



Western Sydney Parklands

WESTERN
SYDNEY
PARKLANDS
PLAN
OF MANAGEMENT 2020

SUPPLEMENT

March 2014



Contents

1. Purpose of Supplement: A Sustainable Future	4
2. Achievements since 2010	6
3. Parklands Development and Management	10
3.1 Creating a Sustainable Revenue Base to Achieve the Vision	10
3.2 Community and Stakeholder Input in Defining Revenue Opportunities	10
3.3 Economic Contribution of Business and Tourism Hubs in Western Sydney	10
3.4 Principles in Identifying Potential Land Uses and Locating Business Hubs	11
3.5 Land Use Framework Updated	12
3.6 Precinct Management Guidelines Updated	14
Business Hubs: Context and Location	15
Blacktown LGA Hubs	16
Fairfield LGA Hubs	18
Liverpool LGA Hubs	20
3.7 Partnering to Create Other Revenue Opportunities	22
Tourism Hubs	22
Commercial Billboards	22
Commercial Recreational Activities	22
Funding the Environment	23
Next Steps	25
Figures	
1 Parklands Land Use Framework Plan	13
2 Blacktown LGA Business Hubs	17
3 Fairfield LGA Business Hubs	19
4 Liverpool LGA Business Hubs	21

The Plan of Management Supplement for the Western Sydney Parklands is an amendment to the *Plan of Management 2020* adopted by the Minister for Western Sydney on 25 January 2011. The Supplement was adopted by the Minister for Environment, Minister for Heritage on 2 March 2014.

Prepared by the Western Sydney Parklands Trust

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Printed June 2014
ISBN 978-0-646-91896-9

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1. Purpose of the Supplement: A Sustainable Future

Two percent of the Parklands, with the least ecological value has been selected to become nine business hubs servicing local and regional communities.

The business hubs will contribute to the \$20 million per annum in revenue required over the long term to service the facilities and activities of the Parklands.

The *Western Sydney Parklands Act* of 2006 established the Trust as a self-funded agency and the *Plan of Management 2020* sets out the principle that the Parklands be managed in a sustainable and viable manner in partnership with stakeholders and the broader community. The Plan was formally adopted by the Minister for Western Sydney on 25 January 2011 and referred to the steps necessary for the Trust to generate an income.

Here we are able to set out in greater detail the ways in which better use of the Parklands' assets and innovative thinking will enable the Trust to achieve the \$20 million per annum required to manage and develop the Parklands in the long term.

The resident population surrounding the Parklands is expected to reach three million people by 2036, making it Australia's third largest metropolitan area. In this supplement we will show how the 5,280 hectares of Parklands stretching 27 kilometres between Sydney's North West and South West Growth Centres and straddling Australia's largest industrial region, has the capacity to contribute to the expected economic development and employment in the region whilst maintaining the recreational and environmental values thousands of Sydneysiders have come to enjoy.

The proposed business hubs are estimated to contribute about \$2.2 billion to the Western Sydney economy over 20 years, as well as providing positive social outcomes of having more employment opportunities closer to Western Sydney residents.

As set out in the *Plan of Management 2020*, following close consultation with communities and government agencies two percent of the Parklands, with low ecological value has been selected to become nine business hubs servicing local and regional communities. These hubs are generally located on the Parklands' margins, adjacent to motorways, major arterial roads and regional employment areas in each of the region's three local government areas: Liverpool, Fairfield and Blacktown.

This document locates each of the proposed business hubs, identifying their potential land uses and the physical, environmental and other considerations that will be taken into account in their development. Care has been taken to link this supplement to the *Plan of Management 2020* and to the Strategic Directions outlined in the Plan.

In particular the material in this supplement responds to the third objective defined as part of the Parklands Development and Management strategic direction: *Develop new business opportunities to support the management and further development of the Parklands.*

2. Achievements since 2010

Vision
Western Sydney Parklands is a place for people of all backgrounds to meet, celebrate, learn, play and appreciate the environment. The Parklands will be a venue for communities to create and manage a new sustainable future on the Cumberland Plain.

Recreation and Parklands infrastructure

Total expenditure in recreation and Parklands infrastructure

\$17.5M

Improved recreational areas

Lizard Log

A \$9 million upgrade to Lizard Log

- Doubled in size from 10 ha to 20 ha and increased capacity of area of the park from 1,000 to 3,000 people/visitors for picnic and play
- Provision of new BBQs and picnic facilities, toilets, nature based playground, and car parking
- New 7,500 sqm event space built to accommodate 5,000 visitors.

Nurragingy Reserve

A \$2 million upgrade to Nurragingy Reserve

- Provision of new playground and upgrade to four playgrounds
- Upgrade to BBQs and picnic facilities, and power and sewer services.

Plough and Harrow

A \$1.5 million upgrade to Plough and Harrow

- Sealed parking capacity increased by 30%
- New and expanded intergenerational playground based around technology play
- 50% increase in size from previous playground.

Bungarribee

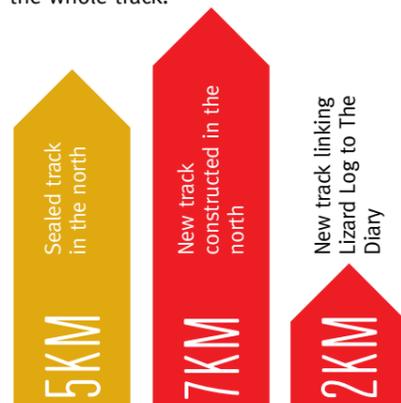
\$1.5 million spent on Stage 1 of new recreational area

- 9 ha walking tracks, dog off leash area, seating and car parking
- Commenced master planning for new 'super' park.

New and improved Parklands track

\$3.5 million on Parklands Tracks

Including new signage and seating along the whole track.



More sporting venues

Blacktown Soccer Fields, Bungarribee

Lease with Blacktown City Council for regional competition grade synthetic soccer field and training field in the Eastern Road Sports Precinct. The venue has been increased from 8 ha to 11 ha and will expand to 3 additional soccer fields in the future.

Junior Motorcycle Training Facility, Horsley Park

9 ha of land in Horsley Park leased to Motorcycling NSW for junior motorcycle training. About 2,400 children use the facility per annum.

Environment and conservation

Total expenditure in environment and conservation

\$2.5M

180,000 PLANTS

About 180,000 plants added to the Parklands

127,363 PLANTS

16 ha of direct seeding by bush regeneration professionals

42,600 PLANTS

Planted by 8,120 school children

9,280 PLANTS

Planted by 285 volunteers



Growth in bushland corridor

Increase in bushland area from 1,056 ha in 2010 to 1,117 ha in 2012. 6% growth in bushland in the Parklands since 2010.



Restored Cumberland Plain Woodlands

1,000 ha of bush regeneration (control of weeds) undertaken by the Trust.

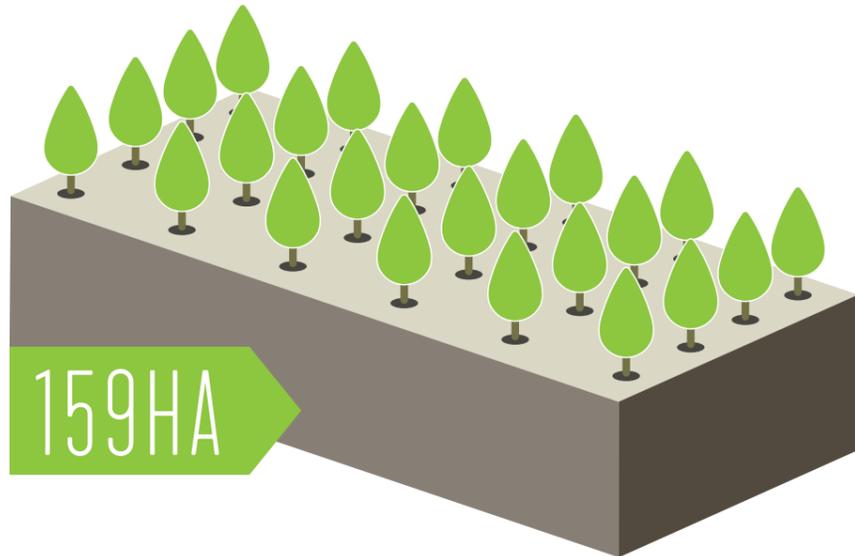
423 biobank credits created and 293 credits (25 ha of bushland) sold to manage the environment.

2. Achievements since 2010 continued

Urban farming

Established new urban farming land

Identified 159 ha of land in the Horsley Park Precinct for future urban farming.



Created new leases for urban farming

Leased 5 ha of land for farming in the Horsley Park Precinct.

104 ha of land leased for farming, education and tourism at Calmsley Hill City Farm, Abbotsbury. Over 75,000 visitors per annum. 18 % growth in visitation since 2011.

Culture and participation

Increased visitation to the Parklands including venues managed by tenants, events and program



Increase in visitors to the Parklands from 2009/10 to 2012/13

Increased visitation to recreational areas



Increase in number of visitors to recreational areas from 2009/10 to 2012/13

Increased number of people cycling in the Parklands



Increase in number of cyclist using the Parklands from 2009/10 to 2012/13

Introduced shelter bookings in 2011

577 bookings taken for shelters at Plough and Harrow and Lizard Log since 2011

Increased recreational community based events held at the Parklands



Increase in number of people coming to the Parklands for recreational community based events from 2009/10 to 2012/13.

This includes cross countries, school events, orienteering, cycle and walking clubs, and Warrior Run event.

Increased number of people visiting main venues (managed by others) in the Parklands



Increase in number of people visiting key venues managed by others in the Parklands from 2009/10 to 2012/13.

This includes Calmsley Hill City Farm, Sydney Motorsport Park, Western Sydney International Dragway, Sydney International Shooting Centre, Sydney International Equestrian Centre, Blacktown International SportsPark, Nurragingy, Junior Motorcycle Training Facility, and Treetop Adventure Park.

New events delivered by the Trust

Woof-fest – a dog festival commenced in 2012 – Increase attendance of 50% attendees from 2012.

Fresh from the West – a food festival which commenced in 2012 – 4,000 people.

Expansion of online community

Expanded online presence with upgraded Parklands website and increased use of social media.

Parklands development and management

Increased income sources to manage the Parklands and provide new facilities



increase in income generated to manage the Parklands from leases since 2010

This includes commercial billboards, Treetop Adventure Park, Wet'n'Wild, Junior Motorcycle Training Facility and Calmsley Hill City Farm.

Commenced planning for Business Hubs

- Developed Business Hub strategy in consultation with Western Sydney Councils and business community.
- Horsley Park Business Hub – planning approval obtained and commercial arrangement for 21 ha industrial development on The Horsley Drive in place.
- Eastern Creek Business Hub – planning assessment underway for 17 ha development on Rooty Hill Road South.

Continued to manage the parks and tracks

Maintained parks, tracks and asset protection zones

\$1 million spent per annum on maintaining, cleaning and mowing 106 ha of recreational areas, tracks and asset protection zones.

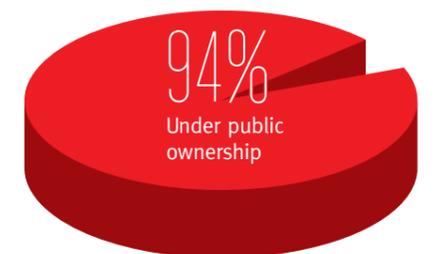
Waste Collection

210 tonnes of litter collected from the Parklands recreational areas per annum. 50 tonnes of dumped waste collected from the Parklands per annum.



Increased public ownership of the Parklands

4,966 ha in the Parklands now in public ownership.



Since 2009, 176 ha of private land has been transferred to the Parklands into public ownership.

3 Parklands Development and Management

3.1 Sustainable Revenue Base

Creating a Sustainable Revenue Base to Achieve the Vision

To foster the best use and care of one of the world's largest urban parks in a financially sustainable way, the *Plan of Management 2020* called for the Trust to create new business opportunities and specified the development of business hubs within the Parklands as one such opportunity. As set out in the *Plan of Management 2020*, the Trust proposes two percent of the Parklands for business hubs to generate income to develop and manage the remainder of the Parklands.

Working with local Councils, nine business hubs have been identified since 2010 and these hubs will provide areas for business activity within the Parklands ranging from large format retail to industrial. The business hubs will be equally spread between Blacktown, Fairfield and Liverpool areas of the Parklands. According to the criteria for their land use, this activity will cater for local and regional needs and complement other businesses in the region. The proposed business hubs are subject to the planning assessment process and require approval from the relevant consent authority before development can commence.

After extensive consultation, the planning for the first two business hubs at Eastern Creek and Horsley Park have been progressed. A commercial agreement for the development of the Horsley Park Business Hub has been reached and the Eastern Creek Business Hub development is at the planning assessment stage.

It is anticipated that by 2020 the long-term lease income from the business hubs will be the single most significant contributor to the Trust's funds. In addition, three proposed tourism hubs (one percent of the Parklands) as identified in the *Plan of Management 2020* in Prospect, Bungaribee and Bringelly Road, as well as other recreational revenue sources will also make a contribution to funding the Parklands recreational development and operations.

3.2 Consultation

Community and Stakeholder Input in Defining Revenue Opportunities

Stakeholder and community consultation is a priority during all stages of business hub selection and development. In this way, the Trust has engaged with residents, business and civic groups, as well as the three local councils and the broader community.

As stated in the *Plan of Management 2020*, to take the business hubs forward the Trust established Consultative Committees with Liverpool, Fairfield and Blacktown City Councils in 2011 to explore locations and land uses for the business hubs. The result of these consultations can be seen in the following sections which define the nine sites.



Further community input has also been sought as part of the prioritised development of the Eastern Creek and Horsley Park Business Hubs. This has included meetings with relevant industry and business groups, local heritage and environmental groups, and local schools, letterbox drops for residents in the immediate vicinity, local media briefings, and 'Have a Say' Day public events.

The Trust has also liaised with the relevant State Government agencies and utilities in identifying the business hubs.

3.3 Economic Contribution

Economic Contribution of Business and Tourism Hubs to Western Sydney



In addition to providing a sustainable revenue base to fund the Parklands recreational, environmental and community programs, the proposed business and tourism hubs also contribute to the business and social outcomes of Western Sydney. It is estimated that the business and tourism hubs will provide about 8,800 local jobs in addition to current growth projections, (of which 2,000 are additional), whilst the value of additional economic activity (gross regional product) is estimated to be about \$2.2 billion to 2031 in Western Sydney. The tourism hubs will add an estimated 50,000 per annum international tourism visitor nights contributing to the tourism-related businesses in the Sydney metropolitan region.

At a broader scale, the additional employment located in the business and tourism hubs has been estimated to reduce the average commuter travel time (travelling to and from place of work) by over half an hour per day, a total of 1.1 million commuter hours per year, improving the efficiency of commuter travel time across Western Sydney.

3.4 Business Hub Locations and Potential Land Uses

Principles in identifying Potential Land Uses and Locating Business Hubs

The business hub sites are compelling choices with low ecological value, close proximity to major road infrastructure (M7 and M4 Motorways, Great Western Highway and arterial roads) compatible land uses and with capacity to provide opportunities for local jobs and well located business environments.

The principles guiding their selection from more than 30 sites considered in consultation were specified in the *Plan of Management 2020* Land Use Framework:

1. Land uses should generate an appropriate commercial return and also add to the amenity of adjacent communities.
2. Land uses must generate additional employment and training opportunities for local and regional communities.
3. Development must be undertaken in a manner that will minimise the environmental impact of such development.
4. The development of business hubs will only be permitted to occur on sites with low environmental and recreational values.

In addition, two further principles have been added through the consultation process:

5. Business hubs are to be located to take advantage of existing and new infrastructure investments and assets, such as the Sydney metropolitan road network (eg. motorways) and existing and new utility services (eg. Bungaribee lead-in sewer).
6. Business hubs are to be located to complement existing and proposed centres and employment areas in Western Sydney. In line with this criteria, the highest value occupants of the business hubs will be businesses not only providing a good return to the Trust, but which also maximise local job creation opportunities and economic activity to the region.

8,800

Estimated number of jobs the business and tourism hubs will provide in addition to current growth projections (of which 2,000 are additional)

\$2.2B

Estimated additional economic activity (GRP) to 2031 in Western Sydney the business and tourism hubs will provide

50,000

Estimated additional per annum international tourism visitor nights added by tourism hubs

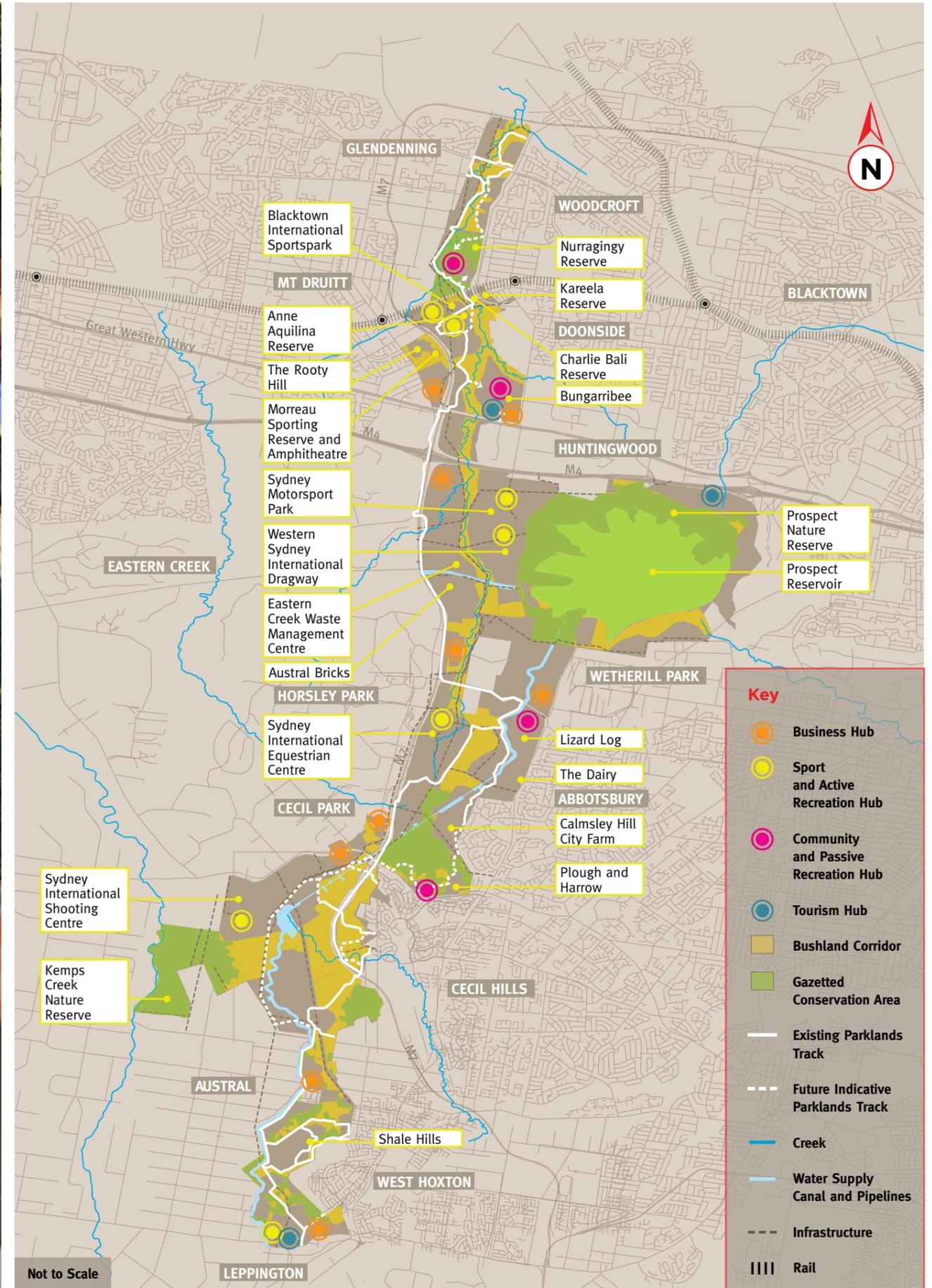
3.5 Land Use Framework Updated

The Parklands land use framework plan (Figure 1) identifies the various activity hubs, linkages, environmental conservation and infrastructure to 2020.

This plan has been updated from the original in the *Plan of Management 2020* to reflect the identification of the nine business hubs within the Parklands, which together will comprise a maximum of two percent of the land available.



Figure 1 Parklands Land Use Framework Plan



3.6 Precinct Management Guidelines Updated

The *Plan of Management 2020* identified 16 Precincts within the Parklands each with its own character and land uses. The precinct management guidelines have been updated from the *Plan of Management 2020* to reflect the identification of the nine business hubs, outlining the location of the hub, the site characteristics, potential land uses and discussion on why the site is suitable for a business hub. Although land uses for the business hubs have been proposed, further planning and market viability analysis and consultation will be required to confirm the most suitable land uses for the sites.

Business hubs are estimated to contribute about \$2.2 billion to the Western Sydney economy over 20 years, as well as providing positive social outcomes of having more local employment opportunities.

Business Hubs: Context and Location

As indicated previously nine business hubs have been identified as a result of investigations and consultations with local councils, communities and state government agencies since early 2011. The recently finalised locations of these sites are provided in the following pages, along with information relevant to their selection regarding appropriateness of site for a business hub, environmental impact and employment opportunities as specified in the *Plan of Management 2020*.

For the purposes of this supplement, the Parklands business hubs have been grouped according to their local government areas:

Blacktown LGA:

Eastern Creek, Bungarribee, Light Horse Interchange

Fairfield LGA:

Horsley Park, Horsley West, Wallgrove Road

Liverpool LGA:

Elizabeth Drive, Fifteenth Avenue, Bringelly Road

The nine business hubs sites will be established between now and 2020 to contribute to generating \$10 million per annum by 2020 growing to \$20 million per annum over the long term, to service the environmental, recreational facilities and activities of the Parklands.

The business hub sites will be of varying sizes, with differing environmental characteristics, infrastructure and potential land uses. As with the management approach to the Parklands' different precincts, the variations mean management guidelines and land uses have been tailored to cater for each site individually.

However, there are a number of broad management guidelines and constraints that will cover all business hub sites defined in this supplement, including;

- The need to work closely with local councils and state government agencies on issues such as public transport, utility services, water management, safety, access and signage, pedestrian paths and cycle ways, and economic development;
- The need to work closely with infrastructure and utility providers to manage existing and new infrastructure services, in terms of access, security, public safety and other operational requirements;
- The requirement for the Trust to manage and maintain the lands in the Parklands as defined by the *Western Sydney Parklands Act*. Properties within these business hubs will be made available under long-term commercial leases or similar arrangements in accordance with the Parklands Development and Management objectives;
- That the total area of the defined business hubs comprise two percent of the Parklands' total area, while tourism hubs one percent of the Parklands;
- The requirement that any Parklands business hub developments will complement and respond to the surrounding land uses, both existing and proposed;
- The intended business activity will need to meet existing and projected future market demand in Western Sydney; and
- Prior to proceeding with the implementation of a business hub, a detailed planning assessment, economic and market analysis and consultation with local Councils, relevant State Government agencies and the community will be undertaken.

Blacktown LGA Hubs

Eastern Creek, Bungarribee, Light Horse Interchange

The northern reaches of the Western Sydney Parklands lie within the Blacktown Local Government Area and border the North West Growth Centre and the Western Sydney Employment Area. Three business hubs have been identified in this region: Eastern Creek, Bungarribee and Light Horse Interchange.

Each of these sites benefit from proximity to infrastructure and roads. In the case of Eastern Creek and the Light Horse Interchange, the appeal of sites is enhanced by high visibility of the sites from the motorways. Bungarribee has good visual and vehicular access from the Great Western Highway.

A detailed planning assessment and economic/market analysis will confirm the land uses and scale of each business hub discussed in this section.

Eastern Creek (Precinct 3)

Location: Rooty Hill Road South, Rooty Hill. Adjacent to M7 Motorway and Great Western Highway.

Site Characteristics: A largely flat site separated from the rest of the Parklands by the M7 Motorway, it is situated halfway between the Regional Cities of Penrith and Parramatta. The site is located adjacent to residential and is bound by the M7 Motorway and Great Western Highway providing good regional access to the site.

Potential Land Uses: Large format retail, bulky goods premises, retail premises, business premises, tourist and visitor accommodation.

Addressing Business Hub Principles: Eastern Creek is one of two priority business hub sites identified for its strong potential for commercial development and low environmental and recreational value relative to other areas in the Parklands. The large flat nature of the site makes it suitable to accommodate large format buildings. The site is well located to take advantage of passing traffic on the arterial road network, as well as accommodate heavy vehicle movements. The site will generate a diversity of employment opportunities.

Bungarribee (Precinct 4)

Location: The junction of the Great Western Highway and Doonside Road, Bungarribee.

Site Characteristics: The site is a wide open landscape located adjacent to the proposed Bungarribee Community and Recreational Hub and Tourism Hub which is currently being developed by the Trust. The site has good visual exposure from the Great Western Highway and Doonside Road, as well as excellent vehicular access from the Great Western Highway (new intersection) and the broader arterial road network.

Potential Land Uses: Tourist and hospitality related retail premises, tourist and visitor accommodation, warehouse, storage and distribution premises, transport related services.

Addressing Business Hub Principles:

Bungarribee has been identified as an ideal site in the Parklands for a business hub. The proposed land uses will complement the recreational and tourism development being planned for the site and provide for the existing and new communities in the region. It has very good vehicle access from both the Great Western Highway and Doonside Road and a pleasant outlook over the Parklands. A newly built intersection on the Great Western Highway providing access to the site, as well as the construction of a lead-in sewer by Sydney Water will accommodate the needs of this business hub. Along with the tourism and recreational hubs in Bungarribee, the proposed business hub will provide significant and diverse employment opportunities to the local community.

Light Horse Interchange (Precinct 6)

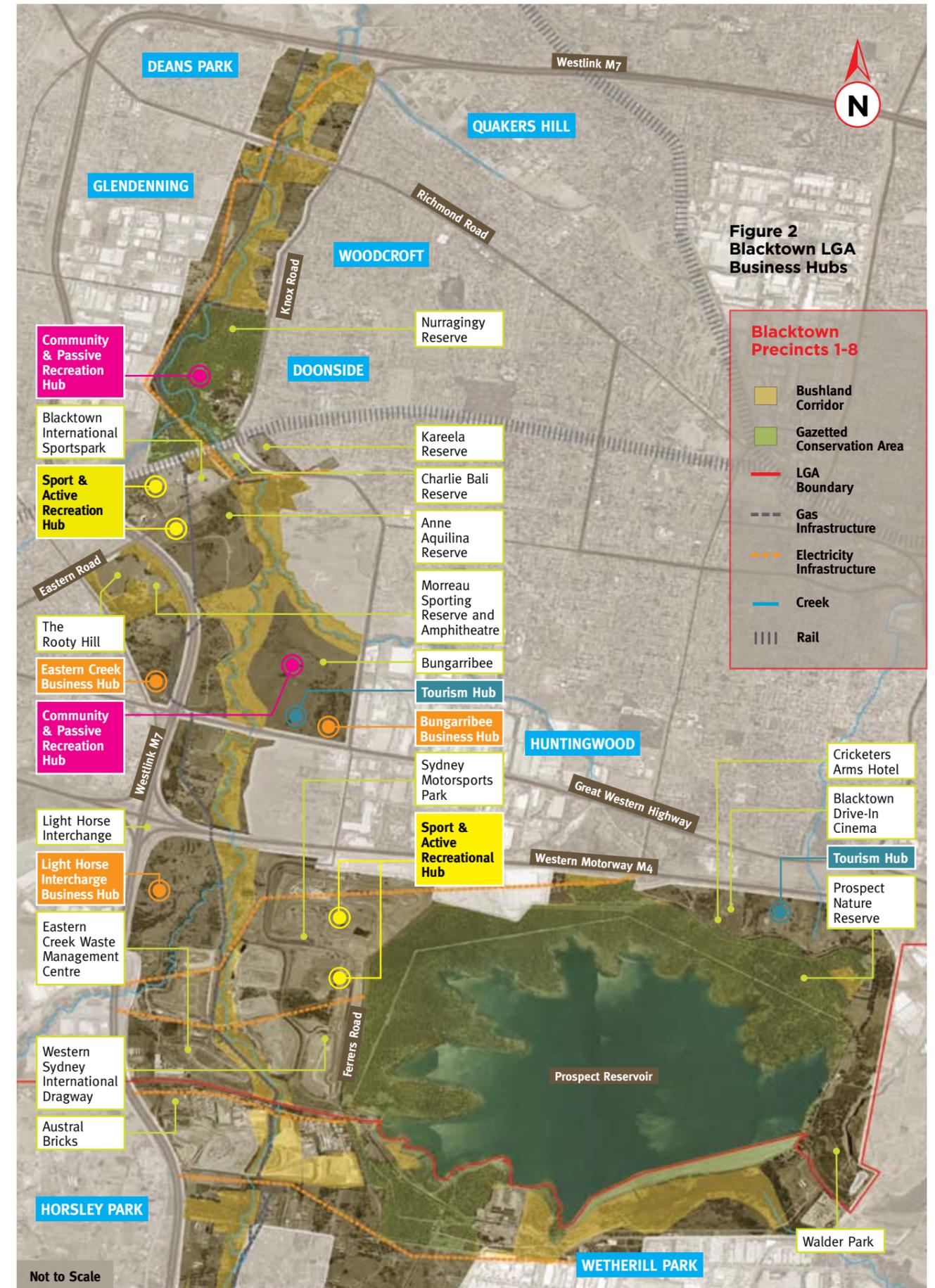
Location: Corner of M4 and M7 Motorways, Eastern Creek.

Site Characteristics: A large flat site located along the M7 and M4 Motorways and at the Light Horse Interchange. The site is adjacent to Eastern and Reedy Creeks making parts of the site flood affected. The site is located adjacent to the Eastern Creek Motor Sports precinct as well as the Eastern Creek Waste Management Centre to the south. The Western Sydney Employment Area and the former Eastern Creek Quarantine Animal Facility is located to the west and north-west of the site respectively.

Potential Land Uses: Industrial, infrastructure.

Addressing Business Hub Principles: Although this business hub is located adjacent to the M7 and M4 Motorways the site is landlocked and requires a significant investment to capitalise on the site's full potential. The site does not have significant ecological value. There is the potential for an innovative industrial facility to be located on this site to complement the proposed development in the Western Sydney Employment Area, the former Eastern Creek Quarantine Animal Facility being developed for industrial and the Eastern Creek Waste Management Centre.

Figure 2 Blacktown LGA Business Hubs



Fairfield LGA Hubs

Horsley Park, Horsley West, Wallgrove Road

The central swathe of the Western Sydney Parklands lies within the Fairfield Local Government Area. It comprises significant urban farming, tourism, environmental, and recreational facilities.

The three business hub sites identified after extensive consultation in this region have been designated for uses such as industrial and transport related services (eg. transport rest stops, service stations, truck stops, ancillary food outlets), which will complement existing local businesses whilst generating funds for future Parklands growth and maintenance.

A detailed planning assessment and economic/market analysis will confirm the land uses and scale of each business hub discussed in this section.

Horsley Park (Precinct 9)

Location: Corner of The Horsley Drive and Cowpasture Road, Wetherill Park.
Site Characteristics: Corner site located adjacent to regional arterial roads (The Horsley Drive and Cowpasture Road) and the Wetherill Park industrial area. The site slopes to the east and is bordered by the Upper Canal. The site is located adjacent to the Horsley Park Urban Farming Precinct being progressed by the Trust which will see over 159 ha of land for commercial farming in the Parklands.
Potential Land Uses: Industrial, warehouse, storage and distribution premises, transport related services.
Addressing Business Hub Principles: The second of the two hubs to be given priority for development, Horsley Park, has limited conservation value and sits adjacent to the Wetherill Park industrial area. The hub will complement the existing industrial development at Wetherill Park. The site has good access to infrastructure, meaning the costs of development will be relatively low. The site also has good road exposure.

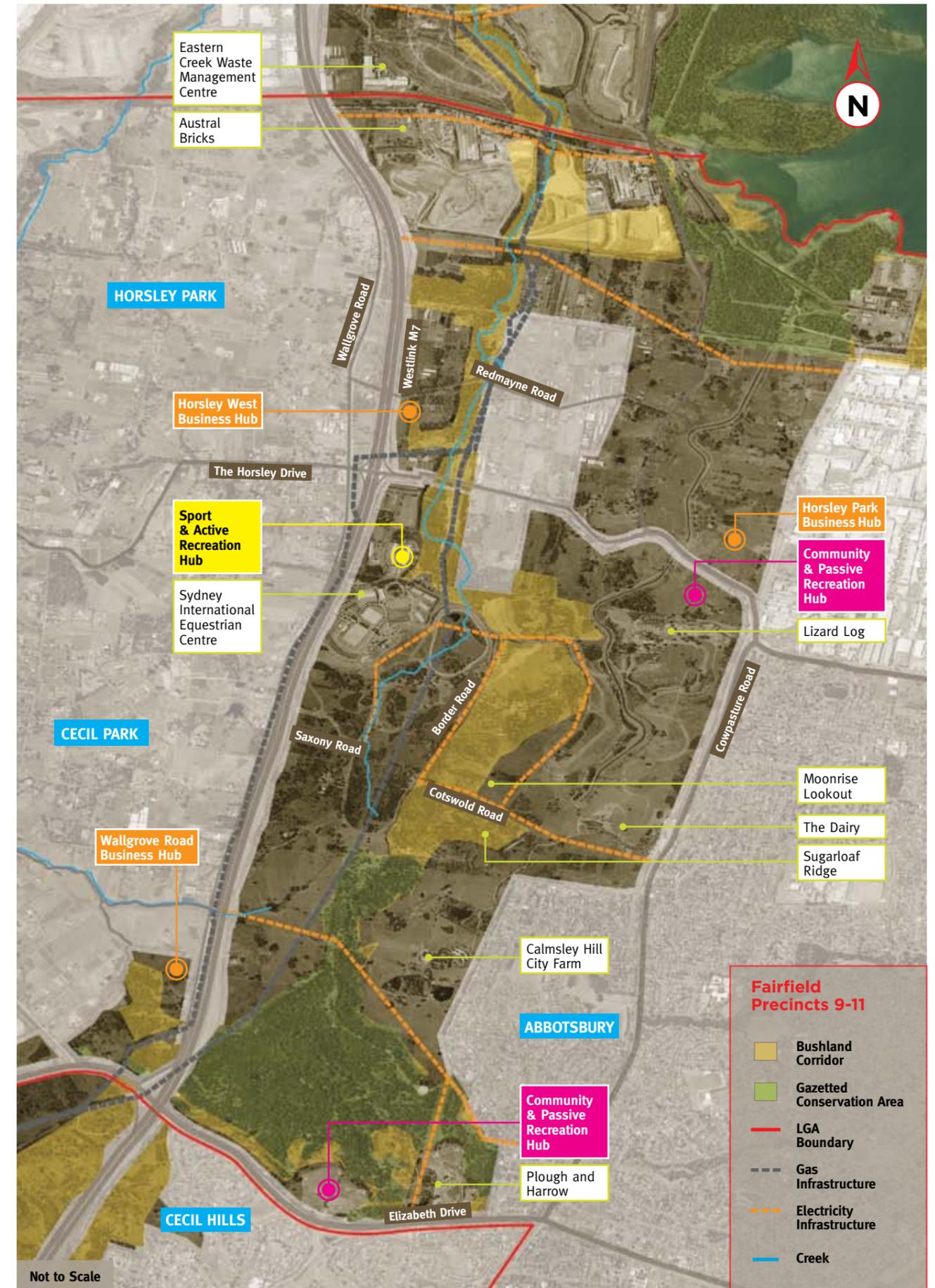
Horsley West (Precinct 9)

Location: Redmayne Road, Horsley Park.
Site Characteristics: The site is rectangular in shape, bounded by M7 Motorway to the east and The Horsley Drive to the south. It is located two kilometres west of the Wetherill Park industrial area. The site presents with a moderate slope and is located adjacent to the Horsley Park Urban Farming Precinct in the Parklands.
Potential Land Uses: Warehouse, storage and distribution premises, transport related services.
Addressing Business Hub Principles: This hub sits immediately east of the M7 Motorway providing good visual exposure, and is two kilometres to the west of the Wetherill Park industrial area. The site is well serviced by The Horsley Drive to the south of the site and the M7 Motorway to the west.

Wallgrove Road (Precinct 11)

Location: Corner of Wallgrove and Cecil Roads, Cecil Park.
Site Characteristics: The relatively flat site provides excellent exposure for business, lying adjacent to Wallgrove Road, which is parallel to the M7 Motorway. It is 600 metres north of Elizabeth Drive, at the boundary between the Liverpool and Fairfield local government areas.
Potential Land Uses: Warehouse, storage and distribution premises, transport related services.
Addressing Business Hub Principles: The hub is located close to the regional arterial road network, therefore providing good vehicular access to and from the site and providing excellent exposure for businesses from passing traffic. The site also provides for good access for heavy vehicles. The site has low environmental and recreational value relative to other areas in the Parklands and is cut off from the core Parklands corridor by the M7 Motorway, Wallgrove Road and Elizabeth Drive.

Figure 3 Fairfield LGA Business Hubs



Liverpool LGA Hubs

Elizabeth Drive, Fifteenth Avenue, Bringelly Road

The Parklands' southern section is part of the Liverpool Local Government Area. It will accommodate three business hubs at Elizabeth Drive, Fifteenth Avenue and Bringelly Road. In the case of the Elizabeth Drive and Bringelly Road Business Hubs they will form part of a broader sports and active recreation hub in the Parklands.

Fifteenth and Bringelly Roads Business Hubs are located on key roads to the South West Growth Centre (300,000 new residents) and therefore will become major gateway sites to the Austral and Leppington North areas expected to deliver 17,000 new homes and a population of 54,000.

A detailed planning assessment and economic/market analysis will confirm the land uses and scale of each business hub discussed in this section.

Elizabeth Drive (Precinct 14)

Location: Elizabeth Drive, Cecil Park.
Site Characteristics: On the southern and northern side of Elizabeth Drive, the Elizabeth Drive Business Hub is a hilly site, which forms the northern boundary of the Fairfield and Liverpool local government areas. The site is located on Elizabeth Drive, a major east-west arterial road. The site has visual exposure from Elizabeth Drive and is well located to take advantage of passing traffic. The site is the northern most boundary of the South West Growth Centre. The surrounding area has seen significant residential development on greenfield sites and will continue with the proposed future development at Austral and Leppington North.
Potential Land Uses: Warehouse, storage and distribution premises, transport related services, tourist and visitor accommodation, business premises, office premises.
Addressing Business Hub Principles: The location and proximity to the South West Growth Centre and the proposed Sport and Active Recreation Hub in the Parklands is likely to ensure it generates a good commercial return at the same time as meeting growing local demand for transport related services. The development of this hub will occur in line with the future development of the surrounding area.

Fifteenth Avenue (Precinct 15)

Location: Fifteenth Avenue, West Hoxton.
Site Characteristics: This softly sloping site has good road access, visual exposure and infrastructure. The site is north of an established small neighbourhood retail area and residential areas and strategically positioned between the residential development growth in the east at Middleton Grange and West Hoxton and the proposed residential growth of Austral to the east and North Leppington to the south west. The site is located adjacent to Kirkpatrick and Boyland Park.
Potential Land Uses: Retail premises, office premises, business premises, tourist and visitor accommodation, small scale health service facilities (eg. medical centre, community health service facilities), childcare.

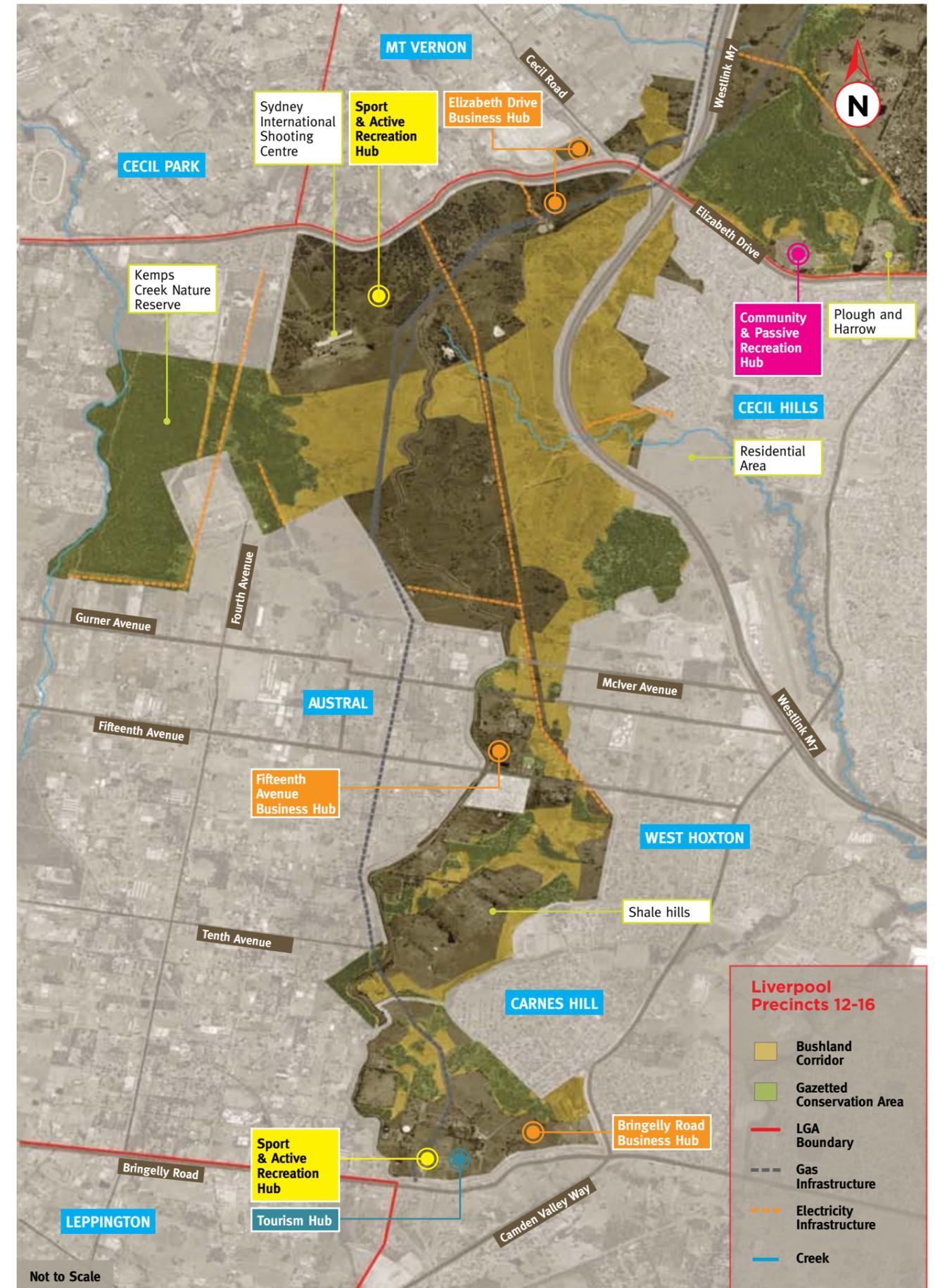
Addressing Business Hub Principles:

This proposed hub is a significant gateway site, positioned between two significant residential growth areas. The proposed land uses will service the local market needs and build on the existing neighbourhood shops located opposite on Fifteenth Avenue and may function as a park and ride for commuters. The hub will propose land uses that are compatible with the proposed neighbourhood centres in Austral.

Bringelly Road (Precinct 16)

Location: Bringelly Road, Leppington.
Site Characteristics: The Bringelly Road Business Hub site is relatively flat and has excellent business exposure to high levels of regional and local traffic and good vehicular access from Bringelly and Cowpasture Roads. It forms the southern boundary of the Parklands and is bordered by the Carnes Hill and Horningsea Park residential areas. The site is located one kilometre to the east of the proposed Leppington rail station and Leppington Major Centre and adjacent to the proposed Sport and Active Recreation Hub and Tourism Hub in the Parklands. Bringelly Road is also being upgraded to service the regional traffic of this area.
Potential Land Uses: Large format retail, bulky good premises, warehouse, storage and distribution premises.
Addressing Business Hub Principles: This proposed hub is a gateway site situated on a major arterial road network on Bringelly Road. The topography, large lot size, visual exposure and excellent position on the regional road network make it a suitable location for large format retail, bulky goods and warehouse/distribution with the potential to provide a variety of local jobs in close proximity to future residential. The proposed land use will complement the activities proposed for the Leppington Major Centre.

Figure 4 Liverpool LGA Business Hubs



3.7 Partnering to Create Other Revenue Opportunities

The Trust is working to partner with tourism and recreational operators to provide a diversity of high quality recreational activities across the Parklands to meet the needs of the growing regional population.



Pictured above
Wet'n'Wild

Pictured opposite
Tree Top Adventure Park

The Trust has already begun generating revenue for Parklands development and management through leasing opportunities for tourism operators and other facilities within the Parklands. These short and long-term leases are increasing the recreational activities available for visitors as well as contributing towards the ongoing sustainability of the Parkland's operation. The Trust is working to partner with tourism and recreational operators to provide a diversity of high quality recreational activities across the Parklands to meet the needs of the growing regional population.

In keeping with the Plan of Management's Parkland Development and Management objectives for 2020, these arrangements:

- deliver sustainable management of the Parklands Trust's assets;
- maximise the use and community benefits of existing and new leased assets in the Parklands;
- develop new business opportunities to support the management and further development of the Parklands; and
- allow for new infrastructure/utilities and achieving a balance between the recreation and aesthetic values of the Parklands and the infrastructure needs of external agencies.

Tourism Hubs

As detailed in the *Plan of Management 2020*, one percent of the Parklands has been identified as future tourism hubs providing for a range of recreation, leisure, entertainment, education and nature based opportunities. These are located at Prospect, Bungarribee and Bringelly Road.

The first development to occur as part of the Prospect Tourism Hub is the development of the 25 hectare Wet'n'Wild Sydney theme park on Reservoir Road, Prospect. It is expected that this \$115 million investment by Village Roadshow Ltd will create 300 full time jobs and attract nearly one million visitors to the Parklands

annually. In doing so, it will provide an economic boost for Western Sydney and be a major tourism attractor for the region. The 50-year lease is part of the one percent of the Parklands allocated for tourism use according to the long-term Land Use Framework.

Planning for the Bungarribee Tourism Hub has commenced, whilst work on the Bringelly Road Tourism Hub will commence in the coming years in line with the development at Austral and Leppington North.

Commercial Billboards

The Trust has identified ten locations throughout the Parklands for commercial billboards sites. The billboards are located on the edge of the Parklands adjacent to major arterial roads. The locations of these billboards are of low environmental and scenic landscape value and in areas which do not detract from the recreational values and facilities of the Parklands.

Commercial Recreational Activities Supporting Parklands Community and Passive Recreation Hubs

The Trust will continue to partner with commercial operators to support its key recreational areas and to provide for an increase recreational experience. This includes:

Tree Top Adventure Park Located at Plough and Harrow

The Tree Top Adventure Park opened in the Parklands' Plough and Harrow East in 2012. The facility operated by Ecoline High Ropes and among other attractions has the longest flying fox in NSW strung through a patch of Cumberland Plain Woodland.

Plough and Harrow Cafe at Plough and Harrow

Close to the Tree Top Adventure Park, the lease for the Plough and Harrow Café is managed by a commercial operator. The café/restaurant opened its doors at the site in late 2012 and complements the picnic facilities at the very popular park. The Trust has recently completed an upgrade to the park of over \$1 million, providing additional car parking, new landscape works and an upgraded playground.

Third Party Commercial and Community Events

Hosting events arranged by a third party is another contribution to park activation and revenue generation. These events also attract new visitors to the Parklands and provide for another recreational activity. In 2013 the Parklands hosted its first 5-kilometre Warrior Dash, organised by Warrior Dash Australia, which drew thousands of spectators and participants to The Dairy. In addition, the Trust has begun hiring a purpose built pavilion and amphitheatre which accommodates 5,000 people at Lizard Log to corporates, community groups and residents.

Shelter and Venue Hire

For a fee, Parklands visitors can reserve a shelter at Plough and Harrow West, Plough and Harrow East and Lizard Log picnic grounds. This guarantees visitors facilities to the very popular picnic areas, as well as provides operating revenue to the Trust.

Funding the Environment

Biobanking

In 2011-12 the Trust entered into an agreement with the Minister for the Environment to sell its first biobanking credits on 23 ha at Cecil Park and 17 ha at Horsley Park as part of an ongoing involvement in the NSW Government's Biobanking scheme. The Trust has created 423 credits and sold 293 credits to date. Biobanking credits have been sold to the private sector and the Transport Construction Authority (TCA) as part of the South-West Rail Link.

The first year's credits generated substantial funds to go towards the Parklands environmental works at the Cecil Hill and Horsley Park sites. The Trust sees this mechanism as an important source of long term funds in addition to funds from other revenue sources (such as income from the business hubs) to ensure the achievement of the Environment and Conversation outcomes in the *Plan of Management 2020*.



Next Steps

- 1. Continue to secure the long term income stream to fund the development and operation of the Parklands**

Progress planning for the proposed nine business hubs and continue to engage with the community, business and stakeholders in the successful delivery of these hubs. In the short term, establish the Horsley Park and Eastern Creek Business Hubs. Prior to proceeding with the remaining business hubs, a detailed planning assessment, economic impact analysis on existing centres and market analysis on each business hub will be completed, along with continued consultation on the proposal.
- 2. Deliver the Tourism Hub Strategy**

Progress the Bungarribee Tourism Hub. Commence planning for the Prospect and Bringelly Road Tourism Hubs.
- 3. Partner with other Parklands' operators**

Continue to work in partnership with existing operators in the Parklands such as those operating in the Eastern Road (motorsports) Precinct and Sydney International Shooting and Equestrian Centres to increase visitation and make greater use of existing government assets.
- 4. Grow minor commercial activities to support recreational hubs, environmental initiatives and visitor programs**

Continue to expand minor business development opportunities around recreational, environment, visitor programs and events such as shelter and venue bookings and bike hire.
- 5. Continue to increase visitation to the Parklands**

Continue to increase visitation by a minimum of ten percent a year including event audiences attending Trust organised events (eg. Woof-fest), volunteering and third party run events.
- 6. Deliver the Parkland's Five Year Activation Plan**

Deliver the Trust's \$30 million, five year recreational capital works program to activate an additional five percent (250 ha) of the Parklands for passive recreation. This includes:

 - improvements to the existing track network and landscape treatment in the north and south of the Parklands, including trail heads, car parking and signage,
 - complete a walking and cycling network in Abbotsbury linking Plough and Harrow, The Diary and Lizard Log,
 - a new 12 kilometre mountain bike track and associated infrastructure in Cecil Park,
 - develop the first stages of the Bungarribee 'super' park, including 20 ha of regional picnic and play facilities, a new walking and cycling loop, car parking and a new entry and intersection on Doonside Road.
- 7. Deliver the Parklands' urban farming initiative in Horsley Park**

Progress the Horsley Park Precinct Urban Farming master plan by securing commercial farming leases in the Precinct to deliver about 150 ha of farming land.



