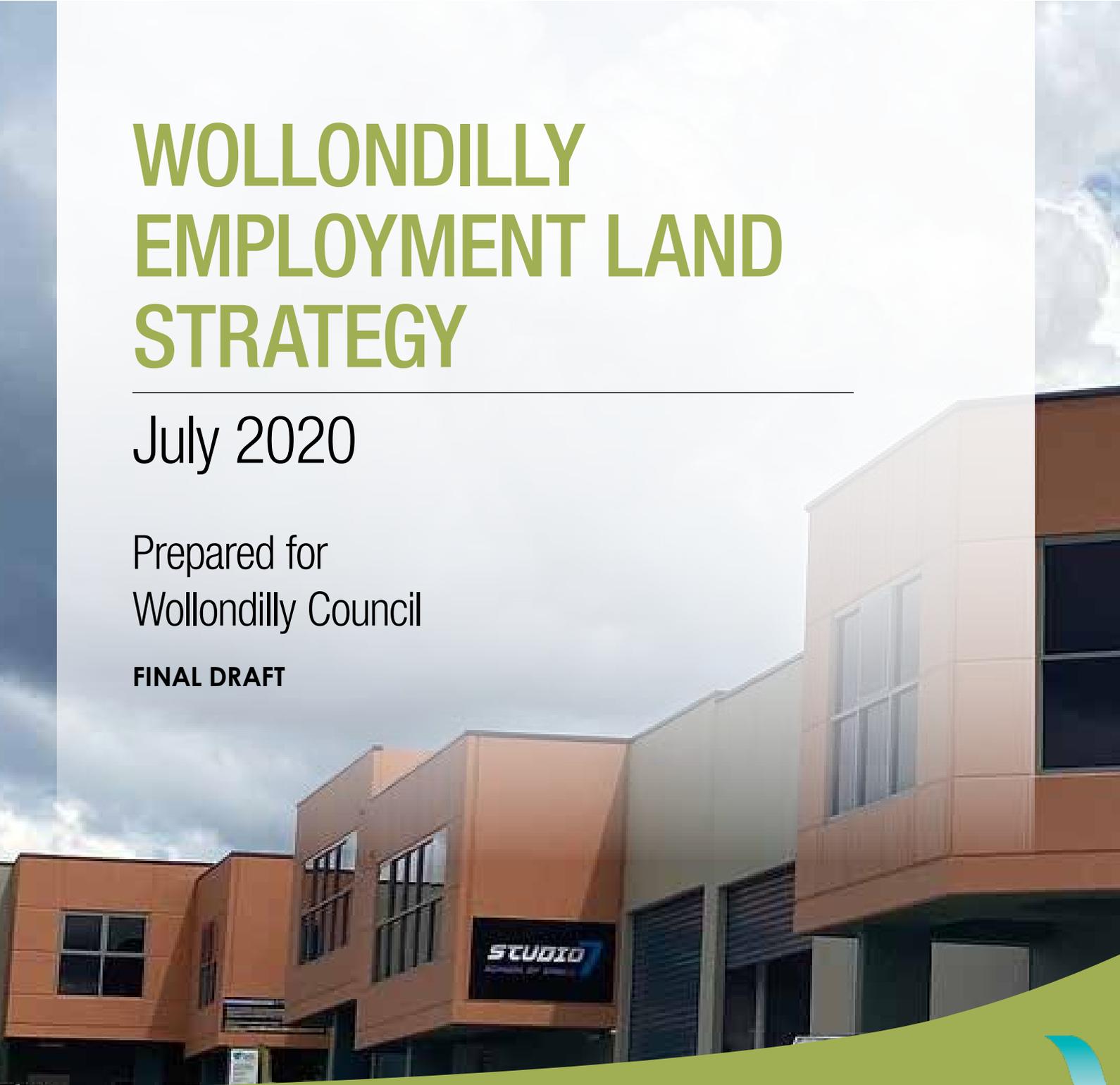


WOLLONDILLY EMPLOYMENT LAND STRATEGY

July 2020

Prepared for
Wollondilly Council

FINAL DRAFT



HiIPDA
CONSULTING



Wollondilly
Shire Council

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EXECUTIVE SUMMARY

WHAT IS EMPLOYMENT LAND?

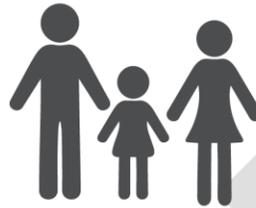
'Employment land' primarily encompasses land zoned in the Local Environment Plan as:

- IN1 General Industrial
- IN2 Light Industrial
- IN3 Heavy Industrial
- B5 Business Development
- B6 Enterprise Corridor (currently not used)
- B7 Business Park (currently not used)

These zones accommodate a proportion of jobs provided in the LGA.

Other zones including the residential zones, special purpose zones, centre zones and rural zones also significantly contribute to jobs and services across the LGA.

WOLLONDILLY IN THE FUTURE

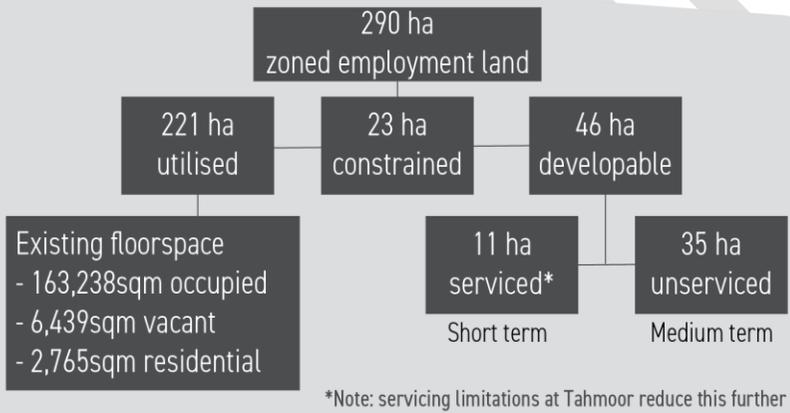


Wollondilly's population is forecast to grow to

99,600
by 2041



THE CURRENT SITUATION

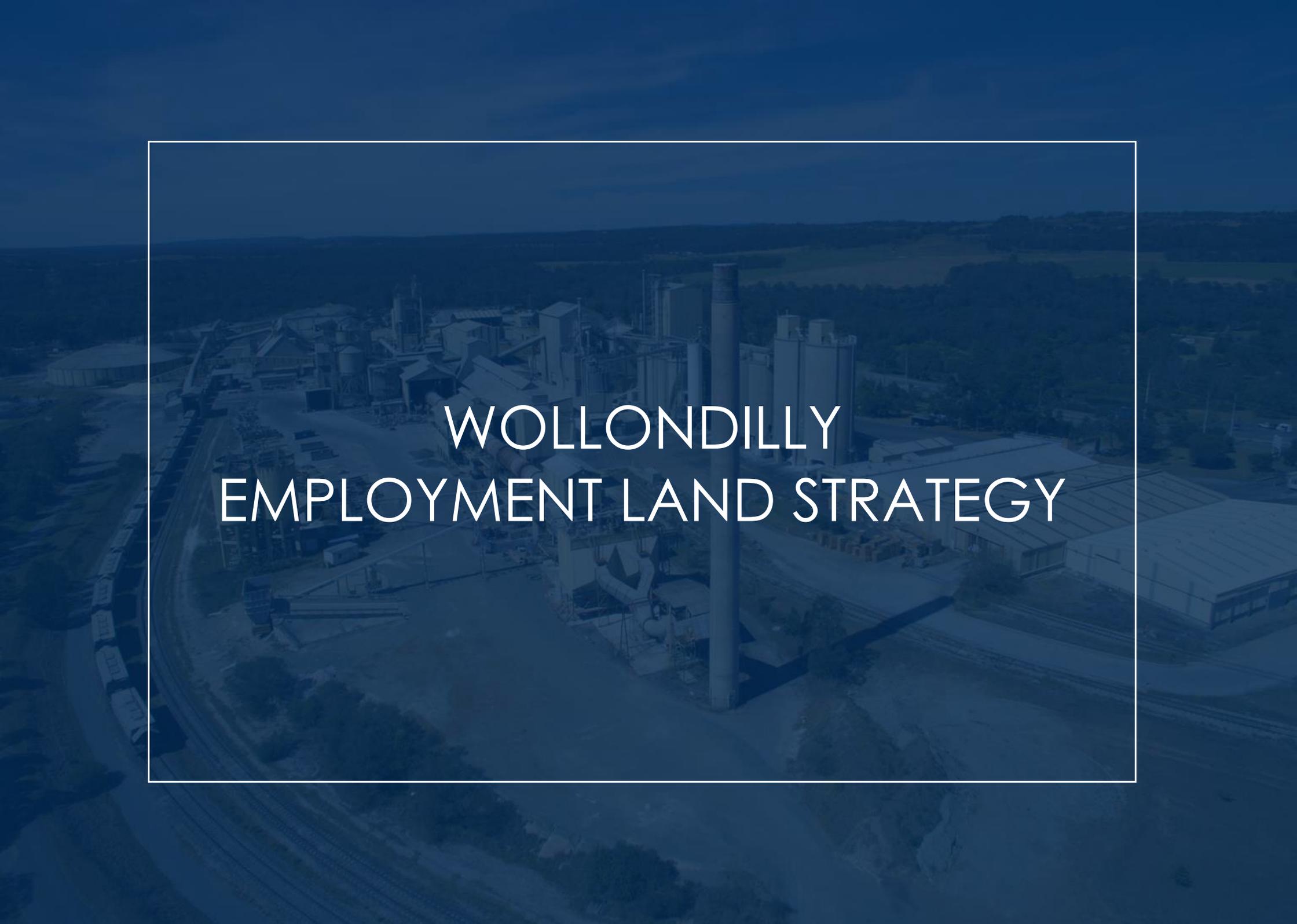


FUTURE EMPLOYMENT LAND

Between **6,700 jobs and 10,500 jobs** could be accommodated in the employment precincts. The other jobs would be distributed across the LGA.

To accommodate these jobs, around **170ha to 240ha** of employment land would be required under the highest demand scenario.

Across the existing supply of land, and the proposed short and long term expansion areas, there is more than sufficient capacity to accommodate this growth. Any rezoning or future development will require further investigation prior to approval.



WOLLONDILLY EMPLOYMENT LAND STRATEGY

1.0 INTRODUCTION

The Wollondilly Employment Land Strategy provides a summary of the issues and opportunities associated with employment land within the Wollondilly LGA. It is supported by the technical Background Report which includes a more detailed analysis of growth influencers, current supply and capacity, and the projection of future floorspace/land requirements to accommodate additional growth and capitalise on Wollondilly's strategic location.

The strategy is intended to provide a strategic planning framework to guide the future development of employment lands within the Wollondilly LGA. Specific objectives are to:

- Provide a current situational analysis and overview of employment land stock in the Wollondilly LGA including zoned, serviced and non-serviced land
- Provide an understanding of key issues for employment land in Wollondilly through consultation with key stakeholders
- Identify the critical land characteristics required by various industry sectors relevant to Wollondilly.
- Outline demand forecasts for employment land in the Wollondilly LGA
- Provide recommendations for short-term zoning and spatial prioritisation of land to accommodate future employment lands
- Develop strategies and actions to ensure a range of developable employment land is available to meet projected demand, including the role and function of Maldon as a significant employment precinct
- Provide current and future skilled workforce opportunities, and access to research and educational facilities
- Understanding of relationship between employment, home and social/leisure activities.

The strategy provides a snapshot of the current employment land usage within Wollondilly LGA, informed by an on-the-ground floorspace audit and engagement with businesses, industry and stakeholders. It identifies strategies and actions for addressing the issues and opportunities identified during the detailed analysis presented in the Background Report. **The constraints analysis undertaken in the Employment Lands Study has been based on a desktop analysis. Any rezoning or future development will require further investigation prior to approval.**

Scope of study

Employment land, for the purposes of this study is defined by the State Government as:

“land zoned for industrial or similar purposes in planning instruments. They are generally lower density employment areas containing concentrations of businesses involved in manufacturing; transport and warehousing; service and repair trades and industries; integrated enterprises with a mix of administration, production, warehousing, research and development; and urban services and utilities.

They are vital to the functioning of our urban areas, providing space for:

- *Essential services such as waste and water management, repair trades and construction services*
- *Warehousing, logistics and distribution centres*
- *Areas for businesses that design, manufacture and produce goods and services”.*

In Wollondilly, employment lands encompass land zoned as IN1 General Industrial, IN2 Light Industrial, IN3 Heavy Industrial and B5 Business Development.

Consultation summary

Stakeholder consultation was undertaken to gain local insight around the existing barriers, synergies, capability and desired outcomes for each employment area. Key themes included:

- There is a lack of serviced and unconstrained land or floorspace in the LGA which is preventing businesses from expanding or new businesses from moving into the area
- The affordability of land becomes less attractive once consideration is given to addressing constraints such as buying out mining licences, servicing etc.
- Attractive elements include, great accessibility, good planning controls, loyal workforce, value of land and rent, strong customer base, market interest
- Enhanced major road connections would be a game changer
- Appropriate buffers need to be established between general and heavy industrial and new residential communities
- Industrial investors want land that is serviced and immediately developable.

2.0 SOCIO-ECONOMIC PROFILE

THE LOCAL PROFILE

POPULATION

Wollondilly population in 2016 was **48,520** forecast to grow to **99,600** by 2041

THE RESIDENTS

Median age

37

Greater Sydney 36

Couples with children

43%

Greater Sydney 35%

Lone person households

15%

Greater Sydney 20%

Language at home other than English

6%

Greater Sydney 36%

Aboriginal and Torres Strait Islander Population

3.2%

Greater Sydney 1.5%

Qualification Bachelor or higher

13%

Greater Sydney 28%

Employed full time

62%

Greater Sydney 61%

Largest occupation Technician and trade

18%

Greater Sydney 11%

THE ECONOMY

Gross Regional Product

Wollondilly's Gross Regional Product was \$2.04B for year ending June 2016, growing 3.3% since the previous year.

Construction was the largest employer making up



13% of total jobs

Unemployment rate

4.0%

Greater Sydney 6.0%

Participation rate (population in labour force)

66%

(increase of 2,834 since 2011) Greater Sydney 62%

THE WORKFORCE

Local jobs

11,125 jobs were generated in Wollondilly LGA (2016)

Local workers

58.7% of Wollondilly's local workers were residents (2016)

- 10.1% Travelled from Wollongong
- 7.3% Travelled from Camden
- 6.0% Travelled from Campbelltown

Top 3 industries (workers)

- 13.3% Construction
- 12.8% Mining
- 8.3% Education and training

Where residents work

27.1% of Wollondilly's resident workers were employed locally

15,769

workers travel outside the LGA to work.

70%

of Wollondilly's resident workers drove a private vehicle to work



Top 3 industries by employment for residents

Construction



14.8%

Health care and social assistance



9.9%

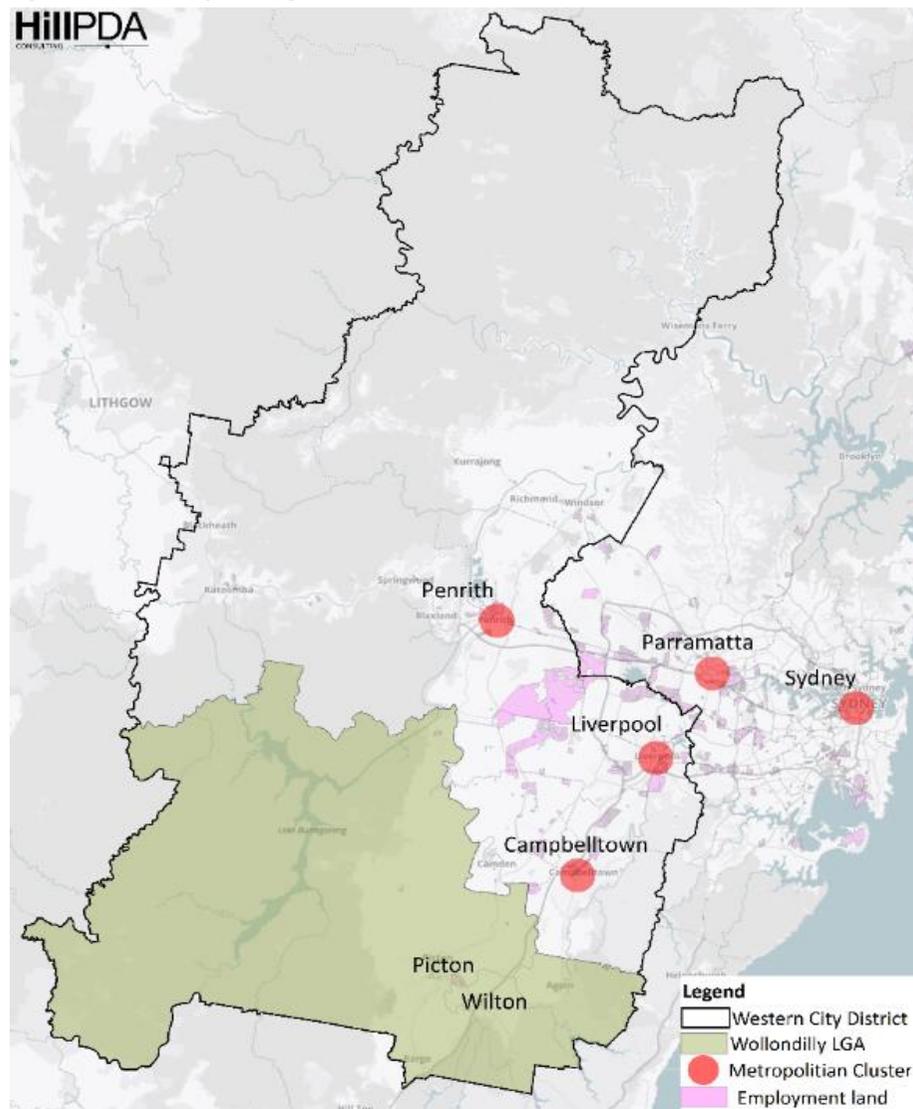
Retail trade



9.7%

3.0 STRATEGIC CONTEXT

Figure 1: Wollondilly LGA regional context



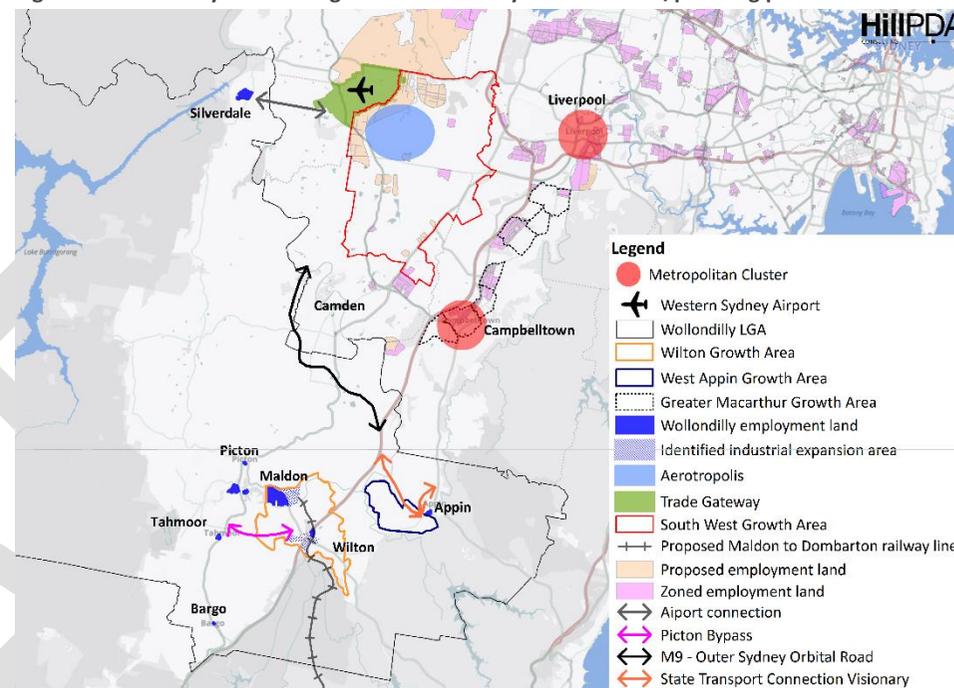
Source: HillPDA 2020

Wollondilly is located within Greater Sydney which, for planning purposes, is comprised of five Districts. These being the North, Eastern City, Central City, South and Western City District's Wollondilly is one of eight Local Government Area's (LGAs) that form the Western City District. The strategic context of the LGA presents a number of strengths and opportunities including:

- The Hume Motorway transects Wollondilly connecting it to surrounding employment clusters of Campbelltown and Liverpool while also forming part of the primary road connection between Sydney and Canberra. This unique position likely increases its attractiveness to freight, warehousing/storage and other distribution services
- Silverdale employment precinct is located around eight kilometres from Sydney's second airport at Badgerys Creek and its associated Aerotropolis. An identified future transport link between these two areas would raise the profile of Silverdale to future investors potentially attracted by its proximity and lower land values
- The resident population of the Wollondilly is forecast to increase by around 45,750 persons or 85% over the next 21 years, reaching a total of around 99,600 residents. While employment is forecast to increase by 20,645 jobs or 133% over the period. This significant growth would have a corresponding increased the demand for industrial and urban service to be provided land in the LGA over that experienced in the past
- Currently Wollondilly has a self-containment rate of 27%, implying that 73% of employed residents in Wollondilly travel outside of the LGA to work. By 2041, there could be an additional 35,815 residents 15 years and over residents in the LGA. If Wollondilly were to increase its self-containment rate, and minimise the number of residents travelling outside the LGA to work, demand for employment land and space would conversely increase
- Picton Road connects the LGA to Wollongong and Port Kembla increasing its attractiveness to freight, warehousing/storage and other distribution services. The identification of a potential Maldon to Dombarton Railway Line would further increase the LGAs appropriateness for such services and subsequent demand for land

- The proximity of Wollondilly to the Western Sydney Airport, the Aerotropolis and South West Growth Area and their associated growth in resident and worker populations provide opportunity to market Wollondilly to potential business as an affordable location for investment
- The construction of the M9 Outer Sydney Orbital Road would potentially increase demand for employment lands across the Wollondilly; particularly those near major haulage routes and transport nodes
- Development of the Picton Bypass would provide an improved connection between the Hume Motorway and Old Hume Highway. This would reduce travel times for heavy vehicles accessing and leaving Picton and Tahmoor employment precincts while also reducing the need for vehicles to travel through Picton Town centre. This may increase the attractiveness of these precincts to further development
- Other proposed connection points to the Hume Motorway, such as that at Appin, would further increase these locations to potential employment land occupiers. In the case of Appin, heavy vehicles would no longer need to travel through the town centre to access Appin employment precinct from the north due to Wilton Road's restrictions around Broughton Pass
- Two future employment precincts, as part of the growth areas, have been identified. One forms a natural extension of Maldon employment precinct while the other is around the future Wilton town centre. Both these locations have good access to existing transport links and the proposed Maldon to Dombarton Railway Line. They will provide important employment and services for the future population in the Wilton and Greater-Macarthur growth areas
- Camden and Campbelltown LGA border Wollondilly. Combined these two LGAs are forecast to experience an 89% increase in their populations by 2041 (around 262,465 persons, NSW DPIE). Over the coming decades the demand for residential land will increase in these LGAs often at a loss of employment land stocks. Wollondilly, with its proximity and transport connections, has the opportunity to support the growth and transition of these areas by accommodating and taking up the shortfall in industrial and urban serviced land.

Figure 2: Wollondilly LGA strategic context and key infrastructure/planning priorities



Source: HillPDA 2020

4.0 POLICY INSIGHT

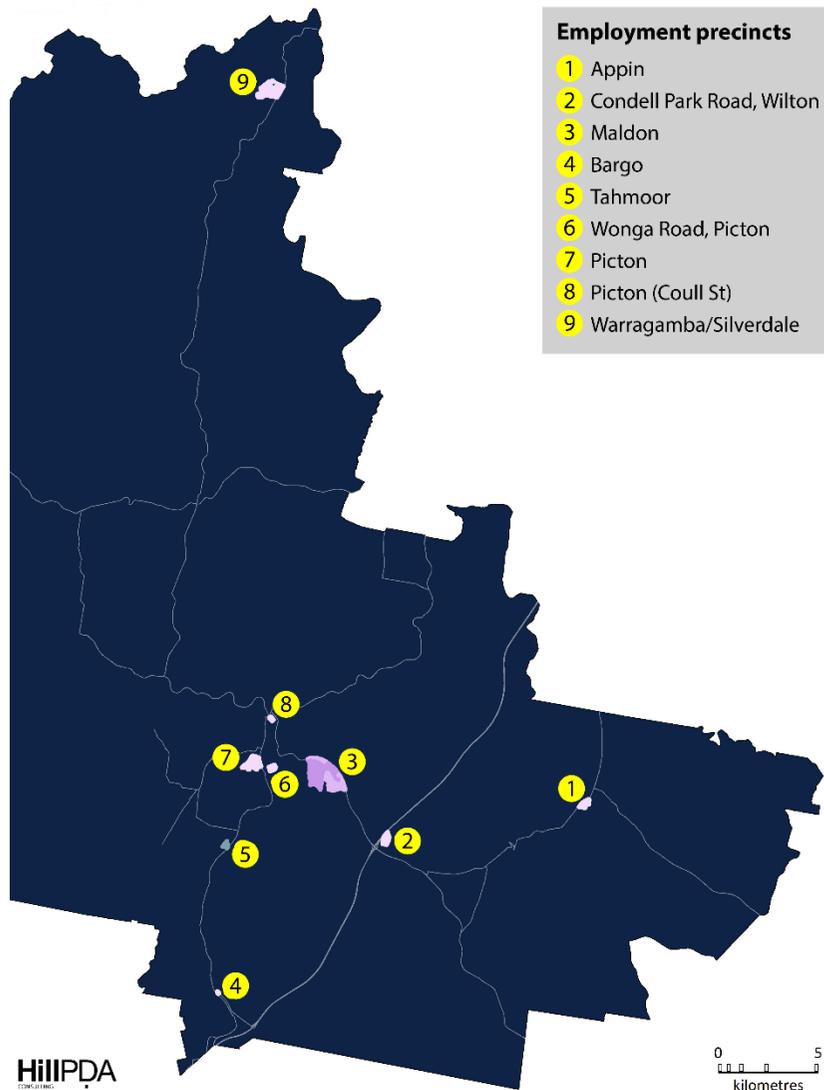
Theme	Insights
<p data-bbox="277 320 367 341">Land use</p> 	<ul data-bbox="555 320 2123 799" style="list-style-type: none"> • Industrial and urban service land in Wollondilly is identified under the ‘retain and manage’ category in the Greater Sydney Region Plan, which suggests that all existing industrial and urban services land should be safeguarded from competing pressures such as mixed-use zones or residential development (Region Plan, p134, Figure 42) • Providing buffer areas to nearby activities, such as residential uses, that are sensitive to emissions from 24-hour port and freight functions (District Plan, 2018, Action 28) • Retain industrial lands for a port, intermodal and logistics uses from the encroachment of commercial, residential and other non-compatible uses which would adversely affect industry viability to facilitate ongoing operation and long-term growth (District Plan, 2018, Action 28) • Safeguard all industrial zoned land from conversion to residential development, including conversion to mixed-use zones (District Plan, 2018, Action 51) • Create additional industrial and urban services land where required in land release areas to service the growing population (District Plan, 2018, Action 53) • Consider office development in industrial zones where it does not compromise industrial or urban services activities (District Plan, 2018, Action 54) • Facilitate the contemporary adaptation of industrial and warehouse buildings through increased floor to ceiling heights (District Plan, 2018, Action 55) • Land is proposed to be rezoned for industrial and urban services in Wilton Growth Area (Wilton 2040, 2018) and Greater Macarthur Growth Area (Greater Macarthur 2040, 2018)
<p data-bbox="271 823 371 844">Built form</p> 	<ul data-bbox="555 823 2123 959" style="list-style-type: none"> • The adaptation of buildings to accommodate high-bay automation requires building heights greater than existing buildings and current planning limits. Increased building heights are needed for the evolution of industrial buildings (Region Plan, 2018, p131) • Some older industrial sites contain low buildings or constraints such as smaller lots that are unable to meet emerging freight and logistics needs. Review older sites to identify opportunities for new industrial uses with higher job densities (District Plan, 2018, p93)
<p data-bbox="241 1015 405 1035">Target industries</p> 	<ul data-bbox="555 1015 2123 1359" style="list-style-type: none"> • The Jobs for the Future report, by Jobs for NSW, identifies 11 segments that NSW should target. Tradeable segments with the potential to be globally competitive include: international education; financial and professional services; regional headquarters of multinationals; tourism; start-ups and digital innovation; food and other quality goods to Asia; infrastructure and smart cities; creative industries; advanced manufacturing; life sciences and environmental technologies (Region Plan 2018) • Increasing online ordering and home delivery is driving demand for ‘dark retail’ stores. These stores are most suited to industrial areas located with strong access to the road freight network (Region Plan 2018) • Develop a business case for a food manufacturing and processing plant. Review the LEP for opportunities to protect land to ensure and maintain a safe operating environment and to provide for growth without disrupting airport operations (Wollondilly LSPS, 2020) • Review and implement the Economic Development Strategy to focus on innovative and knowledge jobs, and the agriculture and tourism sector (Wollondilly LSPS, 2020).

5.0 BROAD MARKET TRENDS

Broad market trends	Implications for Wollondilly	Broad market trends	Implications for Wollondilly
<p>Non-traditional uses within industrial areas</p> <p>Industrial precincts (IN1 and IN2) are increasingly being occupied by other non-traditional uses such as knowledge intensive businesses, large format retailers and factory outlets and education/health services. The presence of these uses, however, can increase market rents and land values in industrial precincts.</p>	<p>Permitted uses in industrial areas should be limited to those that require separation from sensitive receivers. Delivering an appropriate supply of B5 Business Development and B7 Business Park zoned land can reduce the pressure on IN1, IN2 and IN3 zoned industrial land. This then preserves the industrial areas for uses that require greater separation from sensitive receivers.</p>	<p>The rise of e-commerce has seen significant growth in the demand for freight and logistics industrial space in close proximity to customers, often referred to as “last mile” customer logistics.</p>	<p>The Maldon employment precinct and the future Wilton Junction employment precincts provide ideal locations for last mile logistics services as they are close to population centres and have good access to major highways and motorways.</p>
<p>The proximity of employment precincts to key transport routes has emerged as a key priority for industrial occupiers. The reasons for this locational preference stems from transport costs, typically comprising a large share of an industrial businesses’ operational cost base, compared to its rental cost. As such, an industrial business makes costs savings by locating themselves nearer to key infrastructure.</p>	<p>Any new industrial land should be planned in locations that have strong access to motorway connections and, if possible, rail freight connections. These connections should have multi-directional access intersections. Industrial land in Maldon and at Wilton Junction would be appropriate for accommodating industrial land and attracting larger transport distribution and manufacturing servicers.</p>	<p>Historically, industrial developments typically have been single level, on large lots, with at grade parking and on relatively level ground. As land stocks become more constrained, scarce and as land values increase, multi-storey and high bay industrial development will become commonplace.</p>	<p>As Wollondilly is more of a greenfield location it offers potential investors a somewhat blank canvas to deliver industrial development outcomes. The current planning controls provide sufficient flexibility to respond to future market trends.</p>
<p>Industries associated with manufacturing and transport, warehousing and distribution are at the forefront of automation and technology advancements. This is forecast to cause a reduction in overall employment generated, however, not necessarily translate into a reduction in the amount of floorspace or land required. As such, although these industries require fewer people for their operation needs, they still would require appropriate space and land.</p>	<p>The changing landscape of manufacturing sector will unlikely reduce the floorspace requirements of an industry as the machinery still takes up the same or more space. It is therefore prudent to appropriately plan for the future land based needs of these industries even as their employment densities shift. Increased automation may enable the opportunity for greater site utilisation with reduced parking demand and opportunity for multi-storey and high bay industrial types.</p>	<p>Compared to the wider Western City District, Wollondilly’s industrial land, on average, has significantly lower land values. For example, average land values for IN2 land in the Western City District were \$451/sqm in 2018. This was \$221 or 96% higher than that recorded in Wollondilly, while IN3 zoned land across the Western City District was, on average, \$362/sqm or 548% higher in 2018.</p>	<p>The lower land values in the Wollondilly LGA, coupled with its proposed transport infrastructure to better connect it to the Western Sydney Airport, South West Growth Area and other significant population growth areas, are a significant positive attribute. These factors increase its attractiveness to further investment and development. Ensuring that the supply of suitable industrial land remains ahead of market demand, will assist in preventing land values and rents being inflated and potentially pushing out less viable businesses.</p>
		<p>Increasing demand for waste services</p> <p>Greater Sydney is currently facing a critical shortage of infrastructure for receiving and processing domestic, commercial and industrial waste, with capacity anticipated to be unable to meet demand in less than five years.</p>	<p>Considering the anticipated growth in Wollondilly and the Western Sydney District there will be a need to secure the long-term future for processing and disposal of waste. There is opportunity for Wollondilly to play an active role in attracting waste services and ancillary industries to fulfil this market gap.</p>

6.0 PRECINCT OVERVIEW

Figure 3: Employment precinct location overview



Source: HillPDA 2020

HillPDA undertook a floorspace audit and land analysis of the nine existing precincts to determine the role of the precincts and types of uses that were operating. They can be found in Chapter 6 of the Background Report.

6.1.1 Floorspace audit overview

The floorspace results identified that there was around 170,000sqm of employment floorspace across the LGA. Proportionally, manufacturing was the largest industry (37%), followed by transport, postal and warehousing (10%), construction (8%), and rental, hiring and real estate services (7%).

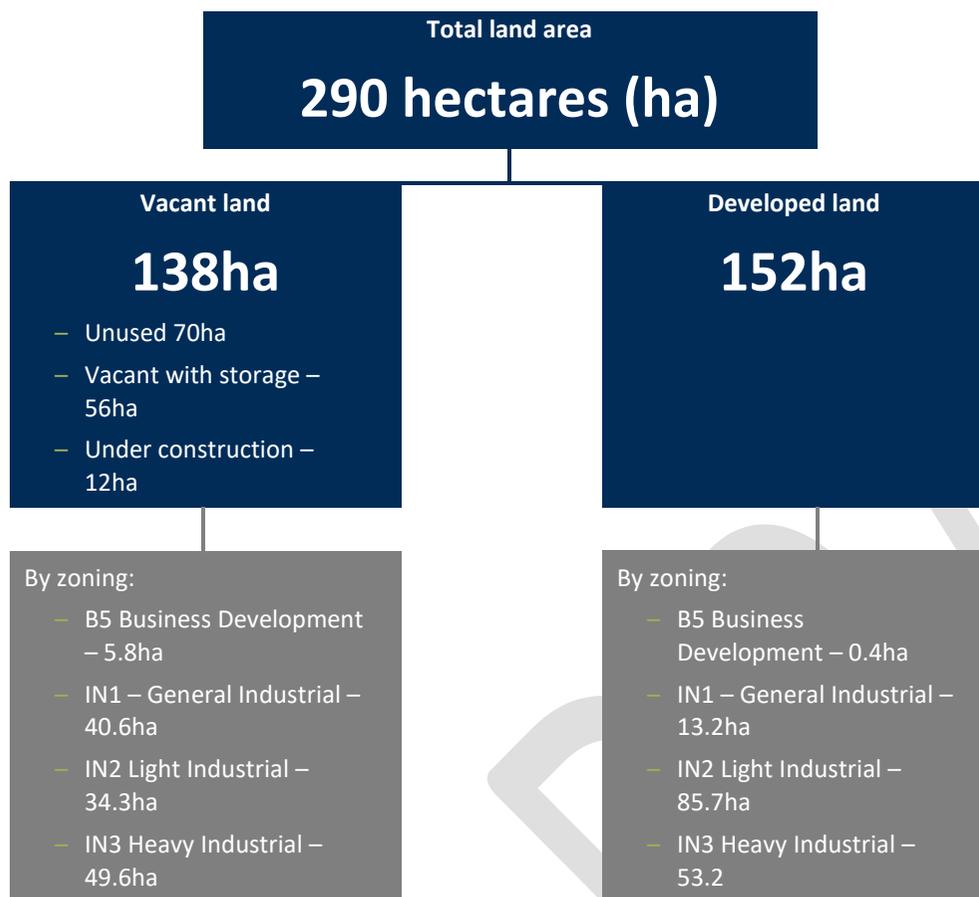
Table 1: LGA occupied floorspace by ANZSIC 1 digit

	ANZSIC (1 digit)	Floorspace (sqm)	% Total floorspace
Health and education	Education and Training	679	0.39%
	Health Care and Social Assistance	1,794	1.04%
Industrial	Agriculture, Forestry and Fishing	0	0.00%
	Mining	0	0.00%
	Manufacturing	63,821	37.01%
	Electricity, Gas, Water and Waste Services	3,792	2.20%
	Wholesale Trade	11,310	6.56%
	Transport, Postal and Warehousing	17,194	9.97%
Knowledge intensive	Information Media and Telecommunications	355	0.21%
	Financial and Insurance Services	1,400	0.81%
	Rental, Hiring and Real Estate Services	12,150	7.05%
	Professional, Scientific and Technical Services	8,555	4.96%
	Administrative and Support Services	1,459	0.85%
	Public Administration and Safety	2,093	1.21%
Population serving	Construction	13,787	8.00%
	Retail Trade	11,065	6.42%
	Accommodation and Food Services	205	0.12%
	Arts and Recreation Services	3,079	1.79%
	Other Services	10,500	6.09%
	Vacant floorspace	6,439	3.73%
Employment total		169,677	98.40%
	Residential	2,765	1.60%
TOTAL		172,442	100%

Source: HillPDA April 2020 (note: totals may not equal due to rounding)

6.1.2 Total land area overview

The following diagrams overviews the profile of land area across the LGA.

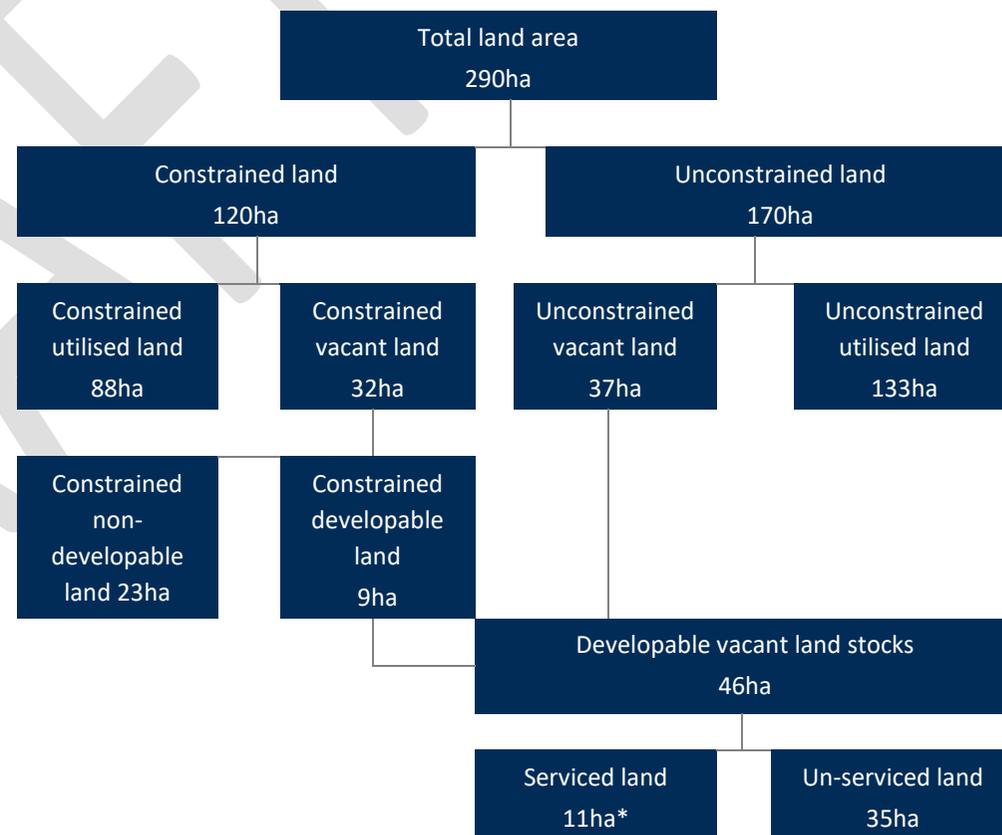


Source: HillPDA, April 2020

A desktop constraints analysis was undertaken to determine how much of the land was vacant, serviced and available for development. Several spatial mapping inputs were used to determine hard constraints, these are constraints that cannot be easily managed through offset measures or through building/landscaping design. As such, they are considered to inhibit development. Any rezoning or future development will require further investigation prior to approval.

The GIS layers that were used to identify constrained land included Cumberland Plain Priority Conservation Lands, Remnant Vegetation Mapping of the Cumberland Plain (crown cover greater than 10%), EPI Riparian Lands Watercourses, EPI Scenic Protection, flooding (where available), land above 10% slope. 'Serviced land' is defined by the ELDM as: 'serviced land' is land where a sewerage and potable water service may be available for connection (lead-in water and wastewater infrastructure). It is acknowledged that the servicing data does not include servicing in terms of power, roads or other infrastructure.

The following diagram overviews the constrained and serviced land analysis. A more detailed analysis can be found in Chapter 7 of the Background Report.



Source: HillPDA, April 2020 - *Note: additional servicing limitations are identified at Tahmoor, reducing immediately available land to 6ha

6.1.3 Existing employment precinct overview

Each precinct was individually analysed with the key features outlined below. More detailed profile can be found in Chapter 6 of the Background Report.

Precinct 1: Appin



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
1.5ha	8.9ha	310sqm	19,840sqm

Appin Industrial precinct is located approximately 700 metres south of the Appin town centre off Wilton Road. The precinct provides around 10.4 hectares of IN2 – Light Industrial zoned land. Contained within this zoned land is around 20,155sqm of floorspace, of which the largest occupier is manufacturing space (10,580sqm).

Strengths: new developments; vacant land available; major anchor landowner; synergies with mining industry; and limited vacancies and development activity.

Opportunities: demand from future residential development; site under construction could attract new business; adjacent precinct expansion opportunity and southward; and mooted Appin Bypass.

Constraints: road access limitations.

Precinct 2: Bargo



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
0.4ha	0.4ha	240sqm	1,450sqm

Bargo Industrial precinct is located on the Great Southern Road, approximately 250m south of the Bargo town centre. The precinct provides around 0.8 hectares of IN2 – Light Industrial zoned land. Contained within this zoned land is around 1,690sqm of floorspace, of which the largest occupier is manufacturing space (725sqm). The precinct also serves a local urban service function.

Strengths: strong connection to Hume Motorway; and local urban services supporting surrounding catchment.

Opportunities: land available in surrounding area (not adjoining) for future employment growth.

Constraint: mining limitations.

Precinct 3: Coull Street



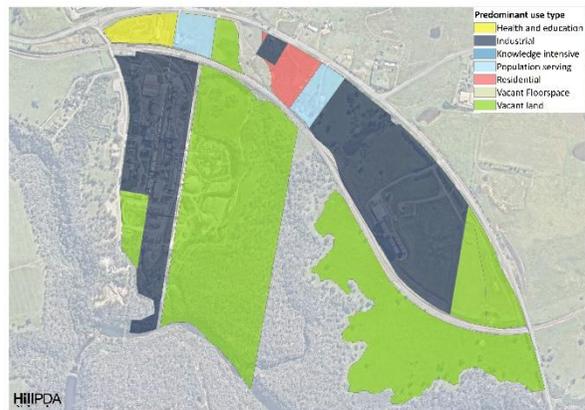
Vacant land	Developed land	Vacant floorspace	Occupied floorspace
2.1ha	0ha	0sqm	0sqm

Coull Street precinct comprises six empty lots backing on to Stonequarry Creek. The precinct provides around 2.1 hectares of IN2 – Light Industrial zoned land. The precinct is well located to provide urban support services, however its known constraints make it inappropriate for intensification.

Strengths: located in close proximity to Picton Town Centre; and development interest for both industrial and residential.

Constraints: flood, bushfire, heritage proximity to residential

Precinct 4: Maldon



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
157ha	66ha	0sqm	18,330sqm

Maldon industrial precinct is a combined IN1 General Industrial and IN3 Heavy Industrial. Located in the Wilton Growth Area the precinct currently contains 156 hectares of employment zoned land. The precinct provides a total of around 18,330sqm of which manufacturing is the largest occupier (10,560sqm).

Strengths: strong national manufacturing anchors; good connection to Hume Motorway; Odemand for IN3 Heavy Industrial areas; and within the Wilton Growth Area.

Opportunities: industrial development interest; vacant land available for development; proposed Maldon to Dombarton Railway line; job creation for future residential areas; and land identified for potential expansion.

Constraints: Picton Road accessibility issues requiring RMS sign off, scenic value requiring sensitive approach to further intensification.

Precinct 5: Picton



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
2.6ha	28ha	2,120sqm	64,430sqm

Picton industrial precinct is separated by Redbank Creek and forms two discrete pockets oriented to Bridge Street and Henry Street, Picton. The precinct provides around 30.5 hectares of IN2 – Light Industrial zoned land. Contained within this zoned land is around 64,430sqm of floorspace, of which the largest occupier is manufacturing space (20,285sqm). The precinct also serves a local urban service function.

Strengths: development and business interest; strong local urban service catchment; established industrial precinct; and sewerage capacity limitations.

Opportunities: mining almost finished (mid 2021) reducing limitations on development.

Constraints: limited vacancy, creek transects site, short term mining subsidence.

Precinct 6: Tahmoor



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
5.8ha	0.4ha	0sqm	1,250sqm

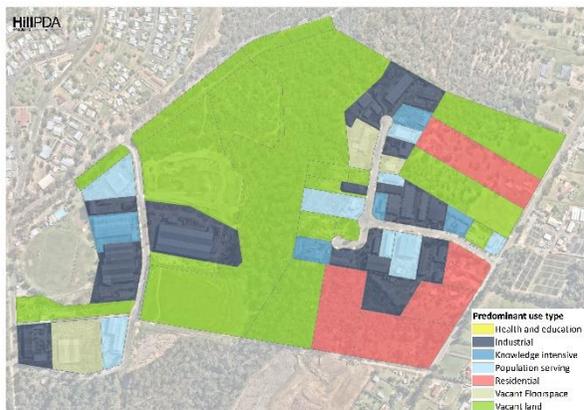
Tahmoor employment precinct is located along Remembrance Drive to the South of Tahmoor town centre. The precinct comprises a total of 5.8 hectares of B5 Business Development zoned land in the LGA. The original proposal to rezone the site to B5 intended for it to accommodate a range of uses including a medical centre, hardware, bulky goods and fast food premise. The precinct has been approved for a nine-lot subdivision. Most of the precinct remains vacant, except for a childcare facility accessed off Bronzewing Street.

Strengths: existing development interest; and is the only B5 Business Development zoned land in LGA.

Opportunities: new subdivision for substantial business development; and Picton bypass – State Government.

Constraints: road capacity uncertainty, sewerage network capacity constraints, poor accessibility to Hume Motorway.

Precinct 7: Warragamba/Silverdale



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
35.9ha	28.5ha	3,770sqm	57,750sqm

Warragamba/Silverdale industrial precinct is in the north of the LGA, with the Megarrity Creek intersecting the precinct creating two defined areas with separate access. The precinct provides around 63.8 hectares of IN2 – Light Industrial zoned land. Contained within this zoned land is around 61,515sqm of floorspace, of which the largest occupier is manufacturing space (21,675sqm). Urban services are also located in the precinct providing essential services to the surrounding community.

Strengths: urban service uses performing well; new development interest evident; and limited floorspace vacancy indicating strong demand.

Opportunities: new Western Sydney Airport; and duplication of Silverdale Road to enhance capacity – dependent on support from State Government.

Constraints: koala conservation, chlorination plant buffer limitation, Silverdale Road capacity, expansion limited.

Precinct 8: Wonga Street, Picton



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
0ha	6.8ha	0sqm	1,230sqm

Wonga Road is a 6.8 hectares IN2 Light Industrial precinct adjoining the Stonequarry Creek to the east, open space to the north and a public high school to the west. Land to the south is zoned RU2 Rural Landscape, however, has a number of employing uses on the site. The site is owned by Council, providing urban services including an animal shelter, community nursery and a waste management centre.

Strengths: provides major waste service to broader LGA; and is well positioned to provide urban services.

Opportunities: opportunity for surrounding RU2 land to the south to be considered for industrial purpose.

Constraints: mining subsidence issues, potential Redbank Creek flooding, indirect access to motorway.

Precinct 9: Wilton



Vacant land	Developed land	Vacant floorspace	Occupied floorspace
0ha	13.1ha	0sqm	865sqm

Wilton industrial precinct is located in Wilton Growth Area with the new Bingara Gorge residential community to the east. The precinct runs parallel to the Hume Motorway to the west and the proposed Maldon to Dombarton Railway Line reserve to the east. The precinct provides around 13.1 hectares of IN2 – Light Industrial zoned land. Contained within this zoned land is around 865sqm of floorspace, which is attributed to wastewater and electrical services.

Strengths: proximity to Hume Motorway; strong employee catchment with new Wilton residential area; within growth area; and adjoins freight transport corridor.

Opportunities: potential employment expansion areas to south of existing IN2 zone; and demand for business and industrial zones created from new residential development.

Constraints: koala conservation, connections to Picton Road, access via residential areas.

7.0 FUTURE LAND REQUIREMENTS

Wollondilly's population is forecast to grow by 85% by 2041. Of the future population, around 51,500 of Wollondilly's residents are expected to form part of the nation's labour force.

In total, 36,140 jobs are expected to be located within Wollondilly by 2041, representing an increase of around 22,600 jobs from 2016. It is estimated that of this job growth, the majority will be occupied by non-residents (51%) and around 49% will be occupied by local residents. This means that around 66% of the Wollondilly's resident labour force will leave the LGA to access jobs in other areas.

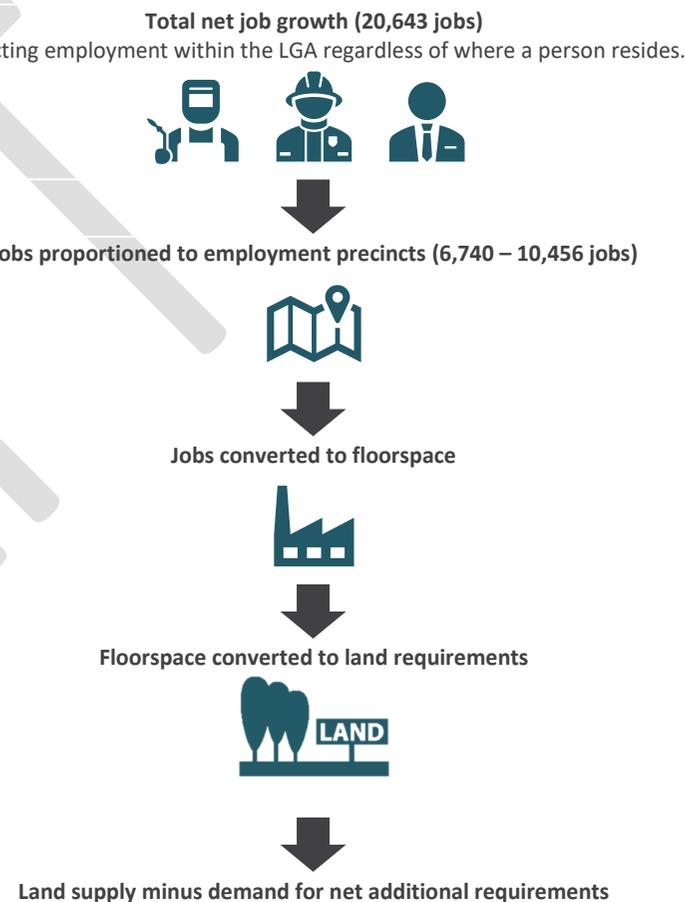
Wollondilly's rapidly growing population will require jobs and services within close proximity to where they live. Investment in employment lands is critical to the economic and social viability of Wollondilly in the long-term. It provides opportunity for existing businesses to expand and new businesses to establish. Without a sustainable supply of employment land, rents and land values increase, driving established businesses out of the area; consequently, reducing the services and job opportunities available to residents.

Wollondilly contains various land zonings that encourage and accommodate different types of employment, including its commercial centre zonings, employment precincts, rural and specialised areas. As such, not all the jobs provided in the LGA would be directed to, and accommodated within, Wollondilly's industrial and higher order business zones. To determine the future land requirements the process, as seen in the adjoining diagram, was applied.

The projected land requirements are conservative and provide an indication of the largest amount of land that may be required. The modelling reflects:

- The higher Forecast Id population to extrapolate the TPA employment projections
- The low-density FSR development scenario (0.3 industrial and 0.6 business)
- An allowance for 2.5 per cent vacancy
- An additional 20 per cent demand
- 10 per cent servicing and road allowance.

The methodology for identifying future land requirements is illustrated in the below diagram.



To estimate the number of jobs expected to be directed and accommodated within Wollondilly's employment precincts, HillPDA assessed two scenarios, these being:

Scenario 1 – business as usual | this scenario is based on the Wollondilly 2020 land use audit, current land zonings, 2020 ABR data, 2016 ABS Place of Work (POW) data, market trends and our industry experience. This scenario predominately assumes that most of the higher order employment, that is, education, health and commercial industries would be directed towards Wollondilly's commercial and other special use zonings (i.e. centre zones, special purpose). This would support the continued viability and growth of its commercial centres.

Under Scenario 1 it was estimated that an additional 6,740 jobs would be accommodated within Wollondilly's employment precincts over the next 21 years, representing around 33% of the net growth in employment forecast across Wollondilly.

- 1,735 jobs or 26% would be accommodated in the short term (2020-25)
- 1,422 jobs or 21% would be accommodated in the medium term (2025-30)
- 3,583 jobs or 53% would be accommodated in the long term (2030-41).

Scenario 2 – Aspirational scenario | this scenario increases the amount of employment directed towards employment precincts for Wollondilly to achieve its employment targets for the Wilton Strategic Centre (~15,000 jobs). This scenario was informed by Council, DPIE and other specialist studies currently being prepared as part of the LEP review process. This consultation identified that the planned Wilton Town Centres and other proposed villages in Wilton had capacity for around 5,000 jobs. While existing commercial centres had significant constraints such as heritage which would limit their growth. This implies that Wollondilly's employment precincts are required to capture a significant amount of the forecast growth in employment. The scenario also assesses the impact that development of the potential Maldon to Dombarton Railway line and other infrastructure projects may have upon the type of industrial development in Wollondilly and the demand for various employment zonings.

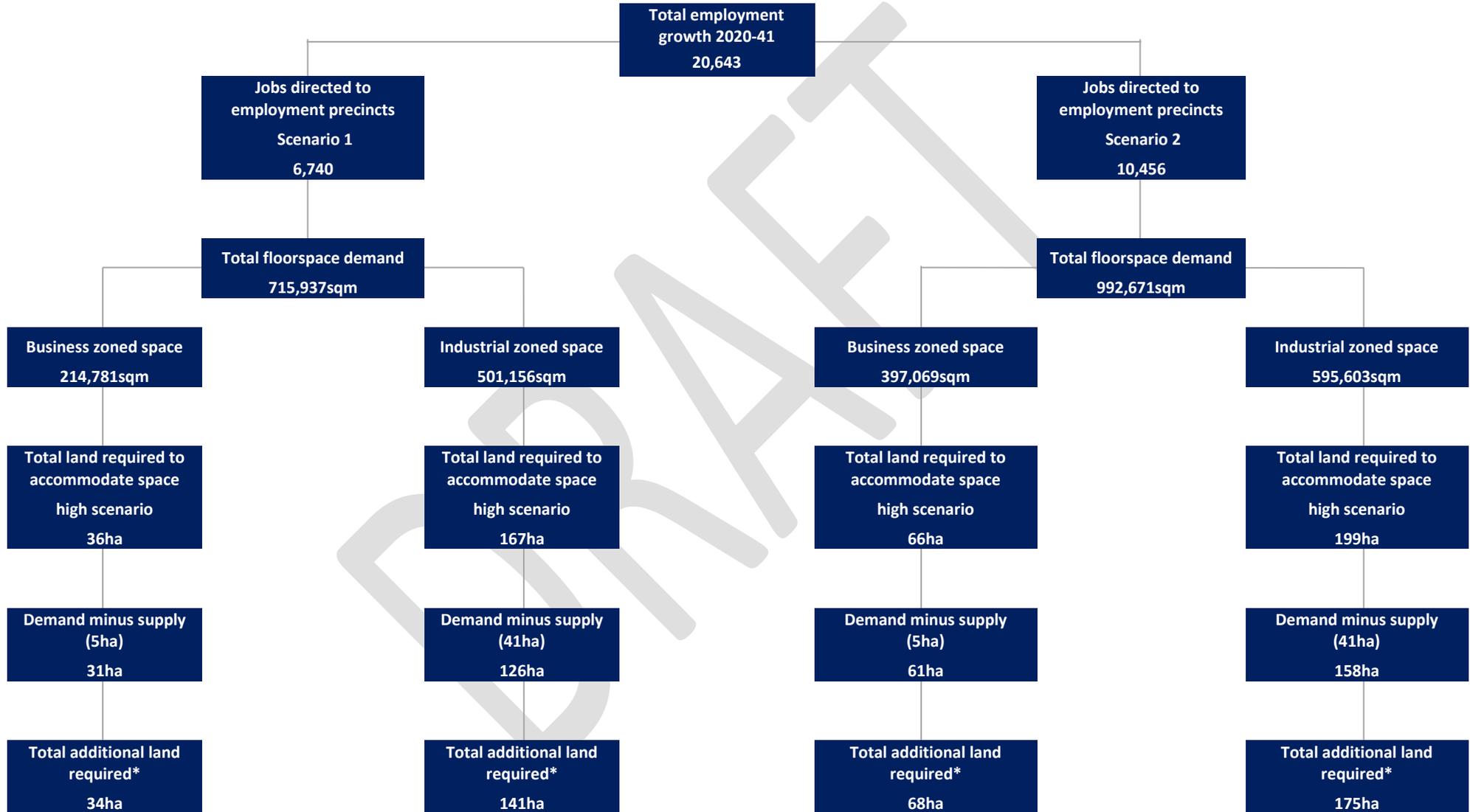
Under Scenario 2 it was estimated that an additional 10,456 jobs would be accommodated within Wollondilly's employment precincts over the next 21 years, representing around 51% of the net growth in employment forecast across Wollondilly.

- 2,658 jobs or 25% would be accommodated in the short term (2020-25)
- 2,199 jobs or 21% would be accommodated in the medium term (2025-30)
- 5,598 jobs or 54% would be accommodated in the long term (2030-41).

The conversion of jobs to floorspace and land requirements was then undertaken as illustrated in Figure 4.

The analysis identified that Wollondilly LGA would need between 175ha to 243 hectares of higher order business and industrial zoned land.

Figure 4: Summary of employment precinct requirements



*Includes 10% for roads, verges and footpaths.

7.1 Guiding principles

To meet the future demand requirements and provide more jobs within 30 minutes of where people live, there is a need to investigate additional industrial and business zoned land preferably in locations with good transport connectivity and limited constraints. The guiding principles identified in Table 2, should be considered when assessing the appropriateness of land for employment uses.

Table 2: Guiding principles for considering new employment land

People – diverse opportunities for employment and learning	Place - attractive places of employment	Land – adequate, appropriate and long term supply of land
 <ul style="list-style-type: none"> • Improve access to jobs for people inside and outside the LGA within 30-minute of where the live • Proximity and availability of a skilled local workforce • The quantum and diversity of employment opportunity including part-time, full time or casual work • Opportunities for further education and up-skilling including the availability and accessibility of suitable educational institutions, training courses and apprenticeship programs in the LGA. 	 <ul style="list-style-type: none"> • Proximity and access to support services such as local shops, childcare, doctors etc. • An attractive and safe urban environment • Established community facilities and infrastructure • Affordability of commercial and industrial space for rent and purchase • Affordability and suitability of residential accommodation within reasonable proximity of employment. 	 <ul style="list-style-type: none"> • The quantum of land or space available for rent / purchase on the market at any given time • A suitable pipeline of appropriately zoned land to meet current and future requirements • Constraints to development e.g. topography, vegetation, subsidence • Affordability of land from a sale and rent perspective • The scale of sites and the suitability for the needs of a given industry.
Built form – appropriate space that meets current and future needs	Infrastructure – infrastructure that is aligned with current need and future growth	Economic – a sustainable and productive long-term economy
 <ul style="list-style-type: none"> • Availability of appropriate sites that minimise the need for amalgamation • Flexibility in planning controls • Incentives available for new development to meet needs • Appropriateness of zoning and planning controls to facilitate the business requirements • Considerate of landscape character, scenic value and amenity. 	 <ul style="list-style-type: none"> • Reliable road, rail and active transport infrastructure and connections • Appropriate infrastructure such as water and wastewater services, sewerage and electricity • Effective communication infrastructure (internet and phone service) • Adequate car parking for customers and employees • Suitability of road network for heavy vehicles. 	 <ul style="list-style-type: none"> • A network of employment precincts that complement rather than compete • Opportunity to cluster and agglomerate • Diversity of industries and uses • Number and types of competing businesses within the area either to support clustering opportunity or influence demand • Enabling competition and building capability in the economy.

8.0 STRATEGIES AND ACTIONS

The delivery of employment lands for a sustainable future will require some decisive actions by Council. Five strategies have been identified that provide direction for guiding the supply, development and utilisation of employment lands in the Wollondilly LGA.

While the actions are intended for implementation by Council, it is acknowledged that strategic partnerships with other stakeholders will be required to achieve the employment targets. For this reason, each action has been given a priority, delivery timeframe and partnership allocation in line with the table below.

Table 3: Timeframes and priority criteria

Timeframe		Priority		Partnership
Short (S)	0-5 years	High (H)	Significant impact	State Government
Medium term (M)	5-10 years	Moderate (M)	Medium impact	Infrastructure provider
Long term (L)	10+ years	Low (L)	Some impact	Landowner Business and industry



Strategy 1 | Unlock an immediate supply of employment precinct land to support the expansion of existing businesses and attraction of new businesses



Strategy 2 | Secure a sustainable pipeline of employment land to meet future population demand



Strategy 3 | Identify development barriers and work to remove them to support employment precinct sequencing and delivery



Strategy 4 | Create transparency and clarity in the planning system



Strategy 5 | Promote Wollondilly as an employment and industry destination of choice



Strategy 1 | Unlock an immediate supply of employment precinct land to support the expansion of existing businesses and attraction of new businesses

As seen in section 6.1.2, Wollondilly technically has 138 hectares of zoned, vacant employment land. The servicing and capacity assessment (see Chapter 7 Background Report) identified however, that across the nine employment precincts in Wollondilly, only 11 hectares of land was unconstrained, serviced and available for development. With the sewer capacity currently limiting development potential of the B5 Business Development Tahmoor precinct, this land availability further reduces to six hectares of available land.

Stakeholder consultation (see Chapter 9 Background Report) and the floorspace audit (Chapter 6 Background Report) confirmed that the supply of appropriate floorspace and land is preventing established businesses to expand and is deterring new businesses from establish in the area. Discussions with real estate agents and industry representatives suggested that if appropriate land was made available, there would be market interest to take-up the land.

Two scenarios were undertaken to determine the demand for employment land to meet current and future population growth (see Chapter 8 Background Report). The findings from both scenarios indicated that there is a present undersupply of employment land of around 45 – 60 hectares (0-5 years) and this is expected to increase if no intervention is identified. Considering this, there is an immediate need to investigate the existing zoned employment land and determine if there are opportunities for incremental expansion on the periphery of these locations. Incremental expansion of existing precincts enables existing business synergies and servicing to be leveraged, creating a more efficient rezoning process and earlier market delivery.

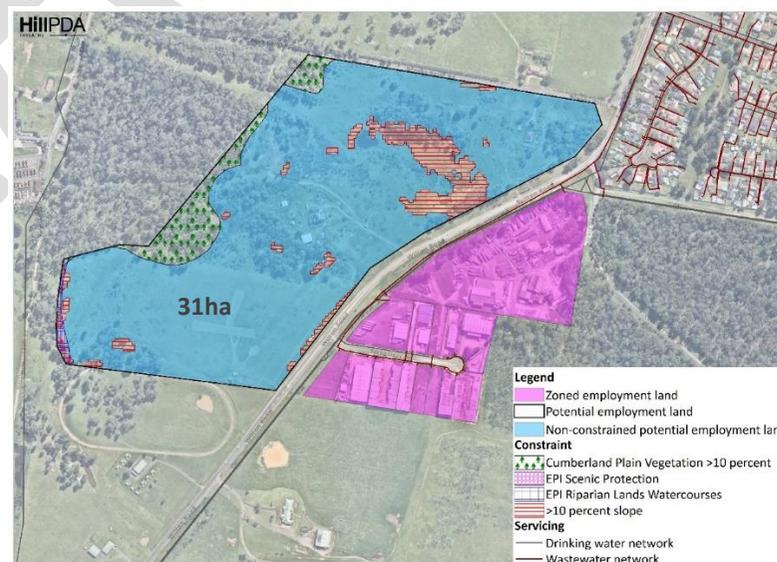
Action 1.1| Investigate, with consideration of adverse impacts, rezoning land in Appin, as identified in Figure 5, for light industrial and compatible uses that cater to the growing demand generated from residential areas.

Consultation with local industrial businesses (see Chapter 9 Technical Report) and the demand modelling (see Chapter 8 Technical Report) identified a need for additional lands stocks within this location to allow for expansion of existing businesses and new entrants. The Appin investigation area is located on the western side of Wilton Road, directly opposite the existing Appin employment precinct. The Scenic and Cultural Land Study identifies that there are visual sensitivities around the location. The area encompasses around 31 hectares of land, of which 86 per cent is identified as being unconstrained.

The area is identified in Greater Macarthur 2040 as being urban capable land, however, is not necessarily highlighted for employment uses. Compared to the employment land identified along Macquariedale Road, the expansion area could be brought online more efficiently, with capacity to leverage the existing synergies with the establish industrial land. Rezoning would assist in addressing the employment land shortage.

Priority: High **Timing:** Short **Partnerships:** Landowners

Figure 5: Appin proposed expansion area



Source: HillPDA 2020

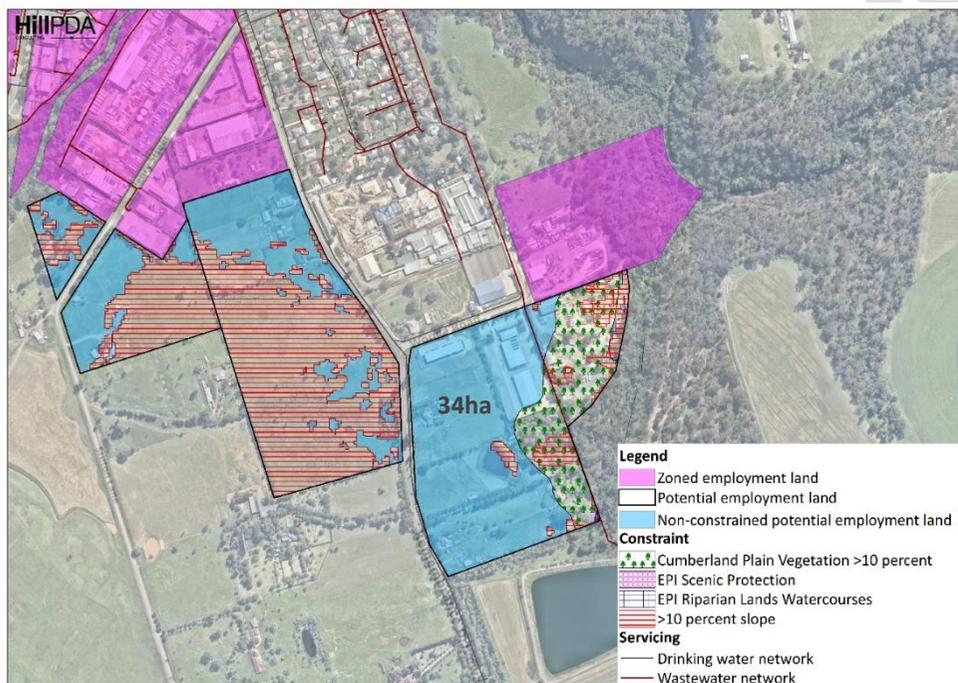
Action 1.2| Investigate rezoning land in Picton as identified in Figure 6 for light industrial and compatible uses to enable new business opportunities and existing business expansion.

Consultation with local industrial businesses identified a need for additional lands stocks within this location to allow for expansion of existing businesses and new entrants. A proportion of this area already has some rural industry/industrial uses located within it (south of Wonga Road). The area has the capacity to provide additional urban service uses to support the existing and growing populations of Picton, Tahmoor and Thirlmere.

The Picton investigation area is located to the south-east of Picton employment precinct, between Stilton Lane and Remembrance Drive, and to the south of Wonga Road. The area encompasses around 34 hectares of land, of which 50% is identified as being unconstrained. Rezoning would assist in addressing the employment land shortage.

Priority: High **Timing:** Short **Partnerships:** Sydney Water, Landowners

Figure 6: Picton proposed expansion area



Source: HillPDA 2020

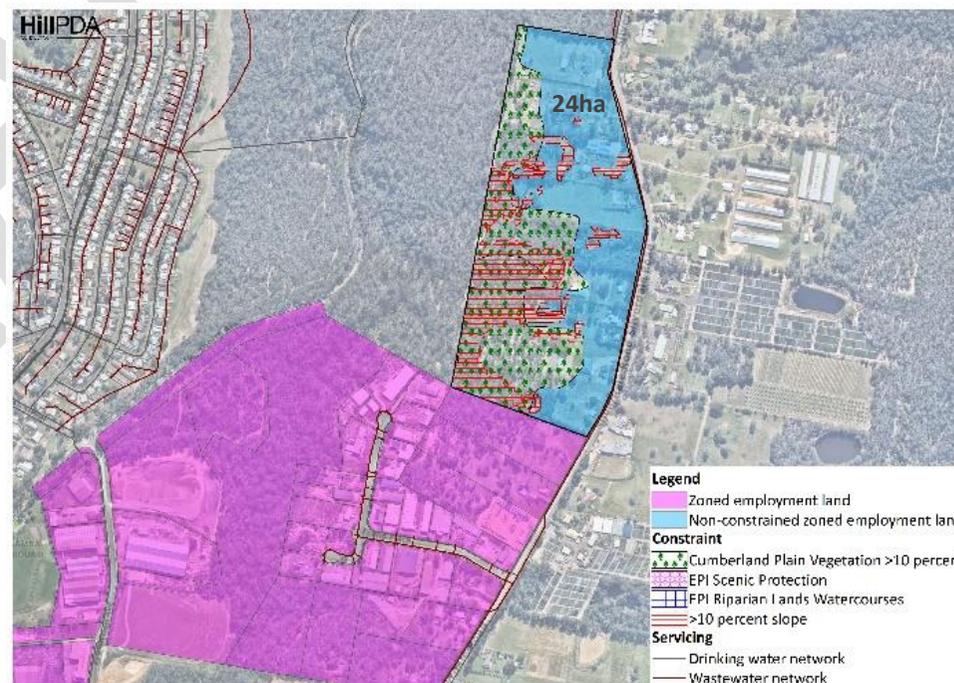
Action 1.3| Investigate rezoning land in Silverdale as identified in Figure 7 for light industrial and compatible uses that enable new business opportunities and existing business expansion.

Consultation with local industrial businesses identified a need for additional lands stocks within this location, to allow for expansion of existing businesses and new market entrants. The Silverdale investigation area extends north along the western side of Silverdale Road. The area encompasses around 24 hectares of land, of which 50% is identified as being unconstrained.

Proposed long-term transport connections to the Aerotropolis and Western Sydney Airport will increase the attractiveness of Silverdale to businesses seeking to leverage the new infrastructure but are more price conscious.

Priority: High **Timing:** Short **Partnerships:** Landowners

Figure 7: Silverdale proposed expansion area



Source: HillPDA 2020

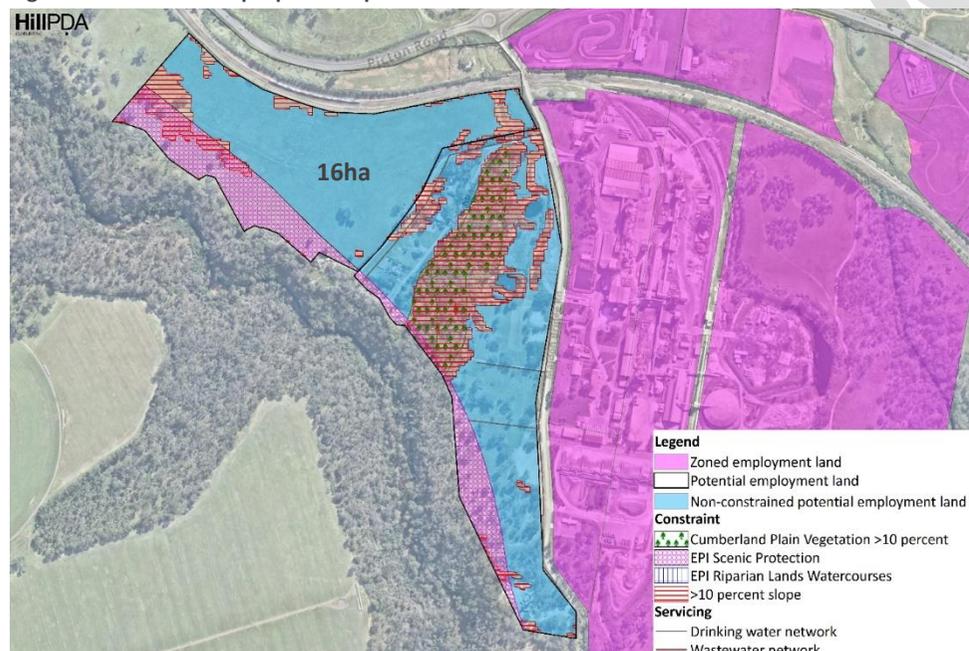
Action 1.4| Consider rezoning land to the west of Maldon Bridge Road from RU2 Rural Landscape to IN3 Heavy Industrial to leverage the existing intersection and enable incremental expansion of existing industries.

The Maldon West investigation area is located to the south of Picton Road and west of Maldon Bridge Road. The area encompasses around 16.5 hectares of land, of which 58% is identified as being unconstrained. The area has been identified as having scenic qualities due to its location at the gateway to Picton Hills. The visual sensitivity of the site will need to be further investigated and managed as part of the rezoning process.

The site has high connectivity to other parts of Wollondilly and the Western City District via Picton Road and Hume Motorway. The site forms a natural extension of the Maldon employment precinct and would be appropriate for IN3 Heavy Industrial.

Priority: High **Timing:** Short **Partnerships:** Landowners

Figure 8: Maldon West proposed expansion area



Source: HillPDA 2020

Action 1.5| Actively monitor and analyse the supply and take-up of employment land and adjust infrastructure delivery and planning accordingly using an employment land monitor.

To maintain a clear understanding of the supply and development potential of employment land in the LGA, there is a need to effectively monitor infrastructure delivery and take-up of land. The creation of an employment land monitor will create additional capacity to direct potential purchasers to land that is ready and appropriate for development. It will also provide additional opportunity to justify the timing and release of new land to respond to market take-up.

The monitor could include:

- Zoned land supply information by precinct, zoning and quantity of undeveloped and developed
- Summary of floorspace provision by precinct and industry code
- Summary of undeveloped, serviced and non-serviced land
- Summary constrained and unconstrained serviced and non-serviced vacant land.

The information would be monitored on an ongoing basis through building completion data, with the land area, floorspace and proposed use incorporated into the database.

Priority: High **Timing:** Ongoing **Partnerships:** Internal council departments



Strategy 2 | Secure a sustainable pipeline of employment land to meet future population demand

The population for Wollondilly is projected to grow by around 45,750 people by 2041. Employment opportunity is projected to increase by around 20,645 jobs, reaching a total of 36,140 jobs contained in the LGA by 2041. As identified in Chapter 8 of the Background Report, a proportion of these jobs would be directed towards the employment precincts. Two scenarios were undertaken to determine the distribution of jobs to employment land to 2041. As overviewed in section 7, Scenario 1 identified a need to accommodate around 6,700 jobs within the employment precincts and Scenario 2 identified a need to accommodate around 10,500 jobs in the employment precincts.

Scenario 2 proposed a higher employment density to respond to the jobs target identified in the Wilton 2040 strategy. As overviewed in Chapter 3 of the Background Report, the Wilton 2040 strategy identifies a goal of achieving 15,000 jobs within the Wilton Growth Area by 2040. With an estimate of around 5,000 jobs being delivered in the Wilton Town Centre and an estimate 3,000 jobs being delivered in the Maldon Industrial area, the remainder of the employment zones in the precinct would be required to accommodate a larger proportion of the growth.

To accommodate future demand with consideration of the supply pipeline:

- Under Scenario 1 an additional 175 hectares of employment land would be required. Of this around 34 hectares of additional business employment land would be required to be rezoned while 141 hectares of industrial zoned employment would be needed.
- Under Scenario 2 an additional 243 hectares of employment land would be required. Of this around 68 hectares of additional business employment land would be required to be rezoned while 175 hectares of industrial zoned employment would be needed.

These land requirements are conservative. They adopt the low-density development scenario (0.6 developable FSR), allow for 2.5 per cent vacancy, an additional 20 per cent demand and 10 per cent servicing and road allowance.

To meet the future demand requirements, there is a need to investigate additional industrial and business zoned land preferably in locations with good transport connectivity and limited constraints. Land adjoining existing precincts provides opportunity to address the short to medium term supply shortage. Land identified for employment use as part of the Wilton priority growth area is sufficient to accommodate the longer term growth requirements.

Additional employment land outside of these areas could be considered where there is strategic merit or to leverage infrastructure. The guiding principles identified in section 7.1, should be considered when assessing the appropriateness of land for employment uses.

Congestion and poor connectivity add to travel costs and time, reducing the appeal of locations for employees and potential overhead operating costs for businesses. Industrial businesses, particularly those associated with manufacturing and distribution, are land intensive and reliant of the efficient movement of goods. Significant infrastructure investment has been delivered and is planned for delivery by the State Government and Council in and around Wollondilly. There is opportunity to leverage this substantial infrastructure investment to prioritise employment growth in areas with strong transport connections and utility capacity.

Securing a pipeline of employment land is important for attracting new businesses to the area, providing a diversity of jobs for local residents, reducing commute times and maintaining the affordability of rents and land value.

Action 2.1| Prepare a structure plan and explore rezoning for the employment land at Wilton Junction in collaboration with landowners and State Government to enable earlier delivery. The structure plan should consider:

Priority: High **Timing:** Short-med **Partnerships:** DPIE, Sydney Water, RMS, Landowners

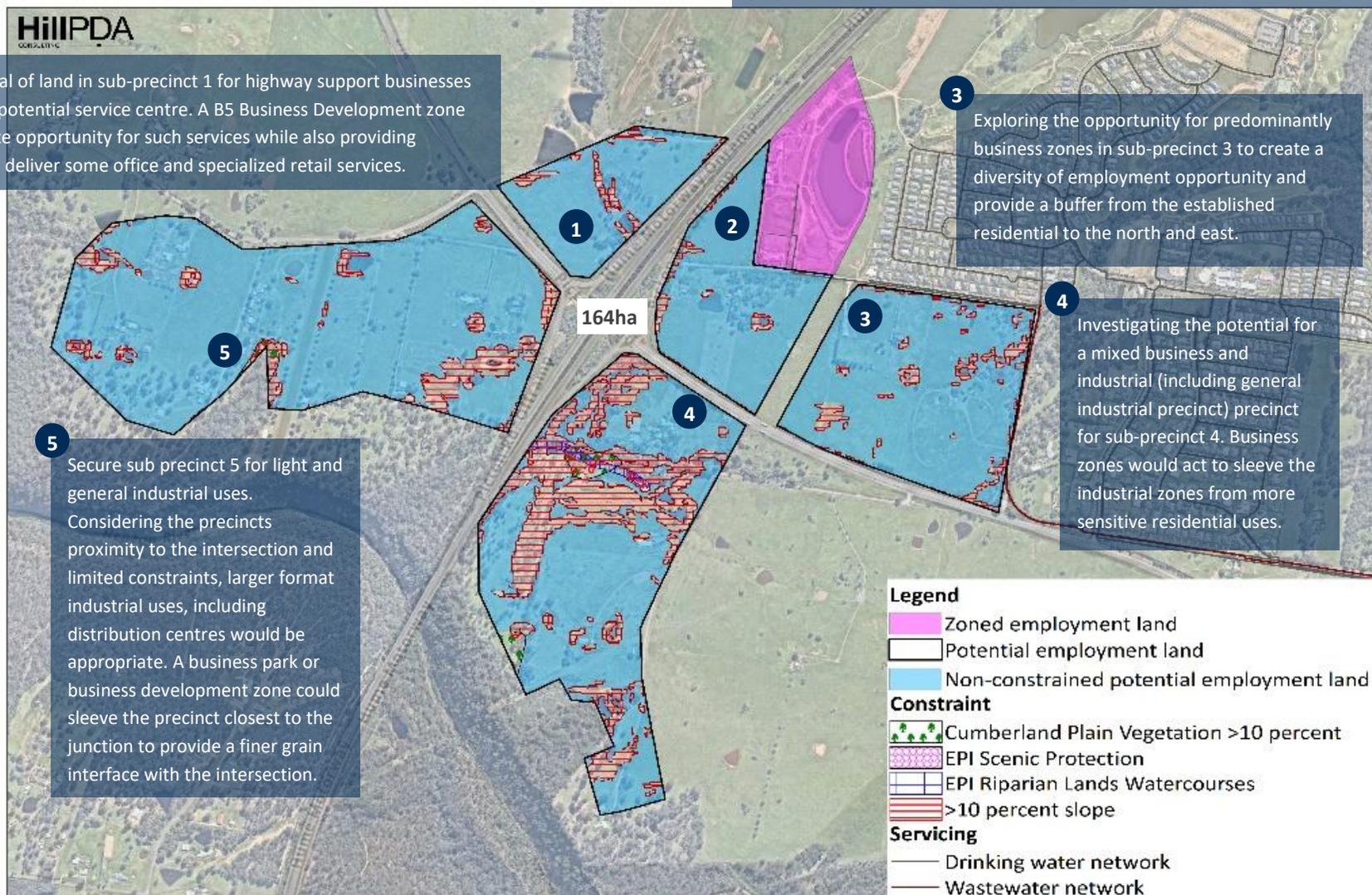
2 Accelerating the delivery of land in sub-precinct 2 for the purpose of light industrial. The land adjoins the existing light industrial zone and could have direct access off Picton Road. It could also benefit from the delivery of the proposed Maldon to Dombarton railway line corridor.

1 The potential of land in sub-precinct 1 for highway support businesses including a potential service centre. A B5 Business Development zone would create opportunity for such services while also providing flexibility to deliver some office and specialized retail services.

3 Exploring the opportunity for predominantly business zones in sub-precinct 3 to create a diversity of employment opportunity and provide a buffer from the established residential to the north and east.

4 Investigating the potential for a mixed business and industrial (including general industrial precinct) precinct for sub-precinct 4. Business zones would act to sleeve the industrial zones from more sensitive residential uses.

5 Secure sub precinct 5 for light and general industrial uses. Considering the precincts proximity to the intersection and limited constraints, larger format industrial uses, including distribution centres would be appropriate. A business park or business development zone could sleeve the precinct closest to the junction to provide a finer grain interface with the intersection.



Action 2.2] Prepare a structure plan and explore rezoning, in collaboration with landowners and State Government, to enable earlier delivery and rezoning of land at Maldon in the Wilton Growth expansion area.

The structure plan process should be jointly funded with the State Government, but lead by Council and should include:

- Exploring a general industrial zoning and consider a buffer area of at least 1km away from sensitive receivers.
- Determining road and servicing requirements.

The Maldon East investigation area is located to the east of Picton Road and south of Menangle Road. The area encompasses around 169 hectares of land, of which around 50% is identified as being non-constrained.

The site is identified in the Wilton 2040 plan as being appropriate for future employment land, with the potential to accommodate around 3,000 jobs.

The site has strong connectivity to other parts of Wollondilly and Western City District via Picton Road and the Hume Motorway. The site is a natural extension to the existing Maldon employment precinct.

The site's remote location from sensitive receivers makes it suitable for industrial purposes. An appropriate buffer from residential areas should be considered within any future planning. The area is identified as having scenic qualities. Future investigation of the area should consider potential visual and landscape character impacts.

Development of the proposed Maldon to Dombarton railway line would further increase the attractiveness of this location to potential occupiers and developers.

New or upgraded intersections (indicative location identified by ) would need to be investigated and prioritised to be able to unlock the existing and proposed employment land.

Priority: Moderate **Timing:** Medium **Partnerships:** DPIE, Sydney Water, RMS, Landowners

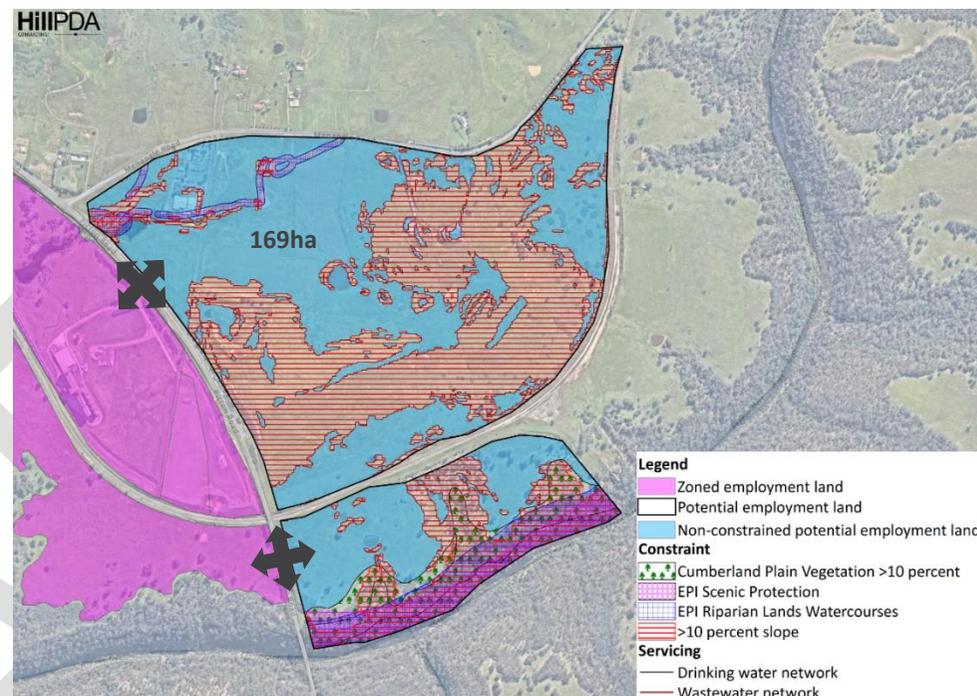


Figure 9: Maldon East future growth area

Source: HillPDA 2020

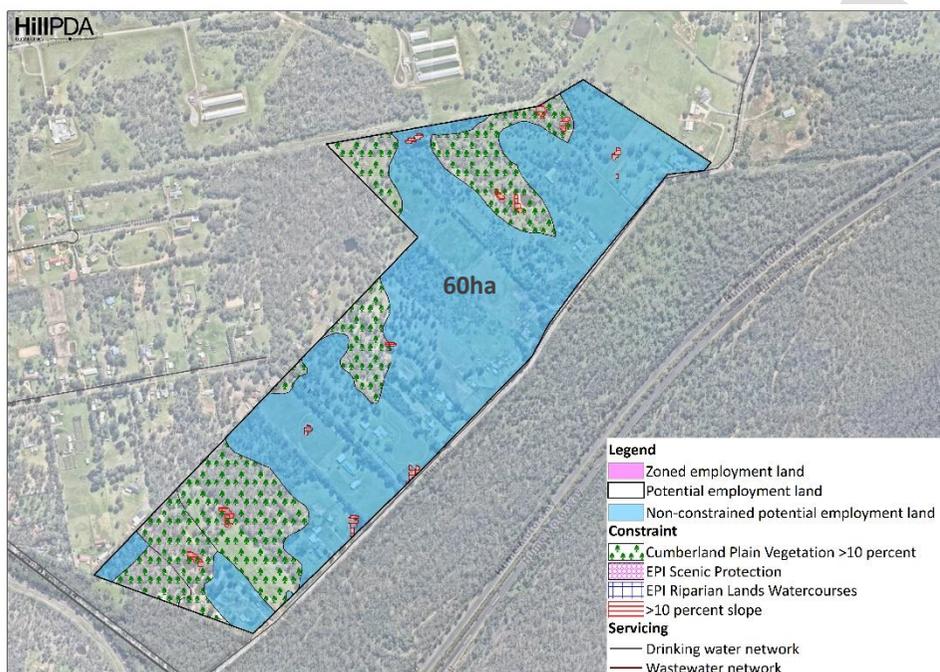
Action 2.3| Investigate securing land at Bargo, subject to mining subsidence issues, for longer term employment use (see Figure 10).

The Bargo investigation area is located along Arina Road. The area encompasses around 60 hectares of land, of which 70% is identified as being non-constrained.

The Arina Road land has strong transport infrastructure connections and large property sizes that would be conducive to industrial redevelopment. Connection to the Hume Motorway provides the opportunity to serve a wide area of Sydney, Illawarra, and the Tablelands. Mining subsidence issues may delay the appropriateness of this site for larger format employment uses, and as such, the area is considered a longer-term asset.

Priority: Moderate **Timing:** Medium **Partnerships:** DPIE

Figure 10: Bargo investigation area



Source: HillPDA 2020

Action 2.4| Continue to work with the State Government to secure longer term employment land opportunity in and around the Greater Macarthur Growth Area.

The planning for future employment land should be undertaken and delivered in line with residential development. Significant residential growth is proposed in the northern area of the LGA. Opportunities for employment uses that provide jobs and services for the local community should be considered where proposed.

Priority: Low **Timing:** Ongoing **Partnerships:** DPIE, Landowners

Action 2.5| Explore opportunities to provide employment uses around areas with greater transport connectivity.

Wollondilly is strategically located on the Hume Motorway and has existing access to a freight and passenger rail line. The area is flagged to benefit from future transport including the proposed Maldon to Dombarton railway line and the potential M9 Orbital, which would provide strong connections to the Western Sydney Airport and Port Kembla. The potential electrification of the rail line and any future motorway interchanges would also create opportunity in the area.

Locating employment uses near transport connections improves economic productivity, transport efficiency, attracts additional investment and enhances job opportunities for Western Sydney residents. Uses including intermodal terminals and distribution centres would be particularly interested in operating in the area, considering the low land values and excellent east, west and north connectivity.

Priority: Moderate **Timing:** Ongoing **Partnerships:** DPIE, Landowners

Action 2.6| Provide a mix of lot sizes in new release employment areas to encourage a greater diversity of uses.

The Wilton Growth Area has been identified for significant residential, employment and infrastructure investment, including public and active transport investment. New release employment areas provide an opportunity to deliver a mix of lot sizes that can encourage a greater diversity of businesses and employment opportunities.

While general industrial areas closer to the motorway should be prioritised for larger lot subdivisions, the light industrial and business zones may be more conducive to a range of smaller lot sizes that are suitable for population serving uses.

Priority: Moderate **Timing:** Medium **Partnerships:** DPIE, Landowners

Action 2.6| Consider active transport options as part of future precinct planning

Active transport connections are commonly overlooked in the development of employment precincts. There is benefit in integrating active transport to provide enhanced transport options and strong connections with established and new residential areas and centres.

Priority: Low **Timing:** Medium **Partnerships:** DPIE, Landowners

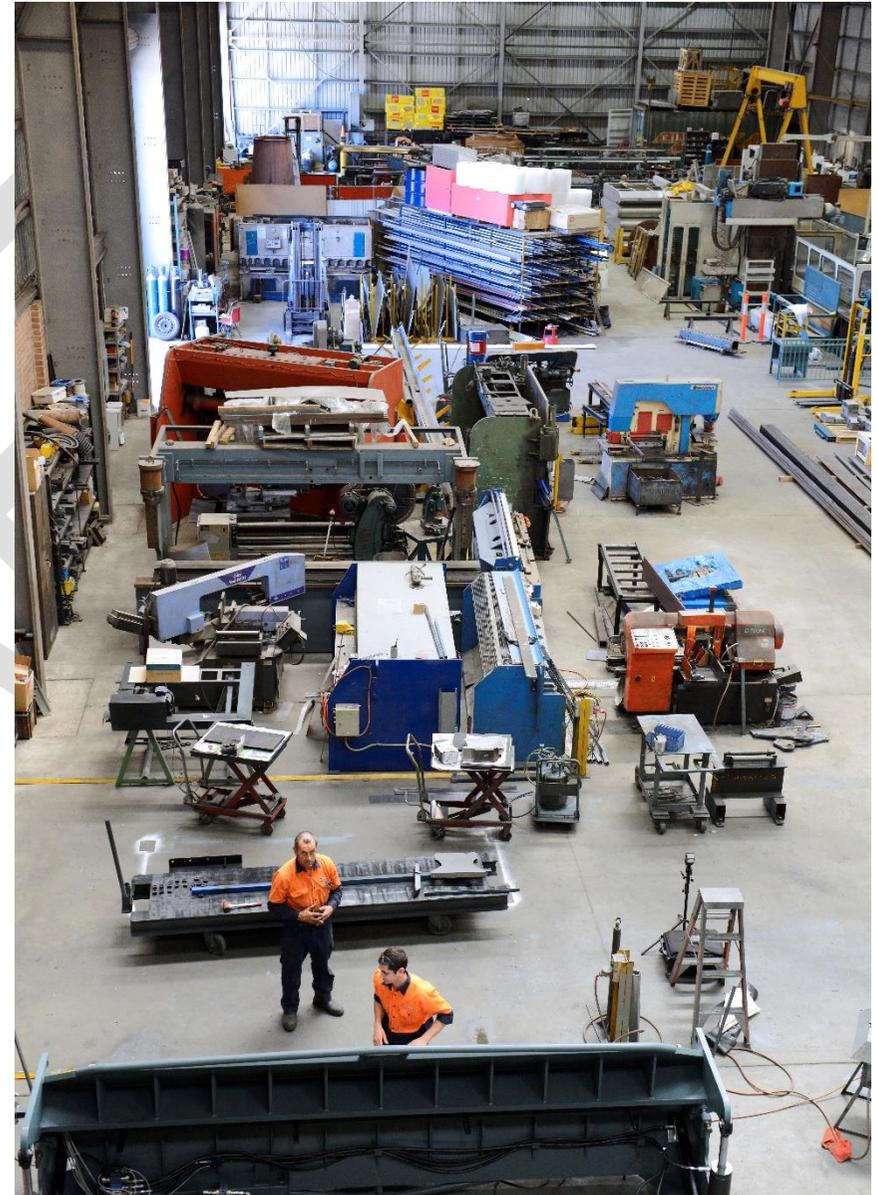


Figure 11: Product manufacturing and distribution business

Source: Wollondilly Council 2020



Strategy 3 | Identify development barriers and work to remove them to support employment precinct sequencing and delivery

To attract and maintain businesses within the LGA, it is desirable that employment lands are serviced by adequate infrastructure. The availability and capacity of water, sewerage and electricity networks can influence the costs associated with releasing land and establishing businesses. The implications of environmental overlays or constraints such as mining subsidence or flooding can also limit the capacity and feasibility of development. Understanding the perceived versus actual land supply is important to be able to provide clarity around development opportunity and manage demand.

As identified in section 6.1.2, of the 290 hectares of zoned employment land, around 120 hectares is constrained. Around 46 hectares is considered vacant development land, of which 11 hectares is serviced and 35 hectares in un-serviced.

Provision of upgraded infrastructure represent a significant cost, potentially including stormwater, water, sewerage, electricity, telecommunications and other services. Infrastructure delivery requires effective coordination between several public and private entities to eventuate, requiring significant project management investment and development timelines.

Identifying and communicating the barriers to development and working with agencies to determine sequencing and timing for infrastructure delivery can provide clarity to investors and existing operators. Effectively communicating pathways to address the barriers is also beneficial.

Action 3.1| Support discussions between Sydney Water and the landowner to quickly resolve the capacity issues at Tahmoor to enable the development of the B5 Business Development zoned land.

While the land at Tahmoor was rezoned with the understanding that it was serviced, there are capacity constraints on the sewer network. Supporting discussions between the landowner and Sydney Water may assist in unlock the true capacity of the land.

Priority: High **Timing:** Short **Partnerships:** Sydney Water, Landowners

Action 3.2| Working closely with DPIE and Sydney Water, prepare a targeted Sewer and Water Priority Plan, which seeks to explore and then agree on the infrastructure requirements needed to unlock employment land and meet employment targets.

Employment precincts identified for expansion or new release should be prioritized including in the Wilton Growth Area, Picton, Appin, and Bargo.

The plan should be clear and concise and should outline the timeframes and prioritization of infrastructure delivery. It can be supported by a more detailed technical document. The plan should be made publicly available.

Priority: Moderate **Timing:** Short **Partnerships:** DPIE and Sydney Water

Action 3.3| For employment precincts that are affected by mining, work with Subsidence Advisory NSW to determine and map the location of development opportunities for the industry.

This could include:

- Identifying areas that have already been mined or are approved for long wall mining that have extremely limited options for larger development. These areas may still be considered for less intensive built form uses.
- Identifying areas that have been approved but are not subject to subsurface long wall mining. As a high priority, work with DPIE and NSW Resource Regulator to ensure that the areas are off limits for further expansion. While this may be politically difficult, as there could be 50+ year plans for expansion, it will be critical in securing land for more intensive employment uses.
- Identifying lease areas that have non-activated leases (ie no approvals). Seek to encourage the buyout or relinquishing of leases as a priority to ensure approvals are not granted that would further limit employment precinct opportunities.

Priority: Moderate **Timing:** Short **Partnerships:** Subsidence Advisory NSW

Action 3.4| Working closely with DPIE and Transport for NSW, to prepare a targeted Road Capacity and Access Priority Plan, which seeks to explore and then agree on road infrastructure requirements needed to unlock employment land.

Infrastructure priorities may include but not be limited to:

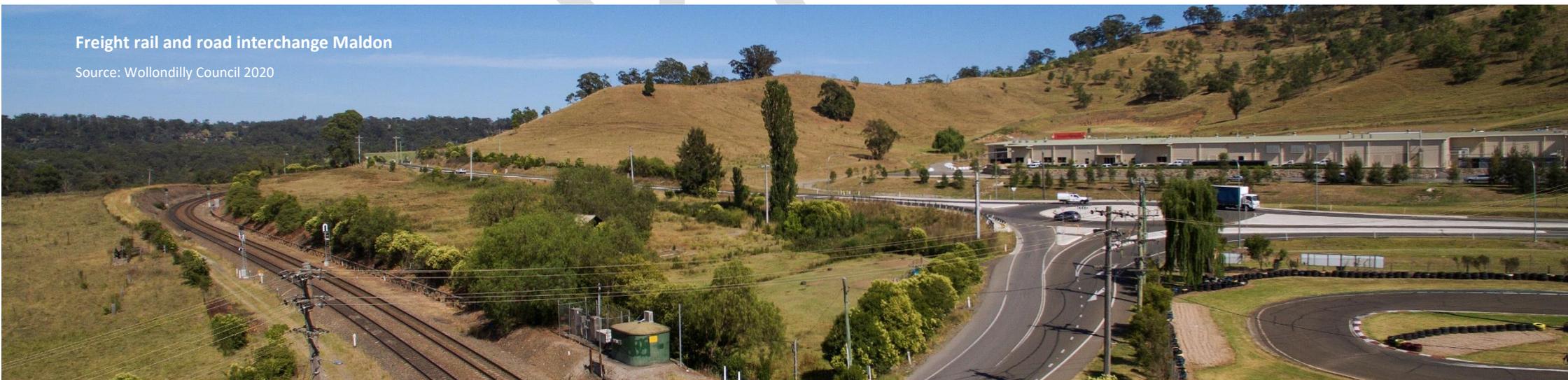
- Specific location requirements and capacity triggers for road duplications
- Identified plan for upgrading Picton Road including Picton Bypass, interchange with Hume Hwy and identified intersections into employment precincts
- Improved linkages between Silverdale/Warragamba and adjacent Local Government Areas including safety upgrades & duplication of Silverdale Road
- Identified plan for upgrading and duplicating Menangle Road
- Identification of heavy vehicle access routes including restricted structures (with the view of identifying priorities for upgrades, such as bridges).

The plan should be clear and concise and should outline the timeframes and prioritization of infrastructure delivery. It can be supported by a more detailed technical document. The plan should be made publicly available.

Priority: High **Timing:** Short **Partnerships:** Transport for NSW, DPIE

Freight rail and road interchange Maldon

Source: Wollondilly Council 2020



Action 3.5 | Work with Transport for NSW to agree on priority transport infrastructure and delivery timeframes for game changer infrastructure projects.

Council has been advocating for a consolidated (State and local) regional transport network model that includes development of the Greater Macarthur Region, Western Sydney Airport and Outer Sydney Orbital, including links to the Illawarra, Western Parkland City and the Hume Motorway. The model would assist in determining the prioritisation of future major infrastructure projects including:

- The Picton bypass, including the preferred route
- The Appin bypass, including the preferred route
- The Maldon to Dombarton Freight line
- The Outer Sydney Orbital (M9).

Priority: Low **Timing:** Long **Partnerships:** Transport for NSW

Action 3.6 | Seek to further identify and investigate key flood risk areas that may affect employment land productivity and utilisation.

The current flood mapping for the LGA is limited. While flooding has not been identified as a major constraint for the employment precincts, providing certainty that it is not a development risk would be beneficial.

Priority: Low **Timing:** Medium **Partnerships:** Nil

Action 3.7 | Create a new or leverage existing working groups that seeks to address the critical land constraints in Wollondilly.

Wollondilly LGA has been identified within State Government strategic planning as a location to accommodate significant population growth. Specific job targets have also been established for the growth areas. To provide adequate jobs and meet projected targets there is a need to address the several critical constraints that are currently limiting the provision of employment lands in Wollondilly, and the region. These include servicing, mining subsidence, access and funding.

The State Government has a role to play in assisting Council (and the adjoining councils) in the coordination of service and infrastructure providers to ensure delivery of the targets. The establishment of a State Government led Inter-Agency Working Group may assist Council in addressing the infrastructure constraints.

Priority: High **Timing:** Short

Partnerships: Department of Planning, Industry and Environment, Transport for NSW and Sydney Water, other councils

The Mills

Source: Wollondilly Council 2020





Strategy 4 | Create transparency and clarity in the planning system

The local planning system is outlined in Wollondilly Local Environmental Plan 2011 and Wollondilly Development Contributions Plan 2016. Land at Wilton is governed by the Sydney Regional Growth Centres SEPP (2006) These plans provide local statutory and policy controls that outline what type of development can go where (ie zoning), the physical design of development and how development integrates with the surrounding natural and built environment. Wollondilly's key planning controls provide a sound framework for encouraging the development of employment lands into the future. Land uses are largely suitable, balancing flexibility and specialisation in land use zones. Built form controls are generally in line with expectations for growth in the area.

Wollondilly supports however, extensive agricultural uses, current and potential future mining operations and targeted growth areas for residential and employment lands. As discussed in Chapter 10 of the Background Report, these existing and future uses introduce a variety of State legislation, regulation and policy that creates a complex system to consider. With overlapping planning instruments, policies and strategies, the Wollondilly planning environment is complex, both for preparing and assessing development proposals. Likewise, as discussed in Chapter 9 of the Background Report, some stakeholders expressed frustration regarding the time to process development applications and planning proposals.

To provide greater clarity and transparency in the planning system there are a number of actions that could be considered.

Action 4.1| Consider rezoning Coull Street to a non-urban zone to provide clarity around its development intent.

The Coull Street precinct comprises six empty lots backing on to Stonequarry Creek. Land adjacent the precinct comprises low density residential dwellings; zoned to enable medium density townhouse and villas. While the precinct is well located to provide urban support services, its proximity the residential development and the significant flood risk makes in inappropriate for development. An alternate use of the precinct should be considered.

Priority: Low **Timing:** Short **Partnerships:** Nil

Action 4.2| In line with the structure plan for Wilton (see Action 2.1) seek to define a clear zoning framework for higher order business zones with consideration of:

- Prioritising the B5 Business Development zone to be the catch all zone, making it flexible and suitable for uses including: specialised retailing, service centres, office, light industry, logistics and urban services.
- Consider introducing in the longer term a B7 Business Park zone that focusses on higher density employment uses including campus style office, visitor accommodation and business premises.

Priority: Moderate **Timing:** Medium **Partnerships:** DPIE

Action 4.3| Prepare clear and succinct fact sheets that address development constraints such as mining subsidence, flooding septic management on industrial land, koala management, metropolitan rural land and the Cumberland Plain Conservation.

As discussed in Strategy 3, there are various constraints that increase the complexity of development in Wollondilly LGA. Providing clear and succinct fact sheets and maps that provide information on constraints and the pathways for addressing the constraints can assist potential developers and investors interested in the area.

Priority: Low **Timing:** Short **Partnerships:** Nil

Action 4.4 | Investigate planning incentive that seeks to fast track development applications where they demonstrate long term job delivery on site (at a certain threshold).

Once appropriate land supply becomes available in Wollondilly, consideration could be given to introducing a planning incentive that seeks to prioritise the assessment of applications that demonstrate the delivery of long term jobs in Wollondilly LGA. A jobs threshold would need to be determined (such as over 30 jobs on site) that qualifies businesses to fast track the application. The aim would be to attract new businesses to the area of existing businesses to expand, generating local jobs for the growing resident population.

Priority: Moderate

Timing: Medium

Partnerships: Nil

Action 4.5 | Prepare a framework for unforeseen employment opportunities

Wollondilly is an LGA that will be the subject of significant residential and employment growth over the next twenty years. With changing market trends and extensive competition across Western Sydney, it is important for Council to remain flexible to maximise employment opportunities for residents of the LGA.

The development of a framework that enables Council to quickly assess the merits of employment generating development opportunities would be beneficial. The framework could include:

- Criteria, based on the guiding principles outlined in section 7.1, to determine the suitability of the development outcome in meeting employment objectives
- Planning pathways that enabled the development to occur as efficiently as possible including, a potential fast-track approach for job delivery if development meets the objectives of the zone (see Action 4.4) or a collaborative approach that seeks to work in partnership with the applicant to efficiently address potential development constraints such as mining subsidence, servicing and access.

Priority: Low

Timing: Medium

Partnerships: Nil

Action 4.6 | Update the permissibility of uses in the Local Environmental Planning to provide further clarity and distinction between zones.

Consider:

- **Correctional centres:** Remove from IN2 Light Industrial and IN3 Heavy Industrial zones and rely on Code SEPP to permit in RU2/RU4/or SP zones. These uses are space intensive and not the highest and best use for industrial land.
- **Depot:** Remove from B5 Business Development zone as higher employment generating jobs are preferable in this zone.
- **School:** Remove from IN2 Light Industrial. The Education SEPP allows delivery elsewhere.
- **Health:** Remove from the IN3 zone where air quality health hazards could be an issue. Permit in IN1 General Industrial and IN2 Light Industrial zones. The Code SEPP allows delivery elsewhere.
- **Liquid fuel:** Add to IN1 General Industrial zone.
- **Home occupation sex services:** Dwellings are prohibited in these zones therefore remove from IN2 Light Industrial and IN3 Heavy Industrial lands.
- **Light industries:** Prohibit in IN3 Heavy Industrial zone, as they could be sensitive receivers if they are doing work that is sensitive to air quality, noise or vibration.
- **Information and education facilities:** Limit to IN2 Light Industrial zone. The presence of this use can limit surrounding development that produces amenity impacts as it is considered a sensitive receiver.
- **Outdoor recreation:** Prohibit in IN3 Heavy Industrial zone where there could be air quality impacts.
- **Respite day care centre:** Remove from the industrial zones entirely. This is for the care of seniors or people with a disability, with no overnight stay and is not appropriate in an industrial area.
- **Restriction facility:** Remove from IN2 Light Industrial zone and B5 Business Development zone.

Priority: Low

Timing: Short

Partnerships: Nil



Strategy 5 | Promote Wollondilly as an employment and industry destination of choice

At present, around 73 per cent of the population have no fixed place of work or are leaving the LGA to access jobs in other locations, with the primary destinations being the local government areas of Camden, Campbelltown, Liverpool and Penrith. If given the option, and as explored through stakeholder engagement, there would be preference for these commuters to work locally or at least within 30 minutes from their place of residence. Actively facilitating job opportunities and promoting the appeal of Wollondilly as an employment destination would assist in expanding internal employment options and attracting further business investment.

Western Sydney is a competitive environment with new industrial land and development continually entering the market. The Western Sydney Airport and Aerotropolis will create jobs for Wollondilly residents, contributing to the 30-minute city concept. This creates opportunity to both promote Wollondilly as a place to invest and to secure jobs in the LGA closer to homes from businesses able to leverage off the new infrastructure.

There is opportunity to further build on the strengths of the region, including the strong freight route connections and future proximity to the Western Sydney Airport to advertise that the LGA is open and ready for business investment. Employment precincts provide the job opportunities and economic productivity that is needed to sustain a diverse and prospering local economy. The Wollondilly Economic Development Strategy establishes initiatives to enhance the economic prosperity of the LGA and drive jobs growth and business investment. The intent of this strategy is to complement, rather than duplicate the economic development strategy providing initiatives specific to the employment precincts.

The following initiatives have been established to actively target and facilitate opportunities for business expansion and investment in the employment precincts and new jobs for local residents.

Action 5.1| Actively identify and liaise with industrial developers to understand their preferences and gauge their interest in purchasing and bringing supply online quickly.

Stakeholder engagement confirmed that industrial developers and operators are very different to residential developers. They seek to purchase and develop land independently from other landowners, rather than coming together to create a combined structure plan. Industrial businesses look for serviced and benched land to immediately access and build custom facilities. They are less inclined to be attracted to areas that do not have servicing or access established. Liaising with industrial developers will assist in understanding their needs and location preferences.

Priority: Moderate **Timing:** Ongoing **Partnerships:** Industrial developers

Action 5.2| Implement a Council liaison/concierge role where a person (with planning knowledge) acts as a liaison for regional business to facilitate suitable site identification, planning advice and co-location opportunities.

As discussed in Strategy 4, the Wollondilly planning framework is relatively complex. Creating a role for a Council officer, with planning knowledge, to actively work with established and new businesses to navigate the planning system and identify new land and site opportunities would be beneficial. This officer would be responsible to maintaining the employment land monitor and would work closely with the planning team and economic development team. The officer would also facilitate investment through individual case management and information provision.

Priority: Moderate **Timing:** Medium **Partnerships:** Nil

Action 5.3| Once supply is available, actively work with industry investment representative to target new businesses and promote the affordability of land in Wollondilly.

NSW Treasury / Industry NSW (State) and AusIndustry (Commonwealth) are in many cases, the first point of call for businesses seeking to expand, establish or relocate in Australia. They act as a liaison for new investment and work closely with Councils to encourage the growth and prosperity of the Western Parkland City. Leveraging this resource may assist in attracting new businesses to Wollondilly.

Priority: Moderate **Timing:** Medium **Partnerships:** AusIndustry, Industry NSW, Western Sydney Investment Attraction Office

Action 5.4| Promote to industry the merits of Wollondilly, including the inter and intra-regional connections, through an investment prospectus.

An investment prospectus is an informal guide to private and public investment. The investment prospectus would draw on the Local Strategic Planning Statement, the Economic Development Strategy and the Community Strategic Plan to clearly outline the future growth strategy for the employment precincts and the relevant policies.

Priority: Moderate **Timing:** Medium **Partnerships:** Nil

Action 5.5| Encourage the establishment of an Industry Connect initiative to foster collaboration and connection between industry and business.

An industry connect initiative supports local businesses and interested parties to connect with other businesses and share resources, ideas and event opportunities. An example of an established and successful industry connect program is one run on the Central Coast, see <https://centralcoastindustryconnect.com.au/>. The program can also identify and provide education pathways and job placements for interested local residents.

Priority: Moderate **Timing:** Long **Partnerships:** Local businesses, NSW Government

Action 5.6| Undertake meaningful engagement with local industries to determine the gap in employment skill sets and tailor training courses to suit.

Undertaking engagement with local businesses and the industry can assist in understanding the skills gap of local residents and identify opportunities to attract and tailor training courses that reflect industry needs.

Priority: Low **Timing:** Medium **Partnerships:** Local businesses

Action 5.7| Explore synergies with TAFE NSW and Universities to develop training and education programs targeted to local industries.

Tailoring education courses and formulating pathways into local industries can boost the jobs containment rate of the LGA. Fostering an environment of learning and collaborating can be attractive to businesses and encourage greater investment and business establishment.

Priority: Low **Timing:** Long **Partnerships:** TAFE NSW and Universities

Action 5.8| Continue to engage with neighbouring councils and the waste industry to explore opportunities for the development of waste infrastructure to service the region's needs. Investigate land in Bargo for the purpose of accommodating such a facility.

Greater Sydney is currently facing a critical shortage of infrastructure for receiving and processing domestic, commercial and industrial waste, with capacity anticipated to be unable to meet demand in less than five years. Western Sydney is also undergoing considerable growth and change, with new employment land being identified at the Aerotropolis to capitalise on the new airport and provide essential services to the surrounding population.

Considering the anticipated growth in Wollondilly and the Western Sydney District there will be a need to secure the long-term future for processing and disposal of waste. There is an opportunity for Wollondilly to play an active role in attracting waste services and ancillary industries to fulfil this market gap. While the criteria for identifying suitable land for a waste facility is complex, locations close to major road transport infrastructure would create the most cost efficiencies for future businesses. Waste facilities are not restricted to employment zoned land and subsequently, it is recommended that Council is flexible in its approach to identifying land parcels and explore potential in both rural and employment zoned land.

Priority: Moderate **Timing:** Short

Partnerships: Neighbouring councils, waste industry

Action 5.9| Seek to explore opportunities for a major distribution centre or intermodal facility within the LGA.

An investment, such as a major distribution centre or intermodal terminal, can support future business establishment and job creation as they generate interest from supply chain businesses seeking to benefit from clustering. Attracting a large-scale facility such as this would assist in catalysing the employment land around Wilton Junction and assist in promoting Wollondilly as an attractive investment option.

Priority: High **Timing:** Medium **Partnerships:** NSW Government

Action 5.10| Investigate opportunities in the agribusiness supply chain including processing and packaging facilities.

Stakeholder engagement revealed that there is opportunity for Wollondilly to become grow high value niche products (e.g. blueberries) through low tech forms of protective cropping. The growth of the agribusiness industry would create flow-on supply chain benefits with potential business attraction from product processing, packaging and sales companies.

Priority: Moderate **Timing:** Medium **Partnerships:** Agribusiness Industry, NSW Government, Commonwealth Government, Western City Aerotropolis Authority

Action 5.11| Actively investigate and apply for infrastructure funding grants and programs.

The delivery of infrastructure is a substantial cost for Council and needs to be effectively planned for and managed. The State and Commonwealth Government advertise various methods for accessing funding and grants. Council should seek to actively identify and pursue funding grants and identify the avenues for local businesses to access funding.

Priority: High **Timing:** Ongoing **Partnerships:** NSW and Commonwealth Government

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