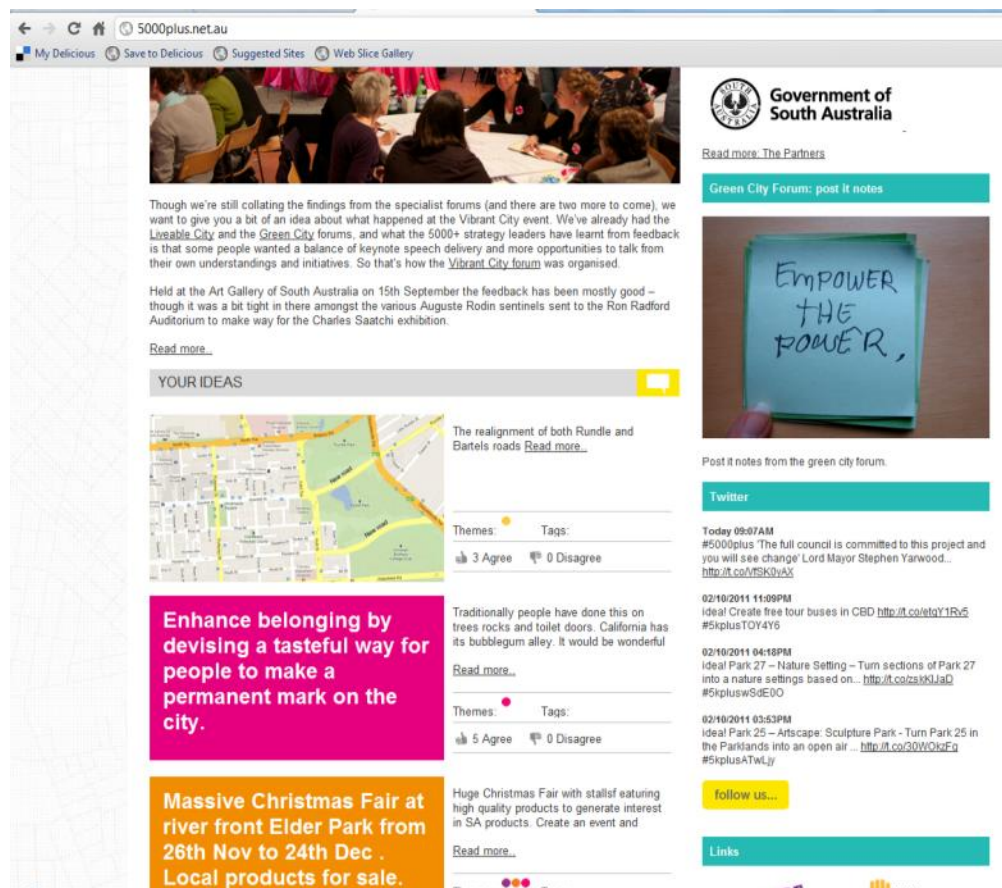


Figure 2 Screen shot of the web platform for 5000 plus.

The 5000+ project is sponsored by the Australian Government as a pilot project. There may be an opportunity for WSROC to negotiate a pilot tailored to the needs and characteristics of the region.

WSROC could also look to community engagement processes adopted by the City of Vancouver in relation to city planning. In particular, the process used to develop local community Visions could be relevant to the development of renewal and economic development strategies for each of the Western Sydney cities. Community engagement processes used for the redevelopment of Christchurch are also of interest.

There is an opportunity for WSROC to learn from projects such as 5000+ to initiate a truly interactive community dialogue about the Future Directions Strategy

An important outcome of the community empowerment process would be for community groups to take on responsibility for delivering actions towards the vision at a grass-roots level, rather than assuming all change will occur through top-down processes. There are a number of characteristics of an engagement process that can deliver this outcome, including:

- Incorporating “what can I do” discussions within any visioning process,
- Planning targeted “future leader” conversations that provide community leaders with an opportunity to action change (as per Adelaide 5000+ process), and
- Providing resources to support, enable and publicise grass-roots initiatives such that other community members may participate.

If effectively delivered, the community engagement process will provide a vision for the region that gains widespread buy-in and is developed through both bottom-up and top-down initiatives.

4.4 Stakeholder Partnerships

Carriage and success of many of the ideas canvassed in the Discussion Paper will rest with agencies, organisations and corporations who are not typically party to integrated planning and decision making processes. This includes small and large businesses, educators and training providers, health services, community service providers, land developers and investors, amongst others.

Many of these stakeholders are passionate about Western Sydney and see the immense potential for both their organisation and for the region. Typically they have the energy and flexibility to aim high and to think outside of the box. However their cooperation and participation cannot be taken for granted. They also need to be actively engaged in the engagement and visioning process so that they achieve a level of personal buy in to the vision for the region. Again the 5000+ program provides an interesting model for doing this via its Future Leaders workshops.

It is also recommended that WSROC identify and foster ‘champions’ across the range of stakeholders and across the region. A number of such champions participated in the Thought Leaders workshop and identified a strong interest in remaining engaged with the

Future Directions strategy process. The stakeholder champions can assist with propagating community conversations about the project, both through their client or membership bases and within their industry sector.

These champions and their associated stakeholder networks are also the most likely partners to assist WSROC to deliver smaller catalyst projects for the strategy. Opportunities for this could be pursued via one-on-one relationships, however it may also be valuable for WSROC to convene regular Regional Action Forums that invite multi-sectoral stakeholder participation. Two or three forums may be held annually, each focussing on a particular cross-cutting issue or question. The purpose of the forums would be to identify things that could be done to advance the issue and align stakeholders with the actions.

4.5 Partnering for Delivery

The preceding sections have set out processes for engaging the community, stakeholders and all level of government in planning for Western Sydney's future. This and subsequent processes to deliver the enabling infrastructure are dependent on funding.

WSROC does not in itself have a funding base for such activities, and no single entity will have access to the order of funding required for larger initiatives. Partnerships and collaboration will therefore be key to realising the vision and plans. Stakeholders are more likely to invest in a vision that has strong community support. Stakeholders and governments will be more engaged with a vision which they have contributed to and which resonates with their own values and objectives rather than one that is 'sold' to them by WSROC. Creating a shared vision is therefore central to achieving community and stakeholder buy in.

As highlighted previously, once a Regional Integrated Planning Strategy (RIPS) has been delivered, one or more new governance structures and partnerships may be required to prepare, fund and implement elements of the plan. A number of examples of potential mechanisms to achieve this are listed below:

- Develop a regional agreement that fosters greater cooperation, resource sharing and integrated service delivery amongst member Councils,
- Create a regional body with responsibility for land use and infrastructure planning and program management (similar to the SEQ Infrastructure Program), under the auspices of either the Western Sydney Council of Mayors / WSROC or by the State Government. This body would require the cooperation and partnership of local governments but would have little impact on their jurisdiction or representation,
- Establish a Western Sydney Taskforce tasked with developing business cases and bringing together partnerships to develop key projects,
- Create a cross-Council Western Sydney Infrastructure Levy which raises seed funding for projects to further entice project partners (as was done by Gold Coast City Council to raise seed funding for the Light Rail and other transport infrastructure), and
- Establish a Regional Land Development Authority with powers to manage substantial renewal and redevelopment projects (as canvassed in the Discussion Paper).

This list is not exhaustive and other models may be appropriate. A feasibility study and consultation process is recommended to identify the preferred governance and project delivery models to take Western Sydney forward. The region will also need to embrace innovative funding models to deliver projects. Comprehensive value capture analysis is a process to identify the likely benefits to all parties and identify funding models based on these benefits. The process is being used effectively in Australia and internationally to bring projects to fruition. Again it is dependent on effective partnerships and visioning to gain the support for the proposed funding model.

4.6 Priority Infrastructure

The Future Directions Strategy identifies the quantum of work to be done in Western Sydney to bring equity of opportunity to residents and workers. All those who live and work in Western Sydney recognise this as a key challenge. What is not so clear is how to go about it. Central to this question is the need to achieve economic equity with Eastern Sydney and the inclusion of the West into the mainstream of investment opportunity across the city.

The Future Direction Discussion Paper proposed that there is a need first for focused effort on building the West as a vibrant community and economy in itself in order to secure the educational priorities, the cultural activities and the employment investment that will transform the economy and achieve integration with the wider city.

Delivering the many ideas articulated within the cross-cutting themes in the Discussion Paper will require a range of enabling interventions. These include strategic planning, advocacy and community engagement, as well as the delivery of a range of community and physical infrastructure.

Many of these interventions are also identified by previous studies for Western Sydney, however there has been a dominant focus on physical infrastructure requirements, particularly transport. The Future Directions Discussion Paper demonstrates that the non-physical interventions such as planning and advocacy, and the development of community infrastructure are critical to the successful transformation of Western Sydney. Physical infrastructure alone cannot and will not deliver the desired future for Western Sydney. Complementary investment in other forms of infrastructure is critical to fully realise the value of any physical infrastructure.


The following pages summarise the ideas contained in the Discussion Paper and provide a short list of key enabling physical and community infrastructure for these ideas. This is not an exhaustive list and is in some ways premature as comprehensive strategies have not been developed for the ideas. However the list does begin to illustrate recurring infrastructure requirements and has been used to inform a list of infrastructure priorities. The list is cross-referenced to infrastructure items and initiatives identified in the RDA's Regional Plan for Sydney, the Metropolitan Plan 2036, WSROC's own Strategic Plan and the recent State Plan (NSW 2021).

The NSW government has recently announced that in 2012 it will be 'localising' NSW 2021 and Western Sydney is one of the regions identified for closer attention. The consolidated list of initiatives will provide a basis on which to commence that discussion.

Notwithstanding these lists, the missing link for this work and the key to unlocking delivery of strategic, community and physical infrastructure is a **Western Sydney Regional Integrated Plan**. The development of a RIP is, arguably, the most important


priority piece of ‘infrastructure’ for Western Sydney and is urgently required to provide a road map to secure Western Sydney’s future.

Whilst this document identifies priority infrastructure items at a high level, the Integrated Plan would provide more clarity around key priority projects and how they contribute to agreed outcomes. The Western Sydney Regional Integrated Plan, which would be jointly developed by the Western Sydney Councils through WSROC and the State Government, would provide more structure to the current lists of infrastructure requirements, enabling both existing infrastructure commitments and new infrastructure priorities to be assessed in context and scheduled. It is identified as the first priority in our priority list.

	<p><i>While Western Sydney owns many assets such as community vibrancy, cultural richness, environment, lifestyle and opportunity, these assets are overshadowed in the public mind by sensationalised media reporting of crime and social disadvantage. The resultant negative identity of the region remains a barrier to economic investment and community development. The Future Directions Strategy includes ideas to build a stronger identity for the region.</i></p>
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Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Improving the Brand</p> <p>A more positive brand identity for Western Sydney will attract investment, addressing inequity and the bias toward lower paid and lower skilled jobs. This involves improving perceptions and promoting the region's many assets.</p>	<ul style="list-style-type: none"> ▪ This is an advocacy exercise and does not require specific infrastructure but is complementary to and supported by a number of other initiatives identified below. 	<p>Promote the 'brand' of Western Sydney lifestyle and business investment opportunities.</p> <p>WSROC 2009/2010 Strategic Plan</p>
<p>Distinct Identities</p> <p>Western Sydney has a series of smaller cities, towns and communities. Distinct identities for each city need to be developed, building on social or environmental assets or economic activity in the region.</p>	<ul style="list-style-type: none"> ▪ Economic and city centre revitalisation plan for each city/key centre ▪ Distinct catalyst development in city centres, such as Penrith Council's Health and Education Precinct ▪ Move more Commonwealth and State Government Departments to the regional city centres ▪ Urban design, landscape and public artworks to improve amenity and urban identity 	<p>Develop Regional Action Plans which harness business opportunities and address impediments to growth in each region</p> <p>NSW 2021</p> <p>Develop partnerships to enhance and promote the economic profile of the region and opportunities.</p> <p>WSROC 2009/2010 Strategic Plan</p> <p>Prepare and implement Regional City economic development plans with local councils.</p> <p>Metropolitan Plan for Sydney 2036</p>


<p>Community pride</p> <p>Further build and enhance a sense of community pride amongst residents and businesses such that the community strongly identify with, and promote, their connection to the region.</p>	<ul style="list-style-type: none"> Community infrastructure that enables community development activities, this includes multi-use meeting/ learning/ activity spaces that are accessible and affordable and assets such as community gardens, informal work/studio spaces, and community intranet. Urban design, landscape and public art to improve amenity and urban identity. 	<p>Establish an understanding of priority/community aspirations across cultural groups and proposed programs to members</p> <p>WSROC 2009/2010 Strategic Plan</p>
<p>Iconic Projects and Signature Events</p> <p>Western Sydney could benefit from a “region building” project, which in addition to fulfilling a strategic need has an iconic appearance and generates a strong physical symbol for the region.</p>	<ul style="list-style-type: none"> Commitment to fund priority infrastructure projects and deliver an iconic project, an example may be a striking design for new rail stations or running a design competition for catalyst projects in each city centre. Signature events that demonstrate the attributes of the area, such as a Spice Festival or Adventure Sport Race. 	<p>Increase participation in cultural activities by supporting the State’s major cultural festivals, including enhancing the Sydney Festival with the first dedicated program for Western Sydney in 2012</p> <p>NSW 2021</p>

	<p><i>In order for Western Sydney to survive and thrive in the future, Western Sydney needs to be resilient in economic, physical and social terms. Signs of the vulnerability of Western Sydney are already apparent when looking at social and economic disadvantage, availability of jobs, exposure to climatic warming and air pollution, dependence on cars and fossil fuels, and increased frequency of bushfires and alluvial flooding. Enhancing Western Sydney's resilience is a key mechanism to overcome these threats.</i></p>
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Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Adaptation and Mitigation Projects</p> <p>Western Sydney is vulnerable to a range of natural threats, including fire and flood. This vulnerability may be exacerbated by climate change. A comprehensive suite of adaptation and mitigation projects are required to respond to this threat.</p>	<ul style="list-style-type: none"> ▪ Climate Change Risk Assessment and Response Plan. ▪ Flood levies and flood and drought mitigation projects, such as the Sydney Adaptation Strategy ▪ Urban and rural re-vegetation and greening. ▪ Fire management. ▪ Increase local food production including localised distribution systems including farmers markets - implement the Urban Adapt program. ▪ Increase public transport services and promote increased patronage of services to reduce transport related emissions by further developing regional initiatives such as WSROC's GWS Transport Alliance. ▪ Develop alternative energy sources within the region and distributed supply networks for transport and stationery energy, including renewables and bio-fuels. 	<p>Prioritise nationally and internationally significant infrastructure within NSW in cooperation with Federal Government, including: F3 – M2 Link, M4 Extension, Parramatta – Epping Rail Link, North West and south West rail projects, M5 Expansion, multi-use corridor in outer Western Sydney. Metropolitan Plan for Sydney 2036</p> <p>Construct effective business cases to secure political commitment on priority transport issues determined by WSROC. WSROC 2009/2010 Strategic Plan</p> <p>Develop a climate change adaptation strategy for Sydney in collaboration with councils. Metropolitan Plan for Sydney 2036 Action G2.1</p>

<p>Social Capital</p> <p>Communities with high social capital are more likely to function effectively in the aftermath of rapid change or a disaster. The potential to enhance social capital should be a key feature of projects.</p>	<ul style="list-style-type: none"> Community engagement and participation strategy that actively seeks to engage community members and community organisations in projects across the region to build capacity, relationships, knowledge and social capital. Investment in information systems and community information networks 	
<p>Economic Resilience</p> <p>Western Sydney can become more economically resilient through diversifying businesses, increasing direct interactions between businesses and expanding the skills base of the workforce.</p>	<ul style="list-style-type: none"> City-based economic development plans Targeted investment in economic catalysts such as incubators, clusters and research centres with a focus on job diversity and addressing long term unemployment Improved choice and access to education and training Improved public transport networks and increased patronage with the two purposes of improving business efficiency through reduced congestion, and increasing access to jobs thereby for residents increasing the workforce pool for businesses. Construct the Parramatta to Epping Rail Link to provide access to jobs and education for Western Sydney residents Protection and diversification of existing economic activities, such as protection of peri-urban agricultural land and investment in food processing activities. 	<p>Engage in discussions regarding the development of Penrith, Liverpool and Parramatta as the three regional centres of Sydney Regional Plan for Sydney, RDA</p> <p>Advocate for member councils, State Authorities and Agencies to identify and provide serviced land for the establishment of employment hubs WSROC 2009/2010 Strategic Plan</p> <p>Identify and support new 'centres of excellence' and precincts Regional Plan for Sydney, RDA</p> <p>Prepare and implement Regional City economic development plans with local councils. Metropolitan Plan for Sydney 2036 Action A.1.1</p> <p>Strengthen clusters of activity in Specialised Centres, and support new clusters. Metropolitan Plan for Sydney 2036 Action E2.5</p> <p>Develop Regional Action Plans which harness business opportunities and address impediments to growth in each region NSW 2021</p>


<p>Security of Supply Chains</p> <p>Western Sydney's supply chains (such as food, electricity and fuels) are vulnerable to interruptions, this will be exacerbated by growth. A strategic supply assessment is proposed to identify local capacity and to replace, augment and/or diversify supply chains.</p>	<ul style="list-style-type: none"> ▪ Supply Chain Risk Assessment and mitigation strategy ▪ Local food production and supply, and local generation of renewable energy as described previously 	<p>The Department of Planning, Industry and Investment NSW, local government and industry will prepare and release guidelines on planning for rural activities in Sydney (and particular the Western Sydney Employment Area and the North West and South West Growth Centre)</p> <p>Metropolitan Plan for Sydney 2036 Action F 3.2</p>
<p>Doing more with less</p> <p>Improving efficiency is identified as the first action in responding to supply security. Strategies that align with 'doing more with less' will assist the region to respond to a range of resource shortages and rising prices.</p>	<ul style="list-style-type: none"> ▪ Improve local energy efficiency and resilience including development of renewable energy sources as previously described. ▪ Increase public transport infrastructure to achieve more efficiency from transport infrastructure ▪ Waste to energy, waste water recycling and infrastructure that extracts benefit from waste. 	
<p>Environmental resilience</p> <p>Western Sydney includes areas of high environmental value which provide important habitat for many plants and animals, and provide environmental, economic and social benefit. These areas require protection from encroaching development and the projected impacts of climate change.</p>	<ul style="list-style-type: none"> ▪ Climate Change Risk Assessment and Response Plan ▪ Biodiversity protection strategy and projects – particularly habitat corridors ▪ Flood levies and flood and drought mitigation projects ▪ Urban and rural re-vegetation and greening to provide habitat corridors and mitigate the urban heat island effects ▪ Fire management plans to protect the natural landscape and urban environment from catastrophic fire events 	<p>Develop a climate change adaptation strategy for Sydney in collaboration with Councils</p> <p>Metropolitan Plan for Sydney 2036 Action G2.1</p> <p>Implement the NSW Biodiversity Strategy to protect identified priority conservation areas and guide land use planning</p> <p>Metropolitan Plan for Sydney 2036 Action G6.1</p>

	<p><i>Western Sydney has many assets that can offer a high quality of life for residents. The ability for people to live, work, learn and play within the region is a strong element aligning with quality of life, with opportunities generated by economic growth, infrastructure investment and upwardly mobile sectors of the community to improve the wellbeing and enrich lives across the region.</i></p>
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Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Increase Employment Opportunities</p> <p>Greater diversity of job options, including professional jobs and jobs in the creative sectors will provide greater opportunities for residents of Western Sydney to work locally. Closely linked to this is education, where the relationship between the two can be symbiotic.</p>	<ul style="list-style-type: none"> Improved choice and access to education and training, including expansion of UWS and TAFE and exploration of other /new universities or training providers locating to Western Sydney Strategic release of employment lands with high quality services and infrastructure links, e.g. WSELIA and catalyst development of facilities / accommodation to attract major employers, including decentralisation of Government agencies. Centres/ precincts of expertise such as Penrith's health education precinct Long term planning to identify and secure employment lands linked to residential growth. High quality, high job density business parks in south-west Sydney. Investment in enabling infrastructure, including public transport to reduce congestion and secure an affordable energy supply. 	<p>Identify and support new 'centres of excellence' and precincts in outer areas of Sydney. Regional Plan for Sydney, RDA</p> <p>Prepare and implement Regional City economic development plans with local councils. Metropolitan Plan for Sydney 2036 Action A.1.1</p> <p>Strengthen clusters of activity in Specialised Centres, particularly those for high growth and high value sectors, and support emergence of new clusters. Metropolitan Plan for Sydney 2036 Action E2.5</p> <p>Explore options to increase the diversity and accessibility of higher education options in Western Sydney Metropolitan Plan for Sydney 2036</p> <p>Develop Regional Action Plans which harness business opportunities and address impediments to growth in each region NSW 2021</p>
<p>Healthier Communities</p> <p>Good design has been shown to deliver healthy outcomes for residents. Ideas for healthier cities are</p>	<ul style="list-style-type: none"> Urban and rural re-vegetation and greening to reduce urban heat island effects and provide 	

Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>not stand-alone solutions but are typically achieved through adopting design approaches to a series of interventions with a focus on delivering improved outcomes.</p>	<p>attractive open space environments for active lifestyles.</p> <ul style="list-style-type: none"> ▪ Increase access to fresh food through community gardens, peri-urban production and farmers markets. ▪ Public transport and well-connected cycle/ pedestrian paths to reduce car-based commuting in favour of more active transport modes. ▪ Strengthen local centres to provide relevant health, early intervention and community services to meet everyday needs. ▪ Incentives to increase GP numbers in the region. ▪ Increased Government investment in hospitals and acute care services in the region. 	
<p>Participation in sports</p> <p>Sport presents an important foundation for improving community well-being, improving health, as well as enabling the building of social networks and capital.</p>	<ul style="list-style-type: none"> ▪ Undertake an audit of sports facilities across the region to identify gaps in terms of accessibility, affordability and types of sports ▪ Accessible informal sports facilities to provide equitable access to sport 	<p>Establish an understanding of priority/community aspirations across cultural groups and propose programs to members</p> <p>2009/2010 Strategic Plan, WSROC</p>
<p>Creative Arts and Cultural Expression</p> <p>Despite its great cultural diversity and richness, Western Sydney faces a series of barriers to cultural consumption and production within the region.</p>	<ul style="list-style-type: none"> ▪ Community festivals and events, such as the previously mentioned Spice Festival and Adventure Sports Event ▪ Accessible and affordable arts and performance spaces across the region for non-professional artists and groups. ▪ Participation of local artist in urban renewal and public arts programs. ▪ Provision for temporary arts activities, such as galleries or studios in 	<p>Establish an understanding of priority/community aspirations across cultural groups and propose programs to members</p> <p>2009/2010 Strategic Plan, WSROC</p> <p>Increase participation in cultural activities by supporting the State's major cultural festivals, including enhancing the Sydney Festival with the first dedicated program for Western Sydney in</p>


Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
	empty buildings, street festivals/parties, buskers	<p>2012. NSW 2021</p> <p>Ensure Western Sydney's cultural and artistic life is strengthened and encouraged to support future urban growth. Metropolitan Plan for Sydney 2036 Action H4.3</p>
<p>Housing choice and affordability</p> <p>The housing stock in Western Sydney does not provide enough choice for the diverse household compositions of the region to meet evolving household needs. In parallel, housing with access to transport and services to meet the needs of the community are required to address long-term housing affordability.</p>	<ul style="list-style-type: none"> Establish companies with the charter of delivering affordable housing Continue to foster urban renewal projects that renovate and sell-off portions of the public housing estate to encourage transition to private home ownership Locate as much new housing in Western Sydney greyfield sites to ensure that new housing has access to established infrastructure and transport networks. Develop a density strategy that increases density and diversity of existing residential areas. 	<p>Aim to locate 80% of all new housing within the walking catchments of existing and planned centres of all sizes with good public transport. Metropolitan Plan for Sydney 2036 Action B1.3</p> <p>Design and plan for healthy, safe, accessible and inclusive places Metropolitan Plan for Sydney 2036 Action H3.1</p>
<p>Local solutions</p> <p>To move towards the goals of improving quality of life, any investment in Western Sydney should consider options to foster local solutions.</p>	<ul style="list-style-type: none"> For each precinct/ neighbourhood develop a neighbourhood strategy that provides a road map for development of the area. This strategy would map community assets and needs and plan for development to deliver the desired outcomes in terms of community character, housing density, jobs density and access to services. The process would engage the community in planning for and managing their future. 	<p>Establish an understanding of priority/community aspirations across cultural groups and propose programs to members 2009/2010 Strategic Plan, WSROC</p>

	<p><i>The provision of appropriate access to services and opportunities is a fundamental theme in reducing social disadvantage and improving access to opportunities for Western Sydney residents. Access must be discussed within the terms of communication and transport networks that facilitate greater access to jobs, education, services, the arts and active recreation, particularly within the region.</i></p>
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Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Jobs and services in regional centres</p> <p>Reducing travel by private vehicle requires an approach that concentrates employment and industry in existing centres as well as decentralising services throughout the region for local community access.</p>	<ul style="list-style-type: none"> ▪ This has been addressed in a number of previous sections and for clarity is not repeated here. 	<p>Identify and support new 'centres of excellence' and precincts in outer areas of Sydney. Regional Plan for Sydney, RDA</p> <p>Prepare and implement Regional City economic development plans with local councils. Metropolitan Plan for Sydney 2036 Action A.1.1</p> <p>Plan for half of Sydney's new employment by 2036 to be in Western Sydney by facilitating growth in Strategic Centres and development of Greenfield employment lands Metropolitan Plan for Sydney 2036</p>
<p>Creating the missing transport links</p> <p>The completion of the missing planned rail links as well as the exploration of high speed rail, additional freight, air transport and water transport will contribute to the ultimate goal of access for Western Sydney. Delivery of this will rely on a funding model that returns long term profits to the community.</p>	<ul style="list-style-type: none"> ▪ Provision of critical public transport such as Parramatta to Epping Rail Link, the South West Rail Link, connection of the North West Rail link to the Richmond Line, and appropriate freight rail lines. ▪ Develop the rivers as a potential transport corridor, particularly for people via ferries but with consideration of 	<p>Improve and coordinate existing and future transport services, by defining the projects needed for growth, improving the way people travel and how businesses move goods to metropolitan and regional communities. Areas targeted include Sydney City, Parramatta and Western Sydney, Green Square, Macquarie Park,</p>


Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
	<p>freight transport as has been successfully done for the London Olympic site</p> <ul style="list-style-type: none"> ▪ Improve North-South cross regional transport links ▪ Plan and reserve long term transport corridors in planning instruments ▪ Ensure the State government purchases new town centre sites around new rail stations ▪ Reshape bus routes to make it easier for residents in Western Sydney to access jobs across the region (rather than a radial system.) ▪ Pursue a Western Sydney station on the proposed High Speed Rail. 	<p>Mid North Coast, Far North Coast, Illawarra and the Lower Hunter. NSW 2021</p> <p>Work with the Premier's Council on Active Living to deliver a walking strategy Metropolitan Plan for Sydney 2036</p>
<p>Embracing the digital world</p> <p>Access to the internet has wide benefits, from changing working models, providing access to education and supporting connectivity. The realisation of these benefits will require enabling strategies and infrastructure to support this technology.</p>	<ul style="list-style-type: none"> ▪ Provide greater wireless capability within the village centres of Western Sydney ▪ Develop local centres that support flexible working arrangements by enabling people to work in a local shared office rather than travelling to the CBD ▪ Develop strategies to respond to the National Broadband Network 	
<p>Smaller more efficient and fewer vehicles</p> <p>Responding to high levels of car ownership, traffic congestion and greenhouse gas emissions brings the need for strategies to reduce the size and number of private vehicles. Essential to this is improvements in public and active transport options</p>	<ul style="list-style-type: none"> ▪ Increase public transport services to reduce the number of cars on the roads ▪ Develop a Parking Policy to discourage car-based commuting by reducing parking availability and increasing costs for long term parking. ▪ Provide additional and improved parking infrastructure at public 	<p>Prepare a Metropolitan Parking Policy Metropolitan Plan for Sydney 2036</p>

Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
	<p>transport nodes.</p> <ul style="list-style-type: none"> ▪ invest in the installation of electric vehicle recharging infrastructure ▪ Explore incentives for manufacturers in the electric vehicle field to establish within Western Sydney 	
<p>Creating service efficiencies</p> <p>Infill development and/or pockets of higher residential and employment density can alleviate pressure in the delivery and maintenance of new and existing infrastructure and access to services.</p>	<ul style="list-style-type: none"> ▪ Strengthening local centres to provide relevant health, community services and meeting everyday needs ▪ Medium density housing, jobs and services in Western Sydney's city centres. 	<p>Plan for half of Sydney's new employment by 2036 to be in Western Sydney by facilitating growth in Strategic Centres and development of Greenfield employment lands</p> <p>Metropolitan Plan for Sydney 2036</p> <p>A series of urban renewal areas are identified by the Metro Strategy to be undertaken by the Sydney Metropolitan Development Authority and Housing NSW</p> <p>Metropolitan Plan for Sydney 2036</p> <p>Locate at least 70% of new housing within existing urban areas and up to 30 % of new housing in new release areas.</p> <p>Metropolitan Plan for Sydney 2036 Action D 1.1</p>

	<p><i>The challenges of facing the forces shaping our cities and Western Sydney present the need for creative and innovative solutions. Investment in fostering creativity and innovation in Western Sydney now will position the region to become a leader and expert in the new economies and developing approaches that are required to respond to resource depletion, health and wellbeing and climate change.</i></p>
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Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Research centres of excellence</p> <p>Niche economic centres in Western Sydney would benefit from investment in a research centre of excellence partnered with Western Sydney universities that is tasked with exploring options for creative and innovative options to challenges facing the area.</p>	<ul style="list-style-type: none"> ▪ Develop a comprehensive regional strategy for research centres of excellence in each regional city to support the economic clusters or precincts in that area. 	<p>Identify and support new 'centres of excellence' and precincts in outer areas of Sydney. Regional Plan for Sydney, RDA</p> <p>Strengthen clusters of activity in Specialised Centres, particularly those for high growth and high value sectors, and support emergence of new clusters. Metropolitan Plan for Sydney 2036 Action E2.5</p>
<p>Low Carbon Solutions</p> <p>Western Sydney holds a strong manufacturing base, good solar resource, arable land and access to significant waste streams. With this lies ample opportunity to engage in low-carbon energy generation, innovation in the design and manufacturing of new technologies and restructuring of existing processes.</p>	<ul style="list-style-type: none"> ▪ Develop carbon sinks in forestry or agriculture projects ▪ Invest in renewable energy solutions ▪ Develop local employment programs to upgrade existing housing and buildings to improve their energy efficiency ▪ Investigate options for agricultural land uses that are integrated with urban areas to provide synergies between these activities to include use of waste water and compost in agriculture and production of biomass. 	<p>Integrate environmental targets into infrastructure and land use planning Metropolitan Plan for Sydney 2036 Action G3.1</p> <p>Incorporate climate change adaptation into centre renewal Metropolitan Plan for Sydney 2036 Action G2.4</p>

Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Creative Industries</p> <p>The creative industries sector brings the drive to seek innovation as they tend to lead the adoption of new ideas and technologies. Providing enabling infrastructure for creative industries to establish themselves in the region has the ability to hasten the uptake of new ideas and foster innovation in other sectors.</p>	<ul style="list-style-type: none"> ▪ Provide greater wireless capability within the village centres of Western Sydney to attract a range of business users and creative industries ▪ Develop local centres that support flexible working arrangements by enabling people to work in a local shared office rather than travelling to the CBD ▪ Identify under-utilised buildings/ spaces and make them available at low rent for the creative industries sector 	

	<p><i>The focus of a leader or government with an overarching governance structure enables issues to be resolved quickly and courageous decisions to be made when required. Leadership at all levels, from regional level to grass roots level will need to be activated to deliver successful initiatives to the region.</i></p>
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Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Regional Governance Model</p> <p>A regional governance structure for Western Sydney would enable Western Sydney to address the big issues in the context of city-wide planning, and position itself amongst the world's leading city-regions.</p>	<ul style="list-style-type: none"> ▪ Create a formal regional governance structure 	
<p>Visions, Goals and Targets</p> <p>To position itself effectively for 2030 and beyond, Western Sydney requires a vision that attracts broad support and goals and targets that are linked to that vision that can monitor and keep the region on track.</p>	<ul style="list-style-type: none"> ▪ Develop goals and targets related to workforce participation, jobs growth and containment, public transport use, housing, resource protection, community engagement, and GHG emissions reduction. 	<p>Set equity, liveability and social inclusion targets for major urban renewal proposals on a case by case basis</p> <p>Metropolitan Plan for Sydney 2036 Action H1.3</p> <p>Develop a long term planning strategy or 'blueprint' for Western Sydney that has regard to the Government's Metropolitan Strategy, Sub-regional and associated plans</p> <p>2009/2010 Strategic Plan, WSROC</p>
<p>Development Authority and Focussed Interventions</p> <p>With the foundations of a vision and associated plans, the ideas presented in this discussion paper will require a vehicle to deliver outcomes that have a design and people focus. A Development Authority is one vehicle that could facilitate the renewal of Western Sydney.</p>	<ul style="list-style-type: none"> ▪ Establish a Development Authority for Western Sydney 	

Ideas for a Future Direction	Enabling Infrastructure (Strategic, Community and Physical)	Existing commitments and plans
<p>Empowering community leaders</p> <p>Strong community leaders are crucial to engage local and grass roots initiatives.</p>	<ul style="list-style-type: none"> ▪ Develop specific programs to engage with community leaders as thought leaders and conduits of the community 	<p>Establish an understanding of priority/community aspirations across cultural groups and propose programs to members</p> <p>2009/2010 Strategic Plan, WSROC</p>
<p>Investing in tomorrow's leaders</p> <p>Investing in the strength of Western Sydney's young people in addressing disadvantage is critical to positioning Western Sydney as a leading city-region in 2030 and beyond.</p>	<ul style="list-style-type: none"> ▪ Adopt community development thinking to service provision across the region. These approaches are most commonly used in a development context and empower and enhance capacity of individuals within the community to take an active role in service delivery and decision making. ▪ Sponsor a Future Leaders program 	<p>Establish an understanding of priority/community aspirations across cultural groups and propose programs to members</p> <p>2009/2010 Strategic Plan, WSROC</p>

Top ten infrastructure priorities

Based on the detailed infrastructure lists above and the Future Directions Discussion Paper, a top ten priority list has been identified as follows:

1. ***The Western Sydney Regional Integrated Plan*** to be jointly developed by the Western Sydney Councils through WSROC and the State Government (see Sections 4.2 and 4.6 of Next Steps). The Integrated Plan would provide a basis to address the challenges and opportunities identified in the Future Directions Strategy. In turn, the Future Directions Strategy provides a means by which to communicate to decision makers the need to develop an Integrated Plan.
2. Establish a Western Sydney Development Authority. The focus of the Authority shall be to create quality interventions in the cities of Western Sydney that are catalysts for growth and investment and models for other development activity (See Section 4.5 and 4.6 of Next Steps and Section 4.6 of Future Directions).
3. Assist local Councils to develop a revitalisation plan for each primary town centre addressing niche economic profiles, catalyst economic activities, housing opportunities in the city centre, integrated transport and urban amenity (See Section 4.2 of Future Directions).
4. Invest in planned transport network upgrades to provide regular and rapid connectivity to and between the cities of Western Sydney to support greater levels of job and education retention within the region, discourage car based commuting, and reduce congestion. WSROC to coordinate a Western Sydney submission to the NSW Transport Plan process demonstrating the business and social case for critical rail links such as the Parramatta to Epping Rail Link, the South West rail link, connection of the North West Rail link to the Richmond Line, and appropriate freight rail lines and crucial pieces of road and rail infrastructure such as the M5 East, M4 Missing Link, and M2-F3 link. (See Section 4.4. of Future Directions).
5. Develop a strategy to deliver more tertiary education and research investment into Western Sydney and to improve access for Western Sydney students to Macquarie University and UTS/UNSW/USYD. This will include advocating for the Parramatta to Epping Rail Link in order to improve educational opportunities for Western Sydney students (See Section 4.4. of Future Directions).
6. Develop a climate change response plan for Western Sydney. The plan will include mitigation strategies such as securing renewable energy supplies for the region, localised food production, securing supply chains and opportunities to invest in /attract emerging green employment and industries. The plan will also include a comprehensive adaptation strategy including reduction of heat bank effect, drought proofing, flood management and bush fire management (See Section 4.2 of Future Directions).
7. Secure Western Sydney's position (Parramatta or Badgery's creek) as the Sydney terminus for High Speed Rail. Urgently examine the opportunities that such a location will bring in order to be prepared for negotiations in the next few years (See Section 4.4 of Future Directions).

8. Engage in a comprehensive program to engage the community and business leaders in thinking about, investing in and championing the future of Western Sydney, including but not limited to ideas for future investment in the arts, culture, recreation, employment. Through this process, nurture future community leaders for Western Sydney (See 4.6 of Future Directions).
9. Strengthen WSROC's governance structure in order to support its advocacy power and create greater capacity for WSROC to promote and deliver projects on behalf of the region (See Section 4.6 of Future Directions).
10. WSROC and the member Councils to actively develop the 'brand ' of Western Sydney with a view to attracting investment from business, the education sector and social infrastructure providers (See Section 4.1 of Future Directions).

5 Conclusion

This Next Steps document is the final output of the Western Sydney 2030 Future Direction Strategy. It summarises the actions and activities that WSROC can initiate to advance the ideas in the Strategy. It pulls together the priority infrastructure initiatives that emerge from the Future Directions Discussion Paper.

The Western Sydney 2030 Future Directions Strategy comprises four separate documents:

- Literature Review,
- Topic Based ‘Thought pieces’ from experts in urban policy, demographics and land economics, urban design, urban form and integrated masterplanning, water and infrastructure, transport and access; urban sustainability, and housing and social disadvantage,
- Future Directions Discussion paper, and
- Future Directions Next Steps.

The literature review and two workshops held to address both expert perspectives and stakeholder views have provided an important direction towards a framework for moving forward. Importantly, they have identified six outcomes (called cross cutting themes in the documents) that provide a basis for integrating infrastructure advocacy. These are:

- Identity,
- Resilience,
- Quality of life,
- Access and connectivity,
- Creativity and innovation, and
- Leadership.

The work to date has highlighted the importance of advancing community infrastructure as a key strategic initiative in order to pave the way for further investment in jobs and transport. The work has also highlighted the important role that WSROC can play in coordinating the work of their member councils and advocating on behalf of Western Sydney. The adage that ‘you are stronger if you work together’ is true in this context too.

The stakeholder workshop demonstrated in particular, the strong support that local business and cultural organisations have for Western Sydney and clearly articulated their desire to become more involved in its future through WSROC. This potential support and partnership needs to be actively pursued.

In order to begin to make progress immediately the following five key areas of action are recommended.

1. A Western Sydney Regional Integrated Planning Strategy be developed to provide an integrated framework within which infrastructure goals can be clearly articulated. In particular, this framework would link infrastructure to the

outcomes identified in the Future Directions Strategy. This must involve the State government agencies, and be developed through a process designed to achieve buy in from the community, stakeholders and all levels of government.

2. WSROC investigate appropriate structures and models for funding and delivery of large infrastructure and renewal projects. In particular, the possibility of securing a Western Sydney RDA be explored as an appropriate structure for a city region of 2.5m people.
3. WSROC strengthen its position as political advocate and natural leader for the region by examining its own governance structure with a view to raising its profile and influence.
4. WSROC invest in an extensive community engagement and empowerment program in order to develop a shared vision that has great community resonance and to empower community groups to participate in achieving that vision through grass-roots initiatives.
5. WSROC actively engage with other regional stakeholders from the business, education, environmental and services sector to advance aspects of the strategy, including building a network of champions and hosting Regional Action Forums.

Western Sydney has a choice to accept a future designed by others, and to continue to play “catch up” or to define and embrace its own vision. At this time WSROC has the opportunity to take the lead on the renewal and transformation for Western Sydney and re-position the region as one of the leading city-regions of Australia.