



BAYS WEST STAGE 1 – INFRASTRUCTURE DELIVERY PLAN – DRAFT

Department of Planning and Environment

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Bays West Stage 1 – Infrastructure Delivery Plan – DRAFT

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Prepared for

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Executive summary

The Department of Planning and Environment (**the Department**) is leading the preparation of draft planning controls for Bays West Stage 1, relating primarily to the Bay Power Station (and Metro) sub-precinct. This follows the finalisation of the of the Bays West Place Strategy in November 2021 and exhibition of the draft Stage 1 master plan earlier in 2022. It builds on the opportunities created by the upcoming Bays Metro station, which is planned to commence operating by 2030.

The Department engaged GLN Planning to prepare this Infrastructure Delivery Plan (**IDP**) to inform the preparation of draft Stage 1 planning controls. It sets out the infrastructure needed to support Stage 1 and a framework for how the infrastructure can be funded and delivered. Its purpose is to provide transparency and clarity, facilitate ongoing infrastructure planning and discussions and, ultimately, support the timely, efficient and coordinated delivery of Stage 1 infrastructure.

The Stage 1 master plan envisions offices, shops, cafes and restaurants, social infrastructure (such as a library and learning centre), the historic White Bay Power Station protected and reinvented as a major cultural and creative centre, and a total quantum of 2 hectares of green and hardscaped public open spaces.

This IDP considers that most Stage 1 infrastructure could be State delivered, however, some infrastructure could be developer delivered instead. There may be opportunities for partnership arrangements with Council to operate certain infrastructure. This is outlined below.

The total strategic-level capital costs of Stage 1 infrastructure is estimated to be **\$205 million**. Infrastructure works would be delivered progressively over time to 2030.

State infrastructure

Potential / likely mechanisms to fund State delivered infrastructure include State / regional infrastructure contributions, proceeds from selling development sites.

A new clause would need to be inserted into the relevant environment planning instrument (such as a State Environmental Planning Policy) requiring the Planning Secretary's approval of any proposed approach to delivery of infrastructure prior to approval of development.

Arrangements to contribute towards State / regional infrastructure can be made under State Planning Agreements (**SPA**). There could be a single SPA at the rezoning stage or, alternatively, development partners could enter into separate SPAs at the development application stage.

GLN Planning estimates that State / regional infrastructure contributions could generate in the order of \$4.8 million from Stage 1 development.

Developer infrastructure

It is understood that it is intended that Stage 1 development sites may be developed by development partners in partnership with the private sector following completion of the current rezoning process. Planning controls will be a key mechanism for ensuring development partners, where appropriate, deliver any infrastructure on development sites, in accordance with the Stage 1 master plan.



The development partners would need to fund the cost of developer-delivered infrastructure, for example, an early education/childcare centre. It is noted this would have a net neutral financial impact on both Government and development partners. This is because feasibility constraints mean development partners would need to reduce the amount offered to government to purchase development sites to reflect any additional infrastructure costs.

The extent of any infrastructure to be delivered on development sites will need to be confirmed.

Local (Council) infrastructure

Stage 1 infrastructure will likely address some local infrastructure demand, such as community facilities, but may not fully address local infrastructure demand, such as active recreation. This would result in residual costs to Council.

Whilst not required as part of the rezoning process, future development could include discussions with Council about the merits of a planning agreement between the State and Council to address local infrastructure considerations. It could provide for payment of a monetary contribution to Council, that considers the extent to which Stage 1 infrastructure meets local infrastructure demand and residual costs to Council. If this approach is pursued it would be required prior to development occurring. Any monetary contributions under the planning agreement would need to be made at the future development application stage.

This approach would provide increased certainty for development partners, the community and the State. Under legislation, where the consent authority is not a council, the consent authority can impose a condition on the development consent for a section 7.11 or section 7.12 contribution that is not authorised (or of a kind allowed) by, or not determined in accordance with the relevant contributions plan. This generates some uncertainty that could be avoided with a planning agreement early on this process.

For comparison, GLN Planning estimates approximately \$21 million in local infrastructure contributions could be generated from Stage 1 residential and non-residential development under a hypothetical scenario assuming no offsets.

Next steps

This IDP outlines a framework for how Stage 1 infrastructure could be delivered. A range of steps will be needed to refine and implement the framework. This includes ongoing discussions and consultation with relevant agencies and stakeholders to confirm what infrastructure will be delivered, who will deliver it, when it will be delivered, how much it will cost, how it will be funded and delivered, and who will own and manage it.

Should a planning agreement be pursued, early discussions could be held with Council about a potential planning agreement to address local infrastructure impacts, and opportunities for Council to manage certain infrastructure in the future, such as the multipurpose library and community hub.

Implementation of the infrastructure delivery framework as outlined in this IDP will support the efficient, timely and coordinated delivery of Bays West Stage 1 infrastructure and help realise the precinct vision.



1 Introduction

1.1 Background

The Department of Planning and Environment (**the Department**) is preparing new planning controls for Bays West Stage 1.

As part of this, it engaged GLN Planning to prepare this draft Infrastructure Delivery Plan (**IDP**) to inform the controls and ensure an integrated and holistic approach to infrastructure delivery at Bays West. Efficient, timely and coordinated infrastructure delivery will be critical to the success of Bays West and Stage 1.

The current process follows the finalisation of the Bays West Place Strategy in November 2021 and exhibition of a draft Stage 1 master plan earlier in 2022. The vision for Bays West, as outlined in the Place Strategy, is for a connected and vibrant precinct that is an innovative and sustainable new place for living, working and recreation.

The Place Strategy divides Bays West into 10 sub-precincts and three stages and outlines the intent to prepare site-specific master plans for each stage over time. Stage 1 primarily relates to the White Bay Power Station (and Metro) sub-precinct.

Figure 1 – Bays West



Source: Bays West Place Strategy

1.2 Purpose

The purposes of this IDP are to:

- set out the infrastructure needed to support Stage 1 and the broader Bays West vision
- assist infrastructure agencies and the community in understanding the 'infrastructure task' needed to support the planning and delivery of Stage 1 infrastructure
- set out who could be responsible for delivering, owning and managing the various infrastructure items
- outline what mechanisms could be used to fund and deliver it
- assign priorities and an indicative staging schedule for delivery of the infrastructure
- provide a 'road map' to assist agencies to collaboratively plan, prioritise, program and deliver infrastructure in the Peninsula in an orderly and timely manner

1.3 Approach

The preparation of this IDP has been informed by the following key steps:

- reviewing available planning documentation, studies and reports, including master planning, social planning, transport planning, and infrastructure cost estimates
- reviewing anticipated Stage 1 development, including residential and non-residential development, that is a key driver of infrastructure demand
- consulting with project team, including the Department, agencies and other consultants
- reviewing the existing local and State / regional infrastructure contributions framework
- reviewing NSW infrastructure funding reforms and implications to Bays West
- setting out infrastructure needed to support Stage 1 and a framework to support the timely and coordinated funding and delivery of infrastructure to support the Bays West vision.

1.4 Limitations

This IDP brings together information available at the time of drafting from the specialist studies and reports. It is important to note the following assumptions and limitations when reading this IDP:

- the infrastructure needs and approaches are primarily based upon the master plan and supporting studies and may be subject to further refinement as the planning process continues
- ongoing consultation with stakeholders including the community, Inner West Council and infrastructure agencies may alter the scope, timing and cost of Stage 1 infrastructure
- the scope and timing of NSW infrastructure funding reforms is being considered and could impact on the capacity of local and State / regional infrastructure contributions to fund and deliver Stage 1 infrastructure.



2 Infrastructure context and drivers

2.1 How is infrastructure delivered in NSW?

‘Infrastructure’ are assets supporting services that enable our cities, towns, and regions to properly function. Most of these services are provided by public authorities including State agencies and local councils.

State and local government typically play a lead role in providing new or augmented public infrastructure to meet the needs of land that is developed or redeveloped.

Public infrastructure where government plays a leading role in its delivery typically includes:

- roads and pedestrian and cycle paths
- public transport
- water cycle management,
- open space for recreation facilities
- community facilities such as community centres and libraries, schools and hospitals
- utility services such as water and sewer, electricity, gas, telecommunications.¹

Funds for public infrastructure must ultimately come from either users and other beneficiaries, rate payers or taxpayers. Common funding sources include:

- the State Budget from State tax revenue, Commonwealth funding and grants, and the proceeds of asset transactions
- State / regional and local infrastructure contributions
- local government from general rates revenue
- direct user charges.

Development partners of land can also play a role in delivering infrastructure to support land development and redevelopment through planning controls and requirements placed on development approvals. Conditions are imposed on development by consent authorities such as planning panels and local councils requiring development partners to provide, for example, roads and transport facilities, drains, and utility services to meet the needs of development. Often, the completed facilities become public infrastructure when they are handed over to be maintained in perpetuity by public authorities and local councils.

Development partners and State and local government also act jointly in providing infrastructure whereby development partners make ‘contributions’ of money, land or works which the government then applies towards providing public infrastructure that supports growth. These are known as infrastructure contributions.

¹ NSW Productivity Commission (2020), p23



Development partners and owners of land, as well as State and local government (through the funding sources listed above) will all have a role in the delivery of infrastructure to support the Bays West Stage 1 master plan.

Funding and delivery sources and mechanisms are discussed in **section 4** of this IDP.

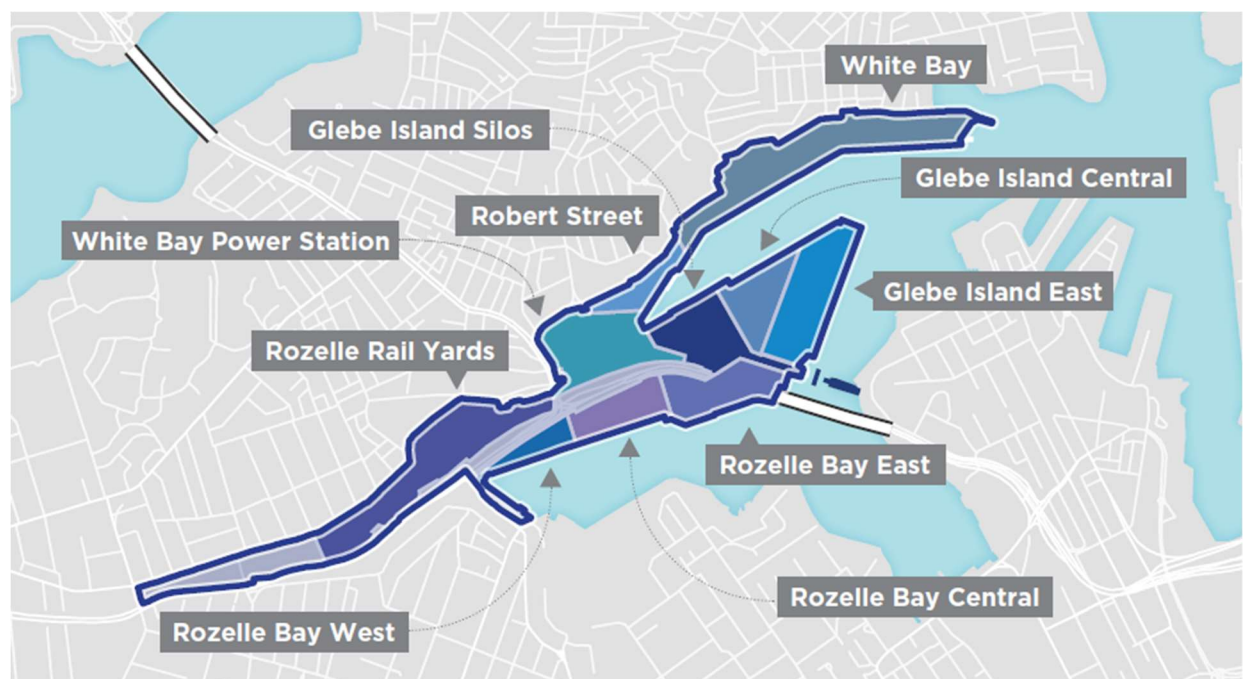
2.2 Place Strategy

The Bays West Place Strategy was finalised in November 2021 and sets the overarching vision for Bays West. It followed a planning process that commenced in 2013 when the Bays Precinct was first identified as a major urban renewal site.

In 2018, the Bays were separated into two projects - East and West. The Department of Planning and Environment (DPE) are the planning authority under State Environmental Planning Policy (Precincts—Eastern Harbour City) 2021.

The Place Strategy divides the 77-hectare Bays West area into 10 sub-precincts and outlines the intent to prepare site-specific master plans over time. The current planning process relates to Stage 1, which mostly comprises the White Bay Power Station (and Metro) sub-precinct. Sub-precincts are shown in the figure below.

Figure 2 - Bays West sub-precincts



Source: Bays West Place Strategy

The Place Strategy builds upon previous urban renewal work in the wider Bays Precinct and creates a long-term vision for Bays West to be delivered over time. The vision is for a connected and vibrant precinct that is an innovative and sustainable new place for living, working and recreation.



A draft Place Strategy was exhibited from 22 March to 29 April 2021. It was finalised on 15 November 2021 and adopted through a Ministerial Direction under Section 9.1 of the Environmental Planning and Assessment Act 1979.

Structure plan

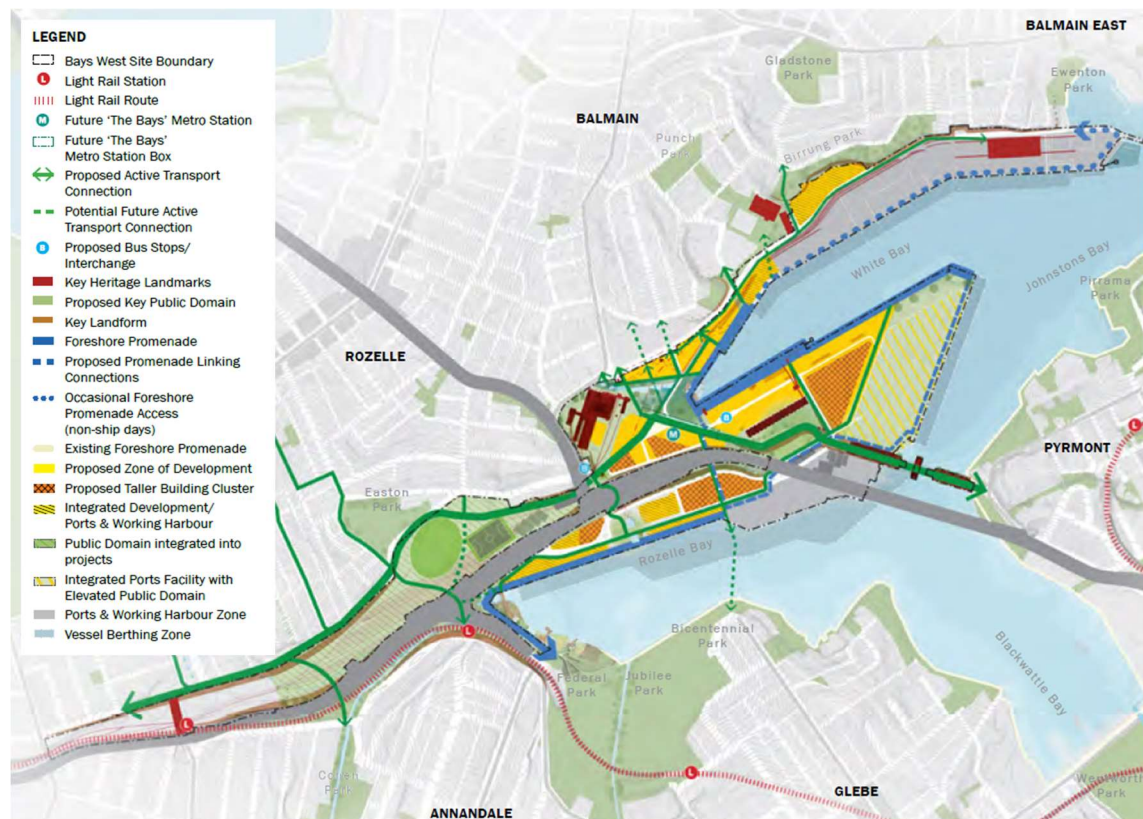
The Place Strategy includes a structure plan that sets out an overarching and integrated framework for the future of Bays West, including infrastructure.

It shows the primary land use, open space, and connectivity network structures support its place character and long-term renewal. It is informed by the vision and directions established for the precinct. It identifies the key strategic elements that will drive the transformation of Bays West, while allowing a staged delivery. The structure plan demonstrates how the precinct could achieve its potential.

The structure plan connects the precinct with its adjacent neighbourhoods and will facilitate access to water and travel through the precinct. The plan encourages a diversity of land use, high public amenity, and embedded infrastructure to support adjacent and future communities.

The structure plan is presented as an aspirational end-state representation of the precinct's urban renewal. It is a broader framework for the precinct on which further, more detailed investigations, into optimal land uses and urban form, will be based. The structure plan is reproduced below.

Figure 3 - Bays West structure plan – 2040 and beyond



Source: Bays West Place Strategy



Implementation actions

The Place Strategy also includes a series of ‘implementation actions’. Many of the actions are relevant to the current Stage 1 infrastructure planning considerations. These are outlined below.

Table 1 – Implementation actions relevant to Stage 1 infrastructure planning

	Action	Timeframe	Responsibility
Precinct-wide actions			
7	Develop an infrastructure contribution plan(s) which acknowledges funding for growth infrastructure will be shared across the public and private sector	1-2 years (initial stage) and then ongoing	DPE
9	Investigate and identify a lead delivery agency to oversee the renewal of Bays West	1-3 years	NSW Government
Actions to achieve the directions			
2a	The Bays West Transport Plan will guide the future renewal of Bays West to ensure that walking, cycling and public transport are the primary travel modes	2 years	DPE with support of TfNSW
2c	The Bays West Supporting Infrastructure Plan will be developed to ensure that appropriate critical infrastructure is delivered in a timely manner to support new and existing communities	2 years	DPE
4c	Master planning for each sub-precinct to identify appropriate affordable housing targets in line with NSW Government policy, including opportunities for the provision of housing for the Aboriginal community	1 year (initial stage) and then ongoing	DPE
12	Develop performance criteria to measure the quality of public or open spaces as they are designed and planned	Ongoing	DPE
13	Ongoing governance frameworks will be established to ensure all stakeholders will jointly guide the future of the precinct.	Ongoing	DPE
Actions to implement the big moves			
2e	During the development of the precinct-wide transport plan, the City of Sydney and Inner West Council to consider how active travel links might connect into their local active travel network	2 years and ongoing	DPE, City of Sydney, Inner West Council
4f	Master planning for each sub-precinct to ensure an active travel connection through the precinct	1 year (initial stage) and then ongoing	DPE
4h	Master-planning for each sub-precinct to consider and plan for the provision of connected public access to the waterfront	Ongoing	DPE



	Action	Timeframe	Responsibility
14	Placemaking NSW to continue working with government to remediate and rehabilitate the White Bay Power Station structure to allow future opportunities to be realised	5 years	DPE (Placemaking NSW)
15	Seek proposals for the White Bay Power Station including temporary activation opportunities	5 years	DPE (Placemaking NSW)
16	TfNSW to undertake necessary maintenance and repair of the Glebe Island Bridge to ensure it remains safe and intact, and its heritage features are preserved	Ongoing	TfNSW
18	Develop a user-needs assessment for public open space with port and harbour needs in mind	5 years	DPE and Port Authority of NSW
19	Design in an east-west active travel path from the opening of The Bays Metro Station	Metro opening	TfNSW
20	Work with councils, landowners and their partners to secure any missing links along Sydney Harbour, including beyond the Bays West precinct	Ongoing	DPE
21	NSW Government to investigate options for connectivity between Bays West and Pyrmont, including identification of funding options for the Glebe Island Bridge	5 years	NSW Government

Source: Derived from Bays West Place Strategy

2.3 Stage 1 Master Plan

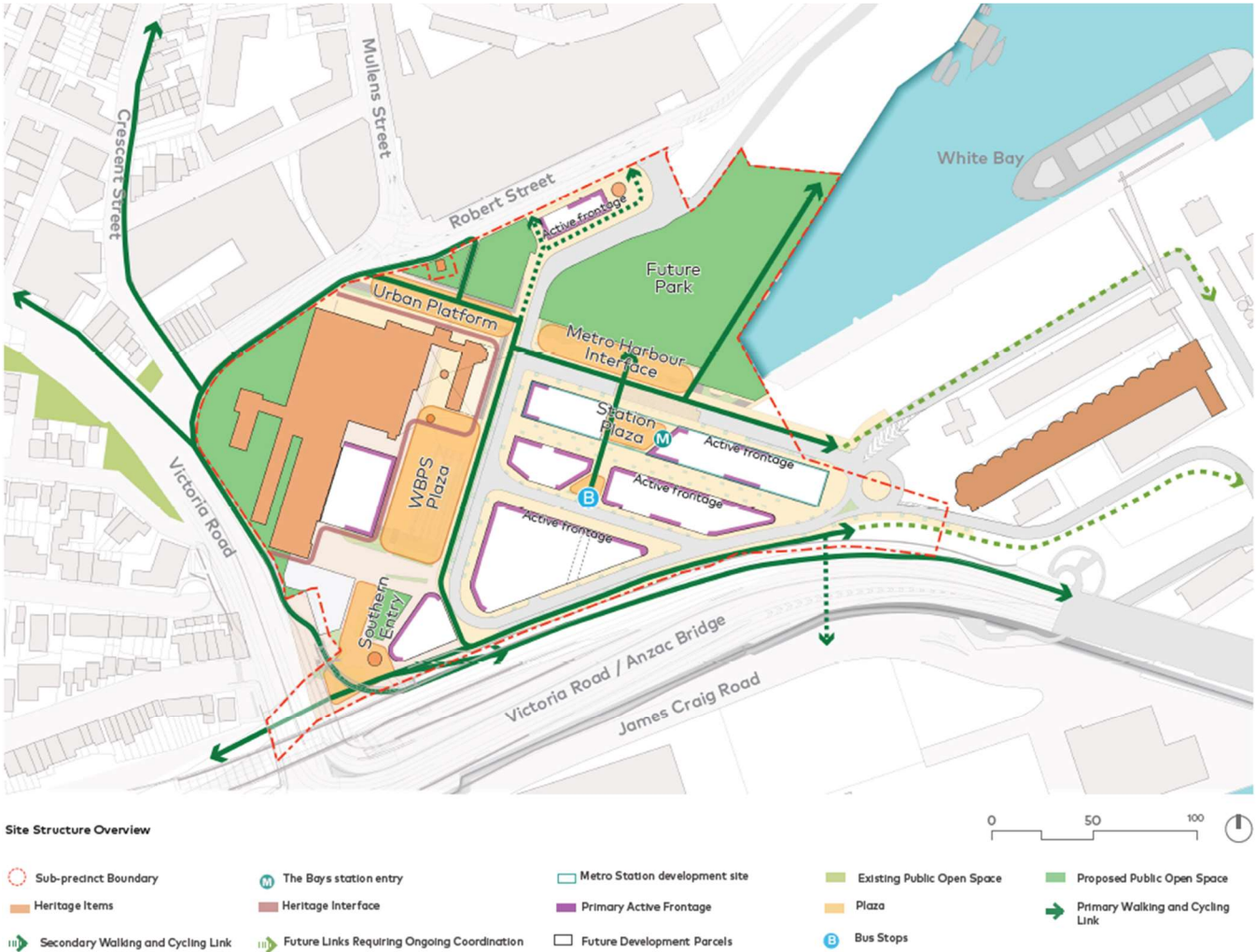
The Stage 1 Master Plan was finalised in 2022 following exhibition of a draft in early 2022. It was prepared to enable the implementation of the Bays West Place Strategy for this Sub-precinct and inform requirements for rezoning, development controls and supporting infrastructure for the Sub-precincts. The Robert Street Sub-precinct is not currently being considered for rezoning but forms part of the Master Plan.

The Master Plan:

- outlines urban design principles that will underpin the proposed development
- demonstrates that the proposed development can achieve high quality place outcomes
- proposes maximum building heights, building envelopes, amenity principles
- assesses impacts on views to significant spaces and landmark structures.

The overall vision for the White Bay Power Station (and Metro) and Stage 1 is to deliver a publicly accessible edge to parts of White Bay, anchored by the White Bay Park the historic White Bay Power Station protected and reinvented as a major cultural and creative centre,. The waterfront will serve as a playground for the residents, a relaxation space for the workers, an educational space for the visitors and as a world-class waterfront address for the city of Sydney and the state of NSW. The creation of waterfront spaces will need to be balanced with ongoing ports and maritime uses. A balance will need to be achieved to ensure that enjoyment and functionality of water spaces is achieved for all. The structure plan from the master plan is reproduced overleaf.

Figure 4 - Bays West Stage 1 Master Plan - site structure (source: Cox)





Expected population

Characteristics of the people that will live and work in the expected development also influences the type and location of infrastructure to support future development.

Expected population characteristics have been considered by Cred Consulting in its Bays West Social Infrastructure Needs Study (2022). The Department engaged Cred to prepare this study to inform the draft Stage 1 Master Plan.

Analysis by Cred of forecast demographic characteristics of the Inner West Council LGA, City of Sydney LGA and Pyrmont Peninsula in 2041 found that the future residential population of the Bays West Precinct is likely to comprise:

- very small proportion of children (3.7%, 5-11yrs)
- very small proportion of teenagers (2.8%, 12-17yrs)
- very large proportion of young people (16.1%, 18-24yrs, and 27.2%, 25-34yrs)
- larger proportion of middle-aged adults (19.8%, 35-49yrs)
- smaller proportion of ageing adults (9.1%, 50-59yrs, and 6.5%, 60-69yrs), and
- very small proportion of older adults (8.6%, 70-84yrs, and 1.5%, 85yrs+).

Based on other high-density areas and the forecast age profile, the Bays West Precinct is expected to have larger proportions of:

- single persons
- couples without children
- people living alone, and
- people born overseas (particularly Asia).

The Bays West Precinct is also forecast to have a high proportion of workers who are young and educated.

2.5 Land ownership

The land ownership context is an important consideration in the formulation of any infrastructure delivery framework.

The optimum combination of infrastructure funding and delivery mechanisms used for an area or precinct typically varies according to whether the land is fragmented or is in single ownership, and also if it is owned by the State, Council, privately owned or a combination.

Current Bays West land ownership is shown in the figure overleaf. As shown, it is currently entirely government-owned, however, ownership is fragmented across different agencies. The ownership structure is supplemented by leases which apply to parts of the land, some of which are relatively long term.

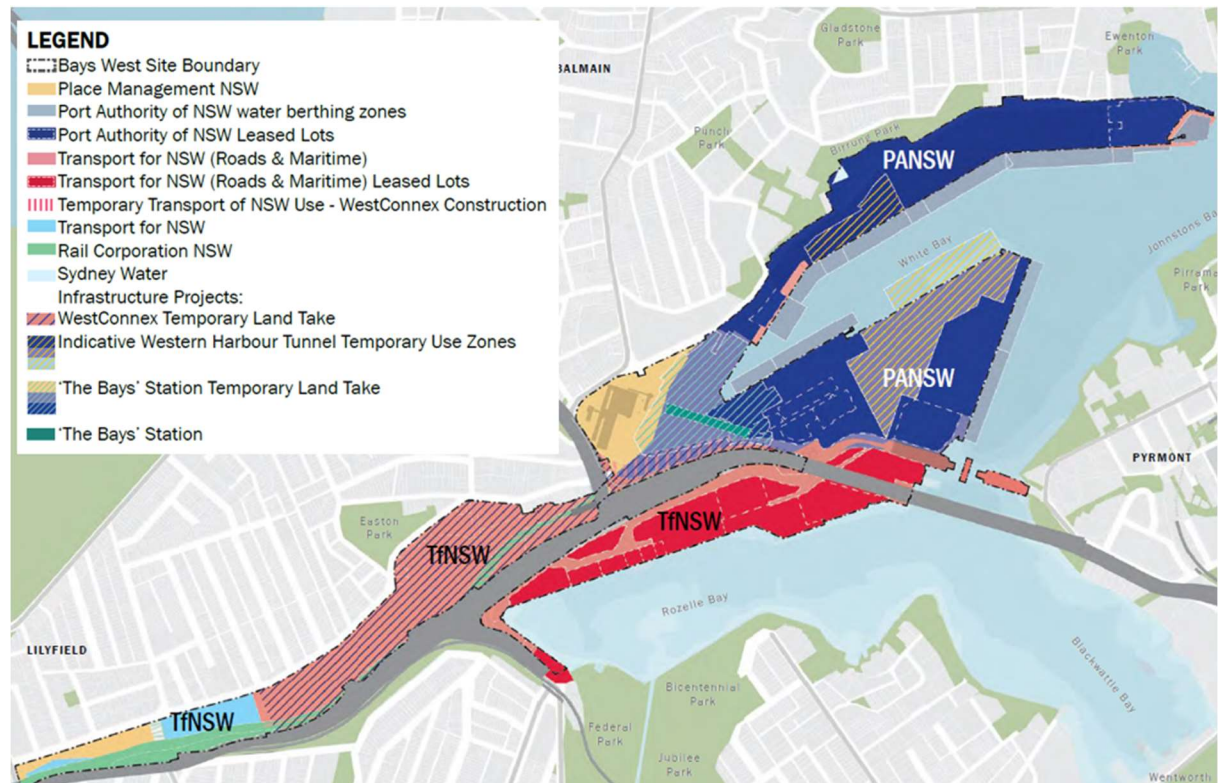
Existing Government-ownership provides increased scope and opportunity for infrastructure to be delivered as the land is already government-owned. The scarcity of land and high land costs, particularly in inner city areas, can be a major obstacle to infrastructure funding and delivery.



While government-ownership provides distinct advantages in terms of infrastructure delivery, the fragmented ownership across multiple agencies could pose its own set of challenges, as could the lease arrangements. This will need to be addressed and worked through, including determining an appropriate governance, delivery and development strategy.

The delivery of Bays West Stage 1 will be led by Placemaking NSW in partnership with Sydney Metro. Future sub-precincts will also need to have a lead development agency appointed.

Figure 5 - existing Bays West land ownership



Source: Terroir (2021), Bays West Strategic Place Framework



3 Supporting infrastructure

3.1 Overview and map

As noted, the provision of high-quality infrastructure in a timely and coordinated manner is essential to support realising the vision for Bays West and Stage 1. A suite of infrastructure is needed to support Bays West Stage 1. Infrastructure needed to support Stage 1 development has been identified as part of the master planning process and is shown in Table 4 and the infrastructure map below.

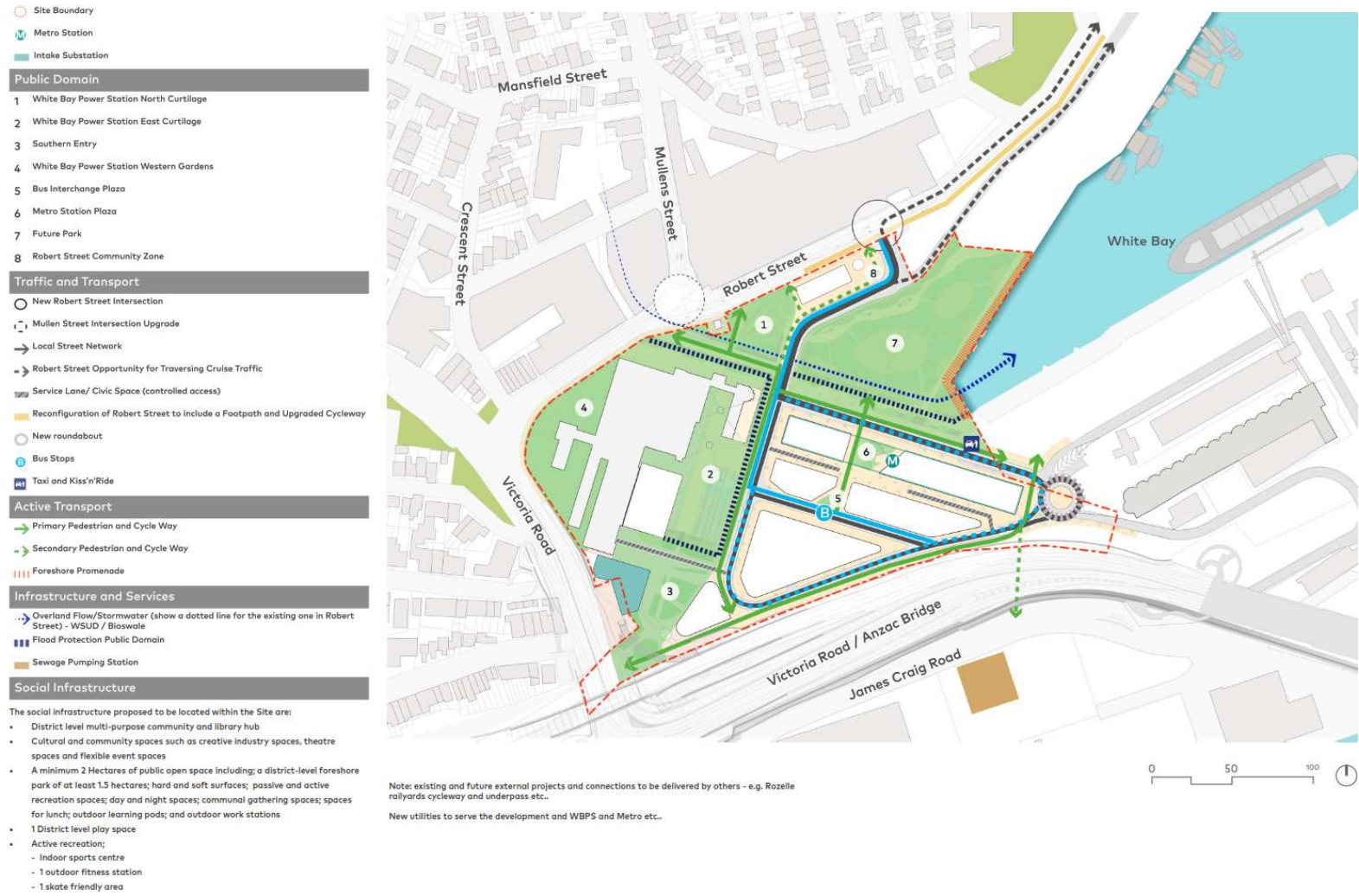
The schedule of infrastructure reflects the infrastructure studies prepared to support the Stage 1 master planning process and ongoing discussions and consultations including with relevant agencies. It has also been informed by the Bays West Place Strategy and associated vision, structure plan, principles, directions and actions.

Stage 1 infrastructure is summarised in the table below. It does not include the Bays West Metro station, utilities, and affordable housing, which are being considered separately and outside the scope of this IDP. Additional and complementary infrastructure opportunities, such as the potential reconnection of Glebe Island Bridge as an active transport connection, will be considered as part of the wider Bays West precinct planning and master planning for Stages 2 and 3.

Table 3 – Stage 1 infrastructure

Category	Stage 1 infrastructure items
Transport	<ul style="list-style-type: none"> • Precinct streets • Pedestrian streets • Intersections • Roundabout • Active transport e.g. new pedestrian links and cycleways
Social infrastructure	<ul style="list-style-type: none"> • Multipurpose library & community hub • District cultural spaces • Early education/childcare • Local cultural theatre space • District indoor sports/recreation centre
Open space	<ul style="list-style-type: none"> • Power Station Park (district park) • White Bay Power Station Transformer & South Yards (pocket park) • Coal Loader Plaza (linear park) • Penstock Zones (local park) • Urban Platform (local park)
Flooding and stormwater	<ul style="list-style-type: none"> • Stormwater SW1-4, existing culvert

Figure 6 - Stage 1 infrastructure plan (source: Cox)





3.2 Transport

The Department engaged Arup to prepare a Transport and Traffic Impact Report (2022) to inform the draft Stage 1 Master Plan.

A key element of the draft master plan is ensuring the precinct can respond and capitalise on the delivery of Sydney Metro West and broader infrastructure investment by government such as WestConnex and the future Western Harbour Tunnel. The draft master plan is intended to be flexible and can respond to future government decisions around the timing of the development of other sub-precincts and the delivery of the surrounding infrastructure projects.

The renewal of Bays West will connect surrounding communities of Rozelle, Balmain, Annandale, Glebe, and Pyrmont. This will encourage broader connectivity of these communities to the rest of Sydney, including connecting with 'Tech Central' (around Central Station), Sydney CBD, Sydney Olympic Park, Parramatta and Westmead.

Bays West Place Strategy

The Bays West Place Strategy (finalised in November 2021) outlined the aspiration to deliver a world-class, sustainable precinct that is carbon neutral and responds to the constraints of the surrounding road network. The approach is to deliver an ultra-low car environment with reduced private parking rates and a focus on active and public transport.

In response to the vision and directions of the Bays West Place Strategy, the draft master plan includes options for the street and road networks.

The Bays West Place Strategy includes a direction to prioritise walking, cycling and public transport by capitalising on the new metro station, creating more convenient and direct active transport connections, and by investigating the reinstatement of a crossing from Bays West to Pyrmont. Creating these connections will be achieved by working with landowners and stakeholders, including Inner West Council and the City of Sydney Council.

Place-Based Transport Strategy

To support this direction, a place-based transport strategy considering the broader Bays West precinct has been developed to inform the draft master plan. As the wider precinct evolves and surrounding infrastructure projects (such as the Western Harbour Tunnel and WestConnex) come online, further studies will be conducted to expand on the current work.

There are known traffic and transport constraints to, through and within the precinct. These include limited access points, a constrained road network, and poor connectivity and permeability. There is also a need to maintain freight and ports traffic. The port supports the critical supply chain for trade and the associated construction and infrastructure, as well as being a key cruise destination.



Active transport links

The delivery of The Bays Metro Station is an opportunity to connect not only the precinct but also the existing adjoining community with broader Sydney.

The new Bays West Metro Station will provide a major opportunity for enhanced public transport connectivity to and from the precinct and will enable reduced reliance on private vehicles. Enhanced walking and cycling links will enable easier connection within the broader precinct and to neighbouring suburbs.

Pedestrian and cycle movement within the subprecincts will be comprised of a comprehensive pedestrian and bicycle network which includes a mixture of dedicated off-road routes, pedestrian and bicycle priority shareways and supported by end of trip facilities and bicycle parking.

The primary pedestrian and cyclist movement is comprised of regional connections to enable movements through the precinct, from the Rozelle Railyards Precinct, White Bay, to the Metro Station, to the Anzac Bridge heading east via an at-grade connection to existing paths and to Glebe Island and on to Pyrmont and the Sydney CBD in the future. This could include Glebe Island Bridge subject to further detailed investigations, scoping, business case development investment decisions of NSW Government.

Secondary pedestrian and cyclist connections are provided to Victoria Road, Anzac Bridge and Victoria Road in the southwest of the precinct. These will be via an underpass below Anzac Bridge to connect to Rozelle Bay, to Glebe Island as a secondary connection, and to Mullens Street via a dedicated cycle path and footpath.

Street network and bus routes

The staged delivery of the broader Bays West precinct over the coming decades needs to ensure that future connectivity options and opportunities are not discounted at this stage. Given the long-term delivery timescale of the wider Bays West precinct, the draft master plan identifies a preferred end-state street network that can be delivered in stages as the project is delivered over a number of years.

The proposed street network will enable adequate traffic and transport connections to the wider precinct and existing local and arterial road network. The proposed street network also outlines an indicative location of future bus routes and interchange to service the new metro station. The design enables bus traffic to be largely separated from other private vehicle traffic (including Ports related traffic) by delivery of a one-way, two-laned bus street and interchange within 100m of the future Metro station.

3.3 Social infrastructure

The Bays West Precinct will be one of the most significant urban renewal projects in the inner-city. It will unlock part of the Bays area and allow better connectivity to, within and through Bays West.

Government ownership of much of the Precinct allows for the prioritisation of community needs and presents significant opportunities to provide social infrastructure that caters for people who live and work in the Precinct, while addressing wider district needs within the Inner West and City of Sydney LGAs and regional needs within the Greater Sydney area.



The Bays West Place Strategy indicates that the renewal of Bays West will include new activities and destinations to attract people to the area. High-quality active transport links will integrate this part of the city into the wider innovation corridor, while new public green spaces and access to the harbour will allow people to appreciate the natural and cultural heritage embedded in the site.

The Department engaged Cred Consulting to prepare a Bays West Social Infrastructure Needs Study in early 2022 to inform the Stage 1 master planning process. It includes a review of relevant strategic documents and policies, social infrastructure megatrends and best practice precedents, as well as an audit and mapping of social infrastructure in proximity to the Bays West Precinct.

The Social Infrastructure Needs Study considered a range of indicators, including:

- population growth and demographic characteristics
- strategic context and major projects
- social infrastructure trends
- internal and external engagement
- social infrastructure audit and mapping
- benchmarking (population, proximity and comparative)
- capacity and utilisation of existing social infrastructure
- case studies and best practice.

Based on population benchmarks and the significance of the Bays West Precinct renewal, the study identified the opportunity to deliver the following social infrastructure across the Bays West area:

- district-level multipurpose community and library hub in Stage 1
- district or regional-level creative and cultural spaces within Stage 1
- 162 long day care places and 120 outside school hours care places anywhere within the Precinct
- up to two district-level indoor sports centres
- 6.3 ha of open space (across the precinct), including a total of 2 ha within Stage 1 boundary comprising a district-level park and a number of public domain areas surrounding the White Bay Power Station
- four to six play spaces
- up to two sports fields
- a minimum of five outdoor courts
- up to two outdoor fitness stations
- one skate-friendly area
- recreational links to existing and planned open spaces
- water recreation and connection to water
- other active and passive recreation opportunities.



The study identified that ongoing consultation will also need to be undertaken with Schools Infrastructure NSW given the proximity to the Metro and to cater for any increased demand as the planning for the precinct progresses.

It also is noted that work is ongoing by Place Management NSW on the reuse and adaption of the White Bay Power Station and that provision of social infrastructure, aligned to the principles outlined in the Social Infrastructure Needs Study, may be in alternative locations within the Precinct.

3.4 Flooding and stormwater

The Department engaged Mott MacDonald to prepare a Stormwater and Flooding Report (2022) to inform the draft Stage 1 Master Plan.

As part of this, preliminary drainage, water quality and flood modelling for the Bays Precinct was undertaken.

Under current flood conditions, there is significant flooding through the site from Robert Street and potential future flooding from sea level rise and storm surge. A combination of flood mitigation and stormwater infrastructure works are proposed to mitigate these issues:

- a new culvert and overland flow path directing existing onsite flows from Robert and Mullens Street through the development to the harbour
- passive flood protection of the White Bay Power station through increased site levels directing flows into the proposed new culvert and overland flow path
- increased site levels ramping up from the existing seawall to account for future rises in sea-level
- establishment of a minor and major drainage system to adequately drain the site
- introduction of Water Sensitive Design (WSUD) measures to improve existing water quality of the site prior to discharge into the harbour.

Based on the investigations undertaken, the study considered that solutions exist to adequately drain the site and flooding risks can be mitigated using appropriate flood planning levels, setbacks and emergency response frameworks. Further, WSUD measures can be readily implemented for water quality enhancement.

The study recommended that during subsequent design stages the design is further progressed with revised flood, stormwater and water quality modelling to confirm the proposed solution and account for the staging of infrastructure. Future studies can also progress WSUD measures to improve the water quality of the site, help improve biodiversity and align with the precinct's sustainability objectives.

It is noted that the new culvert and overland flow is part of the Sydney Metro scope and is therefore excluded from the wider precinct funding assessment.



3.5 Infrastructure costs

Infrastructure costs are an important consideration when determining an appropriate infrastructure funding and delivery framework.

Costs need to be considered alongside potential funding mechanisms including likely income and available funding sources and funds. Infrastructure can only be delivered if sufficient funds are available to meet costs.

Otherwise, a prioritisation process needs to be undertaken to reduce costs to match funds. Prioritisation can include reducing the scope (and cost) of individual infrastructure works, removing individual works from the overall package of infrastructure works, or deferring the timing / staging for when individual works will be delivered.

Strategic cost estimates of infrastructure capital costs have been prepared Genus Advisory as part of the Stage 1 master planning process and preparation of draft Stage 1 planning controls. These are summarised in the table overleaf.

As shown in the table, total infrastructure costs are estimated at approximately \$205 million. The largest cost category is open space (\$104.3 million), followed by social infrastructure (\$60.5 million), followed by transport and (\$37.2 million). The smallest cost category is flooding and stormwater (\$3.0 million).

Note that estimated costs are strategic high-level cost estimates only. More detailed cost estimates will be prepared as planning and delivery of individual infrastructure items progresses.

It is also noted that costs are capital costs (including an allowance for land remediation) and do not include land acquisition costs or lifecycle costs, such as operational costs, maintenance costs and depreciation (replacement) costs. Land acquisition costs have not been considered in these capital costs estimates because of the exclusive Government ownership. Lifecycle costs will need to be considered as planning for each infrastructure item progresses.



Table 4 – Estimated Stage 1 infrastructure capital costs (strategic estimates)

Item	Description	Estimated cost
1	Transport	
1.1	Precinct streets	\$37.2m
1.2	Pedestrian streets	
1.3	Intersections	
1.4	Roundabout	
1.5	Active transport	
2	Social infrastructure	
2.1	Multipurpose library & community hub	\$60.5m
2.2	District cultural spaces	
2.3	Early education/childcare	
2.4	Local cultural theatre space - Entertainment Hall, Power Station	
2.5	District indoor sports/recreation centre	
3	Open space	
3.1	Power Station Park (district park)	\$104.3m
3.2	White Bay Power Station Transformer and South Yards (pocket park)	
3.3	Coal Loader Plaza (linear park)	
3.4	Penstock Zones (local park)	
3.5	Urban Platform (local park)	
4	Flooding and stormwater	
4.1	Stormwater SW1-4, existing culvert	\$3.0m
	Total	\$204.9m

Source: Genus Advisory, 2022



4 Infrastructure funding and delivery mechanisms

4.1 Overview

New or augmented infrastructure that is needed to support the growth of urban redevelopment areas in a built-up urban context can be provided through several mechanisms.

Potential mechanisms that could be used to deliver infrastructure at Bays West are shown in the table below. It summarises contributions and other planning system mechanisms that are available to deliver infrastructure that is linked to development growth.

Mechanisms considered to have a greater potential for use at Bays West are shown in darker shading. Local and State contributions are considered particularly relevant in the context of the current planning process for Bays West Stage 1 and are discussed in more detail in subsequent sections of this report.

Table 5 - Potential infrastructure funding and delivery mechanisms

Mechanism	Description	Potential for Stage 1 use
Planning system mechanisms		
s7.24 special infrastructure contributions (SICs)	Contribution of money or land imposed as a condition on a development consent or complying development certificate to be applied toward the provision of public infrastructure determined by the Minister for Planning and Public Spaces. (Note: The State government has signalled its intention for SICs to be replaced by regional infrastructure contributions – see section 4.3)	High
Planning agreements (State and Local)	An agreement voluntarily negotiated between a developer and one or more planning authorities in which the developer commits to providing contributions of land, works or money for public purposes.	High
s7.11 local infrastructure contributions	A contribution of money or land imposed as a condition on a development consent or complying development certificate. The contribution cannot be more than an amount that reflects the relationship (or nexus) between the particular development and the infrastructure the subject of the contribution.	High
s7.12 local infrastructure levies	Fixed rate levy imposed as a condition on a development consent or complying development certificate. Maximum levy rate is set by regulation and is generally 1% of development cost.	High



Mechanism	Description	Potential for Stage 1 use
Direct developer provision through planning controls	The developer is required to provide, replace or upgrade infrastructure as a condition on a development consent. The works are usually required directly as a result of the development works. For example: in-street drainage and upgrades of street adjoining their development.	Medium
Key sites provisions in an LEP	Provisions enabling a developer to provide infrastructure on or adjacent to the development site that has a broader public benefit, in exchange for the right to develop the site for alternative and/or more intense land use. The contributions are formalised through a planning agreement.	Low
Other mechanisms		
Proceeds from asset sales	Sale of publicly owned assets (usually land e.g. depots) that are surplus to needs or are otherwise redundant and are no longer required.	High
Redevelopment of State Government land	Opportunities to have infrastructure, facilities, affordable housing or other public benefits incorporated into the redevelopment of State-owned land that is surplus to agency needs.	High
State Budget allocations	Amounts allocated from NSW government consolidated revenue.	Medium
Non-government / private providers of similar service	Facilities and services that have been traditionally provided by councils but are also provided by other organisations. Examples include childcare centres (increasingly provided by for-profit companies), indoor recreation centres (increasingly provided by registered clubs and non-government organisations e.g. Police and Community Youth Clubs (PCYC)).	Medium
State and Commonwealth Government grants	Funds that are available for the provision of infrastructure via an application process. Most schemes require co-funding/cash contribution for projects. Projects without co-funding tend to score lower against the merit criteria.	Low
User fees and charges	One-off and recurrent payments made by users of a facility or service, such as connection and usage fees charged by utility authorities for utility services	TBD
Subsidised borrowing schemes (for any Council-delivered infrastructure)	Low-cost loan financing offered by the NSW Government (e.g. Low-Cost Loans Initiative). All councils are eligible to apply for a maximum loan period of 10 years. Programs tend to support 'enabling infrastructure' that may include community facilities, parks and playing fields. This mechanism depends on the NSW Government continuation of the scheme over time.	Low



Mechanism	Description	Potential for Stage 1 use
Council General fund (for any Council-delivered infrastructure)	Ordinary rates revenue that is collected by the relevant council on an annual basis to fund the operations of the council. The use of general funds to fund infrastructure would need to be agreed and endorsed by Council.	Low
LGA special rate variation (for any Council-delivered infrastructure)	Additional council rates pursuant to section 495 of the Local Government Act 1993 for works or services that will service the LGA. An application is required to be made and approved by Independent Pricing and Regulatory Tribunal (IPART). The use of special rate variations need to be agreed and endorsed by Council.	Low
Local area special rate (for any Council-delivered infrastructure)	Additional council rates pursuant to section 495 of the Local Government Act 1993 for works or services limited to a specific area (e.g. land release or suburb) that will benefit from the proposed infrastructure. An application is required to be made and approved by IPART. The use of special rate variations would need to be agreed and endorsed by Council.	Low

4.2 Local infrastructure contributions

The primary funding and delivery mechanism available to councils to fund local infrastructure is local infrastructure contributions, comprising section 7.11 or section 7.12 contributions.

Typical infrastructure items that may be part or fully funded, depending on the population growth, includes:

- local road improvements, pedestrian crossings, and cycleways
- local and district park upgrades
- local and district community facilities upgrades and expansions
- public domain works including footpath widening and street tree planting (where these facilities are not proposed to be required as developer works in conditions of consent)
- recreation and sport facilities including courts, swim centres, sports fields
- trunk stormwater drainage facilities.

Under the current planning framework, councils can impose contributions, but are restricted on the amount of contributions that can be imposed on a residential development. For section 7.11 contributions, the current State government policy is that unless a contributions plan has been reviewed by the Independent Pricing and Regulatory Tribunal (IPART), the maximum amount applying to residential development in infill areas is \$20,000 per dwelling or lot. Presently no corresponding limit applies to contributions imposed on non-residential development.

The IPART review process is extensive and the infrastructure in a plan must be on the 'essential works' list to be funded by developer contributions. Essential works do not include community buildings, indoor sports centres, and streetscape works not linked to traffic improvements.



Alternatively, a section 7.12 plan may be applied to development - that is, a single development can be subject to either a section 7.11 contribution or a section 7.12 levy, but not both. The section 7.12 levy is generally restricted to a maximum of 1 per cent of the cost of development, although higher levies are permitted in certain areas. Areas where section 7.12 levies above 1 per cent of the development cost are currently permitted are summarised in the table below.

Table 6 – s7.12 levies currently permitted above 1% of the development cost

Council	Area	Development cost	s7.12 rate ²
Burwood Council	Burwood town centre	More than \$250,000	4%
Willoughby Council	Certain defined areas	More than \$250,000	3%
Liverpool City Council	Certain land in Liverpool City Centre	\$1 million or more	3%
Newcastle City Council	Newcastle city centre	More than \$250,000	3%
City of Parramatta	Parramatta CBD	More than \$250,000	3%
Wollongong City Council	Certain zoned land in Wollongong LGA	More than \$250,000	2%
Randwick City Council	Kensington and Kingsford town centres	More than \$250,000	2.5%
City of Sydney	Central Sydney	More than \$1 million	3%
The Hills Shire Council	Norwest innovation area	More than \$1 million	2.8%

Existing contributions plans

The following contribution plans have been adopted by Inner West Council or its predecessor (Leichhardt Council) and apply to the Bays West land:

- Section 7.11 Leichhardt Contributions Plan No. 1 – Open Space and Recreation (2005)
- Section 7.11 Leichhardt Contributions Plan No. 2 – Community Facilities and Services (2005)
- Section 7.11 Leichhardt Contributions Plan No. 3 – Transport and Access (2005)
- Section 7.12 Development Contributions Plan for the former Leichhardt Area (2020).

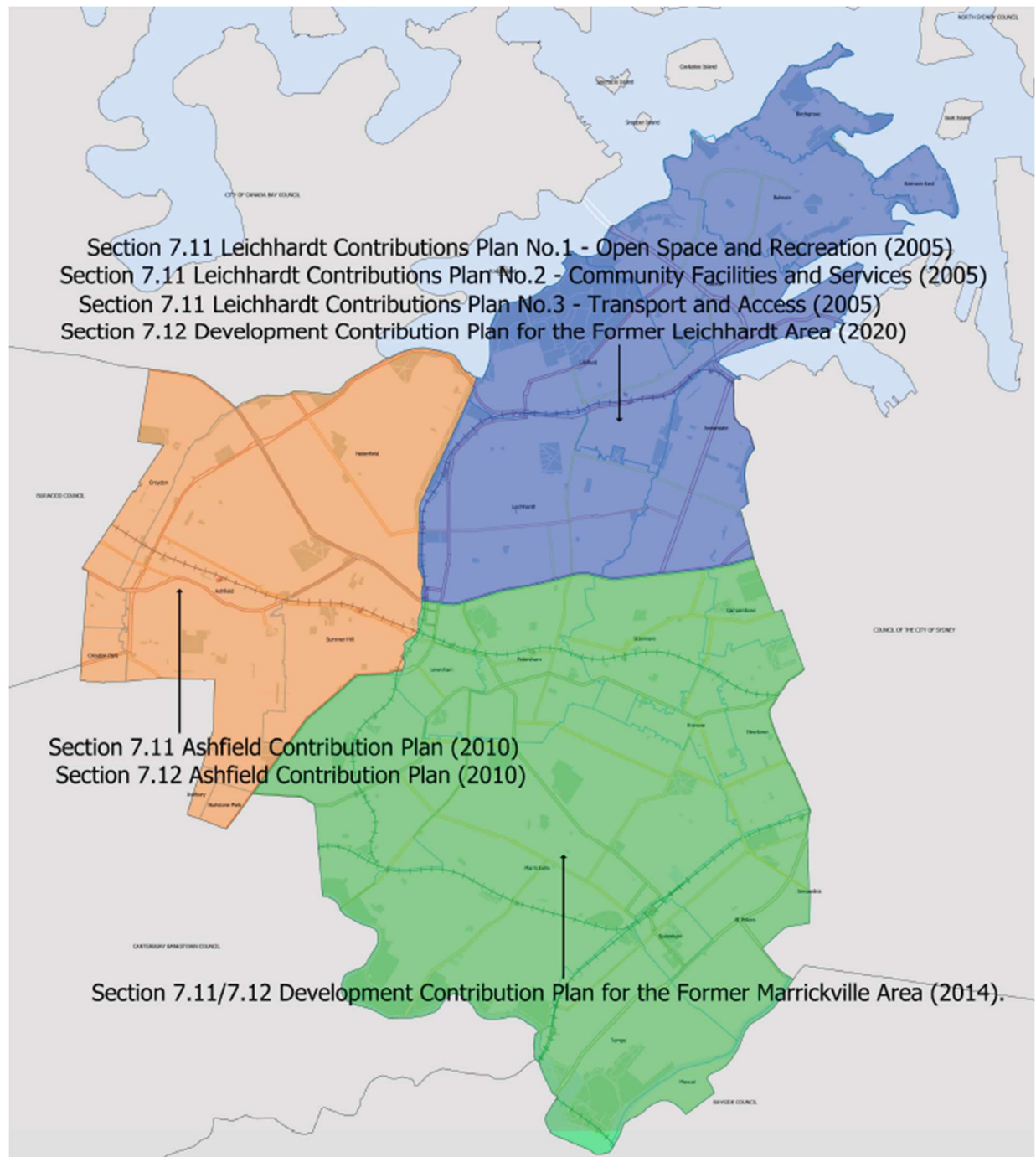
The land to which these plans are apply are shown in the diagram overleaf. The combined total indexed contribution rate for residential development under these plans averages approximately \$20,000 per dwelling.

The plans' infrastructure schedules do not include any works within Bays West. Implications for the current Bays West planning process are discussed below.

² Note that in the Regulations s7.12 rates are expressed as a 'sliding-scale' based on the development cost. For simplicity, only the highest rate and development cost threshold is shown in the table in this report.



Figure 7 - Current Inner West Council local infrastructure contribution plans



Source: Inner West Council



Draft contributions plans

Council recently exhibited the Draft Inner West Local Infrastructure Contribution Plan 2022. The draft plan is intended to update and replace all Council's existing contributions plans, including those applying to Bays West. The draft plan focuses on collecting contributions to meet development demands for infrastructure from 2022 until 2036.

Council is currently reviewing public submissions on the draft plan, with a decision on the make-up and commencement of the plan likely before the end of 2022.

Parts of the draft plan relevant to future development at Bays West include:

- updated contribution rates
- updated works schedule
- guidance for consent authorities when assessing and determining State Significant Developments – in cases where applicants propose infrastructure works as part of their development and seek offsets for the cost of the works against local infrastructure contributions.

These matters are further discussed below.

Contribution rates

The draft plan proposes to apply section 7.11 contributions to new residential and non-residential development (that is, development that will result in a net resident and/or worker population increase using the method included in the plan), and section 7.12 levies to other development with the development cost exceeding \$200,000 (which may include knock down rebuilds or refurbishment of existing floor space).

Proposed section 7.11 rates average approximately \$20,000 per dwelling for new residential development and \$3,204 per additional worker for new non-residential development. Section 7.12 levies are proposed to be 1 per cent of the development cost.

Works schedule

The draft plan's works schedule including several works items that could potentially be provided at Bays West. These are summarised in the table overleaf.

Works include a new indoor recreation centre, a new multi-purpose hub, a new local arts space, and various works along Robert Street.

For each item, the works schedule (as shown) includes estimated land and capital costs, the total cost, the apportioned cost (that is, the cost to be funded via local infrastructure contributions), and the intended staging / priority for the infrastructure item.

Table 7 - Draft Inner West Local Infrastructure Contributions Plan 2022 - works with potential to be provided as part of Bays West

Item	Description 1	Description 2	Location	Land cost	Capital cost	Estimated cost	Apportionment	Apportioned cost levied to development	Staging / priority
3	New Indoor recreation centre	Multi-purpose indoor recreation/neighbourhood centre - acquisition and capital works	Rozelle or Leichhardt	\$9.8m	\$25.8m	\$35.5m	48%	\$17.0m	Medium
36	Multi-purpose hub	Library floorspace including circulation space (1,755sqm) and community floorspace (1,019sqm). Total floorspace 2,744sqm.	Rozelle/ Lilyfield	\$14.0m	\$6.2m	\$20.2m	33%	\$6.7m	Medium
37	Local arts space	Cultural and creative floorspace (628sqm)	Rozelle / Lilyfield	\$5.7m	\$0.8m	\$6.4m	33%	\$2.1m	Medium
127	Traffic management, safety	Raised zebra crossing - Robert St and Buchanan St (port access road)	Rozelle	-	\$0.1m	\$0.1m	100%	\$0.1m	Medium
130	Traffic management, safety	Robert St / Buchanan St - reconfigure intersection to provide improved efficiency and safety for pedestrians, cyclists and motorists	Rozelle	-	\$0.2m	\$0.2m	100%	\$0.2m	Medium
131	Traffic management, safety	Robert St / Mullens St - signalise and reconfigure intersection to provide improved efficiency and safety for pedestrians, cyclists and motorists	Rozelle	-	\$1.0m	\$1.0m	100%	\$1.0m	Medium
138	Improved pedestrian access	Robert St between Mullens St and Buchanan St - Install footpath on southern side, adjacent to former power station/future metro station	Rozelle	-	\$2.0m	\$2.0m	100%	\$2.0m	Long

Source: Draft Inner West Local Infrastructure Contributions Plan 2022

It is understood that much of the development at Bays West is likely to be determined by consent authorities other than the local council.

Section 7.13 of the EP&A Act allows that, where the consent authority is not a council, the consent authority can impose a condition on the development consent for a section 7.11 or section 7.12 contribution that is not authorised (or of a kind allowed) by, or not determined in accordance with the relevant contributions plan. However, under section 7.13(2), the consent authority must, before imposing such a condition, have regard to any contributions plan that applies to the site.

It is common for development carried out by or on behalf of State public authorities to request a reduction in the contributions payable under the contributions plan. Such requests are often justified on the basis that the public infrastructure or public benefits being provided in the development warrant a reduction in contributions.

There is limited if any published guidance to assist other consent authorities with the matters they should consider when deciding the local infrastructure contribution amount to impose on development. To help address that void, the draft plan proposes to require that other consent authorities, before imposing a section 7.11 or section 7.12 contribution amount that is less than what the plan requires, to consider the following:

- Will the reduction in contributions prejudice or place at risk Council's ability to implement this plan's works schedule in a timely manner?
- Whether sufficient justification for a reduction in contribution has been provided by the applicant.
- Where the justification for the reduction of the contribution amount calculated under the plan is to be reduced / offset by the value of works, land or other material public benefits proposed to be provided as part of the application (that is, the 'offset contributions'), all the following criteria should be satisfied:
 - The offset contributions are not essential to the carrying out of the development and would not be required to be carried out at the developer's cost anyway as a condition of consent imposed under section 4.17(1)(a) or (h) of the EP&A Act
 - The offset contributions provide a public benefit that is clearly superior to the alternative of Council receiving the cash contributions in full, to enable it to provide the infrastructure included in this plan's works schedule
 - The infrastructure needs served by the offset contributions mean that the Council will not need to meet those needs by using local infrastructure contributions or other funding sources.

We understand the Inner West Council could adopt the exhibited draft plan towards the end of 2022, with or without amendments, depending on issues raised in submissions to the draft plan's exhibition.

Table 8 - Scenario: Bays West Stage 1 local contributions if no offsets provided (October 2021 values)

Land use	Quantity	Rate	Contribution
Residential	250 dwellings	\$20,000/dwelling	\$5,000,000
Commercial/retail	90,000 sqm	20sqm/worker @ \$3,204/worker	\$15,872,616
Community	10,000 sqm	Exempt / excluded	-
			\$20,872,616

If works listed in the draft plan's works schedule, such as a community facilities hub, are provided at Bays West, there is a potential for these to be regarded as 'works in-kind', the value of which can be used to offset or reduce the monetary contributions.

There may also be an opportunity for the value of works other than those specifically described in the draft contributions plan's works schedule, to be applied as an offset against local infrastructure contributions under the draft plan, formalised via planning agreement. This would also need to be discussed with Council. It is noted that a planning agreement can only be entered into in connection with a change to planning controls or a development application.

Approaches for addressing Bays West Stage 1 local infrastructure demand are discussed further in **section 5.4**.



4.3 State / regional infrastructure contributions

Special infrastructure contributions

A Special Infrastructure Contribution (SIC) is a contribution of money or land imposed as a condition on a development consent or complying development certificate in a Special Contributions Area. Money collected is to be applied toward the provision of public infrastructure determined by the Minister for Planning and Homes.

SICs are used to fund certain state and regional infrastructure, including for example, schools, regional open space, health and emergency services, State and regional road upgrades, some public transport infrastructure and regional pedestrian and cycling links

The Minister for Planning and Homes determines whether a SIC will apply to a SCA after consultation peak industry bodies and the Treasurer. SICs have been implemented in Western Sydney Growth Centres, Warnervale Town Centre, Wyong Employment Zone, Gosford Town Centre, St Leonards Crows Nest, Bayside West, Illawarra Shoalhaven and Frenchs Forest.

Since its inception over a decade ago, SICs have provided \$202 million in funding towards the delivery of infrastructure with an additional \$315 million in infrastructure being delivered by development partners as works-in-kind. This includes 41 new roads or road upgrades (planning and/or delivery), 7 sites secured for future schools, and 749 hectares native vegetation protected in Western Sydney. A further \$136 million in SIC funding has been committed to existing projects and \$68 million allocated to support the delivery of future projects.

Draft SICs have also been proposed for the following areas:

- Western Sydney Aerotropolis – up to \$1.1 billion in SIC funding
- Pyrmont Peninsula – up to \$280 million
- Greater Macarthur – up to \$1.58 billion
- North West Growth Area – up to \$1.5 billion
- Rhodes – up to \$74.8 million
- Wilton – up to \$771 million
- Hunter Region.

No SIC applies to Bays West. No draft SIC has yet been proposed for Bays West.



‘Satisfactory arrangements’ provisions in planning instruments

A range of State public infrastructure is needed to support development and implement the vision at Bays West. It is important that development at Bays West does not proceed without ensuring that a mechanism is in place to provide for contributions towards State public infrastructure needed to support the development.

In the absence of an existing or draft proposed SIC for Bays West, if DPE wanted to ensure that development partners make an appropriate contribution towards State public infrastructure,³ planning controls can be amended to require that development – before consent is issued – satisfies the Planning Secretary that adequate arrangements have been made for the provision of State and regional infrastructure to serve the development.

the Planning Secretary could be required to consider matters such as:

- the impact of the development on:
 - existing designated State public infrastructure
 - the need for additional designated State public infrastructure
- the cumulative impact of the development with other development that has, or is likely to be, carried out in surrounding areas on:
 - existing designated State public infrastructure
 - the need for additional designated State public infrastructure
- the steps taken to address those impacts, including whether a planning agreement has been, or will be, entered into contributing to designated State public infrastructure.

To ensure that arrangements to contribute to infrastructure are in place prior to development, a clause reflecting the above could be inserted into the relevant environmental planning instrument enabling the Bays West development. Similar ‘satisfactory arrangements’ clauses apply to the Waterloo Metro Quarter (clause 6.46 of Sydney LEP) and the Western Sydney Aerotropolis (clause 50 of Western Sydney Aerotropolis SEPP). A similar clause has also been proposed for Blackwattle Bay.

Arrangements to contribute towards infrastructure can be made under State Planning Agreements. These agreements are negotiated between a developer and a planning authority, securing an agreed developer contribution towards a public purpose.

³ State public infrastructure means public facilities or services that are provided or financed by the State of the following kinds: State and regional roads, bus interchanges and bus lanes, land required for regional open space, include land required for the foreshore promenade, embellishments or connections to regional open space, social infrastructure and facilities.



Draft policies

The NSW Government's Infrastructure Contributions Reform Package was publicly exhibited from 28 October to 10 December 2021. This included a proposal to introduce of a new Regional Infrastructure Contribution (RIC) framework. Relevant key aspects of the RIC (as exhibited) are summarised as follows:

- the RIC (as exhibited) would be a broad-based charge that varies according to region and may include strategic biodiversity contribution and / or a transport project component
- current satisfactory arrangements clauses will be repealed or cease to have effect in areas covered by the RIC
- RIC will be applied by a SEPP to new lots, dwellings and additional non-residential floor space in the Greater Sydney, Illawarra-Shoalhaven, Central Coast and Lower Hunter regions
- comprises a base contribution that varies according to region between \$6,000 and \$12,000 per lot/dwelling, and between \$15 and \$30 per square metre for other floor space
- rates will be indexed to annual movements in the Road and Bridge Construction (NSW) Producer Price Index
- RIC is payable on:
 - new dwellings (this includes dwellings that are demolished and replaced)
 - new non-residential floor space (including replacement floor space) and change of use floor space.
- no RIC payable on:
 - a dwelling if earlier subdivided lot paid a RIC, a SIC, or made a contribution under a State Planning Agreement
 - super lots
 - existing dwellings
 - schools, places of worship
 - concept plan DAs (where no detailed first or subsequent stages are part of the DA).
- RIC payable on new greenfield lots at subdivision certificate, and on other development at occupation certificate stage
- RIC obligations can be settled by:
 - paying the amount in cash, or
 - retiring any existing SIC credits, or
 - land dedication or works in-kind under an Infrastructure Delivery Agreement but only if Minister agrees to settlement this way - IDAs are similar to current SIC WIK agreements.
- Infrastructure Delivery Agreement are akin to works in kind agreements and may be negotiated with DPE to meet RIC obligations on development applications in existing rezoned areas, whereas State Planning Agreements will predominantly be used for infrastructure required as a result of a rezoning
- land subject to a State Planning Agreements will not be also subject to the RIC.

Implications for Bays West

The Bays West development has been enabled by the availability of land following completion of a new metro station that will provide fast access to employment and other activities along the Sydney Metro West route.

If DPE determines that further State public infrastructure is needed to support development at Bays West, then either a SIC or a satisfactory arrangements clause inserted into the relevant environmental planning instrument (for example, a SEPP) that enables the development are possible mechanisms that can be implemented for development to contribute towards new and augmented State infrastructure.

The RIC remains at this stage a proposal only.

Given these circumstances, if State or regional infrastructure contributions are to be required from Bays West development, insertion of a satisfactory arrangements clause in the Bays West planning instrument would be the most likely mechanism used.

Arrangements to contribute towards infrastructure can be made under State Planning Agreements. These agreements are negotiated between a developer and a planning authority, securing an agreed developer contribution towards a public purpose.

If the draft RIC rates (as exhibited) that would apply to Bays West are used as a basis to negotiate State Planning Agreements in connection with future Bays West Stage 1 development, the contributions that could be received are estimated to be in the order of \$4.8 million as outlined in the table below.

Table 9 - Scenario: potential Bays West Stage 1 regional / State contributions

Land use	Quantity	Rate	Contribution
Residential	250 dwellings	\$10,000/dwelling	\$2,500,000
Commercial	70,998 sqm	\$30/sqm of new GFA	\$2,129,940
Retail	4,718 sqm	\$30/sqm of new GFA	\$141,540
Community	3,000 sqm	Exempt / excluded	-
			\$4,771,480

In April 2020, the then Minister for Planning and Public Spaces asked the NSW Productivity Commission to undertake a comprehensive review of infrastructure contributions system in NSW. A key objective was to determine whether the system meets the objectives of certainty and efficiency while delivering public infrastructure to support development.

The NSW Government's infrastructure funding reforms package was publicly exhibited from 28 October to 10 December 2021. The exhibition comprised draft regulatory amendments, policy instruments and Practice Notes, and anticipated implementation from July 2022. The Minister for Planning gave councils extra time to make their final submissions until 25 March 2022 and committed to work through the issues raised in submissions and continued consultation with industry, councils and the community prior to finalising the reforms.

Table 10 – Implications of NSW infrastructure funding reforms to Bays West Stage 1



Rec.	Subject	Summary	Implications to Bays West Stage 1
4.6	s7.11 development-contingent costs	Contributions plans reflect development-contingent costs only (including applying an updated essential works list to all section 7.11 contributions plans)	<p>The then Minister for Planning and Public Spaces announced in November 2021 that no changes to the existing arrangements in regard to the operation and content of the essential works list would be made for at least 3 years.</p> <p>The NSW and the LGNSW announced during the exhibition further modifications, including allowing Councils that currently fund community infrastructure from developer contributions to continue to do so.⁴</p>
4.11	s7.12 rates	Increase the maximum allowable rate for section 7.12 fixed development consent levies, including \$8,000 per additional dwelling for apartments, \$35 per square metre of additional gross floor area for commercial uses and \$25 per square metre of additional gross floor area for retail uses	<p>If the s7.12 rates proposed as part of the NSW infrastructure funding reforms are applied to development at Bays West, local infrastructure contributions received to fund local infrastructure works would be substantially less compared to Council's recently exhibited Draft Inner West Local Infrastructure Contribution Plan 2022.</p> <p>The exhibited draft plan proposes to apply section 7.11 contributions to new residential and non-residential development (that is, development that will result in a net population increase) and section 7.12 levies to residential and non-residential development that will not result in a net population increase, such as knock down rebuilds or refurbishment of existing floor space.</p> <p>The draft plan proposes section 7.11 rates of approximately \$20,000 per dwelling for new residential development and \$3,204 per additional worker for new non-residential development. Section 7.12 levies are proposed at 1 per cent of the development cost over \$200,000.</p>
5.1	Regional contributions	Adopt new regional infrastructure contributions in certain regions throughout NSW, including the Greater Sydney Region.	<p>The funds for this contribution would be managed by Treasury. Funding allocation will be determined between Treasury, Infrastructure NSW and the Department of Planning and Environment.</p> <p>If the proposed RIC framework is implemented and applied to Bays West it could provide funding towards Bays West infrastructure costs – see section 5.4 of this report.</p>
5.3	Transport contributions	Adopt transport contributions for major projects.	A transport contribution has not been proposed for Bays West.

⁴Source: <https://www.planning.nsw.gov.au/Policy-and-Legislation/Infrastructure/Infrastructure-Funding/Improving-the-infrastructure-contributions-system/How-we-have-listened>

Source: <https://www.lgns.gov.au/Public/Public/News/2021-Media/1119-Infrastructure-Contributions-Reforms-Joint-Media-Release.aspx>



5 Infrastructure delivery plan

5.1 Infrastructure schedule

The core of this IDP is the infrastructure schedule shown over the page. It lists the infrastructure proposed as part of Bays West Stage 1 and the mechanisms that could be used to fund and deliver them.

The schedule also includes other information, as part of an integrated and holistic approach to infrastructure funding and delivery. This includes:

- infrastructure costs
- staging
- current land ownership
- delivery responsibility
- future ownership and management.

These matters that are discussed in the following subsections of this report.



Table 11 – Bays West Stage 1 infrastructure schedule – potential scenario / opportunities

Item	Description	Estimated Cost*	Staging	Current land ownership	Potential delivery responsibility	Potential future asset owner	Service catchment	POTENTIAL FUNDING OPPORTUNITIES				
								RIC**	Development proceeds	State budget	LIC***	Private
1	Transport											
1.1	Precinct streets	\$37.20m	Stage 1	State	State, developer	State, Council	Site	●	●	●	-	-
1.2	Pedestrian streets		Stage 1	State	State, developer	State, Council	Site	●	●	●	-	-
1.3	Intersections		Stage 1	State	State, developer	State, Council	Site	●	●	●	-	-
1.4	Roundabout		Stage 1	State	State, developer	State, Council	Site	●	●	●	-	-
1.5	Active transport		Stage 1	State	State, developer	State, Council	Site	●	●	●	-	-
2	Social infrastructure											
2.1	Multipurpose library & community hub	\$60.46m	Stage 1	State	State	State, Council	District	-	●	●	●	-
2.2	District cultural spaces		Stage 1	State	State	State	District	-	●	●	●	-
2.3	Early education/childcare		Stage 1	State	Developer	Developer	District	-	-	-	-	●
2.4	Local cultural theatre space - Entertainment Hall, Power Station		Stage 1	State	State	State	District	-	●	●	●	-
2.5	District indoor sports/recreation centre		Stage 1	State	State	State	District	-	●	●	●	-
3	Open space											
3.1	Power Station Park (district park)	\$104.29m	Stage 1	State	State	State, Council	District	●	●	●	●	-
3.2	White Bay Power Station Transformer and South Yards (pocket park)		Stage 1	State	State	State, Council	Site / District	●	●	●	●	-
3.3	Coal Loader Plaza (linear park)		Stage 1	State	State	State, Council	Site / District	●	●	●	●	-
3.4	Penstock Zones (local park)		Stage 1	State	State	State, Council	Site / District	●	●	●	●	-
3.5	Urban Platform (local park)		Stage 1	State	State	State, Council	Site / District	●	●	●	●	-
4	Flood and stormwater management											
4.1	Stormwater SW1-4, existing culvert	\$2.96m	Stage 1	State	State	State, Council	Site	●	●	●	●	-
	Total	\$204.91m										

*Strategic capital cost estimates (outturn costs) prepared by Genus Advisory, 29/6/22
**Per NSW infrastructure funding reforms. A concurrence clause may be required depending on RIC implementation timing.
***Per Draft Inner West Local Infrastructure Contribution Plan 2022. Option for local infrastructure contributions to be addressed via a planning agreement with Council (refer **section 5.4**)
● Likely funding opportunity
● Potential or secondary funding opportunity - for further consideration as project planning progresses



5.2 Delivery

Infrastructure can be delivered by local councils, State agencies and development partners. The entity responsible for delivering different types of infrastructure can influence the type of mechanisms used to fund and deliver the infrastructure.

The infrastructure schedule includes a column indicating potential or likely delivery responsibility for each infrastructure item. This part of the schedule is reproduced in the table below.

Table 12 – Bays West Stage 1 infrastructure schedule – potential delivery responsibility

Item	Description	State	Developer	Council
1	Roads and traffic			
1.1	Precinct streets	●	●	-
1.2	Pedestrian streets	●	●	-
1.3	Intersections	●	●	-
1.4	Roundabout	●	●	-
1.5	Active transport	●	●	-
2	Social infrastructure			
2.1	Multipurpose library & community hub	●	●	-
2.2	District cultural spaces	●	●	-
2.3	Early education/childcare	-	●	●
2.4	Local cultural theatre space - Entertainment Hall, Power Station	●	●	-
2.5	District indoor sports/recreation centre	●	●	-
3	Open space			
3.1	Power Station Park (district park)	●	-	-
3.2	White Bay Power Station Transformer and South Yards (pocket park)	●	-	-
3.3	Coal Loader Plaza (linear park)	●	-	-
3.4	Penstock Zones (local park)	●	-	-
3.5	Urban Platform (local park)	●	-	-
4	Flood and stormwater management			
4.1	Stormwater SW1-4, existing culvert	●	-	-

- Likely
- Potential



As shown, it is expected that most of the Bays West Stage 1 infrastructure will be delivered by the State (or its related entities), rather than Council or development partners. This is because all land at Bays West Stage 1, including land needed for infrastructure, is currently State-owned. Further most of the supporting infrastructure needed is not proposed to be located on the intended development parcels / sites (that is, the land parcels identified for future residential, commercial and retail development).

It is possible that development partners could be required to deliver infrastructure adjoining their developments, such as roads and public domain works, as part of their developments. Depending on the land divestment/partnering strategy during the development phase, development partners could also be required to deliver infrastructure in the Stage 1 area that is not physically located on the land in which the development partner/s have an interest. It is also expected that development partners rather than government could deliver the early education / childcare facility.

The actual delivery responsibility for each of the different types of infrastructure will need to be determined as part of the ongoing planning and divestment strategy for Bays West Stage 1.

5.3 Infrastructure staging

Metro West, including the station at Bays West, is planned to commence operating by 2030. Sydney Metro has a construction license for the majority of the Stage 1 rezoning area until 2030, so development can only commence once these sites become available. At this stage the earliest some development parcels could become available would be in 2028.

Enabling infrastructure, such as roads, utilities, and flooding and stormwater infrastructure, will need to be delivered at the same time as or before the residential, commercial and retail development.

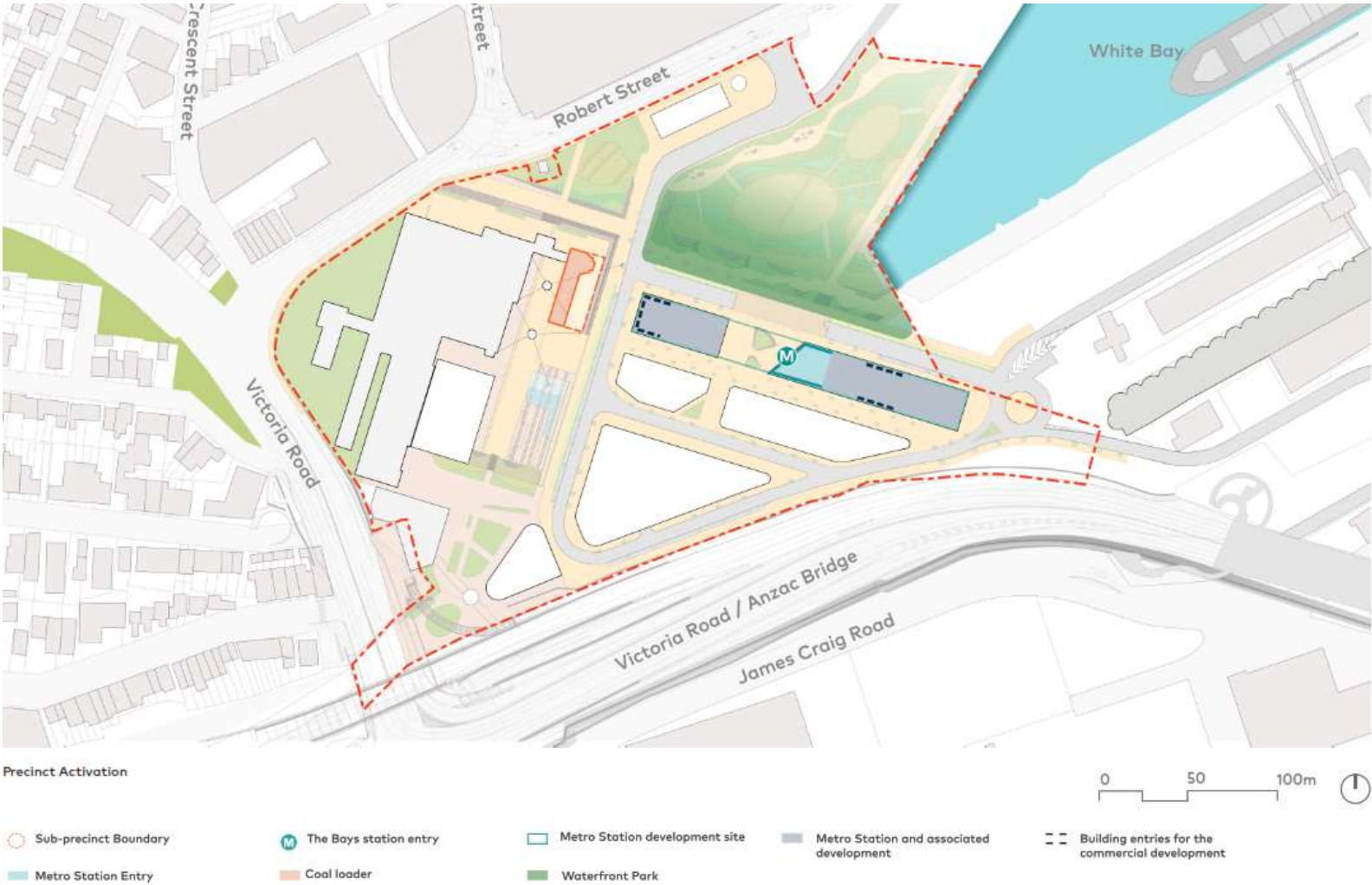
Other development, such as district parks and community facilities, that will serve the future population and/or a wider district catchment, can be delivered before or after the residential, commercial and retail development.

Notwithstanding that, the early delivery of infrastructure will support the Government's placemaking objectives for the precinct. A potential 'Day 1' activation scenario is shown in the figure below. It includes the Metro, waterfront park and multi-purpose library and community hub, among others.

A detailed development and infrastructure staging plan will need to be developed in consultation with relevant infrastructure partners and stakeholders as planning for the precinct progresses.



Figure 8 Potential Bays West Stage 1 ‘Day 1’ activation scenario (source: Cox)





5.4 Funding

The core of the infrastructure schedule are the columns indicating mechanisms that could be used to fund and deliver each infrastructure item. For ease of reference, this part of the infrastructure schedule is reproduced overleaf.

Table 13 – Bays West Stage 1 infrastructure schedule – funding and delivery mechanisms

Item	Description	RIC*	Development proceeds	State budget	LIC**	Private
1	Roads and traffic					
1.1	Precinct streets	●	●	●	-	-
1.2	Pedestrian streets	●	●	●	-	-
1.3	Intersections	●	●	●	-	-
1.4	Roundabout	●	●	●	-	-
1.5	Active transport	●	●	●	-	-
2	Social infrastructure					
2.1	Multipurpose library & hub	-	●	●	●	-
2.2	District cultural spaces	-	●	●	●	-
2.3	Early education/childcare	-	-	-	-	●
2.4	Local cultural theatre space	-	●	●	●	-
2.5	Indoor recreation centre	-	●	●	●	-
3	Open space					
3.1	Power Station Park (district)	●	●	●	●	-
3.2	White Bay Power Station Transformer and South Yards (pocket park)	●	●	●	●	-
3.3	Coal Loader Plaza (linear park)	●	●	●	●	-
3.4	Penstock Zones (local park)	●	●	●	●	-
3.5	Urban Platform (local park)	●	●	●	●	-
4	Flood and stormwater management					
4.1	Stormwater SW1-4, existing culvert	●	●	●	●	-

*Per NSW infrastructure funding reforms. A concurrence clause may be used until RIC provisions commence.

**In accordance with Council's relevant applicable local infrastructure contributions plan.

● Likely funding opportunity

● Potential or secondary funding opportunity - for further consideration as the project progresses



State-delivered infrastructure

It is expected that most Bays West Stage 1 infrastructure will be delivered by the State or its related entities. Possible exceptions are infrastructure adjoining development sites, such as roads, and the early education/childcare centre, which could be developer-delivered. These are discussed in the following subsection.

For State-delivered infrastructure, the government will need to fund the upfront capital costs and recoup costs where possible / reasonable. As shown in the infrastructure schedule, infrastructure costs are estimated to be in the order of \$205 million. Costs will be refined as planning for the precinct progresses.

There are various mechanisms the government can use to fund or recoup infrastructure capital costs. Potential key mechanisms include (1) State / regional infrastructure contributions, and (2) proceeds from the sale of development sites for residential, commercial and retail development.

State / regional infrastructure contributions

A SIC is unlikely to be made to affect the development of the site.

If the RIC system is introduced, then the development would be subject to a RIC.

If the RIC system is not introduced, then a clause could be inserted into the relevant planning instrument (either the Inner West LEP or a SEPP) requiring the Planning Secretary's approval of any proposed approach to delivery of infrastructure prior to approval of significant development. Arrangements to contribute towards infrastructure can be made under a State Planning Agreement.

Options include:

- a single State Planning Agreement upfront, for example, between the Minister and potential future Bays West Delivery Authority that is executed in connection with the rezoning stage and then novated to future development partners upon development partners obtaining an interest in development site/s.
- a series of separate State Planning Agreement between individual development partners and the Minister executed at the development application stage.

If the draft RIC rates (as exhibited) that would apply to Bays West are used as a basis to negotiate State Planning Agreements in connection with future Bays West Stage 1 development, the contributions that could be received are estimated by GLN to be in the order of \$4.8 million.

Proceeds from the sale of development sites

The total estimated Bays West Stage 1 infrastructure cost is \$205 million and most of this is expected to be State delivered. The estimated \$4.8 million that could be received from regional / state contributions (via a State Planning Agreement) is significantly less than this.

As noted, it is expected that proceeds from the sale of development sites for residential, commercial and retail development at Bays West Stage 1 will also be an important funding source. Depending on the actual scope and cost of infrastructure to be delivered by the State, proceeds from development land sales could potentially fund most if not all the difference between State-delivered



infrastructure costs income from State / regional infrastructure contributions. This assumes proceeds are not used to fund the Bays West Metro station cost.

It is noted that if development partners are required to pay State / regional infrastructure contributions (via State Planning Agreements), there will be a corresponding reduction in the amount they can pay to purchase development sites. However, net income to government would not be materially affected as any reduction would be offset through the provision of State / regional infrastructure contributions.

Other funding mechanisms

If income from Bays West Stage 1 State / regional contributions and the sale of development sites is less than the cost of State-delivered infrastructure, additional funding will be needed. This could include consideration of the potential for State budget funding to be used, among others. Any such funding proposal would be subject to the State budget bid process.

The actual funding strategy and mechanisms to be used to fund State-delivered infrastructure will need to be refined as planning for Bays West Stage 1 progresses.

Developer-delivered infrastructure

While it is expected that most Bays West Stage 1 infrastructure could be State-delivered, possible exceptions are infrastructure adjoining development sites, such as roads, and the early education/childcare centre, which could be developer-delivered.

Whether or not development partners are required to deliver infrastructure adjoining their development sites will depend on the final divestment or partnering strategy adopted by the Government.

If it is decided these types of infrastructure should be developer-delivered, they would be privately funded by the development partners. Again, the net budget impact on government under this scenario would be neutral as development feasibility constraints mean that development partners would need to reduce the amount they offer to purchase development sites to allow for these costs.

Planning controls would be the primary mechanism for ensuring development partners are required to deliver the infrastructure. This could include development controls in a design guide or development control plan and land use zoning / permissibility. The government could also require development partners to deliver the infrastructure as a condition of sale / project development agreement.

Local infrastructure contributions

Some of the Bays West Stage 1 infrastructure is included in Inner West Council's recently exhibited Draft Inner West Local Infrastructure Contributions Plan 2022. Examples include a new indoor recreation centre, a new multi-purpose hub, a new local arts space, and various works along Robert Street.

As noted, it is expected most of this infrastructure will be State delivered. It is unlikely Council will deliver any of the infrastructure, except for perhaps embellishment works (and costs) for the multi-purpose library and community hub. There may be an opportunity for this facility to be operated and managed by Council.



Bays West Stage 1 infrastructure will likely meet a significant part of the development's local infrastructure demand, particularly for local open space, community facilities, transport and drainage. However, it may not fully meet these and there be some residual demand for community facilities (if the State does not undertake community facilities embellishment works), transport and drainage. The development will not meet demand for active open space. There may also be a need for Council to undertake integration works to integrate Bays West into surrounding areas.

It is understood that most Bays West Stage 1 development will be undertaken as State Significant Development and Council will not be the consent authority. Under section 7.13 of the EP&A Act, where the consent authority is not a council, the consent authority can impose a condition on the development consent for a section 7.11 or section 7.12 contribution that is not authorised (or of a kind allowed) by, or not determined in accordance with the relevant contributions plan. However, the consent authority must, before imposing such a condition, have regard to any contributions plan that applies to the site.

The likely extent to which local infrastructure contributions will or won't be required won't be known until the development application stage. This creates uncertainty for both development partners and Council. It also creates uncertainty for the State, as development partners will likely consider this when determining how much they can offer to the government to participate in development of the Stage 1 area.

This uncertainty could be addressed through a planning agreement being entered into with Council. The planning agreement could provide for the payment of a monetary contribution to Council, taking into consideration the extent to which Bays West Stage 1 infrastructure meets local infrastructure demand, and Council's residual infrastructure costs.

The contributions to Council under the planning agreement would be used by Council to fund local infrastructure, in a similar manner to section 7.11 and section 7.12 contributions but could be provided instead of section 7.11 and 7.12 contributions. In this way, the application of section 7.11 and section 7.12 contributions to Bays West Stage 1 would effectively be 'switched off'. Uncertainty surrounding the extent to payment of section 7.11 and section 7.12 contributions at the development application stage would therefore be eliminated.

Initial parties to the agreement would be Council and the State. Obligations under the agreement would be novated to future development partners. Any monetary contributions required under the planning agreement would be payable at the development application stage.

5.5 Ownership and management

There needs to be clarity on who will own and/or manage each infrastructure item prior to there being a commitment to delivering it. Entities that can own and/or manage infrastructure include the State, development partners, and Council.

The infrastructure schedule includes a column showing a likely or potential post-development ownership and management scenario or potential opportunity for each infrastructure item. For ease of reference, this is reproduced overleaf.



Table 14 – Bays West Stage 1 infrastructure schedule – potential ownership and management

Item	Description	State	Developer	Council
1	Roads and traffic			
1.1	Precinct streets	●	-	●
1.2	Pedestrian streets	●	-	●
1.3	Intersections	●	-	●
1.4	Roundabout	●	-	●
1.5	Active transport	●	-	●
2	Social infrastructure			
2.1	Multipurpose library & community hub	●	-	●
2.2	District cultural spaces - maker and flexible event spaces	●	-	●
2.3	Early education/childcare	-	●	●
2.4	Local cultural theatre space	●	-	-
2.5	District indoor sports/recreation centre	●	●	●
3	Open space			
3.1	Power Station Park (district park)	●	-	-
3.2	White Bay Power Station Transformer and South Yards (pocket park)	●	-	-
3.3	Coal Loader Plaza (linear park)	●	-	-
3.4	Penstock Zones (local park)	●	-	-
3.5	Urban Platform (local park)	●	-	-
4	Flood and stormwater management			
4.1	Stormwater SW1-4, existing culvert	●	-	-

- Likely
- Possible



As noted, it is expected that most infrastructure will be State delivered. Possible exceptions are infrastructure adjoining development sites, such as roads, and the early education / childcare centre, which could be developer delivered.

As shown in the table, the State (or its related entities / agencies) could retain ownership of most of the infrastructure as well as responsibility for operating / maintaining it.

Possible exceptions are summarised as follows:

- **roads and traffic** – these could potentially be dedicated to Council
- **multipurpose library and community hub** – these are typically owned and operated by Council. The State could retain ownership or dedicate it to Council to own and manage. If the State retains ownership, it could enter into a partnership arrangement with Council to manage, for example, via a lease agreement.
- **early education / childcare** – it is considered the most likely scenario is this facility would be privately owned and operated, however, there is also a potential this could be undertaken by Council.
- **indoor sports / recreation centre** – this could be owned and operated by the State, a developer / private operator, or Council.

Ownership and management arrangements will need to be confirmed as the planning process progresses and via the detailed design process. Ownership would also be finalised through the development application process.

5.6 Governance

The effective planning, funding and delivery of the infrastructure required to support Bays West Stage 1 can only occur with effective governance and decision-making.

Governance refers to the way an organisation or business harnesses and allocates its resources to achieve its objectives effectively and efficiently. Similarly, governance of an area or place is about how the different participants who shape the area make decisions and allocate resources to conserve and celebrate the place's natural areas, improve the wellbeing of the population, and support the local economy for the benefit of all.

Precincts are complex, with numerous individuals and organisations making decisions reflecting their own aspirations and priorities. A key challenge in creating a great place is the way different authorities make decisions and ensuring they do not make decisions with spill over effects in isolation from each other.

To avoid the 'silo' planning approach an appropriate governance model needs to be pursued. A good city governance model is one that:

- focuses on creating great places through the coordinated effort of many, rather than providing services in isolation from each other
- effectively involves and engages residents and the broader community
- enables genuine collaboration between state and local government, and city-shaping institutions and businesses
- effectively aligns infrastructure delivery with development and population growth



- includes a logical 'road map' for travelling from plan into reality, including the use of multiple funding and delivery mechanisms to deliver the infrastructure that is needed to support growth, that is, the 'funding mix'
- is predictable in both its administration and its outputs.

Major infrastructure priorities as well as many of the smaller projects require a collaborative approach to plan and deliver. Collaboration occurs with a wide group of stakeholders including the community, State agencies and cross boundary technical and professional disciplines.

Realising the strategic vision for Bays West will require a high degree of collaboration between local and State government including, but not limited to, Inner West Council, City of Sydney, Transport for NSW, Sydney Metro, and the Department of Planning and Environment.

Regular engagement and collaboration with planning and development partners, other agencies and stakeholders will be needed to promote fundamental strategic planning (for example, reserving land for community uses and other network infrastructure) and ensure infrastructure programs and investment plans can be aligned as much as possible.



6 Next steps

The Department engaged GLN Planning to prepare this IDP to support the current Bays West Stage 1 planning process with a specific focus on the immediate and the longer-term infrastructure needs and planning process.

Next steps in the broader planning process for Bays West Stage 1 include:

- **Rezoning** (informed by the master plan) – the commencement of new planning controls to guide future development, planning appr
- **Planning approval** (e.g. development approval) – the exhibition and assessment of future development against the planning controls established in the rezoning stage. This will include detailed design of buildings, public domain and other key components.
- **Delivery** – and construction.

Steps will also be needed to finalise and implement and the potential infrastructure delivery framework for Bays West Stage 1, as outlined in this IDP. The following next steps are recommended:

- **Development strategy** – confirm the development strategy, including what infrastructure works will be developer delivered e.g. roads adjoining development sites
- **Delivery responsibility** – confirm which State entity (e.g. a potential future delivery authority) will be responsible for managing the future delivery process for Bays West
- **Infrastructure scoping** – confirm what infrastructure will be delivered as part of Bays West Stage 1
- **Ownership and management** – confirm who will own and manage various infrastructure items.
- **Council infrastructure** – discuss with Council opportunities for any works that could potentially be owned and/or operated by Council, for example, the multipurpose library and community hub
- **Infrastructure staging** – prepare a staging plan confirming the timing for when each infrastructure item will be delivered
- **Funding mechanisms** – confirm the mechanisms that will be used to fund and deliver the infrastructure works
- **State / regional contributions** – confirm whether state / regional contributions will be implemented via a single State Planning Agreement (SPA) novated to future development partners or separate SPAs with each developer
- **Local infrastructure contributions** – confirm the approach for local infrastructure contributions in discussion with Council, for example, the merits of a planning agreement to address local infrastructure demand and provide increased certainty
- **Implementation and delivery** – detailed design, costing, approval, funding, delivery, operation and maintenance of the infrastructure package

Implementation of these steps and the infrastructure delivery framework as outlined in this IDP will support the efficient, timely and coordinated delivery of Bays West Stage 1 infrastructure and help realise the precinct vision.

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