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PENRITH PROGRESSION

PLACE SHAPING FRAMEWORK REPORT

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 **PENRITH
CITY COUNCIL**

Prepared for Penrith Council

APRIL 2015

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Penrith City Council
April 2015

EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

01 Executive Summary

The Place Shaping Framework, in support of the Penrith Progression, has been prepared for Penrith City Council, in association with the Penrith Business Alliance, to achieve long term reinvestment and a confirmed development vision for Penrith City Centre and its immediate surrounds.

The purpose of the report is to describe the Place Shaping Framework based on existing and proposed development in the city in the context of current and future demographic and economic projections for the region. The report represents a commercially led Place Shaping Framework that is coupled with urban design and place shaping excellence.

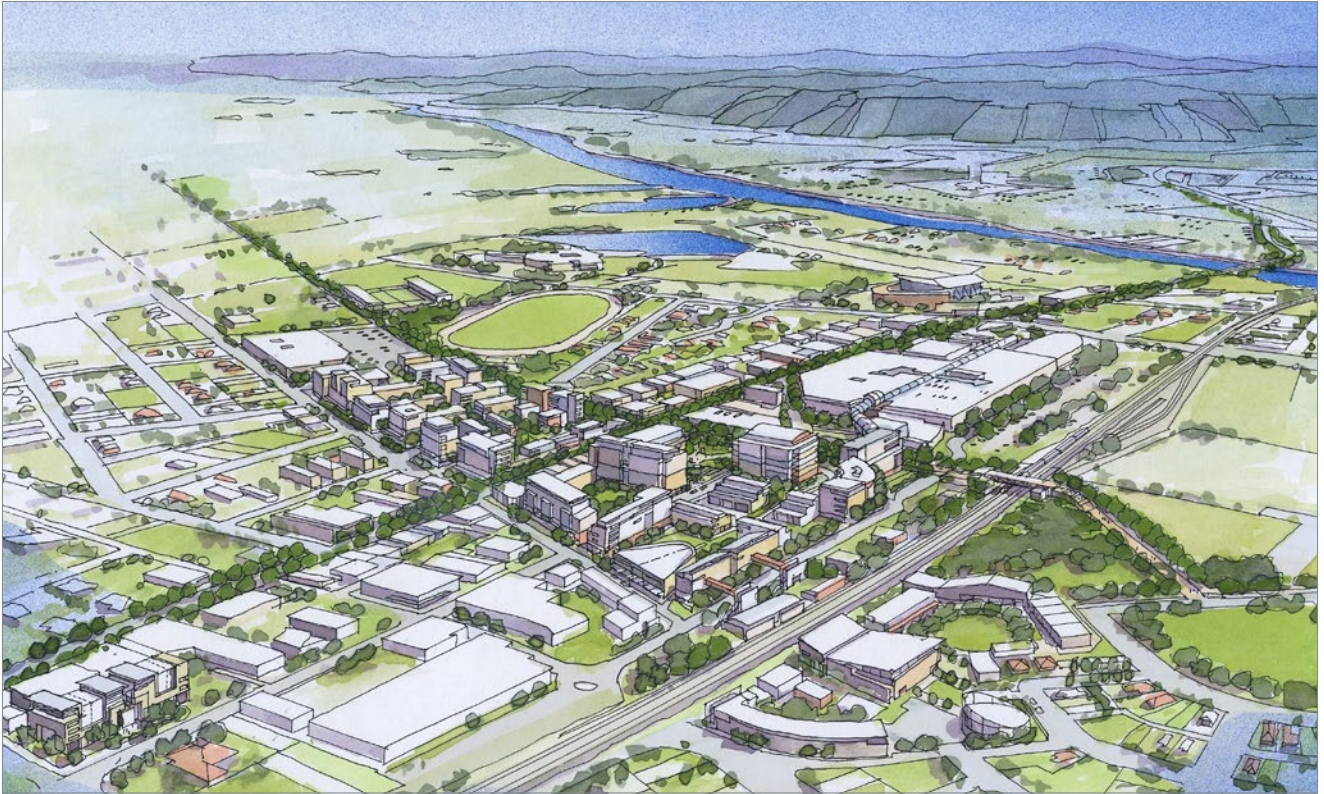
The approach has been developed in close association with Penrith City Council and Penrith Business Alliance, Jacobs and Arup for urban economics, Roberts Day for community and stakeholder consultations, Urbis for community infrastructure and Savills for market testing. The Place Shaping Framework builds upon and evolves work undertaken prior to and during the Penrith Progression process, coupled with background data and information surrounding the project.

The Place Shaping Framework Report is a primer to guide the Penrith Progression A Plan for Action as well as catalytic and staged development towards Penrith as a Regional City Centre for metropolitan Sydney, supported by transit oriented development and a walkable urban core.

Through the creation of a Place Shaping Framework, Council can establish a strategic structure for the Penrith Progression that can be assessed against council requirements, governance imperatives, financial considerations, catalytic opportunities, social and cultural acceptance, environmental issues and ultimately include high quality urban design outcomes. Key sites are identified for catalytic and future development. These are located within identifiable areas that establish Penrith as a "City of Places." The identified Places that compose the Place Shaping Framework are:

- + Central Hub
- + Civic and Retail
- + Culture and Community
- + Lifestyle Village
- + Sports and Tourism
- + Live and Work

These Places and their associated "Opportunity Precincts" located within them are described with respect to character, project actions, economic catalysts and implementation and establish project briefs for sites to be taken to market. Taking the sites to market is the next phase of work for Penrith City Council.



INTRODUCTION

02

INTRODUCTION

02 Introduction

This report seeks to articulate a place that achieves the NSW Government and Penrith City Council's goal for a Regional City Centre that performs a vital economic and employment role for both the region and metropolitan Sydney. It will also demonstrate a capacity to evolve over time to include a greater mix of residential, retail and service uses. The Penrith City Centre presents a unique opportunity due to the commitment of the New South Wales Government to transition the city into a higher order of centre within Sydney as well as the centre's location at the strategic crossroads of Western Sydney, the Blue Mountains and the future Badgerys Creek Airport.

A REGIONAL CITY CENTRE FOR PENRITH

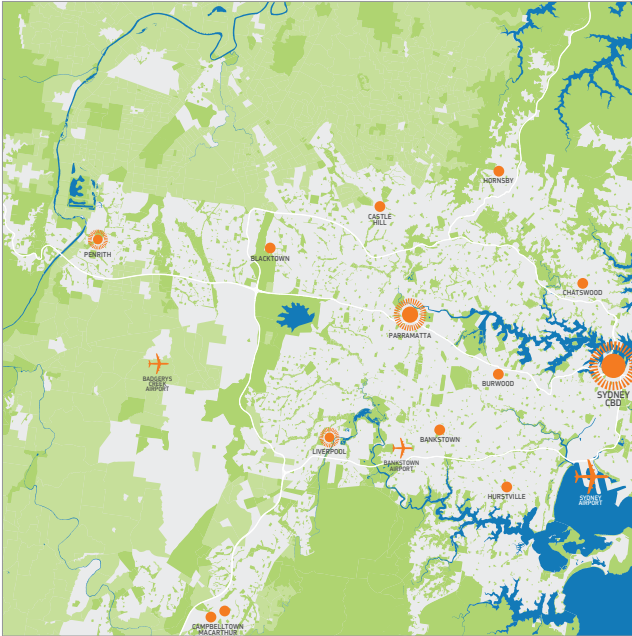
The opportunity exists to harness and leverage the state and local investment coming into Penrith over the next 10 years and position the city as a world class regional city centre. The NSW Government has released the 'A Plan for Growing Sydney.' This document identifies key drivers for the metropolitan area of Sydney, including a 'Regional City Centre' in and around the Penrith City Centre, one of three Regional City Centres (Liverpool and Campbelltown-Macarthur being the other two) in metropolitan Sydney and behind only the Sydney CBD and Parramatta in hierarchical importance.

The purpose of the Regional City Centre is to capitalise on its strategic location in Western Sydney and elevate its importance as an economic and cultural centre. This is a specific outcome of the NSW Government's intention to manage population growth, provide appropriate housing and create employment opportunities.

In order to achieve a Regional City Centre at Penrith it is essential that the multiple policy and directional documents for land use planning in Penrith are coordinated. These documents, prepared by state and federal levels of government and Penrith City Council can be coordinated into a single strategic plan that is clear, ordered and contextually appropriate to Penrith in order to guide future planning in the region. The Penrith Progression can provide a catalyst for achieving mutual stakeholder aspirations at both a regional and local level.

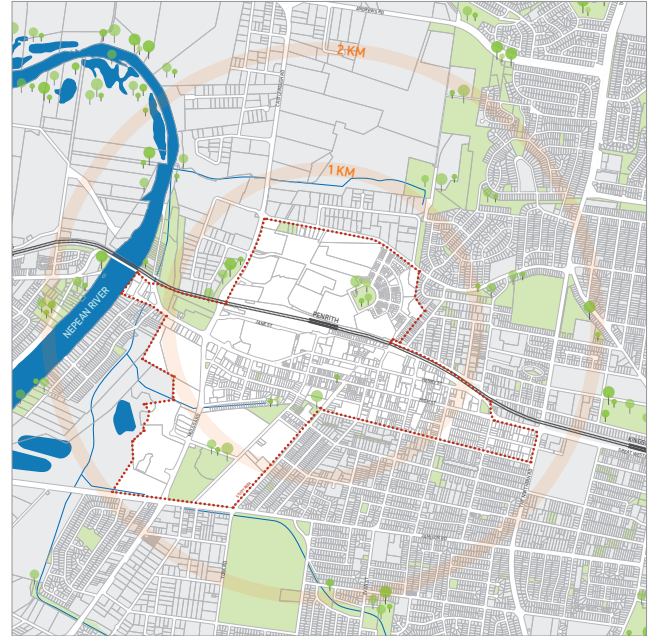
The Penrith City Centre can provide a significant and improved activity centre for Western Sydney. Like all successful activity centres, it has the opportunity to deliver more than just the mix of land uses and support industries associated with a Regional City Centre. It can create localised employment opportunities to spur the economic evolution and redevelopment of Penrith and Western Sydney as a region. In doing so, Penrith can become a more dynamic, more prosperous, more liveable city with the emerging injection of more industries and people, and therefore more jobs and people in Penrith.

Identifying, investigating and refining the types of land uses which will best position this activity centre, as well as positioning Penrith City Centre as a destination for Penrith and a desirable location to 'work,' 'live,' and 'play,' are also exciting challenges presented in this report.



PENRITH'S REGIONAL POSITION

'A Plan for Growing Sydney' identifies Penrith as one of Sydney's Regional City Centres. This recognises Penrith's role in catering to a large population catchment as well as its potential as a centre of economic development and quality of life improvement in Western Sydney. With this title comes a number of long term opportunities Penrith will consider as it grows beyond its current form.



PENRITH CITY CENTRE WITHIN THE WEST

As a Regional City Centre, Penrith needs to operate as the capital of the west subregion of metropolitan Sydney with a full range of business, government, health, retail, cultural, entertainment and recreational activities for the community. Penrith City Centre sits at the foot of the Blue Mountains immediately adjacent to the Nepean River. Penrith City Centre already has strong transport access to metropolitan Sydney as well as access to numerous open space and recreation amenities.

CONTEXT

03

CONTEXT

03 Context

This chapter considers the context of the project with respect to Penrith City Centre's vision, economic environment, planning considerations and community context. It provides a primer upon which city principles, aspirations and scenarios can be considered, identified projects tested and future initiatives defined for Penrith.

VISION CONTEXT

This section confirms the vision, principles, values and the Penrith brand 'tone of voice' identified for Penrith through previous consultation and engagement.

VISION

In 2006, Penrith City Council undertook a community consultation process called "Our City Centres" that listened to the passions and concerns of the many different people who live, work and play in Penrith City Centre. Over 5,000 residents, workers and business owners participated in this process which resulted in the vision being identified for Penrith. The vision is that Penrith City Centre is a vibrant, forward looking regional city centre that provides the best of urban and rural opportunities for all.

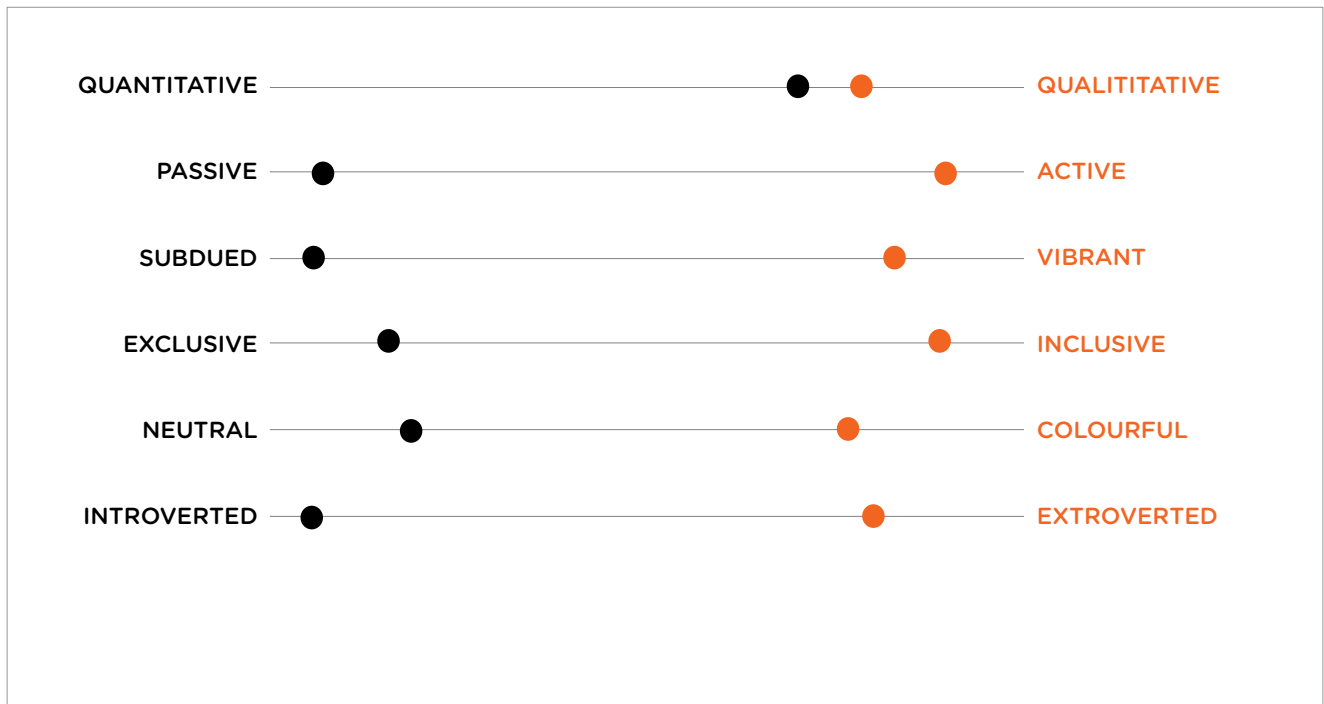
This vision remains current for the city of Penrith. It provides a foundation for achieving a clear identity for the city in terms of public domain, built form and place creation. This vision will be reinforced and made apparent in all city development propositions for Penrith.

PRINCIPLES AND VALUES

In addition to this vision, a series of principles for the future of Penrith were identified:

- + **We are a city for everyone.**
- + **We are safe, attractive and healthy.**
- + **We have a strong and evolving sense of self.**
- + **We are open to positive change and continue learning.**
- + **We respect our past.**
- + **We foster innovation and creativity.**
- + **We respect and nurture our environment and our assets.**
- + **We are committed to a collaborative approach to governance.**
- + **We provide leadership to the region.**

These principles are underpinned by the values of integrity, justice, tolerance, connection, courage, generosity and sustainability. These principles and values will be considered and integrated within all civic propositions for Penrith City Centre.



TONE OF VOICE

The diagram above describes the current 'tone of voice' associated with Penrith's brand (shown in black) and the desired future 'tone of voice' that the Penrith brand aspires to (shown in orange).

The identified vision, principles, values and 'tone of voice' are to be confirmed for relevance during the Penrith Progression. They are to be used to cross check against any projects, initiatives or actions that arise during the development of the urban scenarios, the testing of scenarios and the identification of initiatives for Penrith.

CURRENT ISSUES

The following current issues are identified as prevalent when considering the future growth of Penrith:

- + **Penrith's status as a regional city centre.**
- + **Penrith's projected population increase.**
- + **Demand for a diverse range of housing.**
- + **Demand for local jobs.**
- + **Provision of social services, health and wellness.**
- + **Provision of transport.**
- + **Impact of Badgerys Creek Airport.**
- + **Respect for the environment.**
- + **Respect for Penrith's heritage.**

These issues are described on the following pages and include a statement focusing on the opportunities for Penrith in addressing each of the issues.



REGIONAL CITY CENTRE

'A Plan for Growing Sydney' identifies Penrith as one of Sydney's Regional City Centres. This recognises Penrith's role in catering to a large population catchment as well as its potential as a centre of economic development and quality of life improvement in Western Sydney. With this title comes a number of long term opportunities Penrith will consider as it grows beyond its current form.

As a Regional City Centre, Penrith needs to operate as the capital of the west subregion of metropolitan Sydney with a full range of business, government, health, retail, cultural, entertainment and recreational activities for the community.



POPULATION INCREASE

The average Penrith resident is native born, with 21% of the city's population being born overseas (compared to Sydney with 34%). This is expected to change in the coming years, with an expected population increase of 40,000 people and 25,000 dwelling units by 2031.

There is a need to appropriately manage population growth and associated services.



HOUSING SUPPLY

Housing supply is a major issue Penrith is currently facing. The existing housing stock in Penrith is predominantly detached dwellings (85%). With an ageing population, and with more young families moving into the area, more houses are needed, and in more diverse forms. Apartments, townhouses and smaller dwellings are becoming increasingly prevalent in Penrith to meet demands of younger generations looking for an 'urban' lifestyle.

Diversity of housing choice and alternatives to the Australian "dream" quarter acre block are essential to encouraging residents to migrate and stay.



LOCAL JOBS

Population growth has not been met with the number of jobs available in the region. Locally, the jobs landscape is predominantly small and medium sized businesses. Employment in finance, insurance, property, health and well being and business sectors is under represented in Penrith. Most residents work outside Penrith. However, of Penrith's 83,465 employed local residents, 30,793 work in Penrith and 52,672 travel outside of Penrith.

Innovative and sustainable job creation is a focus for securing the future of the city.



SOCIAL SERVICES AND HEALTH

With population growth means facing demand for a range of social and other support services, something of particular importance in Penrith considering the health characteristics of an average resident differs from the NSW average. People living in Penrith are less likely to spend time exercising, have higher rates of obesity, and have higher rates of certain types of cancer and heart disease than the NSW average.

Encouraging of healthy city initiatives will contribute to an improvement in health and wellness reducing reliance on social services.



TRANSPORT

Penrith is a car oriented community. This is supported by a number of public transport services including Great Community Transport, a government funded provider that caters to seniors and people with disabilities in the Blue Mountains and Penrith areas. The western rail line services Penrith's City Centre directly with a two track operation system. Bus services currently operate for local trips and as feeder services for rail travel. A well planned future high speed rail system to better connect Penrith with Sydney is being considered.

Initiatives to recalibrate the transport modal split will contribute to a more pedestrian and cyclist friendly city with less reliance on the private car.



BADGERYS CREEK

A long topic of debate in Western Sydney has revolved around a second airport for Sydney at Badgerys Creek just to the south of Penrith. In April 2014, the federal government announced approval of Badgerys Creek as the site of Sydney's second airport. Planning and design work has commenced immediately with construction expected to commence in 2016. The first flight is anticipated to take off in the mid 2020s.

When built, Badgerys Creek Airport will provide an economic hub for the region to be harnessed by Penrith.



THE ENVIRONMENT

Environmental concerns are a paramount issue in Penrith. Penrith's natural heritage is characterised by rural hills at the western edge of the Cumberland Plain at the foot of the Blue Mountains. The primary challenge in Penrith is to protect the area's natural heritage. Major environmental challenges the city faces are bushfires and flooding, especially along the Nepean River and South and Ropes Creeks.

Development in the city should be balanced with the unique lifestyle environmental context of the city.



HERITAGE

With 253 identified Heritage Items, six Heritage Conservation Areas and 13 Archaeological Sites, Penrith's identity and character has been shaped by its location, natural settings, rural landscapes and the Nepean River. There is also an excellent collection of surviving, well designed Modernist-era buildings. These buildings represent the confidence and aspirations of the post-war residents of Penrith and contribute to the streetscape of the City Centre.

New development should respect the scenic and cultural landscapes of Penrith, and that urban growth is managed to retain identity and sense of place.

COMMUNITY CONTEXT

This section provides a summary of community and stakeholder context for Penrith. This context is supported by Penrith City Council's Community Engagement Strategy and Community Plan, which are built on the principles of social justice – equity, access, participation and rights. This means making sure that everyone has opportunities to be included, particularly people likely to be marginalised or in vulnerable situations.

PREVIOUS CONSULTATION

Council has undertaken two major strategic consultation processes in the last decade: the Community Visioning Process in 2005 which informed the Penrith City Centre Strategy and the Micromex Research in 2012 which informed the Penrith City Strategy, Community Plan and Penrith City Centre Public Domain Master Plan.

KEY CONSULTATION FINDINGS

Penrith has an active and engaged community with over 5,000 people participating in the 2012 engagement program. The key findings of the most recent research are summarised below:

- + What would improve your lifestyle?**
The community identified jobs closer to home and better community services as two key areas that would improve their lifestyle.
- + For a greener city, what should we do?**
The community did not identify a singular preferred action, instead the outcomes indicated that a variety of measures needed to be undertaken.
- + For a more liveable city, what needs to improve?**
The community identified that there needs to be a strong focus on improving roads and public transport, with footpaths and cycle ways to follow.
- + For more vibrant, safe and healthy neighbourhoods, what should we do?**
The community identified the need to create clean, safe public spaces and to encourage health and well being.
- + What should Penrith City Council plan for in the future?**
The community identified the need to manage population growth, to lobby state and federal government for services and to ensure Council finances are sound and sustainable.
- + If Penrith City Council only focused on one thing over the next five years, what should it be?**
The community prioritised a focus on roads, public transport and infrastructure.
- + What would make you want to stay in the Penrith area for the next 20 years?**
The community identified that a safe, friendly community with quality services and local employment opportunities would make them want to stay.
- + What is the biggest challenge facing the Penrith community in the next 20 years?**
The community prioritised population growth and its subsequent effects as the biggest challenge.



FIVE ASSETS FOR PENRITH

Both major consultation processes with the community have consistently identified five Penrith assets which present challenges and opportunities for the city:

- + **Penrith Railway Station** - Like many cities across the world, Penrith's railway station sits at the heart of the city. As a central mode of transport, it is a huge asset. However, the environment around the station could be livelier and more welcoming, providing reasons to linger in the area at a café or a restaurant.
- + **High Street** - At 2.5km long (the distance from Circular Quay to Central Station), Penrith's High Street is a significant, and at times challenging, retail environment. New retailers are opening and investing in Penrith, but a high level of vacant shops show the need for a new approach. Penrith City Centre Corporation, which represents the retailers, is keen for renewal.
- + **Nepean River** - The river has long been defined as the jewel in Penrith's crown. The absence of a visual or physical connection with Penrith City Centre is a significant challenge.
- + **Nepean Hospital** - The significance of the health precinct east of Penrith City Centre is growing. The Penrith Progression will challenge participants to explore and identify ways of creating connections with the City Centre that create benefits at both ends of this linkage.
- + **Sport and Stadium Area** - The Penrith community has a strong association with sport, both as participants and spectators. The Penrith Progression will examine how to enhance connections between present and future major sporting facilities and Penrith City Centre?

CONTINUED CONSULTATION

The Penrith Progression builds upon the outcomes of these previous community and stakeholder consultations to inform the development of the urban framework, urban scenarios and initiatives for Penrith. Collaboration with the community and key stakeholders is an essential element of the Penrith Progression and a continuation of Penrith's Community Engagement Strategy.

A Registration of Interest (ROI) process invited everyone with an interest in the future of Penrith to register to become involved in a series of Focus Groups. The Focus Groups consist of interested stakeholders wishing to participate in the discovery and testing of ideas that will form the basis of catalytic initiatives to revitalise Penrith. Through a 'design thinking' model, the Focus Groups worked with the relevant Activity Team to explore specific themes, ideas and priorities for Penrith.

The Gathering confirmed previous stakeholder engagement focus areas:

1. **Jobs closer to home.**
2. **Traffic congestion and inadequate public transport.**
3. **Lack of identity and clear future direction.**

These provide a foundation for the benchmarking analysis described in the next chapter.

ECONOMIC CONTEXT

This section provides a summary of the current economic context for Penrith and highlights and trends to be considered in developing the economic framework underpinning the initiatives of Penrith.

OVERVIEW

Penrith is strategically located to access an economic catchment of over 500,000 people, a catchment that will double within 20 years. With a gross regional product of \$7.2 billion, Penrith's unemployment rate is generally similar to the state and national average.

Health care and social assistance is the largest provider of local jobs, followed by retail, manufacturing and education.

Between 2006 and 2011 approximately 6,000 new jobs were created in Penrith. Of these, 33% were created in health and education, and 19% in logistics.

Of a labour force of 87,000, almost two-thirds (65%) of all workers leave the city each day for employment, a large majority of these (40%) are professional service workers, such as managers and professional.

The local economy however is set to transform over the next decade. This transformation is being driven by both, unique strategic opportunities, and local initiatives aimed at leveraging prosperity that is already occurring.

For example, the recent announcement of \$2.9 billion in infrastructure and planning for the second airport at Badgerys Creek will have a vital and immediate impact on Penrith – linking the airport with Sydney's two growth centres of which Penrith is located at the midpoint of both.

Other collaborative initiatives like the Penrith Health and Education Precinct will see jobs in specialised research based sectors created in new business parks and research facilities. Already this precinct is seeing over \$3 billion in investment mobilise in Penrith.



TODAY'S OPPORTUNITIES

The city's growing population creates challenges around the generation of employment and economic development opportunities that are relevant to both new residents and to the established community in Penrith. The dispersed nature of employment centres and the distance of employment centres from public transport are critical issues for the city, and the retention of young people with higher level qualifications is another emerging issue. Essentially, Penrith has a jobs deficit and a skills deficit.

Council has set a target of an additional 40,000 jobs by 2031. This includes around 18,000 jobs in new housing areas, including 11,150 in the Penrith City Centre. This will bring employment levels back up to 80 jobs for every 100 local resident workers, taking into account the projected population growth over the next 20 years. Council established the Penrith Business Alliance to help achieve its jobs target and is working with government and business.

To be a sustainable region, Penrith's employment base also needs to diversify so that the current reliance on manufacturing is strengthened by growth in emerging employment sectors. As well as the under-represented finance and business sectors, there are opportunities to encourage and promote growth in industries involved in health and well being, logistics, sustainability, arts/culture and communication, and innovation in manufacturing. The city also has potential as a future agricultural hub, using new technologies to bring fresh produce to the region, and reinforcing our focus on health and well being.

One of the key strategies to strengthen the local economy is to drive innovation across business, education, health, cultural, social and other sectors. Penrith City is one of the first 40 communities across Australia to receive the National Broadband Network (NBN). The increased speeds and capacity of optic fibre technology will change how the city works and lives. Council has committed to help grow a digital sector in Penrith's thriving economy. The NBN opportunities will enable the community to explore innovative economic models for new business and diversification models for existing businesses, and will support growth, economic sustainability, social cohesion, new job opportunities, and prosperity.

KEY OPTIONS FOR FUTURE ECONOMIC DEVELOPMENT

According to Council reporting, the following is evident about Penrith's relative strengths among various industry sectors:

- + Penrith has strength in Manufacturing; Education/ Training; Electricity Gas/Water; Retail; Healthcare/Social Services.
- + Penrith is relatively close to the average in Transport, Postal and Warehousing; Rental, Hiring and Real Estate; Wholesale Trade; and Construction.
- + Penrith does not have a relative advantage in Administration and Support services; Profession, Scientific and Technical services; Agriculture; Information, Media and Telecommunications; and Financial and Insurance services.

Analysis of the key industry sectors, their relative strengths and employment and growth capacity suggest the following key industries will provide the best opportunities for future growth:

- + **Lifestyle Health.**
- + **Creative Information, Digital Media and Telecommunications.**
- + **Advanced Engineering, Manufacturing and Construction.**
- + **Global Advanced Education.**
- + **Advanced Logistics.**
- + **Housing, Amenities, Lifestyle and Learning (as supporting initiatives for economic growth).**

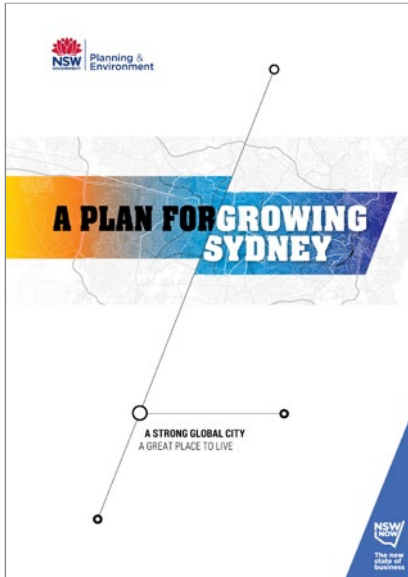
CURRENT POLICY FRAMEWORK

Penrith has numerous planning documents to enable a strategic plan for future growth. Outlined below are prominent documents affecting local planning policy and decision making. Like other local government areas, development is guided by a Local Environmental Plan (LEP) and Development Control Plan (DCP).

In February 2006, Premier Morris Iemma announced a plan to establish a network of six key regional cities to underpin the state's economic growth and create more local jobs. Subsequently, Penrith City Council worked with the NSW Department of Planning through the Regional Cities Taskforce to prepare four key documents as part of the comprehensive vision for the future of Penrith – a City Vision, a Local Environmental Plan, a Development Control Plan and a Civic Improvement Plan. These four plans will assist in achieving key priorities outlined under the NSW State Plan, which was developed with extensive community input.

Most recently, Penrith City Council has delivered a suite of documents that support the future development of the city. These documents include "The Future of Penrith, Penrith of the Future" as well as a Community Plan, Community Engagement Strategy, City Strategy, Resourcing Strategy and Digital Economy Strategy. These documents have been developed through continued consultation and engagement with the community and are summarised on the following pages.

Penrith's work has been under the context of a broader movement by the NSW Government which has released a suite of long term regional plans and action plans complete with funding strategies and mechanisms. Central to these plans was the Draft Metropolitan Strategy for Sydney to 2031 that identifies Penrith as a 'Regional City Centre' for Western Sydney. That plan has recently been superseded by A Plan for Growing Sydney that maintains the Metropolitan Strategy's vision for Penrith.



A PLAN FOR GROWING SYDNEY

This document, which is an update of the Metropolitan Strategy, sets a framework for sustainable growth for the Sydney metropolitan region. Underpinned by community engagement, the strategy outlines key goals, targets and actions for infrastructure and development with a focus on boosting housing and jobs growth across Sydney.

This document identifies key drivers for the metro area of Sydney, including a 'Regional City Centre' in and around the Penrith City Centre, one of only three Regional City Centres in metropolitan Sydney and behind only the Sydney CBD and Parramatta in importance. The purpose of the Regional City Centre is to capitalise on its strategic location in Western Sydney and elevate its importance as an economic and cultural centre.



METROPOLITAN STRATEGY FOR SYDNEY TO 2031

This document, now superseded by A Plan for Growing Sydney, set the original framework for sustainable growth for the Sydney metropolitan region to 2031.

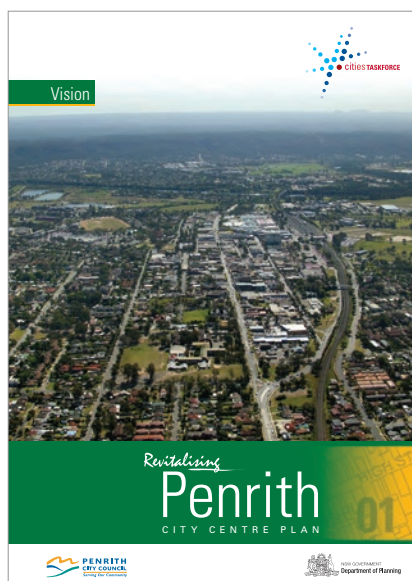
This document identified Penrith as a Regional City Centre within Sydney, one of only two in the metropolitan region and only behind the Sydney CBD and Parramatta in importance. The document sets a vision for the Penrith City Centre that is a vibrant, forward looking Regional City Centre that provides the best of urban and rural opportunities for all.



LONG TERM TRANSPORT MASTER PLAN

The Long Term Transport Master Plan presents the NSW Government's 20 year vision for the delivery of a world class public transport, roads and freight network to the state. It plays two fundamental roles. First, it identifies the challenges that the transport system in NSW needs to address to support the state's economic and social performance over the next 20 years. Second, it identifies a planned and coordinated set of actions (reforms, service improvements and investments) to address those challenges.

The western rail line, which serves the Penrith City Centre directly, is identified as a constrained route in Sydney. Bus service currently operates for local trips and as a feeder service for rail travel. A planned station upgrade for future high speed, high frequency rail service, coupled with a more integrated bus servicing system, is being considered to better connect the Penrith City Centre with the rest of Western Sydney as well as Sydney.



PENRITH CITY CENTRE VISION

Penrith City Centre Vision describes a vibrant, booming and liveable city centre that serves the needs and aspirations of the residents now and well into the future. The City Centre Plan lays a foundation to ensure the realisation of securing another 10,000 jobs and 10,000 new residents in Penrith.

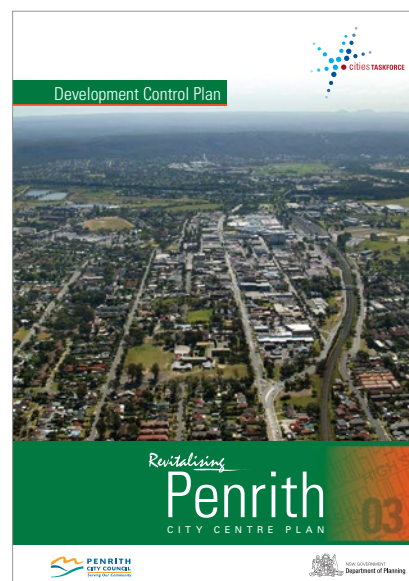
Penrith City Centre Vision is relevant to the Place Shaping Framework because it defines a vision for Penrith as a regional city that is a social, safe place where people will want to go, meet and live.



PENRITH CITY CENTRE LOCAL ENVIRONMENTAL PLAN 2008

Penrith City Centre LEP 2008 is the legal planning instrument for development in Penrith City Centre and functions as a tool to guide planning decisions. It describes principal development standards for Penrith City Centre including the zoning, height of buildings, floor space ratio, car parking, roof features, sun access and design excellence.

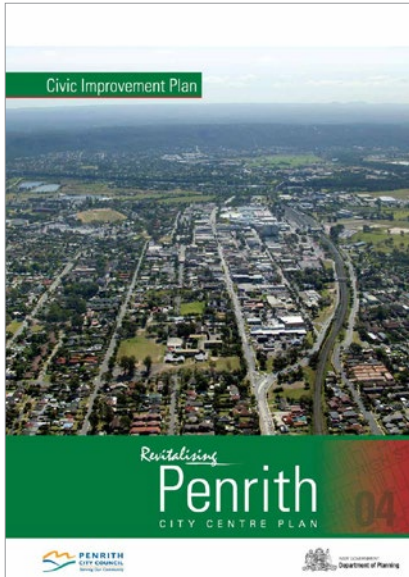
Penrith City Centre LEP 2008 is relevant to the Place Shaping Framework because it provides a planning framework for Penrith to fulfil its role as a regional city in the Sydney metropolitan region. It aims to facilitate new commercial and residential development in the Penrith City Centre that is consistent with the desired future character of the area as described in the Penrith City Centre DCP 2007.



PENRITH CITY CENTRE DEVELOPMENT CONTROL PLAN 2007

Penrith City Centre DCP 2007 is the design guideline document applying to Penrith City Centre. This DCP contains detailed provisions that supplement the provisions of the LEP. If there is any inconsistency between this DCP and the LEP, the LEP will prevail.

Penrith City Centre DCP 2007 is relevant to the Place Shaping Framework because it provides detailed provisions supplementing the LEP to strengthen the regional position of Penrith City Centre as a multifunctional and innovative centre that encourages employment and economic growth.



PENRITH CIVIC IMPROVEMENT PLAN

Penrith Civic Improvement Plan for the Penrith City Centre provides a description of the civic infrastructure needed to support the growth and development of Penrith City Centre. It also outlines the framework for contributions to be made towards the funding and provision of the infrastructure in association with future development in Penrith City Centre.

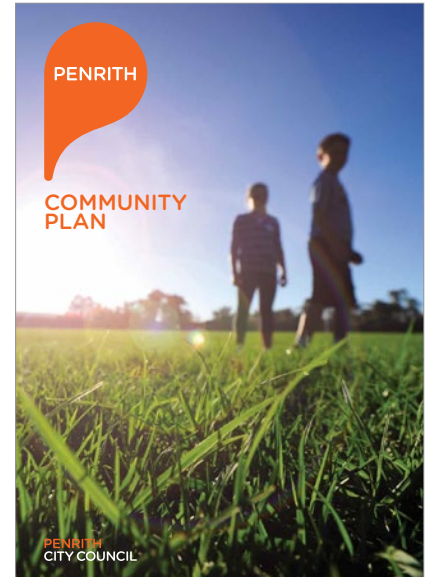
Penrith Civic Improvement Plan is relevant to the Place Shaping Framework because it aims to raise funds required to provide the capital works and infrastructure needed service new development likely to occur in Penrith City Centre over the next 20 years.



THE FUTURE OF PENRITH, PENRITH OF THE FUTURE

The Future of Penrith, Penrith of the Future used the aspirations and concerns of local residents to reimagine Penrith as a showcase for urban renewal and sustainable living which could set as a benchmark for cities worldwide.

The Future of Penrith, Penrith of the Future is relevant to the Place Shaping Framework because it translated the community's desire for the future of their city into a built concept form. The project included transitioning the area surrounding the train station into a focal point for Penrith that connected and integrated Thornton to the north with Penrith City Centre.



COMMUNITY PLAN

The Community Plan identifies the community's long term aspirations for the City. It looks beyond the next ten years, setting out long term community outcomes and the strategies to get there.

The Community Plan is relevant to the Place Shaping Framework because its guiding principles include a focus on improving mobility, public domain identity and job creation, with Penrith City Centre identified as one of three major centres (the other two being St Marys Town Centre and Kingswood Specialised Centre) where improvements will be focused.



COMMUNITY ENGAGEMENT STRATEGY

The Community Engagement Strategy explains how Council engaged with our community and partners to develop the Community Plan.

The Community Engagement Strategy is relevant to the Place Shaping Framework because it drove the outcomes of the Community Plan, with key issues of economic growth of businesses and employment as well as public infrastructure improvements in the City Centre identified as the biggest challenges facing Penrith over the next 20 years.



CITY STRATEGY

The City Strategy seeks to help build a sustainable future for the City and the community, by examining the key issues facing us over the next 10–20 years and outlining how Council will respond. The issues and policy responses in the City Strategy inform the Community Plan and Council's 4 year Delivery Program.

The City Strategy is relevant to the Place Shaping Framework because it informed the Community Plan and outlines a series of actions Council can take in the next 20 years, which includes strengthening Penrith City Centre as the transportation, economic, and cultural hub for Penrith.



RESOURCING STRATEGY

The Resourcing Strategy details Council's capacity to manage assets and deliver services over the next ten years.

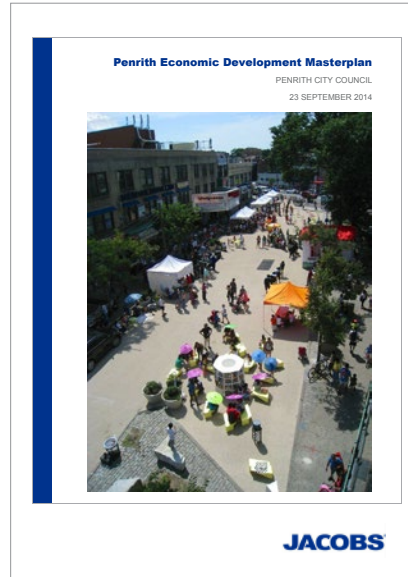
The Resourcing Strategy is relevant to the Place Shaping Framework because it informed the preparation of the Community Plan and outlines Council's financial capacity and expectations on delivering infrastructure and program improvements in the City Centre and beyond over the next 20 years.



DIGITAL ECONOMY STRATEGY

The Digital Economy Strategy is a critical resource to fuel growth of a digital sector within Penrith's own thriving economy. It is part of the wider initiatives that will help the region to keep pace with a growing population and new development.

The Digital Economy Strategy is relevant to the Place Shaping Framework because it builds upon the NBN's momentum to help Penrith attract business investment, stimulate jobs growth and offer new models of industry, education and healthcare delivery.



PENRITH ECONOMIC DEVELOPMENT MASTERPLAN

The Penrith Economic Development Masterplan is designed to provide Penrith with an economic development direction based on the latest information available regarding the current economy of Penrith Local Government Area, how this economy is situated within the state of NSW and its competitive position within the global economy.

The Penrith Economic Development Masterplan is a companion document to the Place Shaping Framework. It identifies central drivers of Penrith's economy in relation to local assets to provide the building block for a local economic development strategy centred on Penrith City Centre.

SITE ANALYSIS

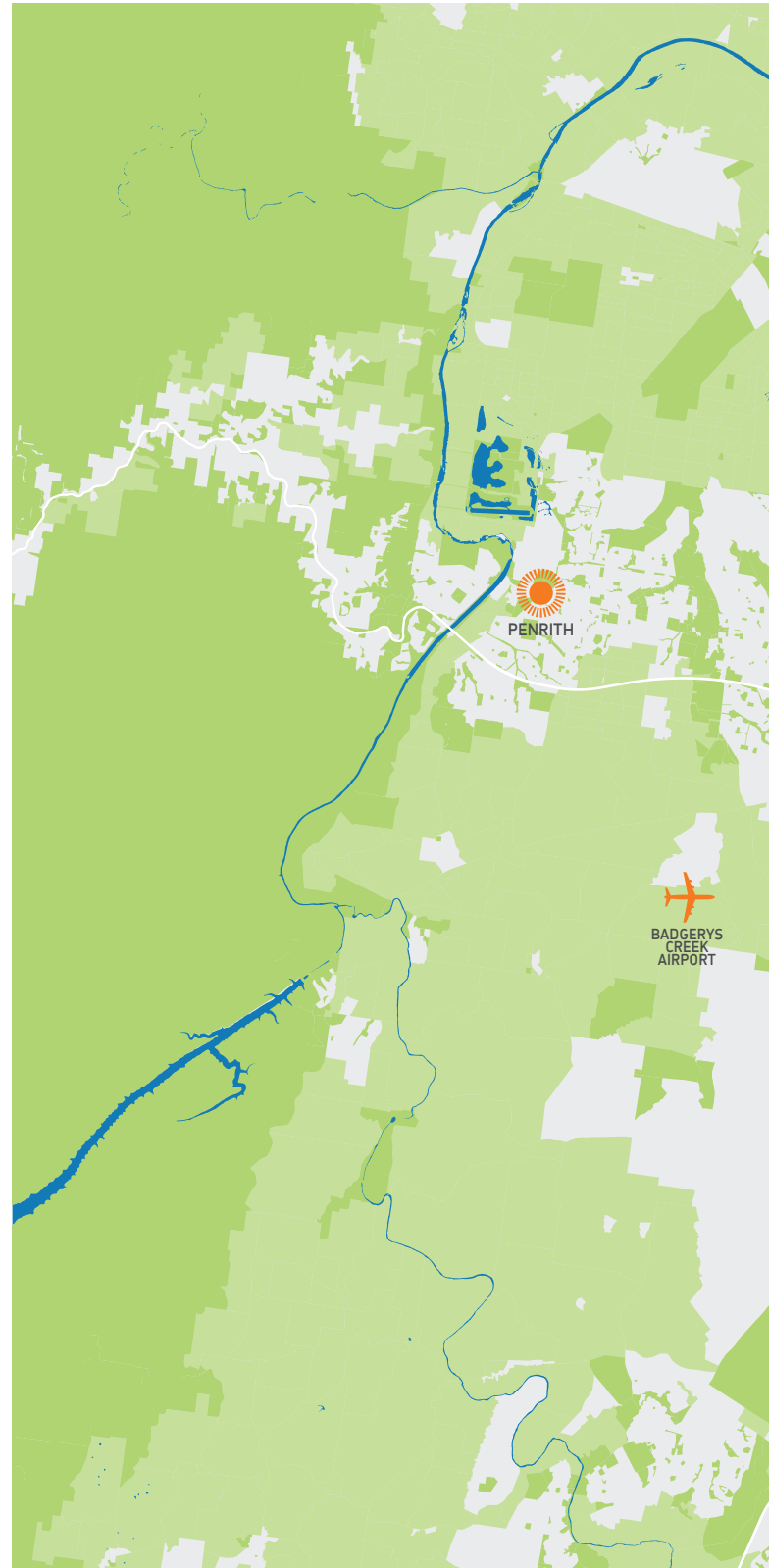
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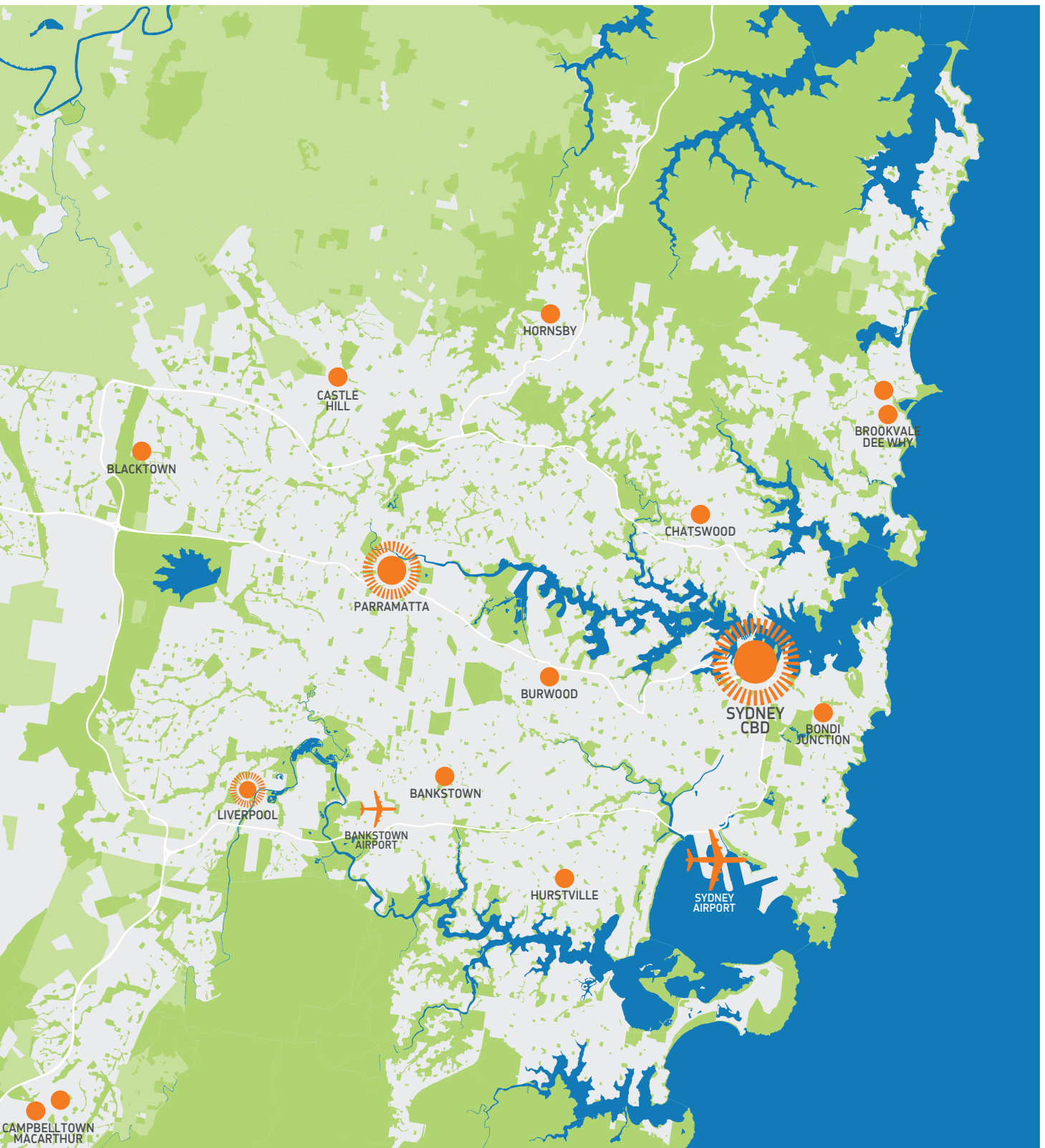
SITE ANALYSIS

04 Site Analysis

With planned Regional City Centres, Strategic Centres and Growth Centres as part of 'A Plan for Growing Sydney,' Penrith sits at an economically strategic location in the heart of Western Sydney, while offering unrivalled access to natural amenities. This section studies Penrith's overall context within Sydney and the west, showing the city's existing infrastructure, natural systems, planning regulations and other elements. Key systems identified at a city level include existing road hierarchies, open space networks, regulatory framework, and natural assets.

Together, this research illustrates how Penrith can respond to future policy expectations, and when combined into a single data set, gives insight into future improvements around land use, transport, conservation, and urban design. The following information was collated through available data provided by Penrith Council.





EXISTING ROAD NETWORK HIERARCHY

Penrith City Centre is bisected by the Great Western Highway and sits between the north-south arterials The Northern Road and Mulgoa Road. Auto oriented gateways include The Northern Rd/Great Western Highway intersection to the east and Mulgoa Rd/Great Western Highway to the west. Station Street receives the largest bus traffic of any street in Penrith City Centre.



- Major Arterial
- Secondary Thoroughfare
- Neighbourhood Collector
- Major Gateway
- Study Area

North Scale: 1:25,000 @ A4

EXISTING CYCLING NETWORK



Numerous on road cycling facilities are planned for Penrith's City Centre along major and secondary arterials. The opportunity exists to connect this burgeoning network with existing and planned facilities along the Nepean River to create a holistic active transport network and ties the city's numerous recreation assets together.

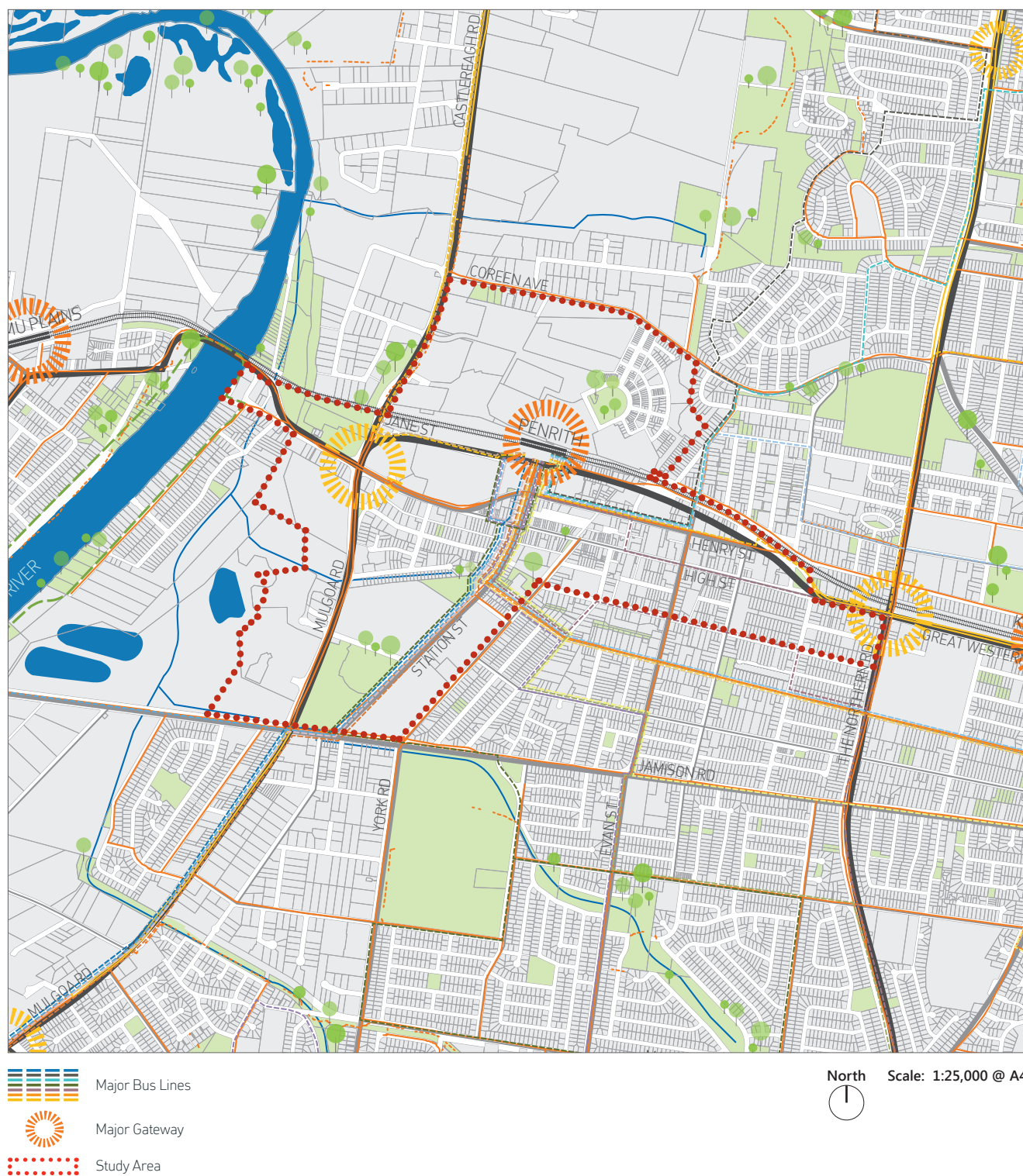


- Existing On Road Facilities
- - - Existing Off Road Facilities
- Planned On Road Facilities
- - - Planned Off Road Facilities
- Recreation Asset
- ... Study Area

North
Scale: 1:25,000 @ A4

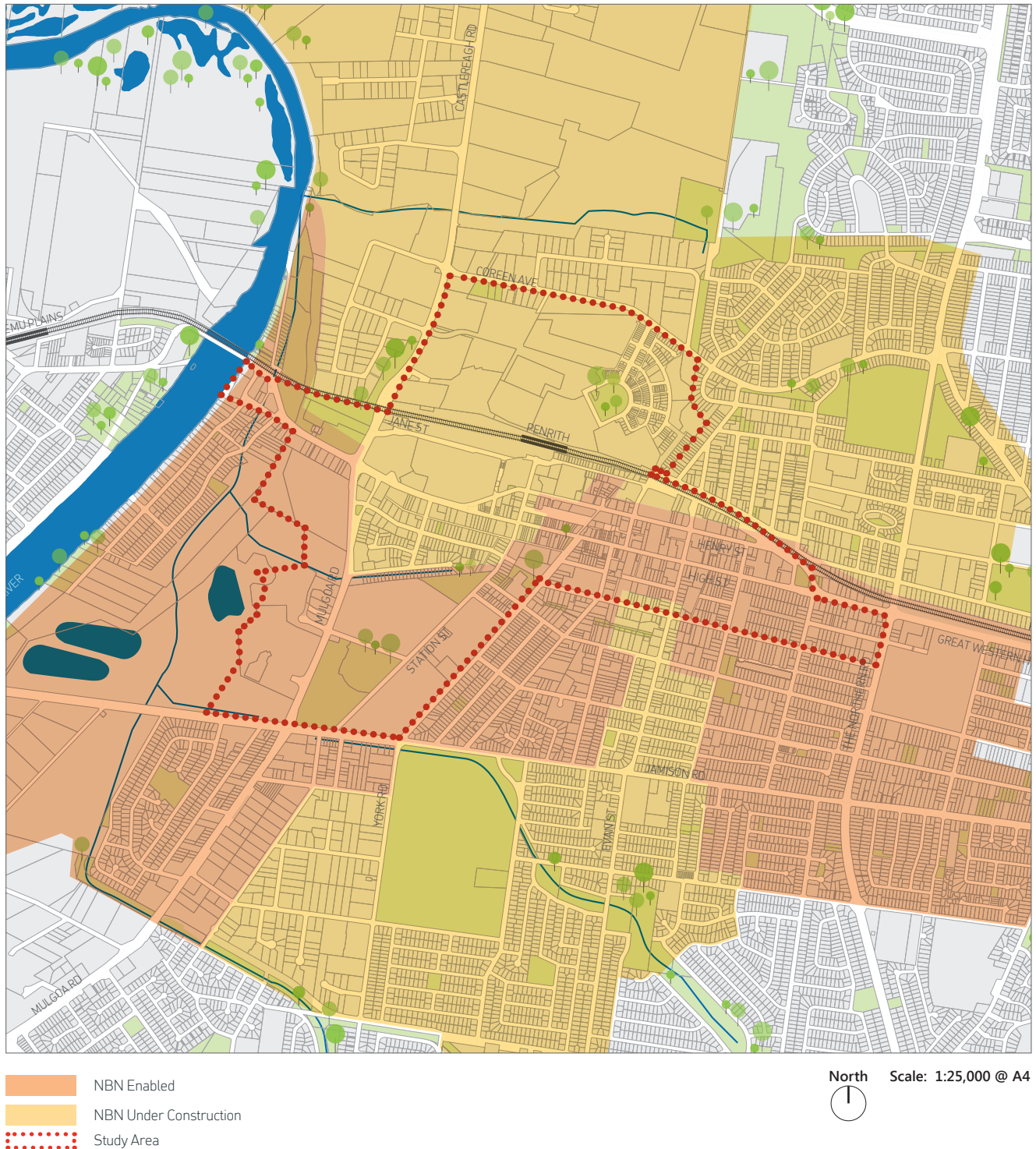
EXISTING TRANSPORT NETWORK

Penrith Station is the primary transport gateway and rail and bus hub for Penrith. Station Street receives the largest bus traffic of any street in Penrith City Centre, funnelling directly into Penrith Station.



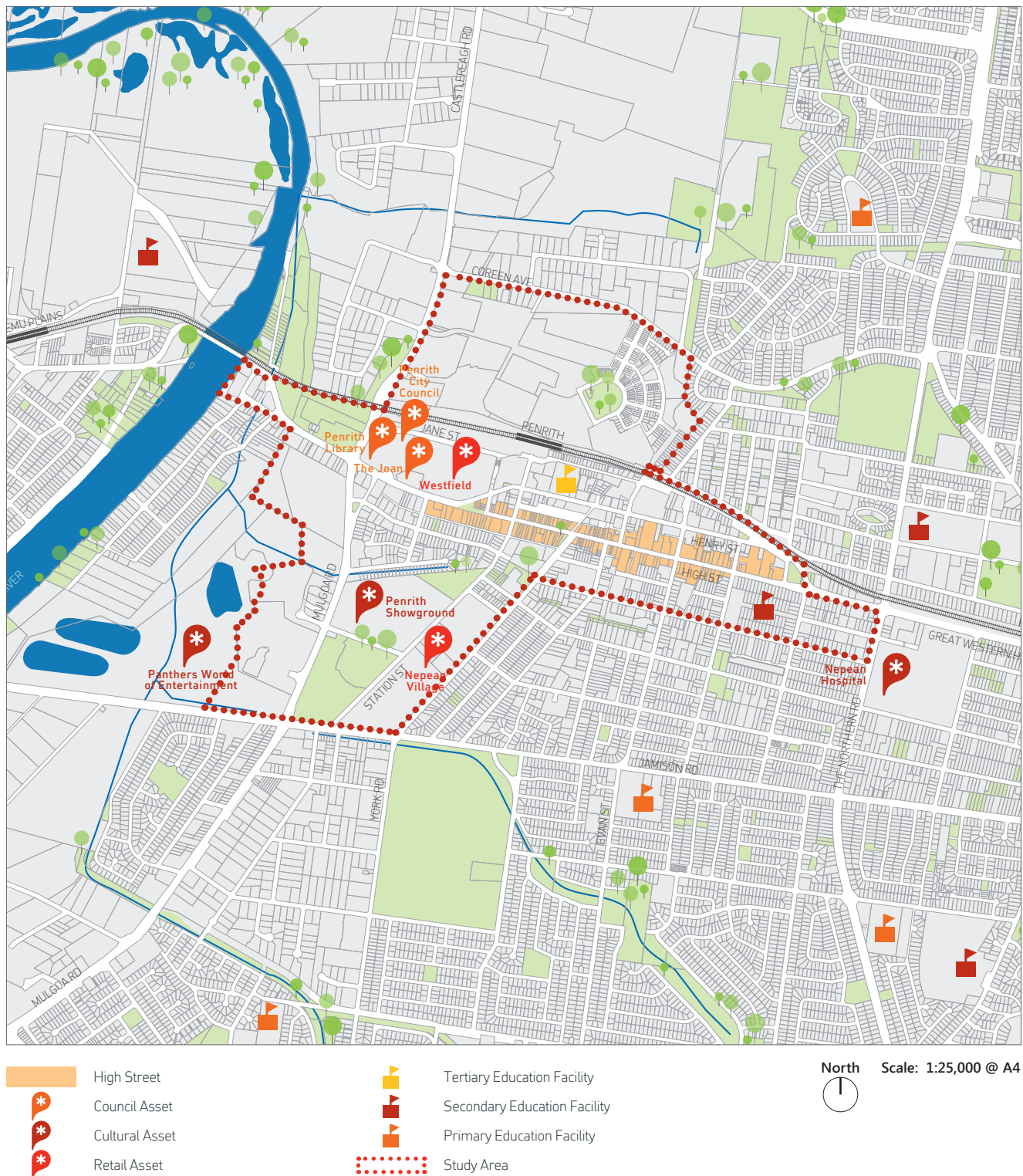


The National Broadband Network (NBN) is an Australia wide project to upgrade the existing fixed line phone and internet network infrastructure. Penrith is one of the first communities in Australia to receive enabled NBN connections, with NBN enabled or under construction for Penrith City Centre.



CULTURAL AND EDUCATIONAL FACILITIES

Penrith enjoys numerous landmark cultural and educational facilities. Penrith Library and the Joan Sutherland Performing Arts Centre are clustered on Penrith City Centre's west end while Penrith Showground and Panther's anchor the south. The Nepean College adjacent to Penrith Station plays a key role in the city's future as an educational and residential hub.



OPEN SPACE AND RECREATION NETWORK

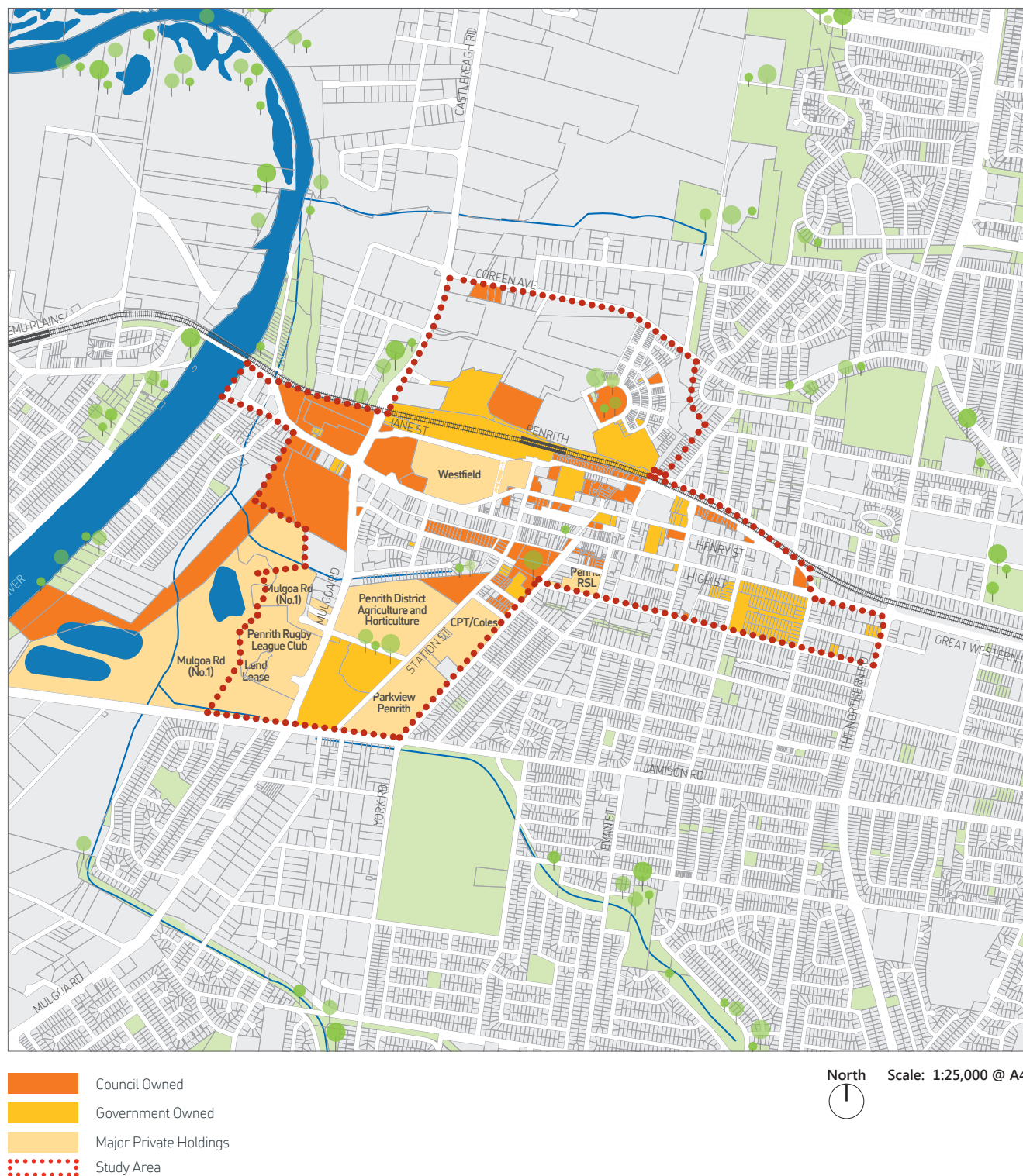


Penrith City Centre is surrounded by large regional open spaces including Jamison Park to the south, Tench Reserve to the west and the Nepean Rugby Park and Parker St Reserve to the north. The Pop Up Park and Memory Park serve as gathering points for small scale civic events in Penrith City Centre and Penrith Park and Weir Reserve provide for recreational and sporting opportunities.



LAND OWNERSHIP

Large clusters of Council owned and government owned land are immediately adjacent to Penrith Station and its associated rail corridor, opening potential for transit oriented development. Major private holdings in Penrith City Centre's south as well as Westfield Penrith present opportunities for partnership for future redevelopment schemes. Council owns numerous surface parking lots as well as large tracts of land along Mulgoa Road that also present opportunity for redevelopment.





KEY FINDINGS

Our analysis of the existing physical context of Penrith City Centre has identified the following key findings:

- + 'A Plan for Growing Sydney' targets Penrith transitioning into a centre of primary importance and major jobs centre for Western Sydney.
- + Much of the Penrith city centre currently enjoys NBN enabled phone and internet connection, with the rest of Penrith City Centre set to receive NBN in the coming year.
- + Major educational and cultural facilities, including the Joan Sutherland Performing Arts Centre, Panther's World of Entertainment and Penrith Showground, all exist in Penrith City Centre.
- + Penrith is well served by major regional parks on Penrith City Centre's periphery, with Penrith City Centre itself including small parks to hold civic events. A greater diversity and appropriately scaled civic spaces in Penrith City Centre would improve event capacity.
- + Large clusters of Council owned and government owned land are immediately adjacent to Penrith Station and rail corridor, opening potential for transit oriented development. Council owns numerous surface parking lots as well as large tracts of land along Mulgoa Road that also present opportunity for redevelopment.
- + Penrith is well served by bus, train and vehicle transport and includes numerous planned bicycle routes to improve the city's multi modal offerings. Opportunities exist to utilise Penrith Station and neighbouring bus hub to connect to the northern side of the rail line.

ASPIRATIONS

05

ASPIRATIONS

05 Aspirations

The following section outlines the aspirations for the Place Shaping Framework for the Penrith Progression. These aspirations respond to an analysis of Penrith's existing economic, transport, planning and community context, land ownership, stakeholders and existing framework documents including the Penrith City Centre Vision and the Community Plan among others. This is coupled with key elements that constitute urban design excellence for Regional City Centres such as place creation, identity, street, public and pedestrian networks, land uses, future proofing and social, economic and environmental sustainability. The intent for the delivery of the Penrith Progression is described in the following aspirations as the first step to achieving the proposed whole-of-project vision.



ASPIRATIONS

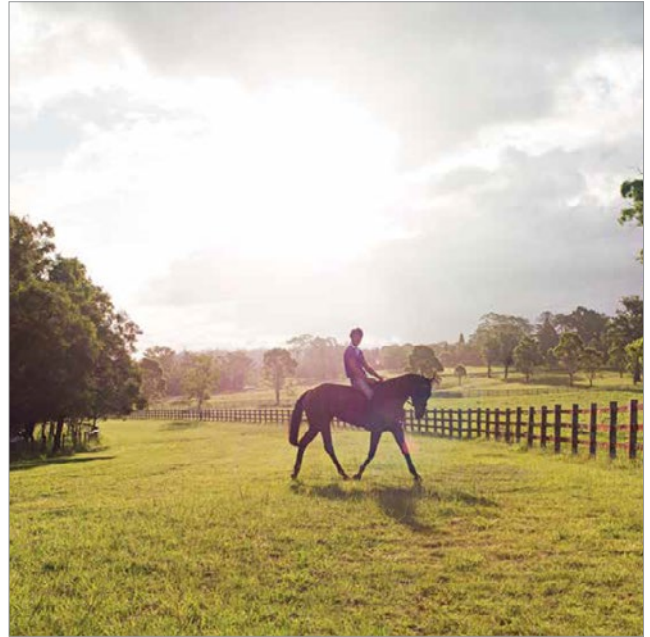
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|---|---------------------------------------------------------------------|----|----------------------------------------------------------|
| 1 | PUT PENRITH ON THE MAP | 9 | ENABLE EVENTS |
| 2 | CONFIRM PENRITH'S IDENTITY AS A LIFESTYLE CITY | 10 | CREATE A CLEAR HIERARCHY OF OPEN SPACE |
| 3 | FOSTER INNOVATION | 11 | PROMOTE A HEALTHY LIFESTYLE |
| 4 | CELEBRATE PENRITH'S HERITAGE | 12 | INVESTIGATE SPORT AND RECREATION AS AN ECONOMIC CATALYST |
| 5 | CONNECT TO THE REGION | 13 | LEVERAGE THE HEALTH AND WELLNESS PRECINCT |
| 6 | CONFIRM THE CITY LIMITS | 14 | EMBED EDUCATION IN THE CITY |
| 7 | TRANSITION FROM A SUBURBAN STATION TO A REGIONAL CITY TRANSPORT HUB | 15 | CONFIRM AND CELEBRATE THE CULTURAL ASSETS |
| 8 | DIVERSIFY LAND USES IN THE CITY | 16 | DELIVER A SUSTAINABLE CITY |

ASPIRATION 01 PUT PENRITH ON THE MAP



- + Promote Penrith as a centre of excellence.
- + Transition Penrith from a “retail and consumer services” activity centre to a “knowledge intensive export oriented” activity centre.
- + Consider the right employment focus for the regional city.
- + Focus on employment sectors that are growing, not declining.

ASPIRATION 02 CONFIRM PENRITH’S IDENTITY AS A LIFESTYLE CITY



- + Reinforce Penrith’s proximity to the Blue Mountains.
- + Highlight Penrith’s proximity to the Nepean River.
- + Emphasise Penrith as a regional city.
- + Encourage people to live and work in Penrith.
- + Consider a diversity of residential typologies.
- + Act on “Lifestyle City” being consistently selected as one of the top 3 city typologies at the Focus Groups.



ASPIRATION 03 FOSTER INNOVATION



- + Build upon Penrith's historic entrepreneurialism.
- + Harness the NBN.
- + Be at the forefront of inventing and introducing new ideas for the city.
- + Tailor innovation to job opportunities and vice versa.
- + Create a business hub.
- + Encourage incubators for young businesses.
- + Embrace an access economy.

ASPIRATION 04 CELEBRATE PENRITH'S HERITAGE



- + Recognise Penrith's historic buildings.
- + Embrace Penrith's history as a private town.
- + Promote Penrith's historic entrepreneurial spirit.
- + Create the new heritage for Penrith.
- + Light the streets of Penrith to recognise its history as the first town with electricity. Hold a winter lights festival.
- + Celebrate Penrith's Modernist era buildings.

ASPIRATION 05 CONNECT TO THE REGION



- + Emphasise macro connections to regional cities in support of a network city.
- + Resolve micro connections to ensure legibility and linkages at a city scale.
- + Consider both physical and virtual connections.
- + Establish a Badgerys Creek Airport hub at Penrith.
- + Reintroduce the free shuttle with an improved route and timetable.

ASPIRATION 06 CONFIRM THE CITY LIMITS



- + Strengthen the arrival from the west.
- + Create an eastern portal.
- + Cross the railway line to integrate with the north.
- + Consolidate the city to leverage the economy.
- + Provide significant additional north/south connections across the railway.



ASPIRATION 07
TRANSITION FROM A SUBURBAN STATION
TO A REGIONAL CITY CENTRE TRANSPORT
HUB



- + Resolve the bus and rail interchange.
- + Emphasise alternative forms of transport.
- + Promote transit oriented development.
- + Link the north and the south at the station with green buildings, a visitor centre and community green areas.
- + Become the premier cycling city in NSW.

ASPIRATION 08
DIVERSIFY LAND USES IN THE CITY
CENTRE



- + Promote living and working and learning in the city.
- + Expand job opportunities in the city.
- + Enable flexible spaces.
- + Establish a broader accommodation portfolio: short term, student, retirement and executive accommodation.

ASPIRATION 09 ENABLE EVENTS



- + Establish a diversity of public open spaces.
- + Reinforce a network of destinations.
- + Overlay a daily, weekly, monthly or annual cycle of events.
- + Bring festivals to Penrith: foothills festival, music festival, spring carnival, leverage off the Sydney Festival and reintroduce events in Penrith.

ASPIRATION 10 CREATE A CLEAR HIERARCHY OF OPEN SPACE



- + Create a civic park for Penrith.
- + Introduce a canal system to connect the river and city centre.
- + Establish a network of city destinations.
- + Interface with regional open space.
- + Connect to the Nepean River riparian corridor.
- + Emphasise the Blue Mountains UNESCO World Heritage Area.



ASPIRATION 11 PROMOTE A HEALTHY LIFESTYLE



- + Enhance pedestrian connectivity.
- + Encourage walkability.
- + Conserve natural resources.
- + Ensure a 5 minute walk to open space.
- + Green the streets to encourage walking.
- + Implement a citywide “get fit” program.
- + Investigate an “adventure economy.”

ASPIRATION 12 INVESTIGATE SPORT AND RECREATION AS AN ECONOMIC CATALYST



- + Target the relocation of the Department of Sport and Recreation.
- + Investigate the science of sport as education.
- + Integrate the technology of sport.
- + Reinforce the entertainment of sport.
- + Become a premier sports and recreation holiday destination: go to the lakes and the river instead of the beach.

ASPIRATION 13
LEVERAGE THE HEALTH AND WELLNESS
PRECINCT



- + Provide facilities to attract the best and brightest.
- + Expand the workforce.
- + Deliver housing for workers in close proximity.
- + Become a centre point for health and well being.
- + Investigate the feasibility of a private hospital or day surgery.

ASPIRATION 14
EMBED EDUCATION IN THE CITY CENTRE



- + Enhance the role of TAFE in the city.
- + Provide UWS with a presence in the city.
- + Reinforce innovation through education.
- + Share information and innovation between UWS and TAFE.
- + Consider student accommodation.

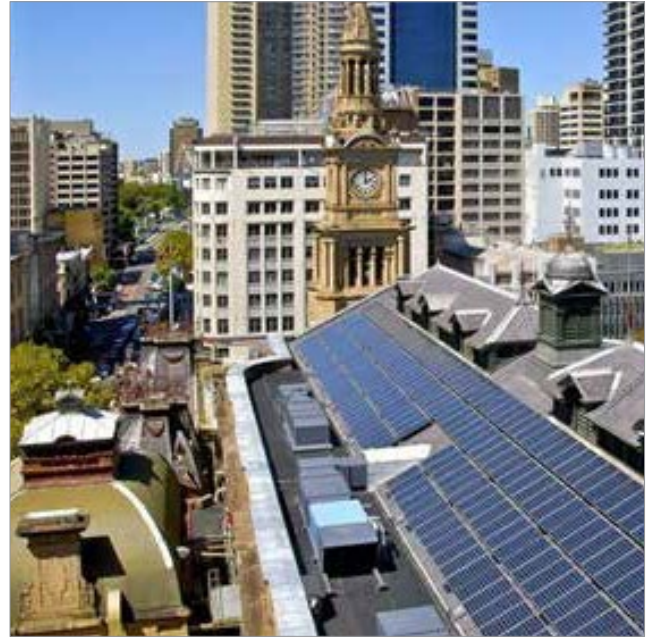


ASPIRATION 15
**CONFIRM AND CELEBRATE THE CULTURAL
ASSETS**



- + Leverage the Joan Sutherland Performing Arts Centre.
- + Embed Penrith City Library into the City Centre.
- + Consider attracting a new regional cultural asset.

ASPIRATION 16
DELIVER A SUSTAINABLE CITY



- + Ensure economic sustainability.
- + Implement environmental sustainability.
- + Promote social sustainability.
- + Enable cultural sustainability.
- + Commit to governance sustainability.
- + Investigate renewable energy for Penrith.
- + Encourage Penrith appropriate architecture.

BENCHMARKING

06

BENCHMARKING

06 Benchmarking

This chapter provides a benchmarking study for cities or projects that have undertaken innovative processes as they relate to the top three issues confirmed during the first engagement session, The Gathering, and the subsequent Penrith Progression process. The top three issues were:

- + Jobs closer to home.
- + Traffic congestion and inadequate public transport.
- + Lack of identity and clear future direction.

ISSUE 01 JOBS CLOSER TO HOME

The biggest issue identified in previous community engagement and confirmed at The Gathering was the issue of jobs closer to home in Penrith. The “Penrith is Here” strategy states that of 83,000 employed local residents, approximately 31,000 work in Penrith and 52,000 travel outside of Penrith each day to go to work. The challenge for Penrith is how these statistics can be reversed. The following cities are provided as benchmarking examples where innovative initiatives have been developed to address the issue of jobs closer to home. These initiatives emphasise building upon existing strong employment sectors, diversifying the jobs economy, transitioning the skill set of residents to the 21st century and promoting ease of doing business in the city.

Enrico Moretti, in *The New Geography of Jobs*, uncovered that for each additional job in manufacturing, 1.6 jobs are created in local jobs ranging from barbers and waiters to doctors and lawyers. However, for the innovation sector, the job multiplier is 5. The upskilling and education of the workforce to reinforce a knowledge economy is a central theme in each of the following benchmarks.

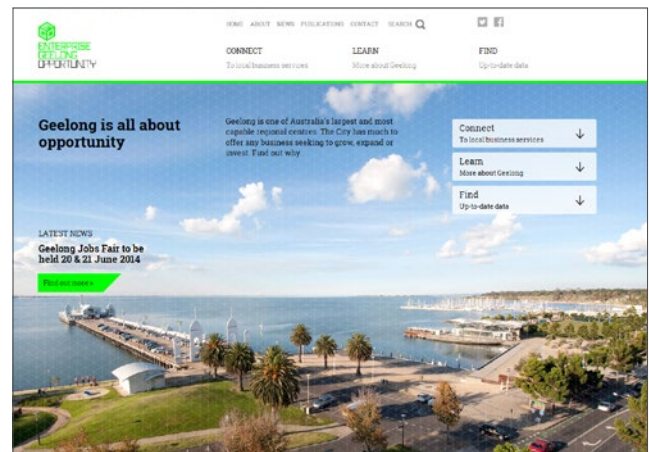


IPSWICH, QLD

Ipswich is expected to be Queensland's fastest growing LGA over the next 25 years. The challenge for Ipswich City Council is to have the foresight to engage a strategic economic development program that ensures the long term sustainability of the community. Ipswich is actively encouraging high value adding business activity and industry growth which requires a high degree of skilled workers and increased use of technology. This will foster innovative companies paying above average wages that will continue business growth after the construction boom.

Based on Census statistics, total labour supply (62,787 persons) in Ipswich LGA outstrips demand (45,456 jobs), meaning that Ipswich LGA is a net exporter of labour. This is consistent across all industries in Ipswich LGA, with the notable exception of education, which had 374 more jobs in Ipswich LGA than residents employed in this sector. The industries of construction, wholesale trade, transport and storage, communication services, finance and insurance, and property and business services have particularly high levels of labour supply in Ipswich LGA compared to demand. This indicates that these sectors could be targeted in terms of increasing employment opportunities.

Ipswich and its jobs economy is relevant to Penrith because Ipswich have a strategic economic development program in place to target industries for increased employment opportunities for local residents. Ipswich is transitioning from blue collar work to white collar work, enabled by education fostered by government. The 20-year InfoCity Plan will enable Ipswich to be a 'digital innovation community' and contribute to the city's long term competitiveness while supporting innovation and knowledge industry development. Ipswich recognises that it must create a positive environment for business investment as well as residential areas that attract and retain workers to support its growth.



GEELONG, VIC

Geelong is Victoria's largest regional city and is experiencing rapid growth. More than 16,000 businesses employ a highly skilled workforce. Manufacturing is Geelong's largest contributor to Gross Regional Product with key growth sectors being healthcare and social assistance; education and training; professional, scientific and technical services; construction and tourism. Geelong is also emerging as a leader in knowledge, innovation and research, advanced manufacturing, health, tourism, events, food and horticulture.

To demonstrate its commitment to promoting a strong, diverse and growing economy, Council has established "Enterprise Geelong," an innovative and focused approach to the region's economic development. Enterprise Geelong is the centrepiece of Council's effort to drive a much harder, more targeted and commercially oriented approach to achieve sustainable and economic growth. The intention is to show that Geelong is a "can do city" and a "can do council," building confidence that Geelong is a great place to do business – both for those already in Geelong and those Geelong seeks to attract. Enterprise Geelong is tasked with attracting investment, supporting local business and driving economic growth to enable Geelong to prosper.

The Enterprise Geelong program is relevant to Penrith because it is a dedicated resource for economic development initiatives. It is the point of entry for businesses seeking to establish, grow or invest locally and it achieves this through positive leadership, collaboration and innovation. Enterprise Geelong's role is to deliver initiatives to both diversify and up skill the local labour force. To guide this, an annual Skills Shortage Report assists in understanding the range and extent of skill shortages that employers report they are currently experiencing and those they anticipate in the coming 12 months.



INNOVATION CAMPUS, UNIVERSITY OF WOLLONGONG, NSW

The Innovation Campus is a research and commercial precinct developed by the University of Wollongong. It was established with seed funding from the NSW Government and has received ongoing support from the Federal Government, NSW Government and Wollongong City Council. UOW generates around \$2 billion in economic activity each year, with most occurring in Wollongong and the surrounding Illawarra Region. Being part of this dynamic university gives the Innovation Campus a clear competitive edge over industrial parks in other cities. It has an established community of innovation companies that have leased office space in the commercial buildings, attracted by the campus facilities and the opportunity to co-locate with some of UOW's leading research institute. These tenants have one major advantage over companies that are located in standard industrial parks around Australia: access to a steady stream of well-trained graduates.

Approximately 20,000 Wollongong residents, many of them highly trained professionals, commute to Sydney each day. The next challenge for Wollongong is capitalising upon the Innovation Campus to attract more businesses and jobs to retain the UOW graduates and provide additional employment opportunities for local residents.

The Innovation Campus is relevant to Penrith because it delivers an environment for commercial and research entities to co-locate with the UOW teams and establish partnerships. This is underpinned by an aspiration to enhance the economic and cultural wealth of the Innovation Campus participants by providing an environment for people and organisations to exchange ideas. There is a direct opportunity for Penrith to consider a similar approach by creating more diverse employment opportunities for its residents.



LIGHTHOUSES OF KNOWLEDGE, CURITIBA, BRAZIL

In the 1990s, the city of Curitiba in Brazil introduced the "Lighthouses of Knowledge" project, an initiative towards digital-social inclusion in the city of Curitiba. Fifty brightly coloured glassy lighthouse-shaped towers are spotted through the neighbourhoods. These lighthouses are free educational centres which include libraries, internet access, and other cultural resources for citizens aged 3 to 80. The community libraries work with municipal schools, have a collection of approximately 5,000 books, are a cultural reference and leisure for the community, and are designed to diversify the opportunities of access to knowledge, expanding the area of formal education.

Lighthouses of Knowledge is one of many initiatives implemented in the city of Curitiba. Curitiba, since urban visionary Jaime Lerner became its mayor in 1971, has pioneered one remarkable social or physical innovation after another. The bright lighthouses are a simple, fun and cheap solution to promote education. It is not surprising to see that among the Brazilian capitals, Curitiba has the lowest rate of illiteracy and also number one in education between the Brazilian capitals.

The Lighthouses of Knowledge are relevant to Penrith because they are a simple government-led initiative that has resulted in a higher level of education amongst the community. This increased knowledge and literacy provides greater opportunity for Curitiba's residents in making accessible higher skilled employment prospects. Curitiba, through the Lighthouses of Knowledge and other initiatives, has shown that empowering the community and providing capacity building opportunities through knowledge are critical elements in enabling constructive changes in the city.

ISSUE 02 TRAFFIC CONGESTION AND INADEQUATE PUBLIC TRANSPORT

The vision for Penrith City Centre confirms community aspirations for a safer, cleaner and healthier city, a place that is better connected and easier to get around. Improvements in the travel habits and patterns of Penrith citizens will underpin a transition towards a more sustainable place. In addition, as other cities have shown, a commitment to investment in transport services and facilities is critical to transform towards a more forward thinking and innovative destination.

Three international cities of differing geography but exhibiting similar characteristics have been highlighted for their transport infrastructure. In each case, the projects illustrate the depth of contemporary approaches to tackling 21st century traffic and transportation challenges. These places are role models and their transport innovations are recognised examples of best practice. In some instances, new transit services have become urban regenerators in themselves.

Important parallels and opportunities for Penrith can be drawn from such global precedents. With its proximity to town and country, prime situation on the rail network and accessibility to the greater Sydney traffic network, Penrith has many strategic advantages on which to build a more sustainable transport future.

In addition, three examples of alternative transport initiatives in Australian cities are provided to guide how Penrith can provide better connections and access for pedestrians and cyclists in Penrith. The Gong Shuttle, the Sydney Cycleways and the Brisbane Veloway are detailed as Australian exemplars.



BOGOTA, COLOMBIA

Bogota is the capital city of Colombia and has a population of approximately eight million people. It is situated on a vast plain at altitude amongst a hinterland of valleys with thriving towns whose habitants make a living from agriculture, cattle ranching and handicrafts. Bogota has become one of the most important cities of the continent with modern plazas, streets and avenues. Its mass transit system is considered one of the most important in Latin America and is a model for transport systems across the continent. The city has an extensive system of bicycle paths and segregated lanes, called “ciclorrutas,” totalling 376 linear kilometres in 2013.

Bogota has addressed its traffic congestion and inadequate public transport through two major initiatives:

TransMilenio BRT - Private car ownership, despite being less than 27%, is a major part of traffic congestion in Bogota, in addition to taxis, buses and commercial vehicles. Since 1998, significant efforts to upgrade infrastructure have been undertaken. There are two bus systems: the traditional bus system and the bus rapid transit (BRT) system. BRT operates on dedicated bus roads (busways) and smaller buses (feeders) operate in residential areas. To supplement BRT, the Bogota Metro is a proposed rapid transit system for 2018.

Ciclovía Movement - Ciclovía, literally “bike path” in Spanish, is a ground breaking event that started in Bogota in 1976. As a weekly event, it draws more than 1.5 million people to walk, cycle, skate and enjoy the streets closed to traffic on Sundays and holidays from 7:00am to 2:00pm.

Bogota’s transit system is relevant to Penrith because its extensive network of rapid transit and cycle routes is a sound exemplar of change in its transportation infrastructure. Out of one of the most congested South American inland conurbations has emerged a pioneering mass bus transit system that is cited the world over.



UTRECHT, THE NETHERLANDS

Utrecht is a medieval fortified canal city that suffered much post-war redevelopment in its centre. Its location on the banks of the Rhine River allowed Utrecht to become an important trade centre in the northern Netherlands. Due to its central position within the country, it is an important transit hub for both rail and road transport. Utrecht is at the nexus of the Dutch rail network and also the location of the headquarters of Dutch Rail.

Utrecht's rail network has two major investments occurring: the reconstruction of Centraal Station and an extension of the light rail scheme Sneltram, literally "fast tram," to Utrecht University. Centraal Station is currently undergoing a major reconstruction as the hub for heavy rail, light rail and bus services in the city. Meanwhile, the Sneltram extension will replace the current BRT service and provide a direct mass transit connection to Utrecht University Hospital that is due to commence operations in 2018.

Like most Dutch cities, Utrecht has an extensive network of cycle paths over its flat terrain. Approximately 33% of journeys within the city are by bicycle, more than any other mode of transport. In 2014, Utrecht City Council decided to build the world's largest bicycle parking station near Centraal Station. This three storey construction will cost an estimated 48 million euros -and will hold 12,500 bicycles.

Utrecht's transit system is relevant to Penrith because of its situation relative to Sydney: Utrecht is Amsterdam's satellite city. It also shares an inland riverine setting, dating back to its growth as a trade route on the Rhine. Further parallels include the 1970s development of Europe's largest shopping centre at Utrecht Centraal Station as part of a comprehensive rebuilding of the station's city centre precinct. As a walking, cycle friendly and canal boat city, Utrecht is an excellent model of sustainable urban transport systems.



TACOMA, USA

Tacoma is located in Washington state and is a mid-sized port city with a population of approximately 200,000. The Tacoma Link is a 2.6km light rail line which transports commuters between the Theatre District Station and Tacoma Dome Station. The Tacoma Dome Station is a transit hub for light rail, heavy rail and buses. The Tacoma Link is currently free of charge to use, however a \$1 fare will be collected beginning in September 2014.

Expansion of the Tacoma Link is currently under consideration and has been promoted in support of a "smart growth" approach to addressing the region's population growth. The operators, Sound Transit, are exploring six possible corridors for expansion. In May 2013, the Sound Transit Board of Directors chose the North Downtown Central Corridor as the preferred corridor. This corridor will see Tacoma Link extend from its current terminus at the Theatre District Station 5km to the University of Washington's Tacoma Campus.

The story of Tacoma's transportation development is relevant to Penrith's transport aspirations for a number of reasons. Like many mid sized American cities with a large rural catchment, it expanded into 20th century suburbs and outlying towns around the baseline form of travel - the automobile. The arrival of light rail in Tacoma in 2003 after a decade of political and community debate, represented a key shift in travel behaviour and management of movement patterns across the city region. As an established and popular service linking major venues around the city's downtown, the Tacoma Link has laid the foundations for the development of a broader light rail network serving suburban destinations, knowledge hubs and economic cores.



SYDNEY CYCLEWAYS, NSW

The City of Sydney is supporting Sydney's growth in cycling by building a 200km bike network which includes dedicated bike paths separating riders from traffic and pedestrians. More and more Sydneysiders are riding bikes for transport, with a 100% increase over the past 3 years. Twice as many are riding bikes for transport than the national average, and some 31,600 City of Sydney residents get on a bike in a typical week.

In addition to the improved bike infrastructure, City of Sydney staff are out and about each week at key locations with information and advice on bike riding in Sydney and their Try2Wheels events offer expert advice on everything from route planning to buying a new bike. The City also offers free Cycling in the City and Bike Maintenance courses held weekly at Sydney Park Cycling Centre.

The City of Sydney Cycleways are relevant to Penrith because they demonstrate how improved bicycle infrastructure, coupled with an education program, can increase the bike ridership in a city. More cyclists equates to less cars and congestion in addition to providing health benefits associated with regular exercise.



VELOWAY 1, BRISBANE. QLD

The Veloway 1 (V1) is planned to connect cyclists from Brisbane city to Gateway Motorway off ramp at Eight Mile Plains (along Pacific Motorway). A dedicated 3m wide cycleway will extend 17km, providing a safe route for commuting cyclists. The Veloway is being delivered in stages over the next six years.

When constructed, the 17km connection will successfully provide the missing links within existing cycleway and ensure a safe and dedicated commute for cyclists. The V1 will give Brisbane cyclists a high capacity cycleway that connects with hospitals, shopping centres, educational facilities and public transport hubs. It will improve conditions for cyclists, provide a direct link from Eight Mile Plains to the city and promote an active and healthy lifestyle.

Veloway 1 is relevant to Penrith as it normalises cycling as a viable form of alternative transport. The state of the art Veloway provides a cheaper way for Brisbane residents to travel to the city and combine an enjoyable journey to work with exercise. Additionally, for some residents, cycling to work may prove to be faster than driving to work.

ISSUE 03

LACK OF IDENTITY AND CLEAR FUTURE DIRECTION

A lack of identity and clear future direction for Penrith was confirmed as a priority issue at The Gathering. The following cities are provided as benchmarking examples where innovative initiatives have been developed to address the issues of improving or creating a unique 'place' and experience and giving direction to a city's future identity. These initiatives emphasise an understanding of niche marketing, building off a city's cultural history and using identity to rally around and develop economic benefits for local businesses. At the core of each strategy is the idea of building the future from the past, where each city developed an identity based on assets they already developed or were originally instilled with, mixed with a good balance of new ideas and relevant innovation.



QUEENSTOWN, NEW ZEALAND

Queenstown's reputation as an acclaimed four season resort town didn't happen overnight – ideas of turning the once remote village into a world class destination actually began locally with the support of Kiwis who used it as a popular summer holiday destination. The first seeds were planted in 1947 when the winter ski resort Coronet Peak opened. As better roads and facilities were developed, the town became a picturesque overnight stop for coach tours and adventure seekers. World first innovations such as commercial jet boating and bungy jumping have forged Queenstown's enduring reputation as the 'Adventure Capital of the World.'

Harnessing this momentum, a marketing body now known as Destination Queenstown (DQ) was formed in 1985 to collectively promote Queenstown to the world. The regional tourism organisation (RTO) is funded by commercial rate payers via an annual levy collected by the Queenstown Lakes District Council (QLDC). Today, Queenstown hosts over 220 adventure tourism activities and numerous cultural festivals including the Bike Festival, Winter Festival, and Jazz Festival.

Queenstown's transformation into an identifiable tourist destination is relevant to Penrith because the program is intrinsically tied to its natural environment and mountains, a major regional destination for adventure seekers and hikers. There is an opportunity for Penrith to position itself as the bridge between Sydney and the Blue Mountains and work collectively with groups such as the Blue Mountains, Lithgow and Oberon Tourism organisation to open discussions for revenue sharing to collectively market regional offerings.



AMSTERDAM, THE NETHERLANDS

To maintain the city's position as a top spot for tourism and business, a private public partnership was formed to rebrand Amsterdam with a new city marketing campaign. In 2004, "I amsterdam" was born, which stands as a motto and a brand all in one for both the people of Amsterdam and the city itself.

"I amsterdam," is seen as a non-generic, specific, instantly recognizable identity and is hailed as a great example of a rebranding effort led by the City of Amsterdam. It is now a globally recognised trademark for the city and is connected to anything-Amsterdam, including: city travel cards, bike routes, cultural and entertainment events.

This is a successful rebranding initiative that has propelled tourism, attracted new businesses and in the last month, "I amsterdam" launched a Climate and Energy Fund worth 45 million euros to invest in large scale projects that demonstrate the savings of energy, the use of renewables, and energy efficiency. The campaign has created a green revenue stream for the city and its citizens.

"I amsterdam" is relevant to Penrith because Penrith already has a recognisable brand, "Penrith is Here." There is now an opportunity to implement that brand into all aspects of government functions as well as implementing brand identity improvements throughout Penrith City Centre, major events, and propel investment funds under the brand's message. This is an opportunity to further consolidate the community behind the "Penrith is Here" brand.



NANTES, FRANCE

France's fifth largest city has a legacy as a major shipping hub for Western Europe. By the 1960s, however, the industry's decline sent Nantes into an economic tailspin. The proud city needed a new identity in order to remain relevant. That new identity became the embodiment of culture and sustainability.

Notable achievements include the city's renowned climate action plan which has a goal of reducing carbon dioxide emissions by 30 percent by 2030. Nantes was the first city in France to reintroduce trams. Large redevelopment efforts in Nantes have sustainability at their backbone. The most ambitious of these is the Ile de Nantes, the conversion of a 350-hectare industrial brownfield into an eco-district that will house 20,000 inhabitants.

Estuaire is a government backed exhibit that places large scale, interactive and educational public art projects along the banks of the Loire River as a way of drawing interest to the many benefits of the environmentally sensitive estuary.

The region's efforts have received considerable attention. The European Union designated Nantes as its "Green Capital" for 2013. The city has hosted large world summits on sustainability, including Ecocity 2013, a world summit on sustainable cities.

Penrith's metropolitan location at the foot of the Blue Mountains places the city at the confluence of Australia's major urban and natural assets. Penrith could become an ideal location for the conglomeration of environmental and urban sustainability efforts and education. Focusing on protecting the Blue Mountains from urban sprawl, education on bush fires, and promoting better transport connections are ways Penrith could develop a brand as the most sustainable city in western Sydney.



LEURA, NSW

Leura is an historic village with quaint little tea houses and craft shops nestled amongst turn of the century buildings. It is one of the series of small towns stretched along the Great Western Highway and Main Western Railway Line that bisect the Blue Mountains National Park. Leura has retained its own distinct identity with an authentic village atmosphere. The village centre lies on the main street, The Mall, which feels secluded from the Great Western Highway. The Mall is divided by a wide grassy median strip planted with flowering cherry trees. The historic streetscape has been largely preserved and is lined with cafes, art galleries and small boutiques. Leura is home to many formal English style, cool climate gardens which provide elegant walks.

Leura reinforces its identity through activities such as the Leura Walking Tour. The walk offers a slow paced look at homes, buildings and churches that make up the architectural history of Leura. Another major attraction is the Everglades Garden which includes a Moderne-style home and five hectares of landscaped gardens designed by Danish architect Paul Sorensen. Everglades boasts an outdoor theatre which often hosts productions such as Cirquinox and the Leura Shakespeare Festival. The Leura Gardens Festival is held annually in October and raises money for the Blue Mountains District Anzac Memorial Hospital by opening private gardens to the public. This festival coincides with the Leura Village Fair.

Leura is relevant to Penrith because it reinforces its identity by retaining its natural character as a quaint mountain top village with beautiful gardens and overlaying an events program that draws visitors into the village throughout the year. There is an opportunity for Penrith to draw upon its natural assets and amenity to reinforce a clear identity for itself. Its proximity to the Nepean River at the foothills of the Blue Mountains sets it apart from anywhere else in Sydney.



SONOMA MOUNTAIN VILLAGE, CALIFORNIA USA

Sonoma Mountain Village is an 80 hectare mixed use redevelopment of a former business park campus in Sonoma Valley, the centre of California's wine industry, approximately 60km north of San Francisco. Sonoma Mountain Village is a solar powered, zero waste community built around high performance buildings, convenience, comfort and a sense of place. As the first One Planet Community in North America, the village demonstrates how a community can successfully work, live and play.

The development provides 80,000sqm of mixed use development including commercial, office and retail space in addition to 1,700 residential dwellings. All uses are located within a five minute walk to the town square and a two minute walk to public open space. A commuter rail line will provide access into and out of the village via the Sonoma-Marina Area Rail Transit (SMART) initiative, set at reducing transport carbon emissions by 82%.

Residents and workers within the community have access to a community centre, garden space, 10 hectares of parklands, walking and bicycle paths in addition to a local daily farmer's market. Another unique feature is the village's access to the One Planet Lifestyle Concierge, a service offering classes and workshops on new products, technologies and networking around the world with other One Planet Communities.

Sonoma Mountain Village is relevant to Penrith because it has a clearly established identity and future direction as an environmentally sustainable and technology enabled community. The village builds upon its recognisable location in the Sonoma Valley to achieve a community offering its residents and workers a "five minute lifestyle," where services and amenities are less than a five minute walk away. This means best practice pedestrian accessibility and legibility.



AUSTIN, TEXAS USA

Austin is the capital of Texas and 11th largest city in the United States. The city grew throughout the 19th century and became a centre for government and education after the construction of the Texas State Capitol and the University of Texas at Austin. After a lull in growth from the Great Depression, Austin resumed its development into a major city and, by the 1980s, it emerged as a centre for technology and business.

Residents of Austin are known as "Austinites." They include a diverse mix of government employees, foreign and domestic college students, musicians, high tech workers, blue collar workers and business people. The current official slogan promotes Austin as "The Live Music Capital of the World," however in recent years, some Austinites have also adopted the unofficial slogan, "Keep Austin Weird." This interpretation of the classic, Texas-style sense of independence refers to the traditional and proudly eclectic liberal lifestyles of many Austin residents as well as a desire to protect small, unique local businesses from being overrun by large corporations.

Austin's music culture revolves around the many nightclubs on 6th Street and an iconic annual film, music and interactive festival known as South by Southwest (SXSW). Austin's food culture is best known as a pioneer for food trucks and trailers that are seen set up in parking lots, on footpaths, in groups or standing by themselves. Some of the best and freshest food in Austin is served off the more than 1,000 food trucks that circulate the city. The mobile nature of the food trucks means that they are the perfect form of travelling marketing for themselves.

Austin is relevant to Penrith because it demonstrates how an identity can be evolved over time. From government centre, to technology headquarters, to live music capital, to food truck heaven, the identity of Austin is multi-layered and enduring.

CITY TYPOLOGIES

07

CITY TYPOLOGIES

07 City Typologies

This section highlights City Typologies relevant to the Penrith Progression and its Place Shaping Framework. In confirming a City Typology for Penrith, a combination of City Typologies are identified to secure the identity and vision for the place. A collaborative process involving stakeholder and community engagement tested and confirmed preferred City Typologies sought after by stakeholders and the community identified as essential in translating aspirations for Penrith into the Place Shaping Framework.

The City Typologies were tested during the Place Shaping Focus Group sessions as well as through an open online forum. Participants were invited to vote on their preferred City Typology and the following votes were cast:

City Typology	Focus Group	Online Forum
Collaborative City	1	2
Digital City	0	3
Diverse City	3	2
Healthy City	3	6
Inclusive City	1	3
Innovation City	6	5
Knowledge City	1	2
Lifestyle City	10*	9*
Network City	2	6
Vibrant City	6	7

The outcome of this engagement resulted in both the Focus Groups and the Online Forum selected a Lifestyle City at the preferred City Typology for Penrith.

For the Focus Groups, the next preferred City Typologies were:

- + Innovation City (6 votes)
- + Vibrant City (6 votes)

For the Online Forum, the next preferred City Typologies were:

- + Vibrant City (7 votes)
- + Healthy City (6 votes)
- + Network City (6 votes)

The ten City Typologies presented are detailed on the following pages.



CITY TYPOLOGY 01 COLLABORATIVE CITY



- + A collaborative city enables communities to efficiently and safely share all kinds of assets (from spaces to cars, skills and utilities) to create a stronger, healthier and more connected community.

CITY TYPOLOGY 02 DIGITAL CITY



- + A digital city refers to a connected community that combines broadband communications infrastructure and innovative services to meet the needs of governments and their employees, citizens and businesses.

CITY TYPOLOGY 03 DIVERSE CITY



- + A diverse city embraces a broad range of uses and users to achieve social, cultural, demographic and economic robustness.

CITY TYPOLOGY 04 HEALTHY CITY



- + A healthy city considers causes, effects and solutions that relate to population health and wellness, natural resource management, active transport, climate change and best practice urban design. The design of the public realm and public space has an impact on the health of a place.



CITY TYPOLOGY 05 INCLUSIVE CITY



- + An inclusive city is based on economic, social, environmental and culturally sensitive policies that allow every aspect of a city to improve.

CITY TYPOLOGY 06 INNOVATION CITY



- + An innovation city is at the forefront of inventing and introducing new ideas, methods or products to the way we live, work and play.

CITY TYPOLOGY 07 KNOWLEDGE CITY



- + A knowledge city provides for knowledge, possesses an economy that is knowledge based and enables an environment that fosters knowledge creation and dissemination. It facilitates exchange of information with other knowledge precincts linking the place to other parts of the world.

CITY TYPOLOGY 08 LIFESTYLE CITY



- + A lifestyle city has a focus on quality of life in the acceptance of the place as a good place to live. At Penrith, there is an opportunity to engage with the Nepean River and Blue Mountains hinterland offered nearby.



CITY TYPOLOGY 09 NETWORK CITY



- + A network city is based on the concept of leveraging the relationship between more than one centre to make the region or connection competitive. Penrith Regional City Centre forms part of the metropolitan regional network of centres within Sydney.

CITY TYPOLOGY 10 VIBRANT CITY



- + A vibrant city competes for people and investment by thriving as an active, engaging and prosperous city.

PLACE SHAPING PRINCIPLES

08

PLACE SHAPING PRINCIPLES

08 Place Shaping Principles

The following principles have been identified in order to continue to transition the existing Penrith City Centre to a Regional City Centre for metropolitan Sydney in order to meet the aims of 'A Plan for Growing Sydney' and the Penrith Progression. These principles underpin the process towards establishing a preferred Place Shaping Framework for the city, and to enable the consideration of development catalyst projects for Penrith City Centre.

The principles presented are intended to provide a flexible but robust approach to place shaping at Penrith. The principles establish a platform for change at Penrith enabling multiple initiatives that will relate to time and market opportunities.



PLACE SHAPING PRINCIPLES

1

RESPOND TO THE EXISTING CITY FRAMEWORK

2

REINFORCE THE STREET NETWORK HIERARCHY

3

ENABLE ACTIVE TRANSPORT

4

CLARIFY THE OPEN SPACE HIERARCHY AND
CREATE A CITY PARK

5

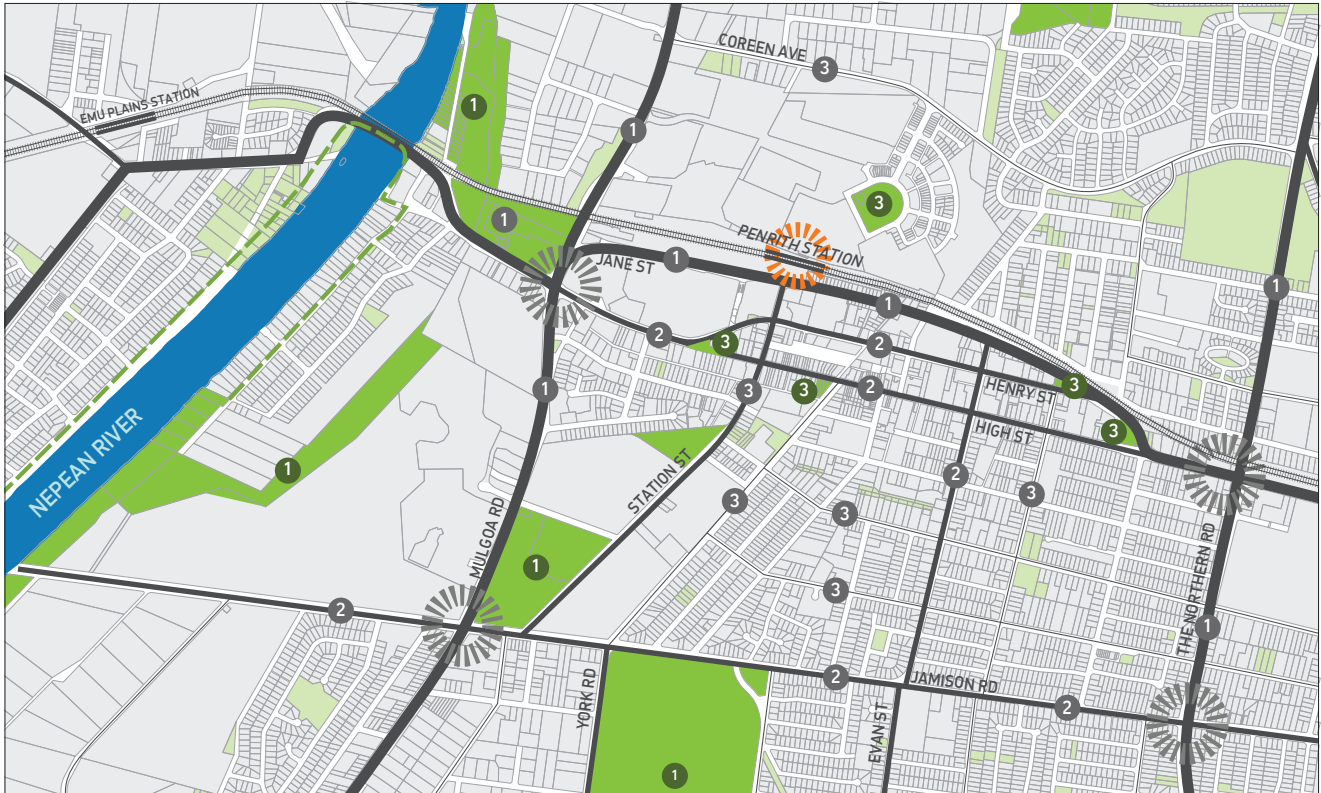
DEFINE CITY PRECINCTS

6

TAKE ADVANTAGE OF OPPORTUNITY SITES

PRINCIPLE 01 RESPOND TO THE EXISTING CITY FRAMEWORK

- + Respond to the existing context.
- + Confirm the city gateways.



The investigation area for Penrith's Place Shaping Framework is based upon the existing planning framework for Penrith City Centre, the natural features of the place, and existing and proposed road and rail infrastructure. The Nepean River and its associated open space network provides a natural western edge to Penrith City Centre. The specialised precinct of the Nepean Hospital provides an eastern gateway to the city. Vehicular access to the city is via the M4 motorway and regional connectors of Mulgoa Road and The Northern Road north-south, and Jane Street east-west. The rail corridor provides a challenge to connectivity north and south.

The opportunity exists to build upon the existing infrastructure and planning of the city to reconfirm the city's identity, strengthen the legibility of the place and encourage investment.

1:25,000 @ A4



- 1 Primary Road
- 2 Secondary Road
- 3 Tertiary Road
- 1 Regional Green Space
- 2 City Green Space
- 3 Neighbourhood Green Space
- River Walk
- ★ Gateway Site

PRINCIPLE 02 REINFORCE THE STREET NETWORK HIERARCHY



- + Clarify the regional and local street network and consider new road alignments for legibility.
- + Work with RMS to achieve mutually agreeable outcomes.
- + Reinforce infrastructure gateways to the city.



Penrith has an established street network hierarchy and grid that dates from the establishment of the city as a private town. Originally the Great Western Highway provided connection through the town between Sydney and the hinterland of the Blue Mountains. Since the arrival of the M4, modifications to the street network have continued and resulted in the loss of street network legibility within the city. Mulgoa Road, The Northern Road and Jane Street provide the regional city connectors. Henry Street, High Street, Station Street and Evan Street provide a city centre network. These are supported by a number of tertiary scaled streets and lane ways.

The opportunity exists to strengthen the current city grid by clarifying the role of streets within the network, making new connections to reinforce legibility, and providing street typologies through planting and street furniture. For economic investment to occur, it is essential that the hierarchy of streets provide clear addresses to facilities and enable servicing through identified supporting lanes and streets.

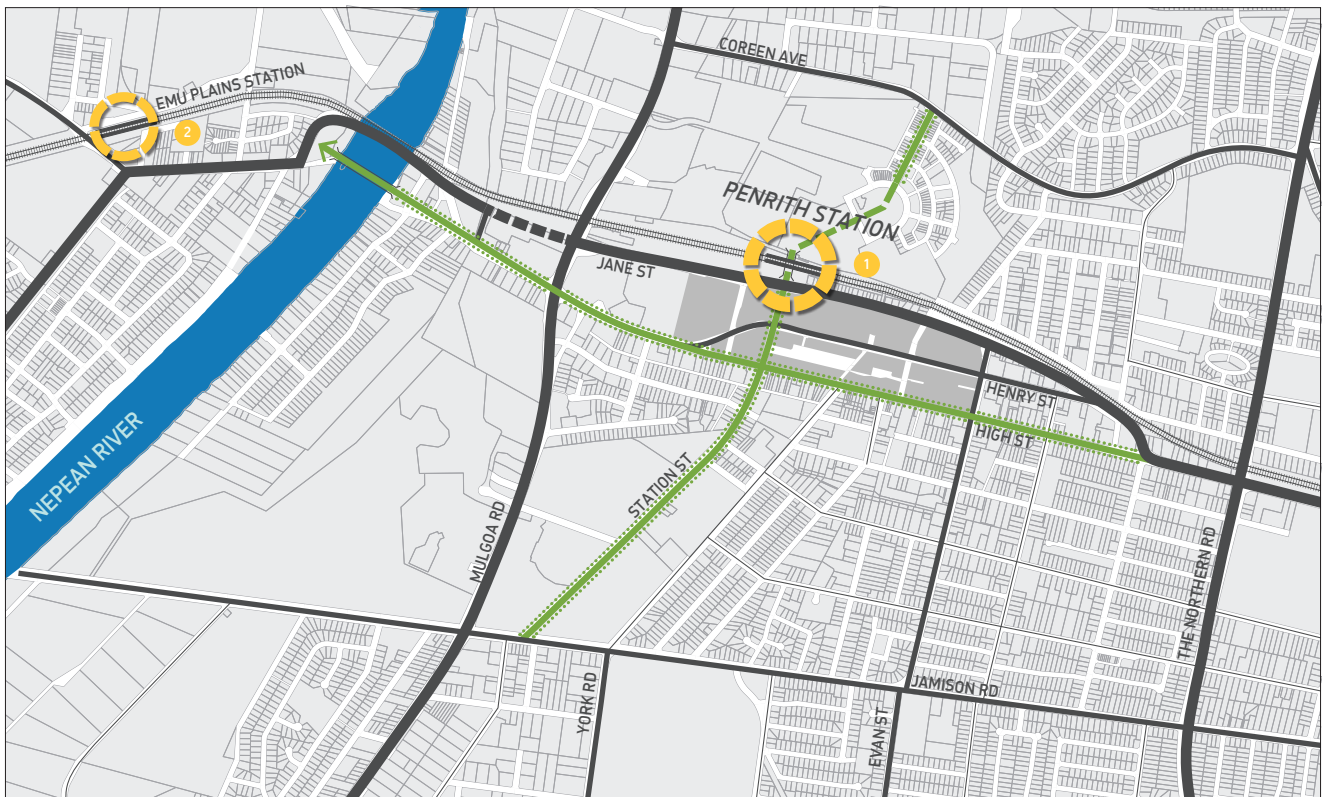
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- 1 Primary Road
- 2 Secondary Road
- 3 Tertiary Road
- Gateway Site

PRINCIPLE 03 ENABLE ACTIVE TRANSPORT

- + Realise a transit hub commensurate with a Regional City Centre.
- + Ensure a legible pedestrian core.
- + Work with existing laneway and arcade network and complement with bike and pedestrian oriented complete streets.



Penrith is well served by the regional and city rail network. Penrith Station has been designed to provide an end of line metropolitan service. It is coupled with a local bus hub in a traditional origin station arrangement, with bus layovers and interchange occupying a considerable amount of land in the down town area. This arrangement does not contribute to activation of the city streets. A number of pedestrian connections exist within the city core area, many related to arcades. These provide valuable cross-city permeability.

The opportunity exists to elevate the current suburban scaled station precinct to a major centre station. More efficient coupling of the bus hub with the station would result in an active public transit orientated precinct, with bus standing removed wherever possible from high valued land. This facility can also include bicycle and pedestrian amenities that focus on shifting the local community to active transport, with reliance on private vehicles in the city.

Two complete streets are identified: Station Street and High Street. These streets are to be designed to prioritise pedestrian and bicycle amenity, provide managed vehicular traffic and enhance Penrith's City Centre address.

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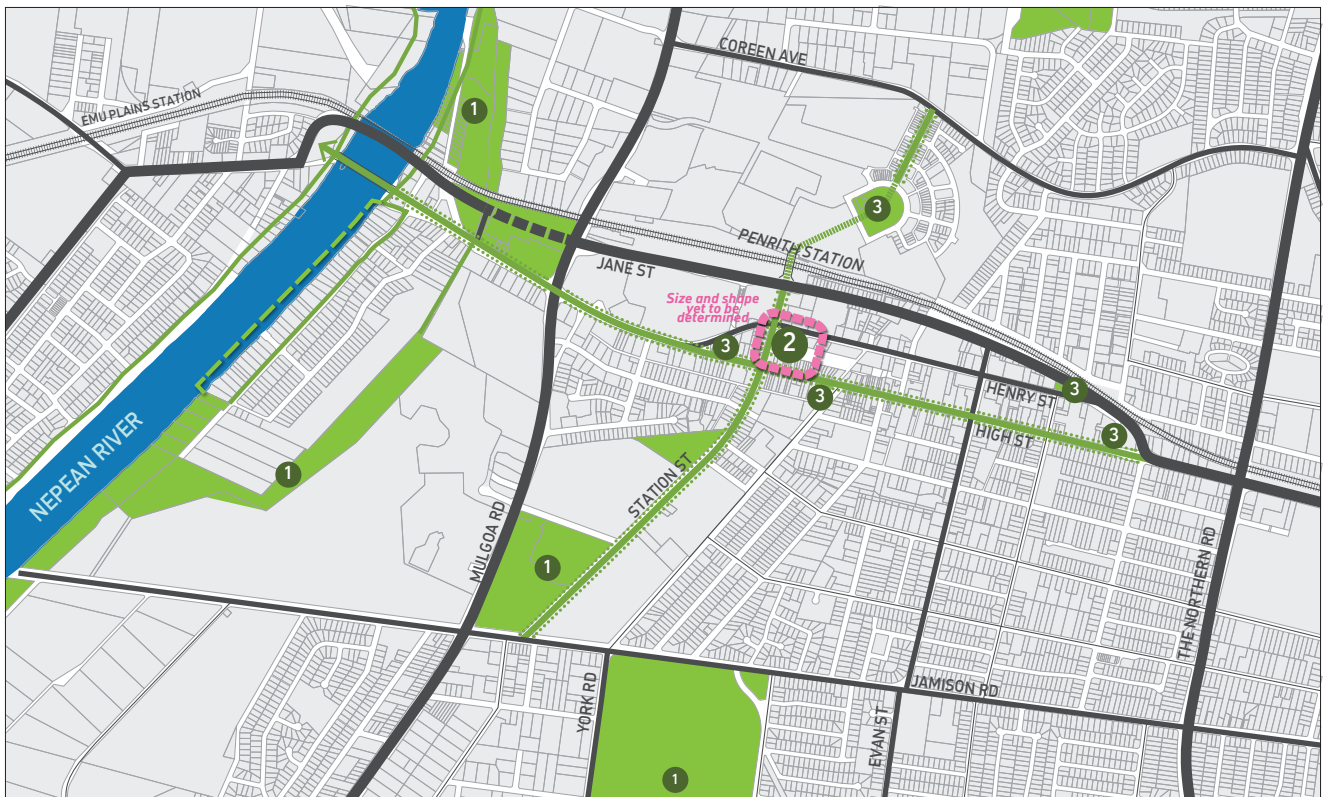
- Primary Road
- Secondary Road
- Tertiary Road
- Complete Street
- Pedestrian Connection
- Pedestrian Core
- Transport Gateway Site

PRINCIPLE 04

CLARIFY THE OPEN SPACE HIERARCHY AND CREATE A CITY PARK



- + Connect to the Nepean River and regional open space.
- + Establish a network of city scaled open space destinations.
- + Link the open spaces through bike and pedestrian infrastructure and contribute to Sydney's green grid.



Penrith city centre has a large amount of open space, scaled from the foreshore of the Nepean River through to tactical urbanism projects such as the Penrith Pop Up Park. While some of these places are well defined, such as Memory Park, many are without a clear identity. The open spaces do not form part of a clear open space hierarchy for the city. The city is without a major civic destination.

The opportunity exists to define a clear and legible open space network. The park lands of the Nepean River can be elevated and associated with recreational activities. At a city scale, the definition of a centralised civic place is essential and befitting a major centre. This place can be the location of weekly community events, daily activities and annual festivals. Supporting this place, can be a network of smaller parks and places already existing or identified for inclusion within the network.

Opportunities exist to link the open space network with the complete streets, therefore establishing a green grid for Penrith and a contribution to the green grid for Sydney.

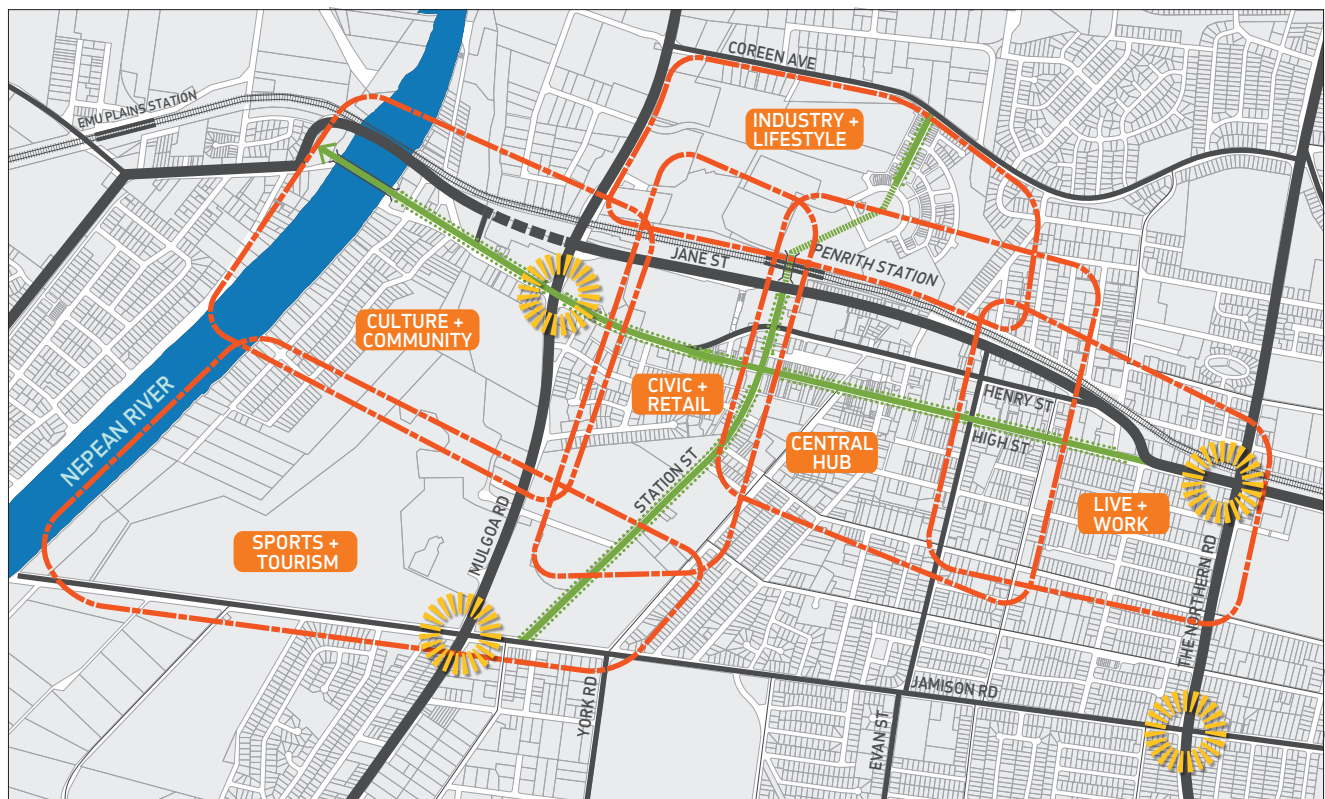
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- 1 Primary Road
- 2 Secondary Road
- 3 Tertiary Road
- Complete Street
- Pedestrian Connection
- Future City Park
- 1 Regional Scaled Green Space
- 2 City Scaled Green Space
- 3 Neighbourhood Scaled Green Space

PRINCIPLE 05 DEFINE CITY PRECINCTS

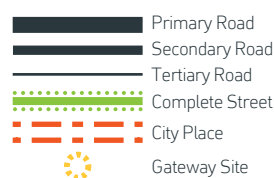
- + Identify investigation precincts with focused activation.
- + Connect precincts through street hierarchy and green grid.
- + Ground investigation precincts in economic reality.



Penrith is a linear city. It has naturally evolved east-west along the Great Western Highway. Coupled with the linearity of the city, is the existence of loosely formed precincts that are underpinned by major uses. These include Westfield Penrith as a major retail facility, Panthers as a major recreation and entertainment facility, and Nepean Hospital as a major health facility for the region.

It is the intention of these places to be given a an identity that will, based on economic analysis, encourage investment. The city places are: Culture + Community, associated with the internationally recognised rowing facility and potential major cultural facility; Civic and Retail, building upon the high performance of Westfield Penrith, The Joan and Council; Central Hub, the central city precinct associated with education facilities and potential student living, research and an urban education model; Live and Work, underpinned by the successful Nepean Hospital; Sports and Tourism, coupled with the Panthers development; and, Industry and Lifestyle, anchored by the Thornton mixed use development.

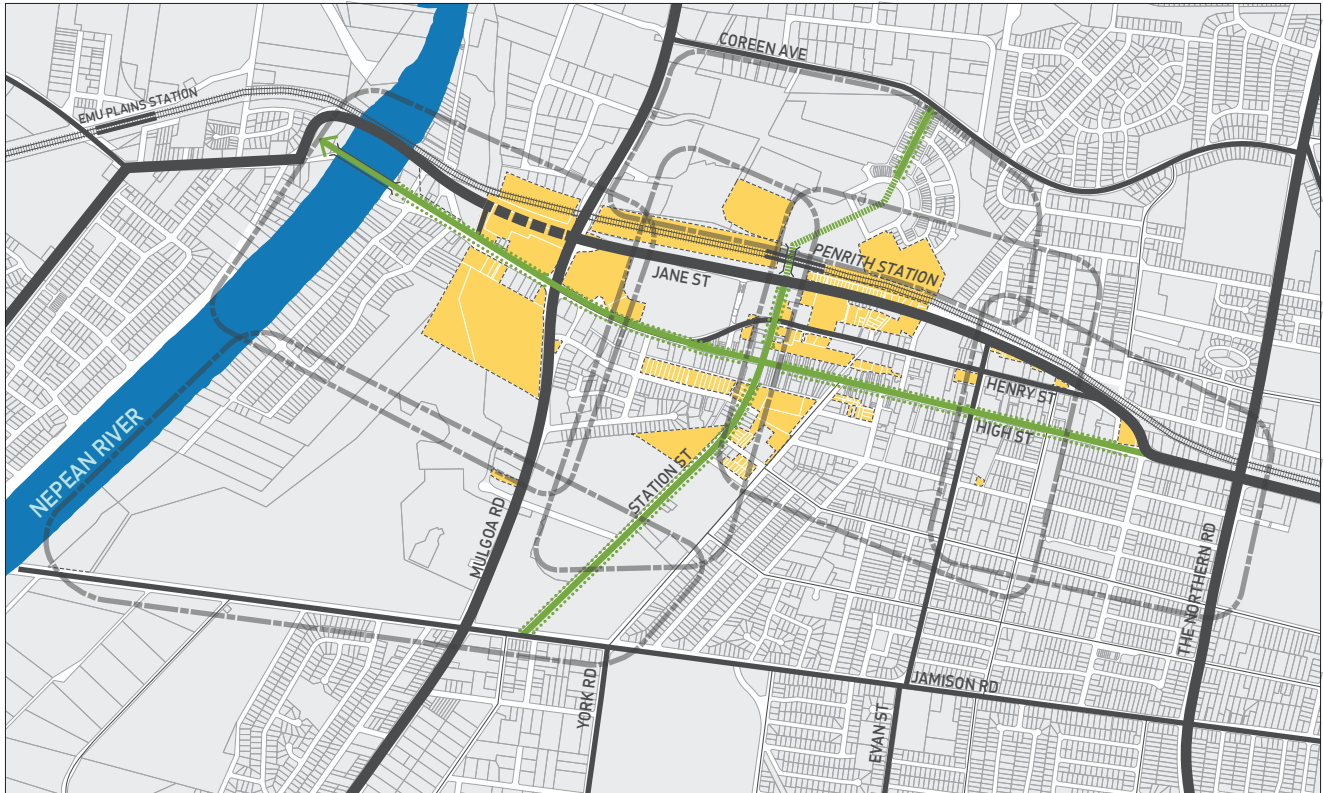
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PRINCIPLE 06 TAKE ADVANTAGE OF OPPORTUNITY SITES



- + Consider development on the transit corridor.
- + Utilise government owned lands.
- + Ensure stage phasing and highest and best use identification.



Penrith has a high proportion of Council and other government owned lands within Penrith City Centre. There are also a number of major development sites that have been identified through the Penrith Progression process. These investigation sites are located within the identified opportunity precincts. While the opportunity precincts provide for long term consideration of urban amenity and identity within the city, the investigation sites provide catalytic areas for investment in support of the clarified identity of the larger precinct.

In order to consider investigation sites as catalysts, they must undergo rigorous testing to meet the following criteria: identify a development partner, confirm a land use or mixed land uses commensurate with the identity of the larger precinct, confirm the urban economics is supportive of the economics master plan, ensure the land area available is compatible with use, identify the site's contribution to the city's open space network and green grid, consider parking and servicing needs are adequate, and other city imperatives deemed essential by the process.

1:25,000 @ A4



- Primary Road
- Secondary Road
- Tertiary Road
- Complete Street
- Investigation Site

PLACE SHAPING FRAMEWORK

09

PLACE SHAPING FRAMEWORK

09 Place Shaping Framework

The Place Shaping Framework Diagram is underpinned by place shaping principles for the project. It maps key development sites for the neighbourhood, areas to be preserved as significant public open space, other key public open spaces, pedestrian connections, railway station gateways and a clear hierarchy for major, primary, secondary and service roads for Penrith.

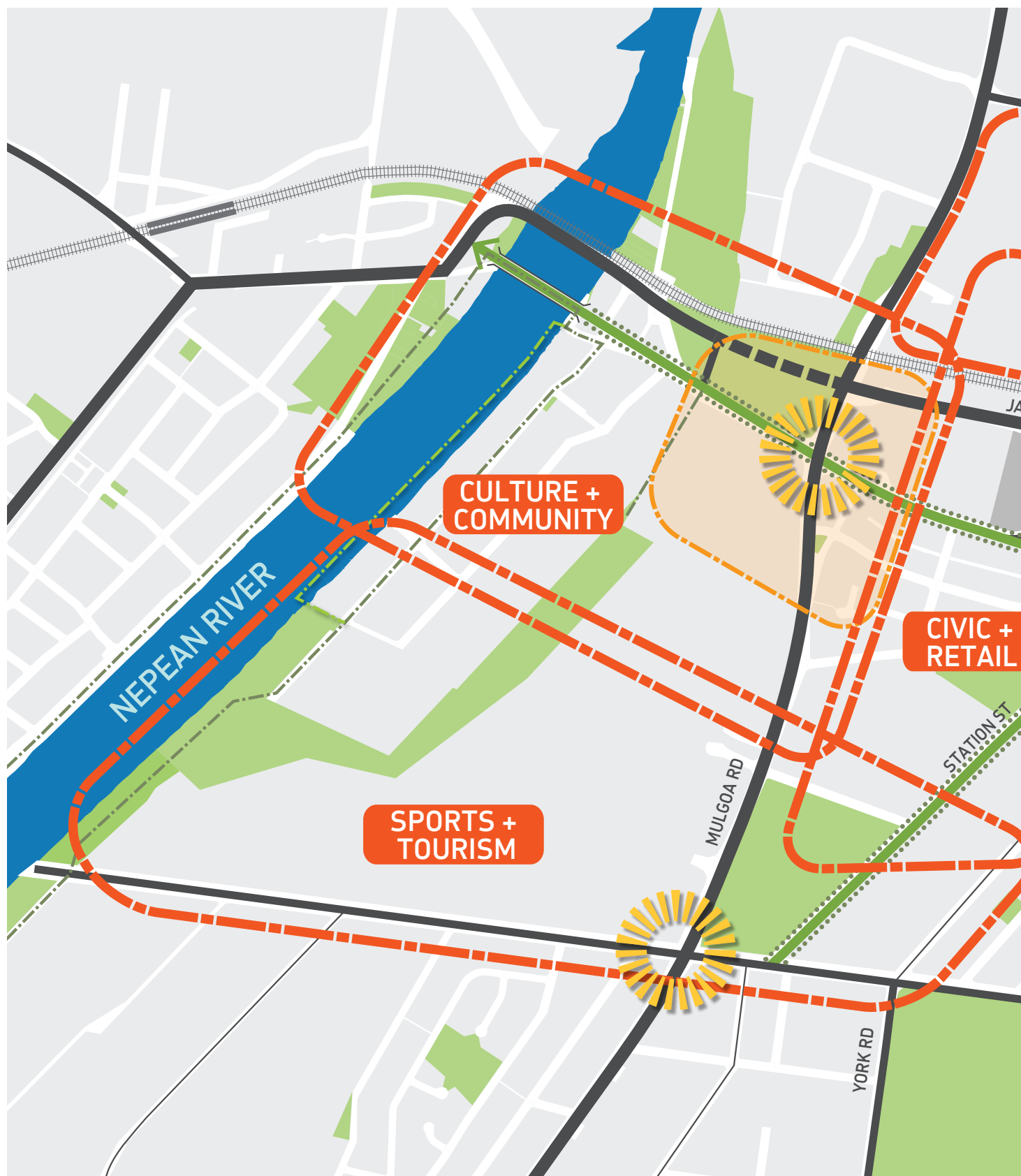
The key features of the Place Shaping Framework Diagram are:

- + Strategic development sites.
- + Nepean River connections.
- + Legible transport hub and supportive network.
- + Gateway development at key sites.
- + Clearly defined pedestrian core.
- + Defined open space hierarchy.
- + Complete streets that prioritise active transport.
- + Appropriate hierarchy of major and minor roads.

The Place Shaping Framework is not a design, but a diagram that can underpin all decisions and project testing across the delivery of the project. It provides development sites within which detailed architectural typology and feasibility testing can occur as opportunities present themselves. The next evolution of the framework is the urban scenarios section that provides options for potential outcome of Penrith City Centre.



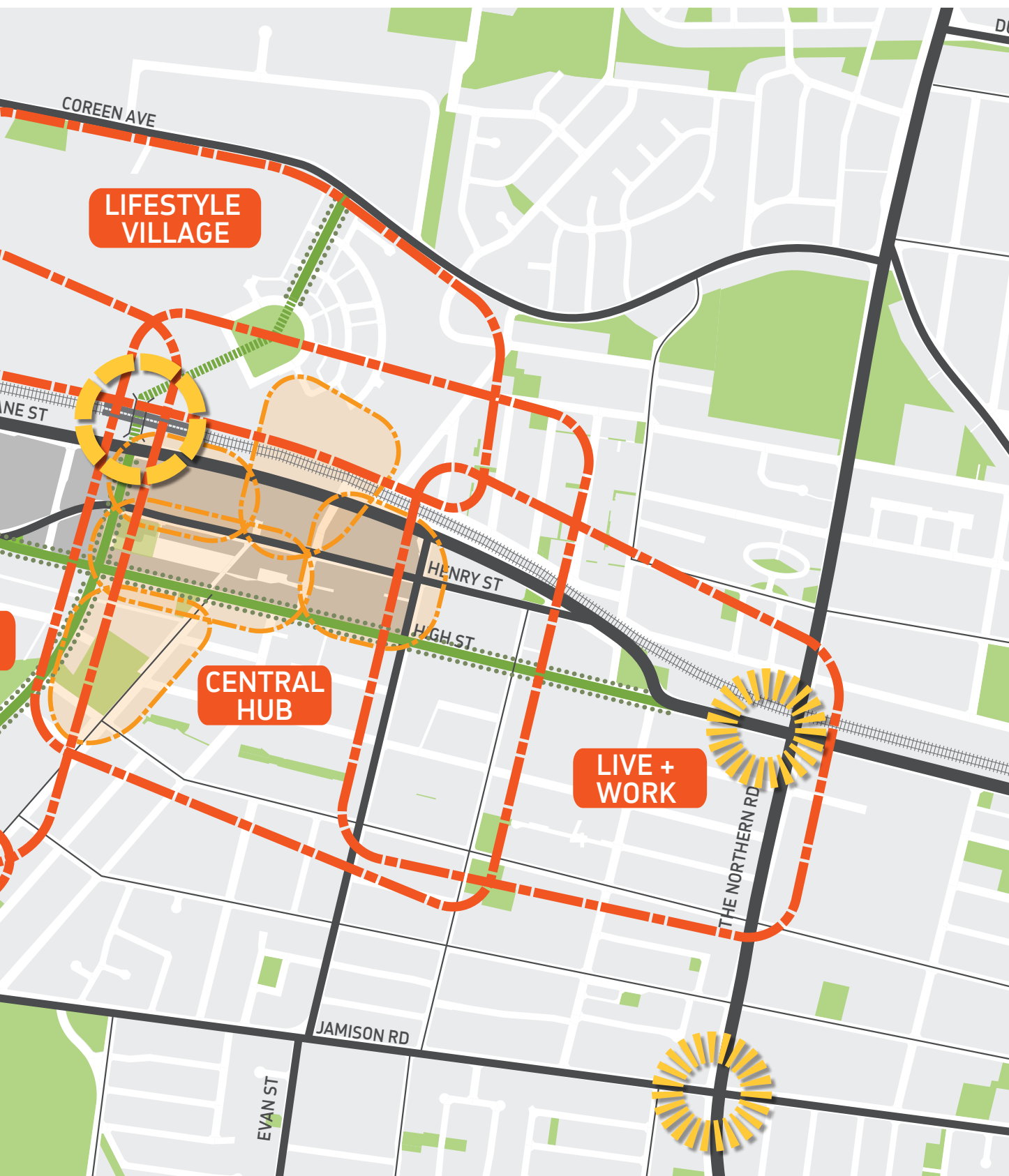
PLACE SHAPING FRAMEWORK DIAGRAM



- Primary Road
- Secondary Road
- Tertiary Road
- Complete Street
- City Places
- Opportunity Precincts

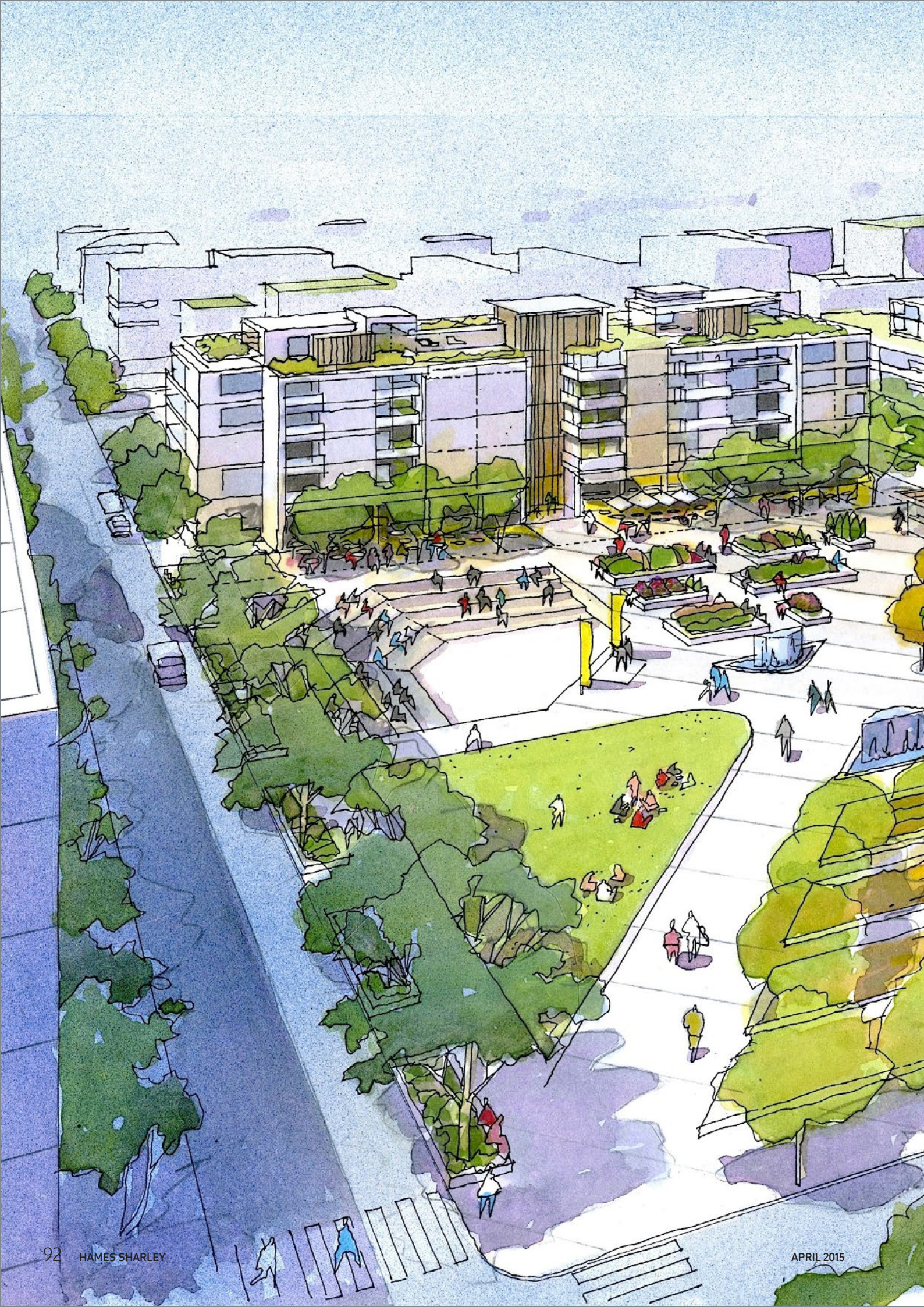
- Green Space
- River Walk
- Pedestrian Core
- Gateway Sites
- Transit Hub

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TIM THROSBY
APRIL 2015

CITY PLACES AND OPPORTUNITY PRECINCTS

10

CITY PLACES AND OPPORTUNITY PRECINCTS

10 City Places and Opportunity Precincts

This section describes key sites identified for catalytic and future development to transition Penrith to a Regional City Centre for metropolitan Sydney. There are two hierarchies of key sites within which to focus activity: City Places (larger in scale) and Opportunity Precincts (smaller in scale). City Places are detailed first, then Opportunity Precincts within the City Places are highlighted.

CITY PLACES

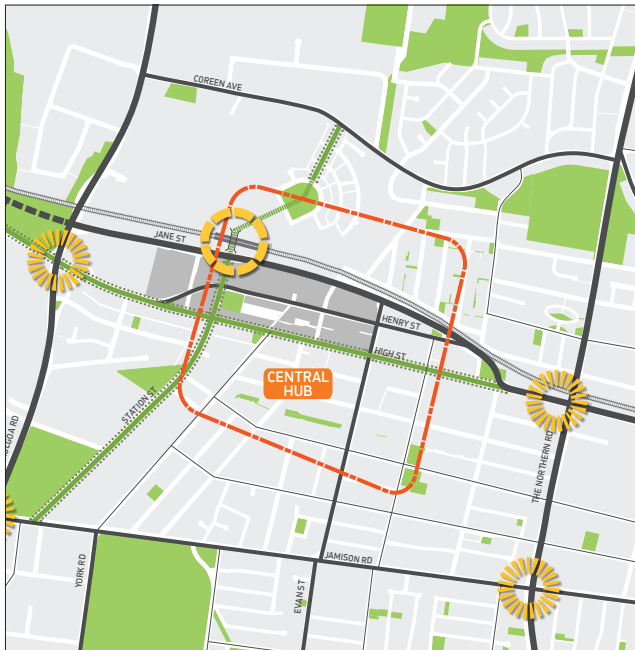
City Places are identifiable areas that reinforce Penrith as a Regional City Centre. The identified City Places that compose the Place Shaping Framework for the Penrith Progression are:

- + Central Hub
- + Civic + Retail
- + Culture + Community
- + Lifestyle Village
- + Sports + Tourism
- + Live + Work

The following pages describe these City Places with respect to potential future character, key city assets or opportunities that can be leveraged as economic catalysts to be taken to market.



CITY PLACE 01 CENTRAL HUB



The Central Hub will play an important role in the ongoing revitalisation of Penrith City Centre, with existing education facilities and the potential for student accommodation and an urban education model.

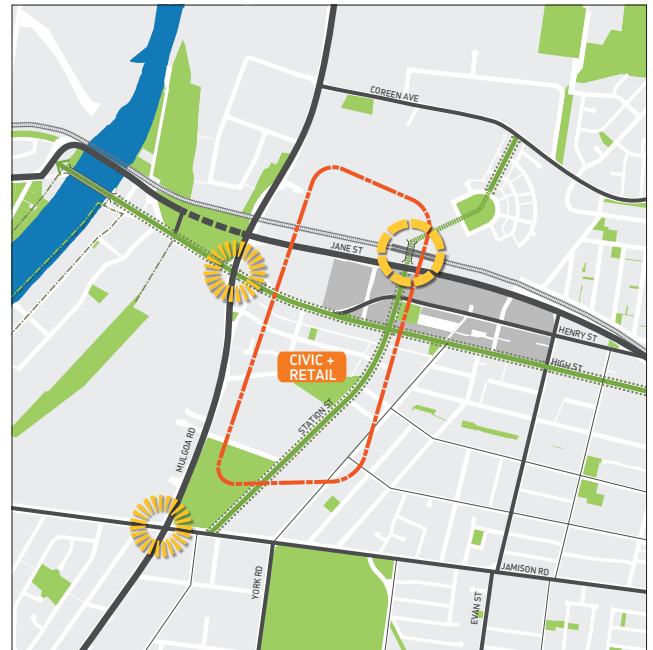
It will be a key area for infrastructure investment by Council and the private sector. The Central Hub will evolve to include high rise residential developments, more commercial and mixed use developments and a range of dining and café options. The Central Hub is anticipated to be a place of heightened developer interest over the coming years with a number of opportunity sites located close to Penrith City Centre and public transport.

The Central Hub will be compact and pedestrian friendly. High Street will evolve as a 'complete street', providing safe and calm access for pedestrians, cyclists and car users alike.

Key city assets for the Central Hub City Place include:

- + Proposed City Park.
- + High Street dining and retail options.
- + TAFE site.

CITY PLACE 02 CIVIC + RETAIL



Building on the high performing Westfield Penrith and Nepean Village shopping centres, this City Place complements the Central Hub with opportunities for housing, retail and dining (daytime and evening).

Civic + Retail includes Station Street, an important pedestrian, train and bus link for many residents, workers and visitors to Penrith. It will have a distinct character at night, with a wide range of food and entertainment options already available for residents and city workers.

Key city assets for the Civic + Retail City Place include:

- + Westfield Penrith.
- + Nepean Village.
- + Ripples Penrith Swim Centre.



CITY PLACE 03 CULTURE + COMMUNITY



A key feature of the Culture + Community City Place is the link from the Nepean River to the Penrith City Centre, bringing recreation and relaxation to residents living or working in Penrith City Centre.

The Culture + Community City Place is a gateway into Penrith for people travelling from the west and is accessible by public transport.

This City Place provides opportunities to develop high quality housing options, including resort style living, as well as commercial uses.

Key city assets for the Culture + Community City Place include:

- + The undeveloped Carpenters site.
- + Cultural, community and regional city recreational and sporting uses.
- + Much needed conference facilities.

CITY PLACE 04 LIFESTYLE VILLAGE



The Lifestyle Village City Place encompasses Thornton, with its living, working and community opportunities. The Thornton estate, the newest release area in Penrith, provides diverse housing choice.

Thornton is the benchmark for the '15 minute neighbourhood,' where major public transport options, shopping, community facilities, child care options, school, work opportunities and entertainment are all accessible within a 15 minute walk. Walkability is the cornerstone of this City Place.

Key city assets for the Lifestyle Village include:

- + Inner city living.
- + Intergenerational playground.
- + Village green and local centre.

CITY PLACE 05 SPORTS + TOURISM



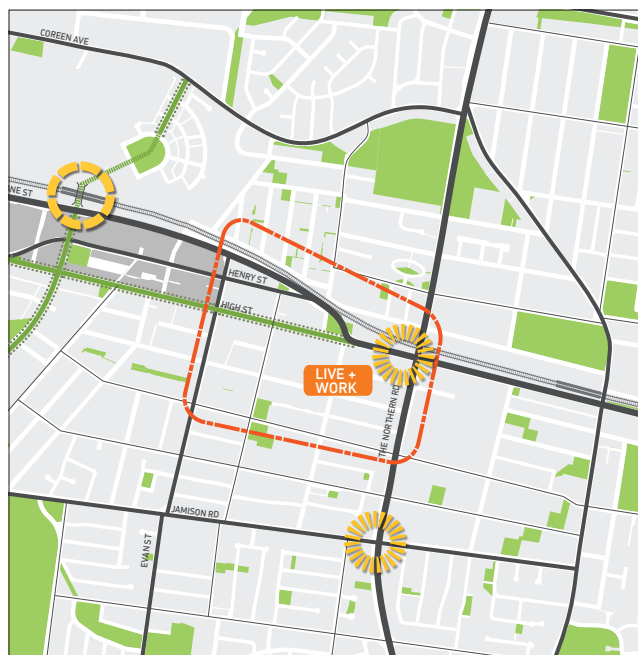
Anchored by Panthers, and enhanced by links to the River, this place is a gateway for many residents and visitors to the City. This City Place reflects the growth potential of Penrith City as a destination for adventure and sport.

The Sports + Tourism City Place focuses on the Stadium and Panthers, and recognises the potential for growth in adventure, sports and living options around the edge of Penrith City Centre.

Key city assets for the Sports + Tourism City Place include:

- + Panthers.
- + Indoor Sky Diving at iFly.
- + Penrith Stadium.
- + Howell Oval.
- + The former Panasonic (Parkview) site.

CITY PLACE 06 LIVE + WORK



Bordered by the well regarded Nepean public and private hospitals, this City Place is a gateway site to the Penrith City Centre for those travelling from the east. The Live + Work City Place has opportunities that will support the development of employment generators associated with health and medical related offices.

It also encourages mixed use development that provides retail, business and living opportunities.

The Justice Precinct is located within this City Place, reflecting a calmer daytime character with less after-hours activity. The Live + Work City Place will also support a range of higher density living options.

Key city assets for the Live + Work City Place include:

- + Nepean Public Hospital.
- + Nepean Private Hospital.
- + Sydney University Teaching Hospital.



OPPORTUNITY PRECINCTS

Within the City Places, there are a series of “Opportunity Precincts” identified as a more detailed layer of place shaping that further define the areas of activity. The six Opportunity Precincts are:

- + Central Park Village
- + Living Well
- + Commerce + Education
- + Health Link
- + Community, Cultural + Civic
- + Justice

Economic analysis and market testing suggest the two Opportunity Precincts to focus short term activity on are Central Park Village and Living Well. All six Opportunity Precincts are described on the following pages in terms of their potential future character, associated actions, timeframes and key stakeholders responsible for the implementation of the identified actions.

OPPORTUNITY PRECINCT 01 CENTRAL PARK VILLAGE

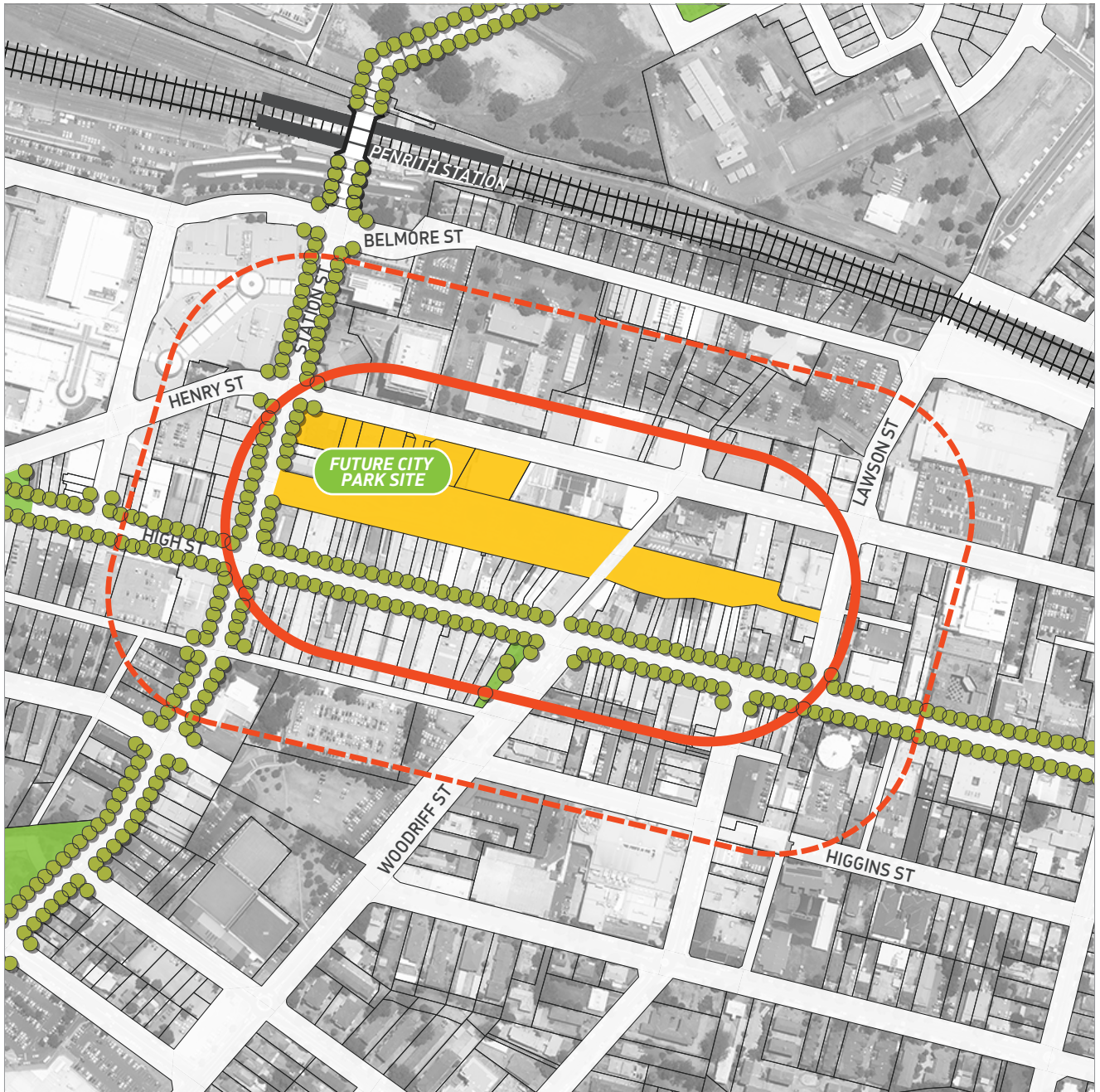
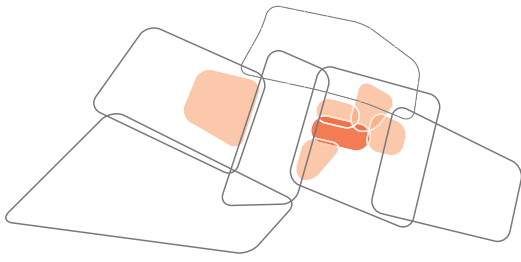
The Central Park Village is a contemporary public space - the City Park - surrounded by a mix of housing and specialist retail opportunities. The City Park serves as a cool refuge in hot summers and provides a vibrant drawcard for community and cultural events.

Housing close to the park will be compact, contributing to a walkable City Centre. Young professionals will seek apartment living in Penrith City Centre, with a range of food and sporting and health options close by.

Links from the park and apartments through to High Street will revitalise the boutique shops and encourage the redevelopment of many High Street arcades into Penrith's 'laneways'.

Key city assets for the Central Park Village Opportunity Precinct include:

- + Urban and green space with activation.
- + Restaurants, cafes, rooftop bars and markets.
- + Cross cultural community centre.
- + Apartments and shop top housing.
- + Short stay parking located close by.



- ▬ Precinct Boundary
- ▬ Precinct Opportunity Sites
- - - Precinct Periphery
- Complete Streets

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OPPORTUNITY PRECINCT 02

LIVING WELL

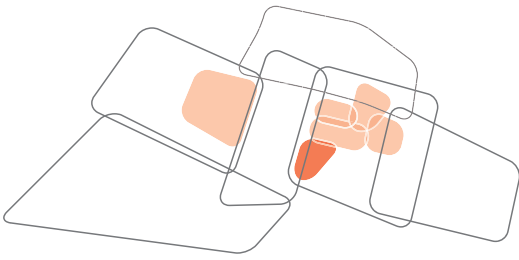
The Living Well Precinct will have a contemporary village feel for baby boomers looking for a different housing option in a City Centre location. The area will contain a smaller green space that will be maintained as a 'quiet' area and serve as a village green for multi-level living.

The character of the area will be defined by the walkable, 'neighbourhood' feel with ready access to social and recreational opportunities, including the restaurant strip on High Street. The proximity to Ripples Penrith Swim Centre and Health Link Precinct will make this an attractive location for people wanting to maintain health, well-being and fitness.

The Opportunity Precinct will also cater for people requiring a higher level of support as they age, with co-located services in the Community Services Hub, activity nodes and complementary therapies available.

Key city assets for the Living Well Opportunity Precinct include:

- + Urban living, apartments, aged care and seniors housing.**
- + Relevant services and facilities.**
- + Senior citizens centre and bowling club.**
- + Multi-storey parking.**



-  Precinct Boundary
-  Precinct Opportunity Sites
-  Precinct Periphery
-  Complete Streets

1:5,000 @ A4



OPPORTUNITY PRECINCT 03

COMMERCE + EDUCATION

The Commerce + Education Precinct will have a vibrant feel, with high activity during the day around the campus and towards transport nodes. The education centre will be dense with laneways that enhance pedestrian linkages and ground floor activity.

In the evening the community will be drawn to the campus with bars and entertainment. The location across from the Central Park Village will provide a 'break out', as well as an opportunity to engage with the community of the city.

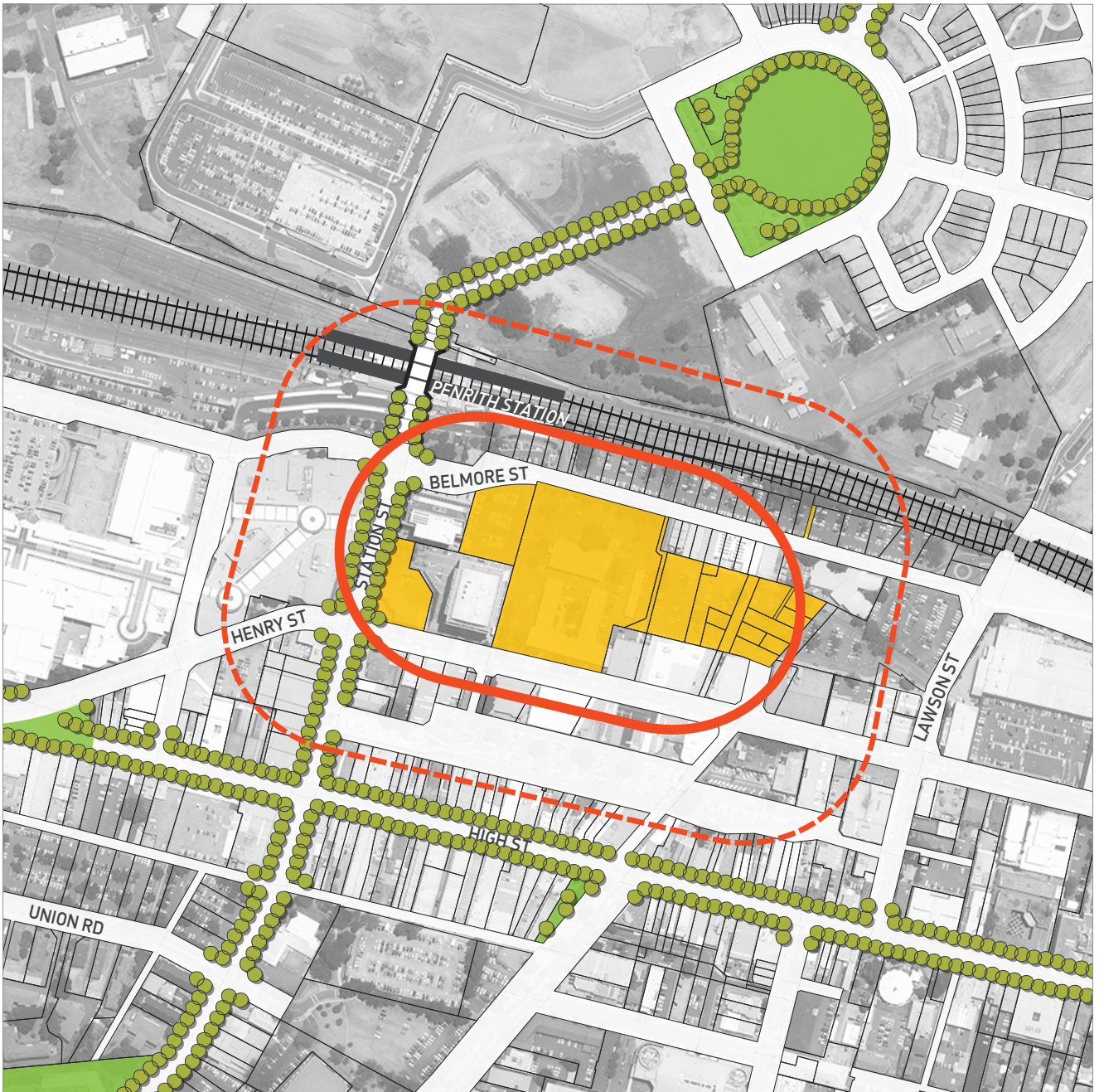
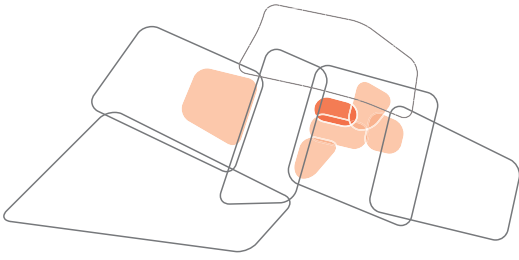
NBN will support connection and technical innovation. The Digital Economy will drive innovation and change in this area, refreshing and renewing meeting places.

It will also house commercial offices (e.g. government – health, sport and recreation, transport) and restaurants, cafes, rooftop bars. The Commerce + Education Precinct could also support activities in creative arts, information and graphics; advanced engineering start ups and a TV studio.

Key city assets for the Commerce + Education

Opportunity Precinct include:

- + TAFE.
- + Private university or international campus.
- + Future campus for other universities, e.g. UWS or Bond University.
- + Student accommodation, serviced apartments and hotels.
- + A smart work / business hub.



- Precinct Boundary
- Precinct Opportunity Sites
- Precinct Periphery
- Complete Streets

1:5,000 @ A4



OPPORTUNITY PRECINCT 04

HEALTH LINK

The Health Link Precinct will connect the private hospital on Thornton to the associated health and wellness services located within the Penrith City Centre. It will be an active employment hub, providing for the needs of a large workforce, as well as visitors, with nutritious food offerings and social seating in well defined areas.

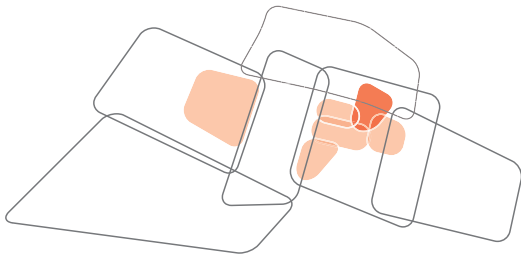
The Health Precinct will provide the valuable connection from the north to Penrith City Centre for pedestrians and cyclists, with well designed walkways and a feeling of safety and visibility. Over time the area will provide commercial space for health related services, health innovation and start ups.

It will also house commercial offices (e.g. government – health, sport and recreation, transport), restaurants and cafes, and multi-storey parking. The Health Precinct could house advanced engineering start up activities, and provide a focus on local health issues such as obesity and diabetes.

Those visiting or waiting for patients or friends will easily access shops and cafes in nearby High Street or enjoy a walk through the Commerce and Education campus to the City Park.

Key city assets for the Health Link Opportunity Precinct include:

- + **Private hospital.**
- + **Day surgery.**
- + **After hours medical services.**
- + **Allied health services.**
- + **International health hub.**



- Precinct Boundary
- Precinct Opportunity Sites
- Precinct Periphery
- Complete Streets

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OPPORTUNITY PRECINCT 05

COMMUNITY, CULTURE + CIVIC

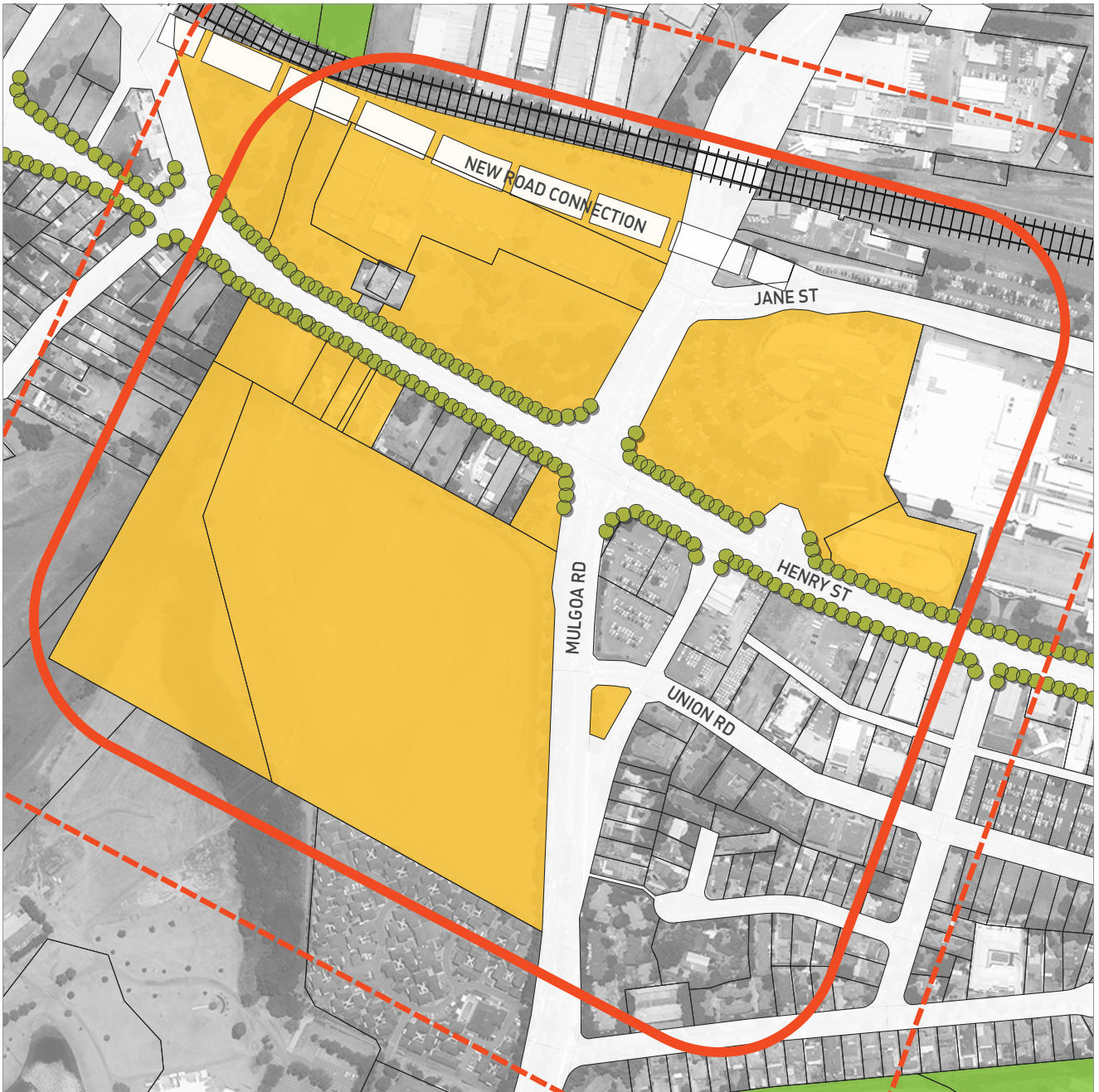
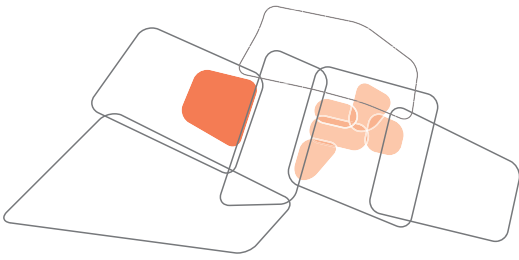
The Community, Culture + Civic Opportunity Precinct is planned at the major intersection of the Great Western Highway and Mulgoa Road. Anchored by Penrith City Council and in close proximity to the Nepean River, this Opportunity Precinct will capture Penrith's role as a community, cultural and civic centre both for Penrith residents and the larger Western Sydney region.

The Opportunity Precinct is strategically located as the linchpin to connect Penrith City Centre to the Nepean River. The proposed realignment of Jane Street simplifies the traffic network for the precinct, and the Henry Street complete street joins Penrith City Centre to the Green Bridge via the precinct.

A number of large parcels are available for development. This is the appropriate location for a larger scale regional cultural facility to reinforce Penrith as a Regional City Centre of Sydney. This can be supported by significant open space and other uses including hotel, commercial, higher density residential along the rail corridor, community and other facilities. It incorporates and is defined by the award-winning and civic buildings of the Council Chambers and the Joan Sutherland Performing Arts Centre.

Key city assets for the Community, Culture + Civic Opportunity Precinct include:

- + Conference centre, museum and gallery.**
- + Hotel and serviced apartments.**
- + Lagoon or urban beach linking to the Nepean River.**
- + Cafes, restaurants and bars.**
- + Relevant commercial uses.**



- Precinct Boundary
- Precinct Opportunity Sites
- Precinct Periphery
- Complete Streets

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OPPORTUNITY PRECINCT 06 JUSTICE

The Justice Precinct brings a formality to the eastern boundary of Penrith City Centre. The precinct will house a range of government services, including Courts and Police.

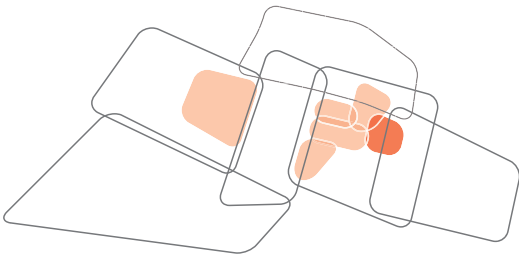
The District Courts sittings in Penrith were reduced by over 70% in July 2009. Opportunity exists to better use the Court facilities and add other related services for the community.

The area will largely be active during the day. The Justice Precinct provides a feeling of safety, with strong way finding elements on the ground to assist people as they participate in the activities of justice, appearing or defending, paying fines or consulting legal opinion.

For many people it is a place of work, with small cafes and office accommodation.

Key city assets for the Justice Precinct include:

- + **Courts (with potential for additional courts).**
- + **Police, legal services and professionals.**
- + **Cafes, restaurants and bars.**



-  Precinct Boundary
-  Precinct Opportunity Sites
-  Precinct Periphery
-  Complete Streets

1:5,000 @ A4



SUMMARY AND WAY FORWARD 11

SUMMARY AND WAY FORWARD

11 Summary and Way Forward

The Penrith Progression process, demonstrated by this report, has prepared a strategic framework to guide the long term revitalisation of Penrith City. The Place Shaping Framework diagram provides the basis for establishing detailed master plans, and associated design strategies and guidelines, for each City Place and Opportunity Precinct as they come to market.

The opportunity of the Place Shaping Framework is to enable the implementation of any land parcel at any period of time by referencing this report. In this way, each City Place or Opportunity Precinct and its associated economic catalyst, can be tested and measured against the aspirations and principles to ensure that an holistic and sustainable long term delivery of the city is achieved.

This document supports the Penrith City Council's Penrith Progression A Call to Action document released to the public in February 2015. It also provides a primer to discuss with investors and other stakeholders involved in the transition of Penrith to a Regional City Centre within the metropolitan framework for Sydney. It defines key City Places and Opportunity Precincts within a framework of open space, street network and transit hierarchy. It is coupled with the Economic Development Masterplan for the city undertaken by Jacobs. Together these initiatives will support employment growth for the region and deliver higher density and diversity of residential typologies within Penrith City Centre.

This report has been the result of a collaboration between Penrith City Council, the Penrith Business Alliance, Hames Sharley and the many stakeholders who attended The Gathering, Focus Groups and other stakeholder engagement sessions. The document represents the status of land ownership, construction and discussion with key stakeholders at the time of publishing the report.



Hames SHARLEY



ARCHITECTURE
INTERIORS
URBAN DESIGN
PLANNING
LANDSCAPE

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