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## Executive Summary

### Purpose

In March 2018 the NSW Government announced its intention to refurbish Stadium Australia to retain its status as a premier venue within a network of stadia and events infrastructure in NSW. This Social and Economic Impact Assessment has been prepared to support the Environmental Impact Statement for the Development Application (DA), seeking approval for works to the existing Stadium Australia.

The assessment has been prepared in accordance with the Secretary's Environmental Assessment Requirements (SEARs), issued on 17 July 2019, requiring the:

*'Assessment of the social and economic impacts of the development, including the benefits the redeveloped stadium will generate for Sydney and the local region.'*

The assessment has been prepared to support the Environmental Impact Statement (EIS) for the Project. The comprehensive assessment of social impacts provides an assessment and identifies the significance of the potential impacts, both positive and negative, during construction and upon operation of the refurbished Stadium. Matters for consideration have included:

- Way of life
- Culture
- Community
- Political systems
- Environment
- Health and wellbeing
- Personal and property rights
- Fears and aspirations.

Mitigation options for the potential social impacts and enhancement measures for the positive social benefits have been discussed, along with the identification of proposed methods for monitoring the social impacts over time.

### Project overview

Stadium Australia opened in 1999 for the 2000 Sydney Olympic and Paralympic Games. At the time Stadium Australia was the largest Olympic Stadium ever built, and the second largest stadium in Australia. Since the Olympics the Stadium has been a premier venue, hosting other major events such as the Rugby World Cup, Bledisloe Cup, NRL Grand Finals and significant concert and other entertainment events.

The 2012 Stadia Strategy, released by the NSW Government, provides a vision for the planning and management of seven Government-owned or leased stadia, including Stadium Australia. Designed to operate as a Tier 1 stadium, the venue is required to have seating capacity greater than 40,000 people, host international and sporting events, offer corporate facilities and be the home ground for sporting teams playing in national competitions. As one of three Tier 1 stadia in NSW, the NSW Government is committed to refurbishing the Stadium, retaining its status as a premier venue.

### Social and Economic Impact Assessment methodology

The assessment of social impacts has been based on the NSW DPE *Social Impact Assessment Guideline for state significant mining, petroleum production and extractive industry development*, September 2017. It also draws on guidelines published by the International Association for Impact Assessment (IAIA), *International principles for social impact assessment* (Vanclay 2003), which defines Social Impact Assessment as:

*'The process of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Its primary purpose is to bring about a more sustainable and equitable biophysical and human environment.'* (2003, p.5)

As outlined in the IAIA Social Impact Assessment Guideline (2015), social impacts vary in their nature and can be positive or negative, tangible or intangible, quantifiable, partly quantifiable or qualitative. Social impacts can also be experienced or perceived differently by different people and groups within a community.

Key steps in undertaking the assessment have included the analysis of the existing socio-economic environment, scoping of issues, identifying and assessing potential impacts, determining the significance of the impacts and identifying measures to manage or mitigate the Project's potential negative impacts and enhance the potential benefits.

The methodology for the economic assessment was developed with consideration of the Secretary's Environmental Assessment Requirements (SEARs) and socio-economic assessment practices. Key steps in undertaking the economic assessment have included the analysis of the existing locality, socio-economic environment, economic profile, identifying and assessing potential impacts (both direct and indirect) as a result of the proposed development.

### **Study area – area of social influence**

For the purposes of the study, key areas of relevance with communities likely to be affected by, or have an interest in the project, have been defined as including:

- The site and the local community within the Sydney Olympic Masterplan Area (primary study area), and
- The regional context of the Greater Sydney Metropolitan Area (secondary study area).

This baseline analysis of the relevant areas for consideration has identified that the primary study area is:

- Home to an estimated resident population of 12,040 as at 2018, and during 2006 to 2018 it experienced significant population growth, with the number of residents increasing by 10,670 (approx. 89%);
- Largely characterised by a community of younger residents: young professionals living in high density housing, in couple households with no children;
- Relatively more culturally and linguistically diverse than Greater Sydney;
- Relatively less socio-economically disadvantaged than Greater Sydney;
- Home to a relatively smaller proportion of residents who identify as being of Aboriginal and/or Torres Strait Islander descent, and
- Home to residents typically employed in white collar occupations with a majority travelling to work by car.

### **Stakeholder engagement**

A comprehensive engagement program is being undertaken by Infrastructure NSW through KJA Associates. This engagement program is underway and scheduled to continue following the completion of this assessment.

It is anticipated that following the completion of the general engagement program, the recommendations and strategies identified as part of the social and economic impact assessment report may be updated to reflect additional issues that may arise as a result of the ongoing consultation.

To date, there has been a very low level of engagement in the project among the community. Noting the very low response rate, issues raised were:

- A lack of public transport connectivity to Sydney Olympic Park, particularly in cumulation with expected population growth;
- Potential commercial impacts on local businesses through lower patronage during redevelopment;
- Potential traffic congestion caused by the combination of an increasing resident population in Sydney Olympic Park and event days, and
- The provision of green and open space, which is highly valued by the community.

## Summary of key socio-economic benefits and challenges

An assessment of the social impact categories, as defined within the *Social Impact Assessment Guideline (DPIE, 2017)*, has been undertaken with consideration to the issues identified through the baseline analysis. Cumulative issues have been considered, giving the timing and proximity of other major infrastructure projects within Sydney.

Each category of impact is appraised with a significance of the impact based on the likelihood, consequence, and social risk rating. Overall, the level of impacts range from being low to moderate, with no major negative impacts identified in relation to the proposal.

Key challenges identified with the proposal relate to:

- The cumulative impact on the overall Tier 1 Stadia network, with temporary closure of Stadium Australia likely to align with the construction phase of the Sydney Football Stadium.
- The impact on the local businesses within Sydney Olympic Park during construction, which will be mixed, given the benefits to businesses of the influx of construction workers to the area during business hours.
- Short term, temporary changes to the local area, in particular the impact on sense of place of temporary closure of the Stadium, resulting in alternations to local amenity and accessibility, and the influx of a temporary population (construction workforce) within the Sydney Olympic Park Area.
- Risks that the redeveloped stadium will alter the broader community connection to sense of place without the consideration of the social cultural heritage of the site. It is important that the redevelopment recognises the significance of the site in Australia's history.

The most significant social benefits of the proposal relate to:

- Significant improvements to sporting and recreational opportunities for NSW, resulting in economic and social benefits to the people of Sydney and NSW.
- Improved fan experience from the reconfiguration of the ground to a rectangular field, as well as moving the majority of seats closer to the field of play and the provision of more food and beverage and associated facilities to expand the product offering, resulting in improved economic and financial performance of the Stadium.
- Long term improvements to the quality of place within the local area, aligning with the long-term objectives of the Sydney Olympic Park Master Plan and Parramatta Council strategies.
- Contribution to positive social health and wellbeing outcomes of the broader Sydney population, through the indirect effects of having an enhanced user experience at Stadium Australia.

The most significant economic benefits of the proposal relate to:

- The development cost of \$810 million which will consist of construction spending and ancillary development costs. This level of economic activity is estimated to support close to 800 Full Time Equivalent (FTE) jobs over the three-year construction period. In addition, around 1,280 FTE indirect jobs are expected to be created over the construction phase. Approximately 2,117 to 2,348 direct jobs (full-time, part-time and casual) are expected to be created per event as a result of the ongoing operation of the redeveloped stadium. A further 1,501 to 1,655 indirect jobs (full-time, part-time and casual) per event will be supported in the wider economy (local, regional, state and national) as a result of flow-on multiplier effects.
- The frequency and scale of events to be held at the redeveloped stadium is expected to greatly improve the level of visitation and tourism expenditure within the local and regional area and, in turn, will increase demand for pre and post event entertainment, food and accommodation and will generate more employment for residents in the locality. In addition, a redeveloped stadium will help to secure future events in NSW.
- Redevelopment of the stadium is expected to provide significant reputational benefits for Sydney Olympic Park, Greater Sydney and NSW. Furthermore, the redeveloped facility will assist in the transformation of the Greater Parramatta and the Sydney Olympic Park area.

## Mitigation and enhancement measures

Measures developed to mitigate potential negative social and economic impacts and enhance benefits are presented in this report. A significant number of impacts are recommended to be monitored and managed through collaboration with key stakeholders, to effectively address them if/ or when they arise. Overall, it is considered that with a range of mitigation measures to manage identified risks in place, the project is anticipated to bring significant public benefits to the local and broader communities.

## 1.0 Introduction

The Office of Sport is seeking to redevelop Stadium Australia (the Stadium) at Sydney Olympic Park as part of the implementation of the NSW Stadia Implementation Plan. This Social and Economic Impact Assessment supports a State Significant Development (SSD) Development Application (DA) for the refurbishment of Stadium Australia, which is submitted to the Minister for Planning pursuant to Part 4 of the *Environmental Planning and Assessment Act 1979* (EP&A Act). Infrastructure NSW is the proponent of the SSD DA.

### 1.1 Requirements for the Assessment

This report provides a Social and Economic Impact Assessment of the proposed works to be undertaken as part of the Stadium Australia Renewal Project. It has been prepared by Ethos Urban on behalf of Infrastructure NSW to accompany the Environmental Impact Statement.

The assessment has been prepared in accordance with the Secretary's Environmental Assessment Requirements (SEARs), issued on 17 July 2019, requiring the:

*'Assessment of the social and economic impacts of the development, including the benefits the redeveloped stadium will generate for Sydney and the local region.'*

### 1.2 Proposed development

As stated in the Environmental Impact Statement, the Development Application (DA) seeks approval for works to the existing Stadium Australia, comprising the following:

- Reconfiguring the field of play to a permanent rectangular configuration.
- Redeveloping the lower and middle seating bowl to locate seating closer to the field and increase the pitch (steepness) of the seating bowl, which has the effect of reducing the capacity to approximately 70,000 seats (plus an additional 20,000 persons on the field during concerts).
- Providing 100% drip-line roof coverage to all permanent seats by replacing the northern and southern sections of the roof and extending the existing eastern and western sections of the roof.
- Providing a new northern and southern public stadium entrance, including a new stadium facade and double-height concourse
- Renewing the food and beverage concessions, bathrooms, team facilities including new gender neutral changerooms, members and corporate facilities, press and broadcast facilities, and back of house areas.
- Providing new signage, high-definition video replay screens, LED lighting, and other functional improvements.
- Retaining the public domain areas surrounding the site that deliver a range of publicly accessible, event and operational areas, with minor works for tree removal and other incidental works.

Part of the existing stadium forecourt will be used as a construction compound during the construction phase and reinstated following the completion of works and prior to commencement of stadium operations.

### 1.3 Background and development objectives

Stadium Australia opened in 1999 for the 2000 Sydney Olympic and Paralympic Games and, at the time, was the largest Olympic Stadium ever built and the second largest stadium in Australia. In March 2018, the NSW Premier announced plans to refurbish Stadium Australia to address deficiencies with the existing infrastructure and ensure that the stadium retains its status as a premier venue within a network of stadia and events infrastructure in NSW.

The proposal to refurbish Stadium Australia aligns with the objectives of the NSW Stadia Strategy 2012. The Strategy provides a vision for the future of NSW stadia, prioritising investment to achieve the optimal mix of venues to meet community needs and to ensure a vibrant sports and event environment in NSW. A key action of the strategy includes developing Tier 1 stadia and their precincts covering transport, integrated ticketing, spectator experience, facilities for players, media, corporate and restaurant and entertainment provision.

Stadium Australia is one of three Tier 1 stadia within NSW, the others being Sydney Football Stadium and the Sydney Cricket Ground. In order to qualify for Tier 1 status, a stadium is required to:



- Provide seating capacity greater than 40,000;
- Regularly host international sporting events;
- Offer extensive corporate facilities, including suites, open-air corporate boxes and other function/dining facilities, and
- Be the home ground for sporting teams playing in national competitions.

The refurbishment of Stadium Australia will address deficiencies in the existing infrastructure and improve facilities in line with contemporary Australian venue standards. The works will ensure the stadium remains a modern, globally competitive venue that achieves the requirements for a Tier 1 stadium classification.

The refurbishment of Stadium Australia addresses the following project objectives:

- Transform the stadium into a 'fan favourite' destination for experiencing and enjoying sports and entertainment events.
- Maximise the direct and indirect economic, social and cultural benefits to NSW from the project, including securing major, economically beneficial events within NSW to ensure the economic sustainability of the stadium into the future.
- Deliver a multi-use contemporary rectangular venue that meets the needs of patrons, hirers and other users for rugby, football, concerts and other new forms of entertainment, and reaffirms the status of the stadium as Australia's largest purpose-built rectangular venue in Australia.
- Improve the facility's sensitivity to the environmental conditions of the site by providing a fixed roof which provides cover to 100% of seats (to the drip line).
- Provide new and refurbished corporate areas, members areas and general admission areas to enhance the patron experience.
- Promote universal accessibility, safety and security such that the stadium is welcoming, inclusive and safe for all stadium users, including persons requiring universal access.
- Promote environmental sustainability and embrace a whole of life approach to operations and maintenance.
- Achieve a high standard of design and reinforce the Stadium's status and identity within the NSW stadia network, and more broadly, nationally and internationally.

## 1.4 Strategic need for the proposal

Stadium Australia was purposely designed and constructed to host the Olympic and Paralympic Games, and was one of the largest Olympic stadiums ever constructed. The stadium was designed to allow modification after the Olympics so that the 110,000 capacity could be reduced down to 85,000 seats following the conclusion of the Games, recognising that there was little demand for venues with such a capacity outside of this unique event. The stadium was also designed so that it could host both oval and rectangular field sports, allowing the stadium to accommodate the athletic track required for the Olympics, retain flexibility to accommodate oval events, whilst improving the experience and functionality for rectangular events that form the majority of major event content hosted in Sydney outside of the Olympic Games. In practice, the stadium hosts primarily rectangular field sports and entertainment events with very infrequent use of the oval configuration. AFL and T20 Cricket is hosted at other stadia, including the Sydney Cricket Ground and Sydney Showground, recognising that the current oval pitch is unable to meet International Cricket Council standards or AFL standards for a Category 1 venue, meaning the stadium cannot capitalise on the intended 'flexibility' to offset its relatively poorer viewing and fan experience for rectangular sports.

Fan event experience is also a crucial determining factor in the success of events and, therefore, the ongoing demand for and viability of major venues. There is increasing competition in the market for venues and events as other stadia are modernised and redeveloped, but also from competition with other forms of entertainment and leisure for how people choose to spend their time and money. Consumers are subject to an increased number of options for entertainment and events, and are responding to the growing availability of live broadcasting for major events both nationally and internationally. This increasing competitive pressure contributes to lower attendances, placing further pressure on the delivery a positive fan experience to attract patrons to the stadium and therefore attract hirers and major events to NSW and Australia.

The current stadium is identified as having a poor stadium experience, particularly for rectangular sports, which is only expected to compound as the stadium ages. In particular, sightlines, roof coverage, technology, food and beverage offerings, members and corporate facilities, and other amenities all play a significant role in the overall fan and hirer experience and the stadiums ability to attract and retain fans and events.

- **Sightlines:** ‘sightlines’ refers to the ability of spectators to see the pitch over other spectators, and varies on the sport being played within the stadium. In this instance, the existing viewing angle, proximity to the pitch, and resulting atmosphere are issues for rectangular sporting codes that are the primary hirers of the venue. Distances from the field of play can be as far as 100m from the top tier seats in the current stadium, degrading the overall quality of sightlines and atmosphere.
- **Weather protection:** roof coverage is a significant factor in enabling events to continue in poorer weather, providing shade and additional comfort to patrons for generally higher attendance rates, and potentially benefitting acoustics and noise retention. The current stadium roof covers part of the spectators and playing surface for events, but is significantly less than other benchmark stadiums of a similar capacity including the Melbourne Rectangular Stadium (AAMI Park) and Lang Park (Suncorp Stadium). The current roof design does not provide 100% coverage to permanent seats (to the drip line).
- **Technology:** the integration of sport and technology ensures fans can access to highlights, statistics and other features through wireless technology, high definition playback screens, external LED digital displays, and other features such as enhanced ticketing infrastructure. The integration of technology with stadia design contributes both to fan experience but also to the ongoing longevity of a stadium and its ability to keep pace with modern operational requirements.
- **Food and beverage:** there are very few public food and beverage options within the stadium, or outside of the stadium for patrons to make use of as a pre-game or post-game offering. During events, food trucks have been used to supplement the limited existing offering, however, this arrangement requires patrons to exit the stadium concourse and offers no public seating within these areas.
- **Facilities and amenities:** the current facilities and amenities are non-compliant with Football Stadium Advisory Design Council recommendations and, similar to other ageing stadia, the provision of amenities for women are significantly less than modern requirements (with a current 70:30 split between men and women’s facilities), a deficiency in disabled and unisex facilities, adequate changerooms for players, press and broadcast facilities, and members and corporate facilities.
- **Access:** entry to the stadium is limited to specific gates related to specific seating positions, requiring patrons to pass expanses of inactive facades externally around the stadium in order to reach the correct gates. External factors such as access to public transport and parking, and external pedestrian circulation, is excellent for the existing stadium which operates within an existing sporting and entertainment precinct and has been designed to accommodate significant crowds during major events.

There is a strategic need to rectify these deficiencies and ensure the ongoing success and longevity of the stadium. Sporting infrastructure can bring several significant benefits to the NSW community, through the direct and indirect economic activity and employment. There are also less tangible positive cultural and social aspects including contributing to the liveability of a city, and in turn its attractiveness to business, industries and populations. It can support community pride, contribute to social cohesion and interaction, and have a catalytic impact on precinct development.

The sporting venues within Sydney Olympic Park are key contributors to the success and longevity of the area. Identified within the Greater Sydney Regional Plan as a strategic centre for the region, the Stadium plays a pivotal role in supporting the long-term sustainability of the centre. As an identifier of the legacy of the 2000 Sydney Olympics, the Stadium plays an important role in ensuring Sydney Olympic Park sustains its viability as an entertainment precinct.

NSW Government has identified that in order to continue to attract major events, consequently contributing to the tourism success and the national and international reputation of Sydney, there is a need to ensure the Stadium is maintained and upgraded to align with international best practice in the delivery of large stadium event experiences. In order to be competitive within Australia’s stadia network and secure major events for the state of NSW, Stadium Australia needs to be enhanced to retain hirers and attract spectators to large scale sporting matches and events. This fits within the framework for NSW Government investment under the NSW Stadia Strategy, which aims to achieve an optimal mix of venues (Western Sydney Stadium – 30,000 seated capacity; Sydney Football Stadium –

up to 45,000 seats; Stadium Australia – up to 70,000 seats) to meet community needs and to ensure a vibrant sports and event environment in NSW.

The broader economic and social strategic benefits of the proposal include:

- Safeguarding the legacy of Sydney Olympic Park as a successful post-Olympics site that has been transformed into an active and vibrant centre.
- Ensuring NSW becomes Australia's preferred location for major national and international events, with Stadium Australia continuing to be capable of attracting major sporting and entertainment opportunities.
- Enhancing civic and community pride and contributing to the brand of Sydney.
- Improving facilities for participants and spectators and contributing to financial outcomes for professional sport.
- Ensuring the longevity of significant existing infrastructure located in the geographic centre of Sydney that provides optimal accessibility for the majority of NSW's population to attend national and international sports and entertainment events.

## 1.5 Objectives of the development

The objectives of the development comprise the following:

- Transform the stadium into a 'fan favourite' destination for experiencing and enjoying sports and entertainment events.
- Maximise the direct and indirect economic, social and cultural benefits to NSW from the project, including securing major, economically beneficial events within NSW to ensure the economic sustainability of the stadium into the future.
- Deliver a multi-use contemporary rectangular venue that meets the needs of patrons, hirers and other users for rugby, football, concerts and other new forms of entertainment, and reaffirms the status of the stadium as Australia's largest purpose-built rectangular venue in Australia.
- Improve the facility's sensitivity to the environmental conditions of the site by providing a fixed roof which provides cover to 100% of seats (to the drip line).
- Provide new and refurbished corporate areas, members areas and general admission areas to enhance the patron experience.
- Promote universal accessibility, safety and security such that the stadium is welcoming, inclusive and safe for all stadium users, including persons requiring universal access.
- Promote environmental sustainability and embrace a whole of life approach to operations and maintenance.
- Achieve a high standard of design and reinforce the Stadium's status and identity within the NSW stadia network, and more broadly, nationally and internationally.

## 2.0 Purpose, objectives and scope of the assessment

### 2.1 Social and Economic Impact Assessment

The purpose of this Social and Economic Impact Assessment (SEIA) is to assess the impacts of the development, including the benefits the redeveloped stadium will generate for Sydney and the local region, and NSW and Australia more broadly.

Social Impact Assessment involves the analysis of social changes and impacts on communities that are likely to occur as a result of a particular development, planning scheme, or government policy decision. Economic impact assessment is a tool for understanding changes to income, employment opportunities and wider effects in purchasing and spending in the region. Applied together, a SEIA can provide a comprehensive, co-ordinated picture of these overlapping issues, providing information on potential economic impacts as well as important social values held by the community which inform likely attitudes and responses to the proposed change.

### 2.2 Methodology and assessment framework

The SEIA involves a number of steps, including analysis of the existing socio-economic environment; scoping of issues; identifying and assessing potential social and economic impacts; determining the significance of these impacts, and identifying measures to manage or mitigate potential negative impacts and enhance potential benefits.

The methodology employed in preparing this SEIA is designed to ensure that the social and economic environment of communities potentially impacted by a project are properly accounted for and recorded, and anticipated impacts are adequately considered and assessed.

#### Social Impact Assessment methodology

The assessment of social impacts has been based on the NSW DPIE *Social Impact Assessment Guideline for state significant mining, petroleum production and extractive industry development*, September 2017. It also draws on guidelines published by the International Association for Impact Assessment (IAIA), *International principles for social impact assessment* (Vanclay 2003), which defines Social Impact Assessment as:

*‘The process of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Its primary purpose is to bring about a more sustainable and equitable biophysical and human environment.’ (2003, p.5)*

The DPIE Guideline classifies social impacts in the following way, which forms the basis for this assessment:

- Way of life: how people work, play and interact with one another on a day-to-day basis.
- Culture: people’s shared beliefs, customs, values and language or dialect.
- Community: its cohesion, stability, character, services and facilities.
- Political systems: the extent to which people are able to participate in decisions that affect their lives, and the resources provided for this purpose.
- Environment: the quality of the air and water people use, the availability and quality of the food they eat; the level of hazard or risk, dust and noise they are exposed to, the adequacy of sanitation; their physical safety; and their access to and control over resources.
- Health and wellbeing: people’s physical, mental, social and spiritual wellbeing.
- Personal property rights: particularly when people are economically affected, or experience personal disadvantage which may include a violation of their civil liberties.
- Fears and aspirations: their perceptions about their safety, their fears about the future of their community, and their aspirations for their future and the future of their children.

As outlined in the IAIA Social Impact Assessment Guideline (2015), the assessment recognises that social impacts vary in their nature and can be: positive or negative; tangible or intangible (perception based); direct (caused by planned development itself), indirect (occurring as a result of a direct impact) interdependent (affecting each other)

and/or cumulative (as a result of the incremental and combined impacts of one or more projects, including the current and foreseeable future projects); experienced differently by different individuals or groups within a community, and experienced differently at the local, regional, state or national level.

Stages in the preparation of the social assessment are as follows:

- Baseline analysis of the existing socio-economic environment, involving:
  - Study area definition, including primary and secondary geographic areas likely to be impacted;
  - Review of relevant background studies and technical reports, along with relevant local and state policy frameworks;
  - Demographic analysis, including current and forecast communities.
- Stakeholder and community engagement: A comprehensive engagement program is being undertaken by Infrastructure NSW through KJA Associates. This engagement program is underway; findings to date have been taken into account.
- Scoping of issues: Analysis of potential impacts during and post-construction, with each of the directly affected communities and other stakeholders identified in relation to the way they may be affected. Both positive and negative potential issues are identified.
- Identification of impacts as per DPIE Guideline parameters. The social impact assessment ultimately appraises the significance of each identified impact based on its duration, extent and sensitivity of impact 'receivers'. This results in a social risk rating for impacts, as per the social risk matrix shown in Figure 1 below.

			Consequence Level				
			1	2	3	4	5
			Minimal	Minor	Moderate	Major	Catastrophic
Likelihood Level	A	Almost certain	A1	A2	A3	A4	A5
	B	Likely	B1	B2	B3	B4	B5
	C	Possible	C1	C2	C3	C4	C5
	D	Unlikely	D1	D2	D3	D4	D5
	E	Rare	E1	E2	E3	E4	E5
Social Risk Rating							
	Low		Moderate		High		Extreme

**Figure 1 Social risk matrix**

Source: NSW Department of Planning and Environment 2017 Social Impact Assessment Guideline (based on matrix used in Vanclay, F., et al. (2015) p.49)

### Economic Impact Assessment methodology

In the absence of formal guidelines available from the NSW DPIE for economic impact analysis, the methodology for this economic assessment has been developed with consideration of the Secretary's Environmental Assessment Requirements (SEARs) and socio-economic assessment practices.

Key steps in undertaking the economic assessment have included: analysis of the existing locality and the community, including its economic profile; identification and assessment of potential impacts (both direct and indirect) as a result of the proposed development, and recommendations for mitigation or enhancement measures.

The baseline profile for current businesses and the economy within the defined study area was developed using published data sources, including the Australian Bureau of Statistics (ABS), with this data supplemented by additional information where available.

Economic impacts were then evaluated in terms of direct impacts and indirect impacts:

- Direct impacts relate to both construction activity and the scale of additional expenditure related to the redeveloped stadium precinct.
- Indirect impacts are linked to expenditure by additional patrons outside of the stadium precinct and flow-on industry impacts.

In the case of both direct and indirect effects, the key metric for the analysis is an estimate of jobs.

The methodology for assessment is anchored by the Final Business Case 2019 Summary prepared by Infrastructure NSW projections for additional attendance achieved through redevelopment, compared to the Base Case. These projections define additional attendance numbers pa (average) and events pa. The Final Business Case also includes projections of construction costs, which provide the basis for employment impacts during the construction phase.

## 2.3 Information sources and assumptions

Information sources used to prepare this SEIA include:

- ABS Average Weekly Earnings, Australia Nov 2018
- ABS Census of Population and Housing 2016
- ABS Counts of Australian Business, June 2013 to June 2017
- ABS Australian National Accounts: Input-Output Tables, 2014-15
- ABS Building Approvals, 2018
- ABS Counts of Australian Businesses, including Entries and Exits, 2018
- Department of Employment, Skills, Small and Family Business – Small Area Labour Markets March 2019
- Department of Employment, Skills, Small and Family Business – Regional Projections to May 2023
- Other ABS publications as referenced
- Destination NSW
- Community.id
- Economy.id
- Forecast.id
- NSW Budget Papers 2018/19
- Infrastructure NSW (INSW) - Final Business Case Summary Stadium Australia 2019
- Data provided by VenuesLive.

Assumptions applied to complete this SEIA include:

- The Final Business Case Summary is an essential basis for evaluating the impacts of the project;
- Socio-economic data for each study area accurately reflects the community demographic profile;
- The key findings of the background studies and technical reports are accurate;
- Outcomes of the community consultation and engagement undertaken to date accurately reflect community views, and
- All potential social impacts to the local community and special interest groups are identified.



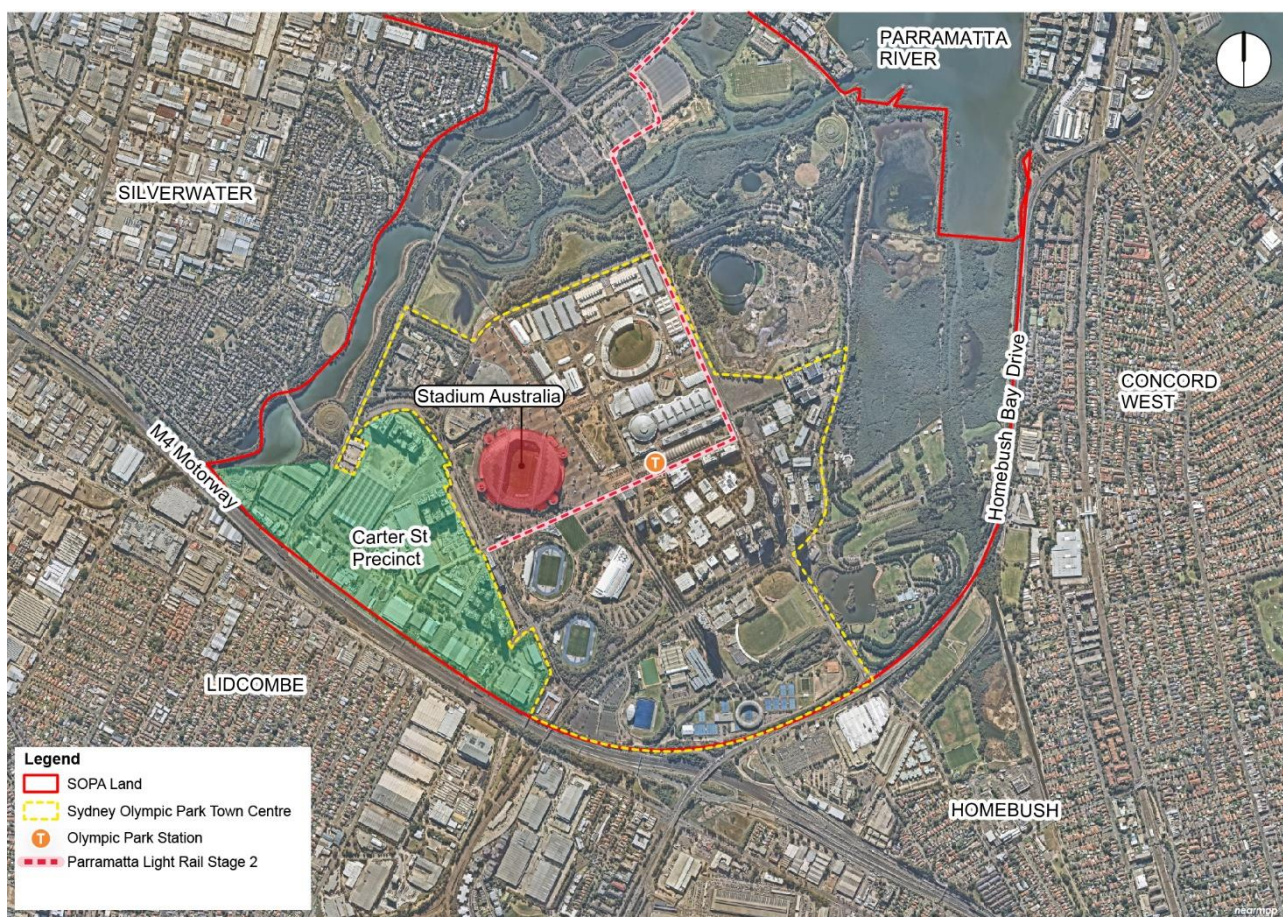
### 3.0 Site context

The Stadium Australia site is located at 15 Edwin Flack Avenue within the Sydney Olympic Park. It is bound by Edwin Flack Avenue to the west, Dawn Fraser Avenue to the south, Olympic Boulevard to the east and Qudos Bank Arena to the north. The site is located within the City of Parramatta Local Government Area.

The site is legally described as Lot 4000 in DP 1004512 and part of Lot 4001 in DP 1004512. In 2017, the Minister for Sport assigned Venues NSW as the trustee of Stadium Australia under the *Sporting Venues Authorities Act 2008*.

In a broader context, the site forms part of Sydney Olympic Park which is a sporting and economic centre in metropolitan Sydney, covering 680 hectares of parkland, commercial facilities and social, sport and recreation infrastructure. Sydney Olympic Park comprises range of sports and entertainment venues, parklands, and commercial, retail and residential developments. It benefits from convenient access to Homebush Bay Drive, Parramatta Road and the M4 Western Motorway, as well as Olympic Park railway station. The development of the Parramatta Light Rail Stage 2 and Sydney Metro West will be likely to significantly increase accessibility to the Stadium.

The locational context of the Site is shown in **Figure 2**, whilst the site boundaries and existing site features are shown in **Figure 3**.



**Figure 2** Regional site context





**Figure 3 Site area and local context**

### 3.1 Site history and legacies

In September 1993, Sydney was awarded the 2000 Olympic Games with expectation that the trickle-down effect would stimulate grassroots sport participation and generate significant international visitation. It subsequently left a legacy of world class sporting facilities available to increase sporting participation rates, as did it give disadvantaged youths the opportunity to experience the Games. However, whether the games indeed increased sport participation remains a mixed conclusion <sup>1</sup>.

Stadium Australia opened in 1999 for the 2000 Sydney Olympic and Paralympic Games and, at the time, was the largest Olympic Stadium ever built and the second largest stadium in Australia. It was the premiere venue for the Olympic and Paralympic Games, and has hosted other major events since, including the Rugby World Cup, Bledisloe Cup, NRL Grand Finals, and significant concert and entertainment events.

Global sporting events are perhaps the most significant example of a tourist spectacle. A key legacy established by the Olympic games, and sport as a wider concept, was the strong sense of community and belonging to a nation, particularly among the youth or ethnic minorities. The culture and identity of competing on an international scale helped to break down interracial differences within Australia as support for the nation shaped a national identity to place. These deep-rooted relationships ties generated by the coming together of a nation are manifested and represented in Sydney Olympic Park given it was the primary destination for sport during the games.

Following the Sydney Olympic Games, Stadium Australia has hosted a plethora of landmark international and national sporting events that have brought the nation, state, or club supporters together and fostered strong social

<sup>1</sup> Kristine Toohey & Stephen Frawley (2012), 'The sport participation legacy of the Sydney 2000 Olympic Games and other international sporting events hosted in Australia'



cohesion and identity. It has been a place where some of sports most memorable events have taken place leading to lasting legacies such as the Australian national soccer team qualifying for the World Cup for the first time since in 32 years. Major history-shaping events in sports such as Rugby League, Rugby Union and Soccer have been played at Stadium Australia, establishing it a modern icon of sporting success and pedigree. Similarly, Stadium Australia has hosted music legends such as the Rolling Stones, U2 and Bon Jovi, instituting memorable entertainment experiences for many Australians.

Following the Olympic Games in 2000, and up until 2016, the Stadium was leased by a private company. However, in 2016 the NSW Government bought back the Stadium, and is owned by Venues NSW on behalf of the NSW Government.

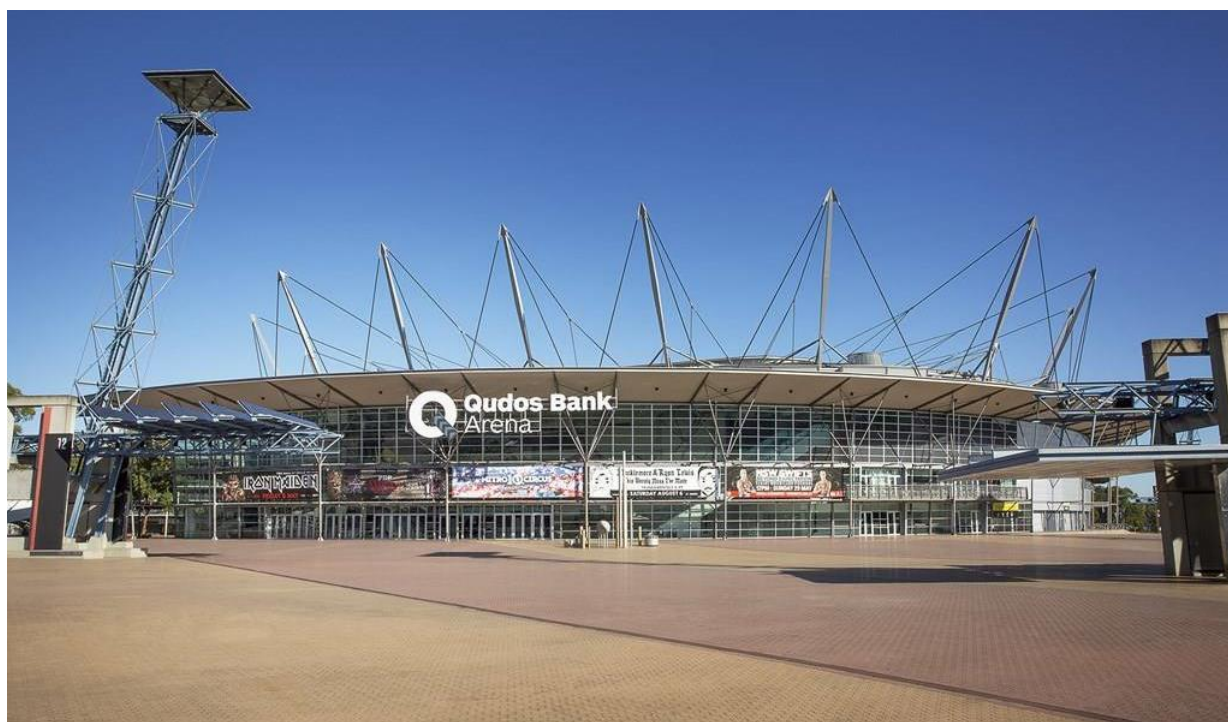
### 3.2 Surrounding development and land uses

As described in the Environmental Impact Statement, Stadium Australia is located at the interface between the sports and entertainment venues, parklands, and commercial, retail and residential developments of Sydney Olympic Park, and the eastern edge of the Carter Street Precinct, which is undergoing rapid renewal as it transitions away from former industrial uses towards a mix of residential, commercial and educational uses. A description of the surrounding facilities and precincts is described below.

#### **Qudos Bank Arena and P1 Car Park (North)**

Qudos Bank Arena borders the stadium immediately to the north, with the main public entrance located on Olympic Boulevard and a smaller, secondary entrance located off Edwin Flack Avenue. The arena, constructed in 1999 for the Olympics, is the largest permanent indoor entertainment and sporting arena in Australia, with an average of 750,000 visitors annually. It has a capacity of approximately 21,000 and regularly hosts sports events, concerts and conferences; it is also the home venue for the Sydney Kings (Basketball).

The multi-storey P1 Car Park is located adjacent to the Qudos Bank Arena. The P1 Car Park is accessed off Edwin Flack Avenue and has capacity for approximately 3,200 vehicles. Given its proximity, the P1 Car Park is typically the primary car park for the stadium during events.



**Figure 4 Qudos Bank Arena**

Source: Sydney Olympic Park Authority

## Sydney Olympic Park Athletic Centre, NSW Rugby League Centre of Excellence, Sydney Olympic Park Aquatic Centre (South)

To the south of the stadium, across Dawn Fraser Avenue, is the Sydney Olympic Park Athletic Centre and the NSW Rugby League Centre of Excellence. The venue – delivered in partnership with the University of New England and completed in December 2018 – is the headquarters of NSW Rugby League and accommodates both administrative services, gymnasium, medical and recovery rooms, sports science laboratory and educational facilities, and a full-length playing and training field. It is connected by an underground tunnel to Stadium Australia.

The Sydney Olympic Park Athletic Centre is located adjacent (south-west) to the Centre of Excellence. Opened in 1994 and currently operated by SOPA, the Athletic Centre is an international standard track and field facility. The Athletic Centre hosts athletic carnivals and major national and international sporting events, and the grassed area provides a full-sized playing field capable of hosting soccer, rugby union, rugby league and America Football games and training. The Athletic Centre also provides recreational and fitness facilities for the community. The Athletic Centre has a seating capacity of 5,000 but can accommodate an additional 10,000 on the grassed banks to the north, south and east of the athletics track.

Further to the south is the Sydney Olympic Park Aquatic Centre. The Aquatic Centre was constructed in 1994 and was the venue for the swimming, diving, water polo and synchronised swimming competition during the Olympics. The Aquatic Centre combines state of the art aquatic sports facilities (including a diving pool and a 50m competition pool) and a large aquatic leisure centre. It continues to host international, national, state and community competitions.



**Figure 5** Sydney Olympic Park Aquatic Centre

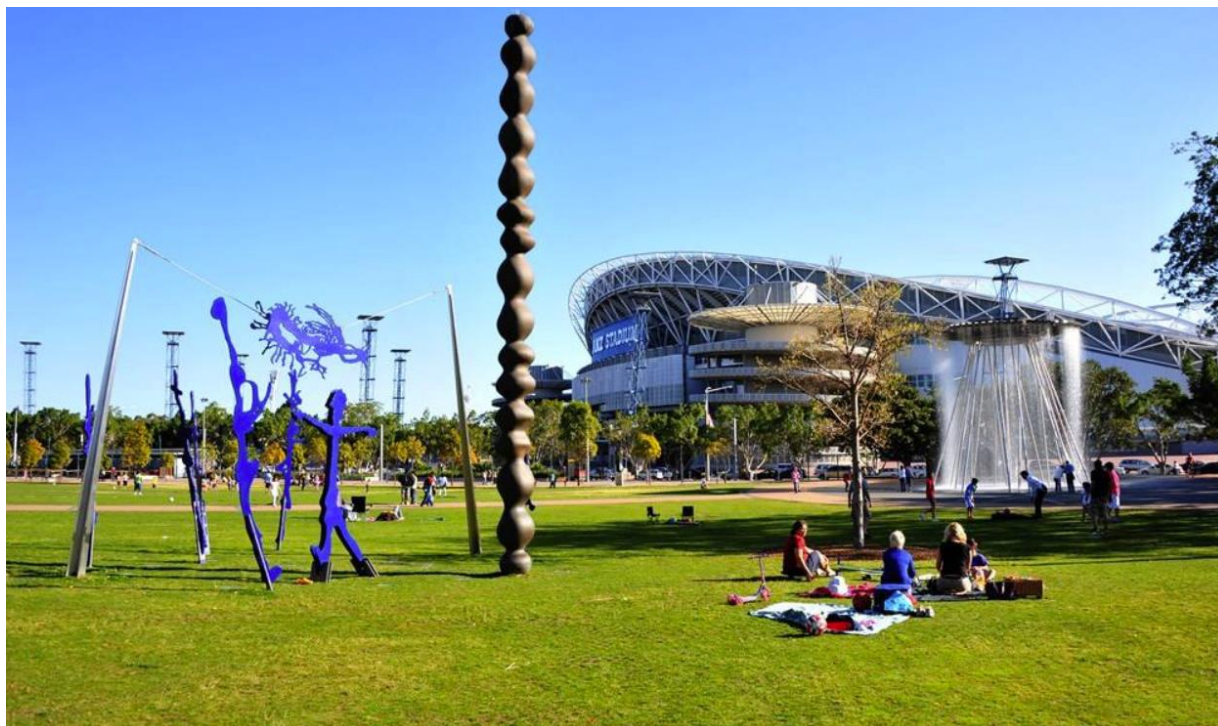
Source: COX Architecture



## Cathy Freeman Park and the Sydney Showground (East)

Cathy Freeman Park is located immediately to the east of the stadium on the corner of Olympic Boulevard and the Grand Parade. Cathy Freeman Park contains the State Heritage Listed Olympic Cauldron (Item: 01839), which was relocated from Stadium Australia in 2001 and reinterpreted to operate as a fountain.

The Sydney Showground is located beyond Cathy Freeman Park, to the north-east of the stadium. The Showground hosts major events, including the annual Sydney Royal Easter Show, which attracts close to one million people. It encompasses a collection of entertainment and exhibition venues, including Charles Moses Stadium, The Dome and Exhibition Complex and Giants Stadium, which hosts concerts, festivals and is the home ground for the AFL team the Greater Western Sydney Giants and the T20 cricket team Sydney Thunder.



**Figure 6** Cathy Freeman Park

Source: SOPA

## Olympic Park Town Centre (South-East)

Olympic Park Railway Station is located 350m to the south-east of the stadium. The station is located on the T7 Olympic Park Line, which operates as a shuttle-service connecting Lidcombe and Olympic Park. The station also serves as bus interchange for regular bus services to Chatswood, Burwood, Parramatta and Lidcombe.

To the south, across Dawn Fraser Avenue, are a number of hotels and more than a dozen commercial office buildings. The commercial office buildings are occupied by a diverse range of businesses across sectors including finance and insurance, communications, government and community.

This area also includes State Abattoirs Heritage Conservation Area, which comprises a collection of five buildings within a landscaped garden setting. The remnant buildings have been adapted for use by SOPA for visitor services for the Olympics and are currently used as various porting administration offices and associated facilities, managed by SOPA.

## Carter Street Precinct

The Carter Street Precinct, an area of 52Ha, is located immediately to the west of Stadium Australia. The Precinct was rezoned in November 2015 to allow the development of up to 5,500 dwellings, a new village centre, a new primary school and new public open space. The Precinct is bounded by Haslams Creek to the west, an existing bus

parking area adjacent to Old Hill Link to the north, Edwin Flack Avenue to the north east, Birnie Avenue to the east and the M4 Motorway to the south.

The Precinct was previously used for light industry and warehousing but is currently undergoing a transition away from these industrial uses in accordance with the Master Plan, evidenced by residential construction activity and approved development applications.

Amendments to the Carter Street Precinct Master Plan were exhibited between September and October 2018 and are currently undergoing reviewed prior to the finalisation of the revised Master Plan. The amendments accommodate a new westbound off-ramp from the M4 Motorway at Hill Road, the proposed Parramatta Light Rail (Stage 2) which proposes a stop in the Carter Street Precinct and the revised Sydney Olympic Park Master Plan 2030. As identified within this Master Plan, the vision of the Precinct is to support Sydney Olympic Park as a Strategic Centre, delivering a mix of housing, employment and retail services with easy access to public transport and high quality public open space, entertainment and recreational facilities.

It is noted that within the Carter Street Development Control Plan:<sup>2</sup>

- “Residents are not able to complain in any forum or seek to make any claim or institute action against the Sydney Olympic Park Authority in relation to major events in accordance with the Sydney Olympic Park Act 2001, and
- Proximity to Sydney Olympic Park results in impacts of noise and lighting, restrictions on vehicle or pedestrian access and security measures associated with certain events”.



**Figure 7** Revised draft master plan for Carter Street Precinct

Source: Department of Planning, Industry and Environment

<sup>2</sup> NSW Department of Planning and Environment. 2018. Draft Amendment to Carter Street Precinct Development Control Plan.



## 4.0 Proposed development

In March 2018 the NSW Government announced its commitment to refurbish the existing Stadium Australia and retain its status as a premier venue within a network of stadia and events infrastructure in NSW. This comprises the following changes:

- Reconfiguring the field of play to a permanent rectangular configuration.
- Redeveloping the lower and middle seating bowl to locate seating closer to the field and increase the pitch (steepness) of the seating bowl, which has the effect of reducing the capacity to approximately 70,000 seats (plus an additional 10,000 persons on the field during concerts).
- Providing 100% drip-line roof coverage to all permanent seats by replacing the northern and southern sections of the roof and extending the existing eastern and western sections of the roof.
- Providing a new northern and southern public stadium entrance, including a new stadium facade and double-height concourse.
- Renewing the food and beverage concessions, bathrooms, team facilities including new gender neutral changerooms, members and corporate facilities, press and broadcast facilities, and back of house areas.
- Providing new signage, high-definition video replay screens, LED lighting, and other functional improvements.
- Retaining the public domain areas surrounding the site that deliver a range of publicly accessible, event and operational areas, with minor works for tree removal.

Part of the existing stadium forecourt will be used as a construction compound during the construction phase and reinstated following the completion of works and prior to commencement of stadium operations.



**Figure 8** Indicative photomontage of proposed stadium

Source: COX Architecture

## 5.0 Strategic policy context

The following section identifies the key social drivers for this site, based on a review of the key state and local policies and strategies relevant to the proposed development.

### Key policy drivers

- It is a state priority to ensure Tier 1 stadiums, including Stadium Australia realise full potential as being a world class facility to ensure Sydney remains the major events capital of Australia and attract big-ticket sporting and entertainment events to Sydney.
- It is a state and local priority to see the transformation of Sydney Olympic Park as a premier destination for cultural, entertainment, recreation, and sporting events.

### 5.1 Key themes and drivers

The following section identifies the key social drivers for this site, based on a review of the key state and local policies and strategies. A summary of the key themes of this review is provided in Table 3.1 below. The comprehensive analysis is provided at **Appendix A**. The following documents have been reviewed:

- NSW Stadia Strategy 2012 (NSW Office of Communities)
- Rebuilding the Major Network of Stadia in NSW (Office of Sport)
- Sydney Olympic Park Master Plan 2030 (2018 Revision) (The Sydney Olympic Park Authority)
- Central City District Plan (Greater Sydney Commission)
- Community Strategic Plan 2018-2038 (City of Parramatta)
- Greater Paramatta to Olympic Peninsula Vision 2016 (Greater Sydney Commission)
- Economic Development Plan 2017-2021 (City of Parramatta)

A comprehensive review of the strategic policy context for the development is available at **Appendix A**.

Policy theme	Key implications for social impact assessment	Relevant documents
Liveability and social sustainability	<ul style="list-style-type: none"> <li>• The refurbishment of the Stadium should assist in ensuring the Sydney Olympic Park Town Centre is active and vibrant. In addition, the refurbishment is to align with the vision to ensure Sydney Olympic Park is maintained as a premier destination for cultural, entertainment, recreation and sporting events.</li> <li>• The project will assist in driving the growth in the visitor economy, realise the economic and social benefit of a strong cultural and sporting sector and support the liveability for the people of NSW.</li> <li>• Future developments in Parramatta should lead to 'great places,' that reflect community needs and aspirations, are responsive to community participation and enhance the qualities of the neighbourhoods that make them unique and which communities strongly identify with.</li> <li>• Across the Parramatta LGA there is a strong community feeling that development should lead to improved liveability, and that the opportunities of growth should be shared with all community members.</li> <li>• The refurbishment of Stadium Australia should support the liveability for the people of NSW and improve the quality of life experiences in NSW.</li> <li>• As a strategic location for tourism and visitation it is important that the project assists in improving the existing infrastructure within Sydney Olympic Park.</li> </ul>	<ul style="list-style-type: none"> <li>• Central City District Plan (GSC 2018)</li> <li>• Community Strategic Plan (CoP 2018)</li> <li>• NSW Stadia Strategy (Office of Communities 2012)</li> <li>• Rebuilding the Major Network of Stadia in NSW (OoS 2015)</li> <li>• The Sydney Olympic Park Authority Master Plan 2030 (2018 Revision)</li> </ul>



Policy theme	Key implications for social impact assessment	Relevant documents
Population growth	<ul style="list-style-type: none"> <li>Projected population growth within the Central City District shows significant growth estimated for the Parramatta Local Government Area. Integrated and targeted delivery of services and infrastructure is needed to support this growth.</li> <li>Parramatta LGA is undergoing significant change and growth due to increased population, private and public investment and new, city-shaping infrastructure, such as the Parramatta Light Rail, Sydney Metro, transformation of Camellia and other urban renewal precincts.</li> <li>The neighbouring Carter Street Precinct is to deliver a mix of housing, employment and retail services with high quality access to public open space, entertainment and recreational facilities. The vision is to support Sydney Olympic Park as a Strategic Centre.</li> </ul>	<ul style="list-style-type: none"> <li>GPOP Vision (GSC 2016)</li> <li>Community Strategic Plan (CoP 2018)</li> </ul>
Sydney Olympic Park transformation	<ul style="list-style-type: none"> <li>Sydney Olympic Park is identified with strategic importance as an economic anchor expected to drive economic growth for Sydney and the local area.</li> <li>Ensure Sydney Olympic Park is a premier destination for cultural, entertainment, recreation, and sporting events.</li> <li>Develop Sydney Olympic Park into a thriving living urban centre providing employment opportunities, housing and retail.</li> </ul>	<ul style="list-style-type: none"> <li>GPOP Vision (GSC 2016)</li> <li>Community Strategic Plan (CoP 2018)</li> <li>Central City District Plan (GSC 2018)</li> <li>Community Strategic Plan (CoP 2018)</li> </ul>
Stadium Australia as a world class sports stadium	<ul style="list-style-type: none"> <li>Significant investment in improving the quality of Stadia across NSW is intended to allow Tier 1 stadiums, including Stadium Australia to realise full potential as being a world class facility to ensure Sydney remains the major events capital of Australia and attract big-ticket sporting and entertainment events to Sydney.</li> <li>Stadium Australia will be the premier stadium facility within the Sydney Olympic Park to attract key sporting and entertainment events.</li> <li>Prioritise the need for greater use of Tier 1 stadia.</li> </ul>	<ul style="list-style-type: none"> <li>Rebuilding the Major Network of Stadia in NSW (OoS 2015)</li> <li>NSW Stadia Strategy (Office of Communities 2012)</li> </ul>



**Figure 9** Indicative photomontage of proposed stadium  
Source: COX Architecture

## 6.0 Social baseline analysis: current social context

This section provides an overview of the site and the existing social context surrounding the site. It analyses the existing socio-economic characteristics of the community within the identified study areas to better understand the potential characteristics and context of the existing community that may be impacted by the proposed development.

### Key current community characteristics

- As at 2018, the estimated population of the Primary Study Area was 12,040. Between the period 2006 to 2018, the Primary Study Area experienced significant population growth, with the number of residents increasing by around 10,670.
- Overall, residents within the Primary Study Area were primarily younger, characterised as young professionals and living in high density housing, in households predominately comprising couples with no children.
- The Primary Study Area is fairly culturally and linguistically diverse when compared to Greater Sydney.
- The Primary Study Area had relatively lower levels of disadvantage than compared to other areas within Greater Sydney.
- Smaller proportion of residents identified as being of Aboriginal and/or Torres Strait Islander descent.
- Residents were employed in white collar occupations with a majority travelling to work by car.

### 6.1 Study area definition: area of social and economic influence

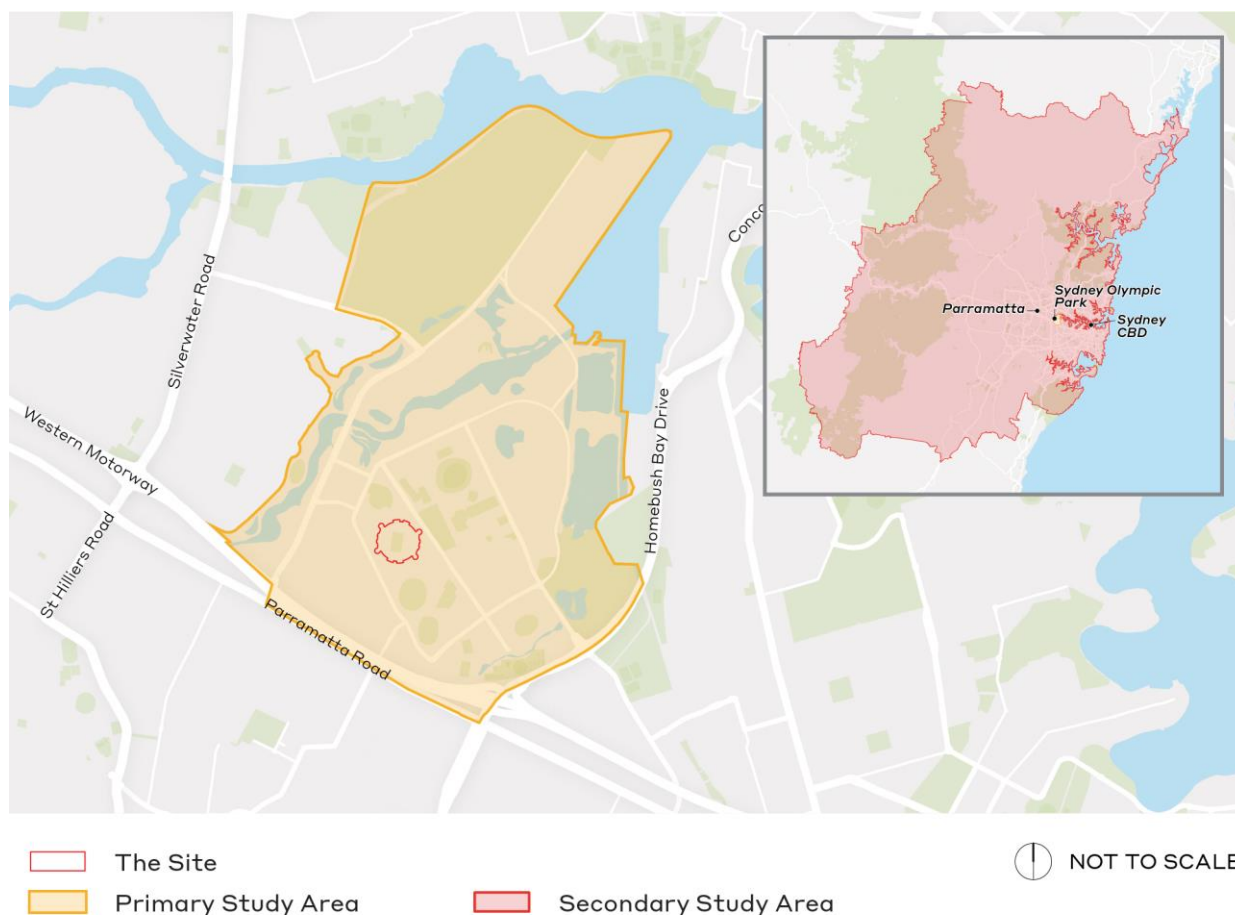
For the purposes of the Social and Economic Impact Assessment, the study areas have been chosen taking into consideration the need to factor in both local social and economic impacts and those likely to occur on a broader scale. Social and economic impacts are likely to be greater in short term, relating to the immediate surrounds of the stadium, for example impacts associated with the demolition and construction of the stadium (i.e. amenity values, access, noise, air quality etc) will be very localised. Longer term impacts such as visual amenity, traffic, connectivity, crime and safety and community sense of place, are also anticipated to occur within the close proximity to the project.

The Primary Study Area represents local community within the immediate area. This area has been defined using ABS Statistical Areas (SA level 1).

The Secondary Study Area is defined using the boundary of Greater Sydney and is defined using the Greater Sydney Greater Capital City Statistical Area (GCCSA). For the purposes of assessing the local population and wider social impacts of the stadium redevelopment, Greater Sydney is also considered to help demonstrate the unique population characteristics within the local area. The range and degree of social impacts Greater Sydney is likely to experience from the stadium redevelopment is described in the following sections.

A map showing the designated Study Areas for this assessment is provided at **Figure 10** over page.





**Figure 10 Study Areas**

Source: Ethos Urban, 2019

## 6.2 Community profile

### Population and age structure

As at 2018, the estimated population of the Primary Study Area was 12,040. Between the period 2006 to 2018, the population increased significantly by around 10,670 residents at an average annual growth rate of 19.8%.

Residents within the Primary Study Area were relatively younger than in the Secondary Study Area, with a median age of 31.4 compared to 36.4 in the Secondary Study Area. Driving this relatively younger population was the higher proportion of residents aged 20 to 34, which accounted for 48.4% of the population. The other large age group within the Primary Study Area was residents aged 35 to 64 years old, which accounted for 34.1% of the population. There were relatively few residents (6.6%) aged between 5 to 19 compared to the Secondary Study Area (18.2%) which suggests that historically the Primary Study Area has not been a place where families have located.

### Household and dwelling characteristics

In the Primary Study Area, family households accounted for the largest household type, accounting for 64.3% of all household types. However, this was much lower than the proportion of family households in the Secondary Study Area (73.7%). Of these family households, the majority were couple families with no children, the opposite of family households within the Secondary Study Area. Compared to the Secondary Study Area, both lone person households and group households accounted for a greater proportion of all household types at 29.2% and 6.5%.

In the Primary Study Area the overwhelming majority of dwellings were flats, units or apartments (99.6%). By contrast, only 28.2% of dwellings in the Secondary Study Area were flats, units or apartments, with the majority being separated houses.

## Income, tenure and housing costs

Within the Primary Study Area, the median annual household income was \$97,080, slightly above the Secondary Study Area's at \$92,200.

In the Primary Study Area, a significant majority (63.1%) of dwellings were being rented, which was much higher than the proportion in Greater Sydney (35.1%). While 29.3% of dwellings were owned with a mortgage, which was slightly below the proportion in the Secondary Study Area at 34.2%. Overall, the composition of tenure types within the Study Area is consistent with other high-density areas.

The median weekly rent within the Study Area was \$520, which was above the Secondary Study Area's at \$450. While the median monthly mortgage was \$2,160, which was slightly below the monthly mortgage in Secondary Study Area. This is a reflection, in part, due to degree of homogeneity of dwellings types in the Primary Study Area compared to the Secondary Study Area.

## Relative socio-economic advantage and disadvantage

Compared to other areas within Greater Sydney, the Primary Study Area is relatively less disadvantaged.<sup>3</sup> The Primary Study Area had relatively lower levels of socio-economic advantage, socio-economic advantage and disadvantage and education and occupation. The index with the lowest overall level was Index of Economic Resources, which suggests there are some households with slightly lower share of households with low income or low rent and relatively fewer households with high income or fewer owned homes.

## Cultural and linguistic diversity

The Primary Study Area is culturally and linguistically diverse when compared to the Secondary Study Area. The largest group by ancestry was Chinese at 23.2%. This was followed by English (13.7%) and Australian (10.0%). 34.5% of residents reported speaking a Northern European language at home, this was much lower than the proportion in Greater Sydney at 59.1%. The next highest language group spoken was Eastern Asian languages at 31.0%. All other languages spoken were below 10%.

## Aboriginal and Torres Strait Islander residents

Within the Primary Study Area, 0.6% of residents reported being of Aboriginal and/or Torres Strait Islander descent. By comparison, the share of residents in the Secondary Study Area of Aboriginal and/or Torres Strait Islander descent was higher at 1.5%.

## Educational attainment

Approximately 17.1% of residents were attending formal education, slightly below the proportion of the Secondary Study Area at 25.2%. Of these residents attending education, almost half were attending University or other Tertiary Institutions. This proportion was well above that in the Secondary Study Area. The proportion of residents in the Study Area attending other education types was below that of the Secondary Study Area except in Technical or Further Educational Institutions. This suggests that the area is an attractive location for younger students and younger professionals seeking further education.

## Workforce status of residents

The majority of residents were in white collar occupations, of which Professionals was the largest occupation at 33.6%. This was followed by Managers at 18.1% and Clerical and Administrative Workers at 15.6%. The proportion for each of these occupations was greater than the proportions in the Secondary Study Area. This suggests that the Primary Study Area is an attractive place to live for professionals.

## Method of travel to work

Residents living in the Primary Study Area were highly car dependent when getting to and from work. Most residents used a car, as either a driver or passenger, to get to work (56.4%), while 24.2% used public transport (train or bus).

<sup>3</sup> For the purposes of this analysis, the Primary Study Area is defined as the main Statistical Area level 1. This area captures the majority of the Primary Study Area and includes the Stadium and immediate surrounds.

### 6.3 Local community and stakeholder groups

There are a number of businesses, community groups and government agencies that have an interest or could be impacted by the proposed development. Interest groups that have been identified through the development of this social impact and economic impact study that would have an interest in the proposed development, include:

Identified interest groups	
Business and landowners	Local and special interest groups
<ul style="list-style-type: none"> <li>• Rand Refrigerated Logistics</li> <li>• Ibis Budget Sydney Olympic Park</li> <li>• Trackside Convenience</li> <li>• Quest at Sydney Olympic Park</li> <li>• Novotel Sydney Olympic Park</li> <li>• Pullman at Sydney Olympic Park</li> <li>• Nearby landowners and residences</li> <li>• Qudos Bank Arena</li> <li>• Accor Group (Hotel)</li> </ul>	<ul style="list-style-type: none"> <li>• Local Aboriginal Land Council</li> <li>• NSW Aboriginal Land Council</li> <li>• Murrama Cultural Council</li> <li>• Sydney Business Chamber</li> <li>• Western Sydney Business Chamber</li> <li>• Save North Strathfield Residents Action Group</li> <li>• Rhodes-Wentworth Point – Sydney Olympic Park Community News Service</li> <li>• Rugby Australia</li> <li>• National Rugby League (NRL)</li> <li>• Australian Rugby League Commission (ARLC)</li> <li>• National Rugby League Commission (NRLC)</li> <li>• Football Federation Australia (FFA)</li> <li>• South Sydney Rabbitohs</li> <li>• Canterbury-Bankstown Bulldogs</li> <li>• Western Sydney Wanderers</li> <li>• St. George Illawarra Dragons</li> <li>• Wests Tigers</li> <li>• NSW Waratahs</li> <li>• Sydney FC</li> </ul>
Government stakeholders	Other
<ul style="list-style-type: none"> <li>• Sydney Olympic Park Authority</li> <li>• Sydney Olympic Park Business Association</li> <li>• Royal Agricultural Society of NSW</li> <li>• Sports NSW</li> <li>• Office of Sport</li> <li>• Transport Management Centre</li> <li>• NSW Police</li> <li>• Department of Planning, Industry and Environment</li> <li>• Infrastructure NSW</li> <li>• Office of Environment and Heritage</li> <li>• Environment Protection Agency</li> <li>• Roads and Maritime Service</li> <li>• Transport for NSW</li> <li>• Local MPs</li> <li>• Local Councils</li> <li>• Venues NSW (operator)</li> <li>• DPC</li> <li>• Greater Sydney Commission</li> <li>• Treasury</li> <li>• Destination NSW</li> <li>• Emergency Management Services</li> </ul>	<ul style="list-style-type: none"> <li>• Fans of tenant sporting clubs</li> <li>• Local and metropolitan news outlets</li> <li>• Concerts and entertainment promoters</li> <li>• Ticketing providers – Ticketek and Ticketmaster</li> <li>• Non game day users</li> <li>• NRL referees (tenants)</li> <li>• Rebel Retail Store (game day)</li> <li>• Suite sponsors</li> <li>• Media</li> <li>• Venues Live Staff</li> <li>• Venues NSW Staff</li> <li>• Members (1.3 million P/A at the Stadium)</li> <li>• Suppliers (sound and lights, maintenance, catering, venues live, ticketing, Australian Olympic Commission, Olympic volunteers)</li> </ul>

## 6.4 Local social infrastructure context

The following section provides an overview of social infrastructure in the within walking distance of the site. An overview of the local social infrastructure context is provided in order to assess any potential impact on the access and availability of social infrastructure as a result of the proposed development. The following social infrastructure types have been reviewed:

- Public open space
- Emergency services
- Community facilities
- Libraries
- Cultural and creative facilities
- Education facilities
- Sport and recreation facilities
- Aquatic and leisure facilities
- Childcare centre
- Aged care facilities
- Health facilities.

With only a small residential population located within Sydney Olympic Park, and a high number of annual visitors, Sydney Olympic Park comprises a collection of large sporting arenas, exhibition and function spaces and sporting headquarters. However, there is a lack of local, accessible community facilities to support the daily needs of residents and workers, such as libraries, childcare centres, and local community centres/ meeting spaces.

There is a significant concentration of regional cultural and sporting facilities within walking distance of the site, many of which were constructed for the 2000 Olympics. However, few of these facilities are available to the local community for casual/everyday use. Social infrastructure, services and retail are limited for existing residents, who are required to travel to neighbouring centres (such as Strathfield or Lidcombe) to access basic high street amenities (e.g. supermarket, medical services). The numerous hotels around the construction site service visitors and tourists and indicate a highly transient population. Over the coming years, the residential population of Sydney Olympic Park is expected to significantly increase as the precinct undergoes a new generation of urban renewal.

The local social infrastructure context is shown in **Figure 12** on page 32.

### Public open space

There are three public open spaces within 800m walking distance of the site: Fig Tree Grove, Cathy Freeman Park and Maiden Gardens. Cathy Freeman Park is a large open space and includes public art and the Olympic Cauldron. During summer, it is used as an event space, including for “Movies by the Boulevard”.

It is also noted that new public open space is proposed to be included within the future Cater Street Precinct to the south west of the site.

### Emergency services

There are no emergency services within walking distance of the site.

### Community facilities

There are no local community facilities (e.g. community centres, community halls) within walking distance of the site. However, it is noted that some of the larger recreation and cultural and creative facilities contain conference rooms and smaller gathering spaces that have the potential to be hired by local community groups.

## Libraries

There are no libraries within walking distance of the site.

## Cultural and creative facilities

There are two cultural and creative facilities within walking distance of the site, including Sydney Showground and Qudos Bank Arena. Sydney Showground is a large events space that hosts music festivals, sporting events, exhibitions, trade shows and the Sydney Royal Easter Show. The space has a capacity of 120,000 people.

Qudos Bank Arena is a large indoor entertainment and sporting arena, which hosts music performances, major events (e.g. Disney on Ice) and indoor sports (e.g. Fast4 Tennis and International Netball). The venue also includes 52 corporate suites, a grand foyer and ballroom to support conferenced, gala dinners and product launches.

## Education facilities

There are no education facilities within walking distance of this site. However, it is noted that the future Carter Street Precinct, located to the south west of the site, is proposed to include a new primary school to support forecast population growth in the area. A potential site for the new public school in this area was identified in the *Carter Street Precinct Planning Report* (September 2018), as shown in Figure 11 over page.

## Sports and recreation facilities

Due to the location within Sydney Olympic Park, there are several sports and recreation facilities within walking distance of the site. Whilst these have been previously described in key facilities include:

- Schmidt Arena – small arena generally used for horse-related activities;
- Sydney Showground Stadium (also known as Giants Stadium) – large sports and events stadium that hosted baseball during the 2000 Olympics.
- Charles Moses Stadium – smaller outdoor stadium with seating for 3000.
- Sydney Olympic Park Athletics Centre – international standard track and field facility, including a synthetic track to facilitate spring, throws, jumps, hurdles and steeple chase. The facility hosts athletic carnivals including major national and international meets. The centre also includes a grassed area including a full-sized playing field capable of hosting soccer, rugby league, American football games and training. The facility includes a 5000-seat covered grandstand and seating for up to 8000 people on the surrounding grassed banks.
- Warm-Up Arena – athletics track used by elite athletes, school groups and the general community for competition and regular track and field training. The infield grassed area is a full-size playing field (108m x 72m) capable of hosting soccer, rugby union, rugby league, American football games and training. The facility includes a 200-seat grandstand and grass bank area for 800 people.
- Monster Skatepark – international ramp facility including an indoor street course and outdoor vert and mini ramps. Sessions for skateboarders, scooters and BMX are catered for.

It is noted that these sporting facilities are not available for everyday use by the local community surrounding the site and are generally secured when not booked by hirers. Instead, these facilities cater for major sporting events with large numbers of participants and visitors.

These facilities also accommodate some non-sporting entertainment events, for example, Sydney Showground Stadium is used for non-sporting events during the annual Royal Sydney Easter Show.

## Aquatic and leisure facilities

There is one aquatic and leisure facility within walking distance of the site: Sydney Olympic Park Aquatic Centre. This facility is available to the general public for everyday use but also includes an Olympic swimming pool, smaller pools for water polo and diving, conference rooms and a gym.

## Childcare centre, aged care facilities and health facilities

There are no child-care centres, aged care facilities or health facilities within walking distance of this site.





- 1 A centrally located east west pedestrian spine that will link the Precinct to Newington and Sydney Olympic Park.
- 2 A village centre with a fine-grain street network and active lane-ways.
- 3 A proposed stop and terminus for the proposed Parramatta Light Rail (Stage 2) within the village centre.
- 4 A re-configured primary school site adjacent to the central public open space located on the east west spine in the core of the Precinct.
- 5 Opportunities for new pedestrian and cycle bridge over Haslams Creek.
- 6 Re-planning of the area west of Hill Road, with a clear visual link between the central public open space and the Haslams Creek Marker.
- 7 A future green link along the south side of Carter Street to facilitate active transport.
- 8 An enlarged central public open space in the core of the Precinct, that includes potential multi-use sports fields.
- 9 A new local pocket park in the south east of the Precinct with a focus on active recreation (subject to further land use safety investigations).
- 10 A new local park adjoining Haslams Creek for passive recreation (subject to further land use safety investigations).
- 11 A new pocket park in the north of the Precinct adjoining Sydney Olympic Park.

**Figure 11 Revised Carter Street Precinct Master Plan**

Source: NSW DPIE, September 2018



**Figure 12 Local social infrastructure context**

Source: Ethos Urban 2019

## 6.5 Regional and district social infrastructure context

The following section provides a brief overview of the regional and district social infrastructure context for the site. **Figure 13** over page identifies regional social infrastructure within 5-10km of the site.

### Recreation and sports facilities

There are two stadia within 5-10km of the site, including Stadium Australia (the site), Western Sydney Stadium (Parramatta CBD) and Melita Stadium for Parramatta FC – the latter smaller in scale. Additionally, Concord Oval provides district level sports facilities.

The site is located within a regional cluster of major regional and district social infrastructure facilities within Sydney Olympic Park, and there are a wide range of district-level recreation and sports facilities throughout the area, including ovals, netball and basketball centres and tennis centres.

### District/ regional open space

There are three district/ regional open spaces within 5-10km of the site, including:

- Millennium Parklands –large park on a former industrial site. The parklands contain several heritage buildings, landscapes and artefacts associated with Newington Armory, as well as playgrounds, walking and cycling trails. There is also a nature reserve within the parklands that is home to protected wildlife and flora.
- Bicentennial Parklands –40-hectare park includes wetlands, sculptures, space for birdwatching, a playground and café, walking and cycling trails and a conference venue.
- Parramatta Park – park within the Parramatta CBD that includes walking and cycling paths, playgrounds, heritage assets and landscapes (including Old Government House and the Dairy Cottage, significant historic colonial buildings). Parramatta Park also increasingly hosts major events, including Tropfest.

### Universities

There are a range of education facilities within 5-10km of the site, including Western Sydney University campuses at Parramatta CBD, Bankstown and Parramatta South (Rydalmere) and the University of Sydney's Cumberland campus at Lidcombe. A number of these campuses include courses in sports medicine, sports development, physiotherapy and health sciences that may benefit from stronger links to the proposed development.

There are also a number of recreation facilities for students at the following campuses:

- University of Sydney, Cumberland campus – oval, outdoor tennis courts, gym and indoor sports facilities. These facilities are accessible to members of the Cumberland Student Guild.
- Western Sydney University, Rydalmere campus – oval and outdoor tennis courts.
- Western Sydney University, Bankstown campus – oval and gym available to students.

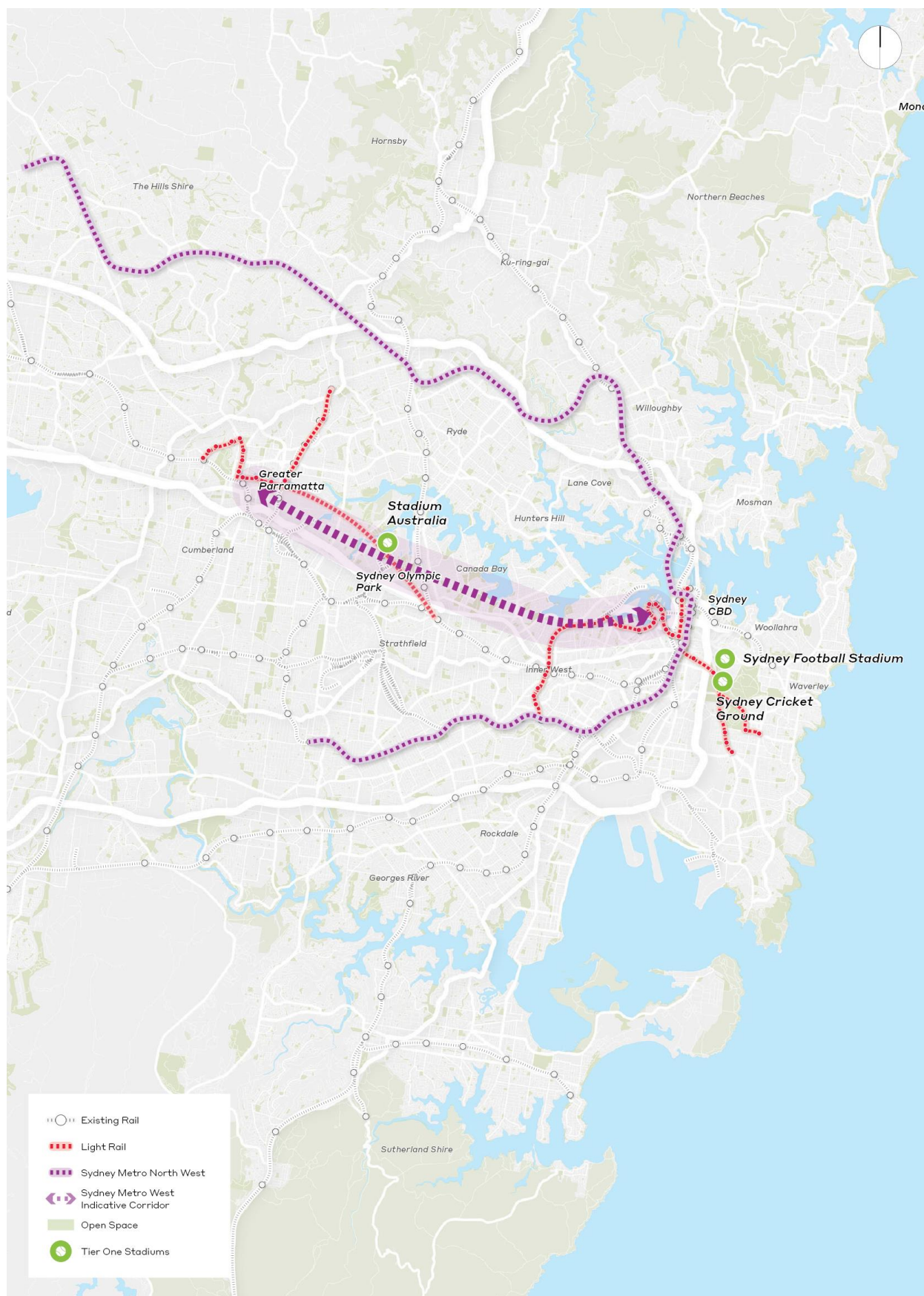
### TAFEs

There are a number of TAFEs within 5-10km of the site, including at Lidcombe, Granville and Bankstown. According to the TAFE website, none of these locations offer sports or fitness-specific courses.

### Hospitals

There are 19 public and private hospitals within 5-10km of the site, including Concord Hospital, Auburn Hospital, Westmead Hospital and Ryde Hospital.





**Figure 13** Regional and district social infrastructure context

Source: Ethos Urban 2019

## 6.6 Transport and access

The site is well-connected to a range of types of public transport. Stadium Australia is a short walk (5 minutes) to Sydney Olympic Park Station, which connects to an interchange at Lidcombe Station. Lidcombe Station is served by the following train lines:

- T1 – Western
- T2 – Inner West & Leppington
- T3 – Bankstown
- T7 – Olympic

There are also numerous bus stops along Dawn Fraser and Edwin Flack Avenues. Key bus routes serving the site include:

- 525 – Parramatta to Burwood via Sydney Olympic Park
- 526 – Burwood to Rhodes Shopping Centre

The site will also be accessible to future Parramatta Light Rail stops, which will connect users with the Parramatta CBD and key urban renewal and employment precincts within the surrounding area, including Camellia, Rydalmere, Westmead and Carlingford.

The site may also be within walking distance of a future Sydney Metro West station proposed to be located within Sydney Olympic Park. The location of this station has not yet been confirmed, but indicative corridors identified for the Sydney Metro West indicate that there will be a future station within Sydney Olympic Park. The Metro will provide high frequency, high capacity services between Sydney CBD and Parramatta CBD.

The current and future public transport network surrounding the site will play a key role in supporting the function of Stadium Australia as a major events space, particularly for large events with a high number of visitors.

## 6.7 Local social issues and trends

The following section provides a brief overview of the key social issues and trends that may impact the scheme:

- Limited residential community within Sydney Olympic Park
- Future evolution of Sydney Olympic Park into an active and vibrant Town Centre
- Growing concern over building quality
- Intense development activity close to the site
- Community concern over government spending on stadiums.

### Limited residential community within Sydney Olympic Park

Sydney Olympic Park's role as a major events destination means social capital is largely transient, with high volumes of visitors – including sporting and recreation communities – drawn to the area for sporting events, recreational purposes or entertainment.

There is a relatively small community of residents within the broader precinct living entirely in high density apartments, the majority renting. There are also a number of hotels and serviced apartments within the area which support major events and conference activities within Sydney Olympic Park, however, visits to these facilities are short term. There is limited access to daily living needs (e.g. libraries, childcare centres, supermarkets) within the precinct due to the lack of residential population. The small residential population in the area presents limited opportunities for activation within Sydney Olympic Park, particularly during the day and outside of major events.

The transformation of Sydney Olympic Park into a more vibrant Town Centre (see below for further discussion of the Sydney Olympic Park Masterplan) is likely to catalyse a more diverse and active range of activities available in this area.

## **The future evolution of Sydney Olympic Park into an active and vibrant Town Centre**

The Master Plan 1995 for Homebush Bay was the catalyst for significant development at Sydney Olympic Park ahead of the Sydney 2000 Olympic Games. The remediation of past domestic, commercial and industrial waste sites was the largest project of its kind in Australia and is one of the most significant environmental legacies of the Olympic Games. Today over 20,000 resident workers and students are located in the Park across commercial, sporting, education and hospitality businesses.

Sydney Olympic Park sits within the Greater Parramatta and the Olympic Peninsula which has been identified as a new priority growth area by the Greater Sydney Commission. The Park will develop to promote, green living and wellbeing, sustainable transport to realise lifestyle, while being the Central City's new celebration space.

The Sydney Olympic Park Masterplan 2030 aims to provide, 10,700 homes for 23,500 residents, 34,000 job opportunities, 100,000 square-metres of additional retail space, new buildings to support a lively entertainment hub, and new education sites and local parks. This significant change is designed to respond to the emerging needs and population around the Greater Parramatta and the Olympic Peninsula, due to the substantial supply of underutilised land in the Park.

The major renewal is anticipated to attract significant inflow of younger residents to high density accommodation that will be built in the Park. While residential and commercial opportunities will be greatly improved, the existing culture and historic ties with the Sydney 2000 Olympic Games are vulnerable to becoming forgotten in the haste of the incoming development. Similarly, creating an active and vibrant Sydney Olympic Park could be disrupting to the existing community heritage and character.

### **Intense development activity close to the site**

The site is located within Parramatta LGA, which is currently undergoing intense growth and change. Between 2011 and 2016 the population of the Parramatta LGA increased from 203,205 in 2011 to 234,444 in 2016, an increase of more than 31,000 residents, or 7.5% over five years. The number of dwellings in Parramatta LGA has increased from 74,667 in 2011 to 85,756 in 2016, representing an increase of more than 11,000 dwellings over five years. A significant amount of growth will take place in the neighbourhoods close to the site, including Carter Street Precinct, Wentworth Point and Sydney Olympic Park.

The intensity of development across Parramatta LGA will lead to intense construction activity, which is likely to be disruptive to the local community. However, the extent of development activity across Parramatta offers residents an opportunity for improved liveability and social sustainability.

Community consultation activities undertaken by City of Parramatta throughout 2017 and 2018 highlighted that 'balanced growth' is a priority for Parramatta LGA residents, including in neighbourhood surrounding Olympic Park. While many residents are enthusiastic about and supportive of growth and development, some residents are concerned about overdevelopment, and increased population not well supported by increased infrastructure provision.<sup>4</sup> In particular, growth should not be at the expense of green space or valued heritage assets.

### **Community concern over government spending on stadiums**

There has been significant media commentary and community opposition to the NSW Government's decision (announced in 2015) to demolish and upgrade both Sydney Olympic Stadium (Stadium Australia) and Sydney Football Stadium. Some commentators have expressed frustration over the perceived prioritisation of spending on sporting infrastructure over hospitals, schools and other social infrastructure.

<sup>4</sup> City of Parramatta 2017, *Community Consultation Report*, [https://www.cityofparramatta.nsw.gov.au/sites/council/files/2018-09/community-consultation-report-2018\\_1.pdf](https://www.cityofparramatta.nsw.gov.au/sites/council/files/2018-09/community-consultation-report-2018_1.pdf)

## 7.0 Economic baseline study: current economic context

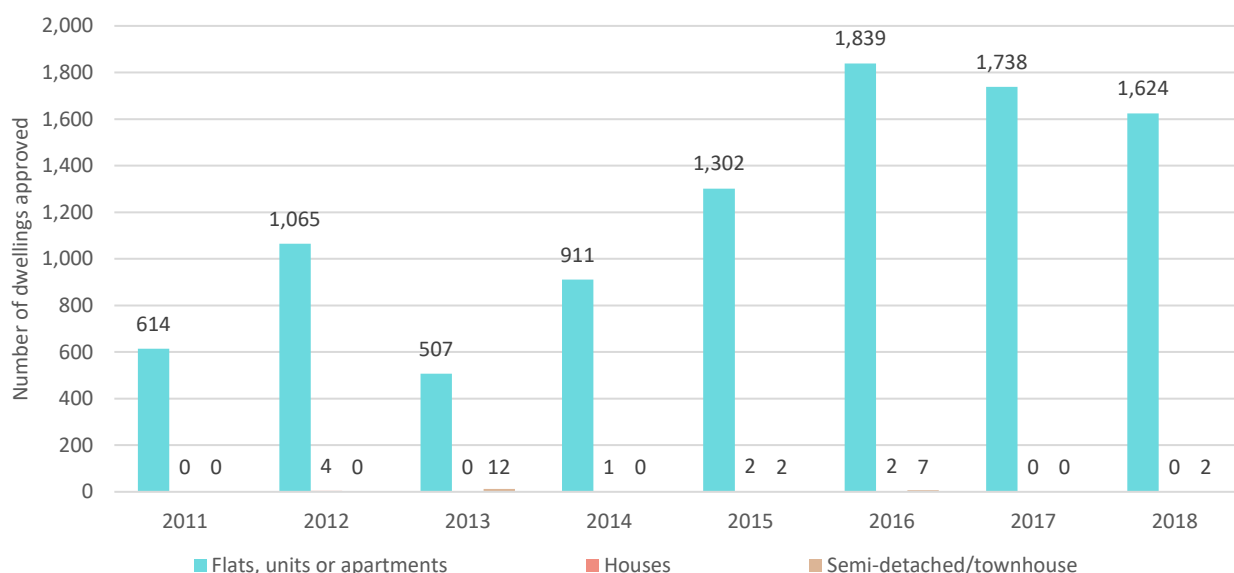
### 7.1 Economic profile

The following section provides a brief overview of the economic profile of the Primary Study Area and broader City of Parramatta Local Government Area and Sydney – Parramatta region.

#### Building approvals

The Homebush Bay – Silverwater Statistical Area 2 incorporates the suburbs of Wentworth Point, Sydney Olympic Park (which makes up the Primary Study Area) and Newington. Figure 14 illustrates the historical building approvals for new dwellings in the area over the period FY 2011 – 2018.

Development has essentially been exclusively in flats, units and apartments with the average approved per year over the period of 1,200 dwellings, with a peak of 1,839 dwellings in 2016. While approvals have declined over the last two years to 1,624 approvals in 2018, this is still a significant level of development given it represents 61.5% of the 2,641 new dwellings approved in the City of Parramatta in 2018.



**Figure 14 Homebush Bay – Silverwater Statistical Area 2 dwelling approvals by type, 2011 - 2018**

Source: Australian Bureau of Statistics – Building Approvals, 2018

Note: Dates refer to financial years

#### Industry of employment

Employment in the Primary Study Area is focused in the tertiary sector, which makes up 87.1% of total employment, this includes producer services industries such as financial and insurance services (25.1%), wholesale trade (7.9%) and transport, postal and warehousing (6.9%) and consumer services industries such as arts and recreation services (10.1%), professional, scientific and technical services (8.9%). The primary and secondary sectors represent a minor proportion of employment at 0.6% and 12.4% respectively.

**Table 1** over page details the size of each industry as a proportion of total employment in the Primary Study Area in 2016.

**Table 1      Employment by industry, 2016**

Industry	No.	% Share
<b><u>Primary Sector</u></b>		
Agriculture, Forestry and Fishing	68	0.5%
Mining	<u>3</u>	0.0%
<b>Sub-Total</b>	<b>71</b>	<b>0.6%</b>
<b><u>Secondary Sector</u></b>		
Manufacturing	697	5.5%
Construction	<u>873</u>	6.9%
<b>Sub-Total</b>	<b>1,570</b>	<b>12.4%</b>
<b><u>Tertiary Sector</u></b>		
<b><u>Producer Services</u></b>		
Electricity, Gas, Water and Waste Services	145	1.1%
Transport, Postal and Warehousing	876	6.9%
Information Media and Telecommunications	220	1.7%
Financial and Insurance Services	3,188	25.1%
Rental, Hiring and Real Estate Services	308	2.4%
Wholesale Trade	<u>999</u>	7.9%
<b><u>Sub-Total</u></b>	<b>5,736</b>	<b>45.3%</b>
<b><u>Consumer Services</u></b>		
Retail Trade	627	4.9%
Accommodation and Food Services	648	5.1%
Arts and Recreation Services	1,280	10.1%
Administrative and Support Services	422	3.3%
Professional, Scientific and Technical Services	1,130	8.9%
Public Administration and Safety	617	4.9%
Education and Training	334	2.6%
Health Care and Social Assistance	<u>241</u>	1.9%
<b>Sub-Total</b>	<b><u>5,299</u></b>	<b>41.8%</b>
<b>Sub-Total Tertiary Sector</b>	<b><u>11,035</u></b>	<b><u>87.1%</u></b>
<b>Total</b>	<b>12,676</b>	<b>100.0%</b>

Source: Australian Bureau of Statistics – Census of Population and Housing 2016

### Occupational structure

Professionals represent 25.5% of the employment in the Primary Study Area, followed by clerical and administrative workers (22.9%) and Managers (18.5%) – as shown in **Table 2** over page Smaller occupation groups include Technicians and Trades Workers (8.3%), Community and Personal Service Workers (6.9%), Sales Workers (6.5%), Labourers (6.3%) and Machinery Operators and Drivers (5.0%).



**Table 2 Occupational structure, 2016**

Occupation	No.	% Share
Professionals	3,381	25.5%
Clerical and Administrative Workers	3,030	22.9%
Managers	2,444	18.5%
Technicians and Trades Workers	1,103	8.3%
Community and Personal Service Workers	913	6.9%
Sales Workers	866	6.5%
Labourers	835	6.3%
Machinery Operators and Drivers	662	5.0%
<b>Total</b>	<b>13,234</b>	<b>100.0%</b>

Source: Australian Bureau of Statistics – Census of Population and Housing 2016

### Business structure

The development sector is strongly represented in the City of Parramatta, with the Construction, and Rental, Hiring and Real Estate Services industries representing 16.3% and 11.6% of all businesses in the City, respectively. Professional, scientific and technical services and transport, postal and warehousing businesses were also strongly represented at 14.3% and 11.4% of all businesses respectively, compared to the New South Wales average of 13.1% and 7.6 %.

Industries with below average representation in the City include the education and training industry at 1.6% compared to the state average of 13.1% and manufacturing at 2.9%. The state average for manufacturing is 10.9%.

**Table 3 City of Parramatta businesses by industry, 2018**

Industry	Businesses (#)	Businesses (%)	NSW (%)
Construction	4,249	16.3%	16.0%
Professional, Scientific and Technical Services	3,714	14.3%	13.1%
Rental, Hiring and Real Estate Services	3,021	11.6%	10.9%
Transport, Postal and Warehousing	2,968	11.4%	7.6%
Financial and Insurance Services	2,107	8.1%	9.1%
Health Care and Social Assistance	1,673	6.4%	5.9%
Retail Trade	1,520	5.8%	5.7%
Administrative and Support Services	1,409	5.4%	4.1%
Wholesale Trade	1,351	5.2%	3.6%
Accommodation and Food Services	1,071	4.1%	4.0%
Other Services	814	3.1%	4.0%
Manufacturing	762	2.9%	3.4%
Education and Training	412	1.6%	1.4%
Information Media and Telecommunications	260	1.0%	1.2%
Industry not classified	220	0.8%	0.9%
Arts and Recreation Services	213	0.8%	1.3%
Public Administration and Safety	121	0.5%	0.4%
Agriculture, Forestry and Fishing	96	0.4%	6.8%
Electricity, Gas, Water and Waste Services	66	0.3%	0.3%
Mining	6	0.0%	0.2%
<b>Total</b>	<b>26,053</b>	<b>100%</b>	<b>100%</b>

Source: Australian Bureau of Statistics – Counts of Australian Businesses, including Entries and Exits, 2018

## Labour force trends

Employment in the City of Parramatta has been growing at an average annual rate of 4.3% over the period 2011 to 2019. This compares to New South Wales which grew at 1.9% per annum over the same period. The unemployment rate, after rising sharply from 3.3% in December 2012 to 5.1% December 2013, fell steadily back to 3.2% by March 2018 and over the 12 months to March 2019 has risen back to 4.0%. This compares with the New South Wales and Greater Sydney unemployment rates of 4.5% and 4.2%, respectively. **Figure 15** illustrates the trends over the period.

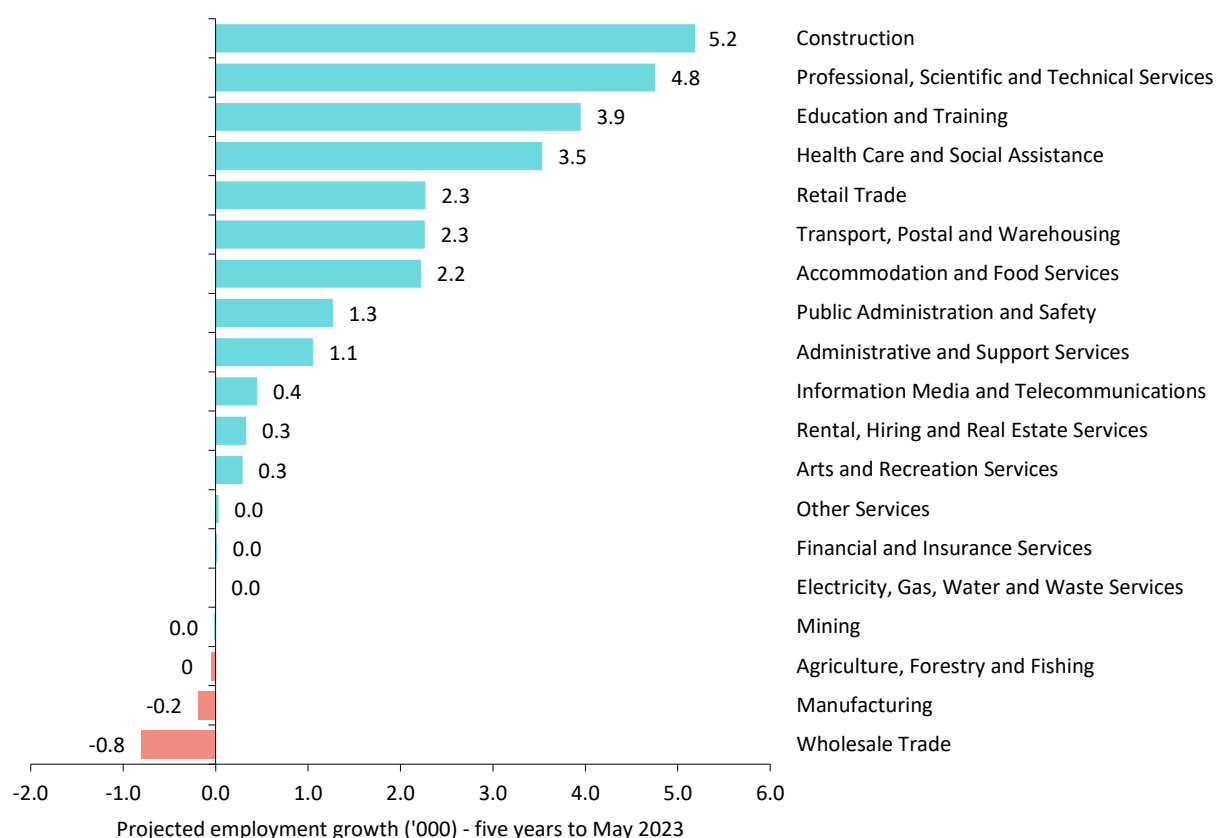


**Figure 15 City of Parramatta employment and unemployment rate, 2011 - 2019**

Source: Department of Employment, Skills, Small and Family Business – Small Area Labour Markets March 2019

Employment projections for the wider Paramatta region, which includes the City of Parramatta, Cumberland and small sections of the City of Fairfield and Canterbury-Bankstown, produced by the Department of Employment, Skills, Small and Family Business expect employment to increase from 221,000 in May 2018 to 247,600 in May 2023, which represents an average annual growth of 2.3% or a total 26,600. This is higher than the growth projected for Greater Sydney (1.7%).

**Figure 16** over page illustrates the anticipated growth in employment by industry over the five years to May 2023. Growth is expected to be driven by the construction industry which is expected to add 5,200 persons to employment, followed by professional, scientific and technical services (4,800 persons), education and training (3,900 persons) and health care and social assistance (3,500 persons). In line with broader trends in the Australian economy, employment in the manufacturing industry is expected to fall.



**Figure 16 Sydney – Parramatta region employment projections by industry, five years to May 2023**

Source: Department of Employment, Skills, Small and Family Business – Regional Projections to May 2023



## 8.0 Forecast future social and economic context

### Key forecast community characteristics

- Strong population growth is expected in the study area, with population projected to grow by an average annual rate of 8.5%, from 9,160 persons in 2016 to 46,340 persons in 2036.
- The projections indicate an increase in the younger cohorts aged between 0 and 19 years old from 13.9% of the population to 17.9%, and an increase in the older cohorts aged 50 and above from 14.7% to 20.2%.
- Household sizes in the study area are also expected to increase from 2.08 in 2016 to 2.10 in 2036. With household composition shifting towards couples with dependents.

### 8.1 Forecast community profile

The following section describes the forecast community profile for the area. The forecast growth rates are sourced from forecast.id. For the purposes of this analysis, the Primary Study Area is defined using the forecast.id areas of Sydney Olympic Park and Wentworth Point, these areas very closely match the Primary Study Area defined above.

#### Population projections

The Primary Study Area population is projected to grow by an average annual 8.5%, from 9,160 in 2016 to 46,340 in 2036, driven by the Sydney Olympic Park area at 14.4% pa, while Wentworth Point is expected to grow by 5.0% pa. The Primary Study Area is expected to see significant growth over the 2021-26 period where the population will almost double in size, growing by 12.2% or 2,920 persons pa over this period. These projections are outlined in Table 4 below.

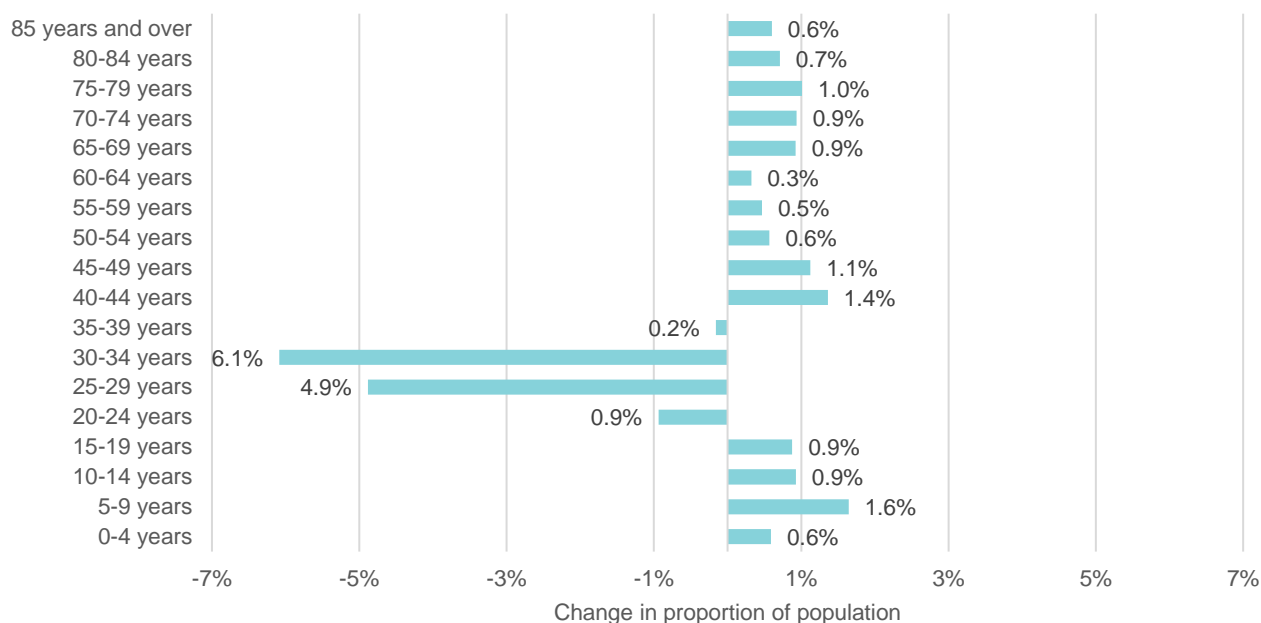
**Table 4** Population projections, 2016 – 2036

	2016	2021	2026	2031	2036
Wentworth Point	7,320	13,470	19,270	19,660	19,430
Sydney Olympic Park	1,840	5,200	13,980	22,770	26,910
Study area	9,160	18,670	33,250	42,430	46,340
	Average annual growth (#)				
	2016-21	2021-26	2026-31	2031-36	
Wentworth Point	1,230	1,160	80	-50	
Sydney Olympic Park	670	1,760	1,760	830	
Study area	1,900	2,920	1,840	780	
	Average annual growth (%)				
	2016-21	2021-26	2026-31	2031-36	
Wentworth Point	13.0%	7.4%	0.4%	-0.2%	
Sydney Olympic Park	23.1%	21.9%	10.2%	3.4%	
Study area	15.3%	12.2%	5.0%	1.8%	

Source: Forecast.id

**Figure 14** and **Table 5** over page examine the population projections for the Primary Study Area by age cohort between 2016 and 2036. The projections indicate an increase in the younger cohorts aged between 0 and 19 years old from 13.9% of the population to 17.9%, and an increase in the older cohorts aged 50 and above from 14.7% to 20.2%. While the cohorts aged between 20 and 39 years fell from 60.7% of the population to 48.7% and the cohorts aged between 40 and 49 years old increase from 10.7% to 13.2%.

While growth rates in the older population cohorts is high, these are based of low base numbers. The Primary Study Area's population will be driven largely by 25-39 year-olds, which will add collectively 713 persons p.a. to 2036. Other cohorts that are expected to see moderate growth over the period include the 0-4 year-olds (150 persons pa), 40-44 year-olds (146 persons pa) and 20-24 year-olds (137 persons pa).



**Figure 17** Change in age profile, 2016 - 2036

Source: Forecast.id

**Table 5** Population projections by age cohort, 2016 - 2036

	2016	2021	2026	2031	2036	Average annual growth (no.) 2016-36	Average annual growth (%) 2016-36
0-4 years	670	1,490	2,660	3,450	3,670	150	8.9%
5-9 years	260	670	1,210	1,730	2,080	91	11.0%
10-14 years	150	320	630	920	1,190	52	10.9%
15-19 years	190	550	1,000	1,270	1,370	59	10.4%
20-24 years	780	1,750	3,130	3,590	3,520	137	7.8%
25-29 years	1,740	3,280	5,780	6,680	6,560	241	6.9%
30-34 years	1,990	3,540	6,060	7,220	7,270	264	6.7%
35-39 years	1,040	2,240	3,770	4,860	5,200	208	8.4%
40-44 years	560	1,160	2,190	2,990	3,470	146	9.5%
45-49 years	420	880	1,600	2,250	2,650	112	9.6%
50-54 years	400	780	1,430	1,920	2,290	95	9.1%
55-59 years	340	680	1,190	1,640	1,940	80	9.1%
60-64 years	290	540	960	1,330	1,620	67	9.0%
65-69 years	160	380	670	990	1,240	54	10.8%
70-74 years	80	190	410	630	840	38	12.5%
75-79 years	30	100	230	440	620	30	16.3%
80-84 years	20	50	140	270	430	21	16.6%
85 years and over	20	70	170	260	380	18	15.9%
<b>Study area</b>	<b>9,140</b>	<b>18,670</b>	<b>33,230</b>	<b>42,440</b>	<b>46,340</b>	<b>1,860</b>	<b>8.5%</b>

Source: Forecast.id

## Household and dwelling projections

Dwellings in the Primary Study Area are expected to grow from 4,540 in 2016 to 23,060 in 2036, an average additional 926 dwellings per year over the period. Most of these dwellings will be in the suburb of Sydney Olympic Park.

Household sizes in the Primary Study Area are also expected to increase from 2.08 in 2016 to 2.10 in 2036, this will be driven by an initial jump to 2.12 persons per dwelling between 2016 and 2021 and will gradually fall to 2.1 by 2031.

Minor shifts in the composition of households is expected to 2036, with couple families without dependents expected to decrease from 36.0% of households to 33.8% and lone person households increase from 29.1% to 31.6% of households. Other smaller shifts include one parent families, increasing from 6.3% to 7.4% over the period and couple families with dependents decreasing from 19.0% to 18.2%.

**Table 6 Dwellings and household projections, 2016 - 2036**

Dwellings	2016	2021	2026	2031	2036	Average annual growth (no.) 2016-36
Wentworth Point	3,690	6,680	9,620	9,890	9,890	310
Sydney Olympic Park	850	2,520	6,890	11,160	13,170	616
<b>Primary Study area</b>	<b>4,540</b>	<b>9,200</b>	<b>16,510</b>	<b>21,050</b>	<b>23,060</b>	<b>926</b>
<b>Household size</b>						
Wentworth Point	2.08	2.12	2.11	2.10	2.08	
Sydney Olympic Park	2.08	2.10	2.10	2.11	2.11	
<b>Primary Study area</b>	<b>2.08</b>	<b>2.12</b>	<b>2.11</b>	<b>2.10</b>	<b>2.10</b>	
<b>Household composition</b>						
						<b>Change 2016-36</b>
Couple families with dependents	19.0%	18.7%	18.3%	18.2%	18.2%	-0.7%
Couples without dependents	36.0%	35.3%	35.0%	34.3%	33.8%	-2.2%
Group households	7.1%	7.1%	7.0%	6.6%	6.2%	-0.8%
Lone person households	29.1%	29.7%	30.4%	31.0%	31.6%	2.5%
One parent family	6.3%	6.5%	6.6%	7.0%	7.4%	1.1%
Other families	2.6%	2.7%	2.7%	2.8%	2.8%	0.2%
<b>Total households</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	

Source: Forecast.id

## 9.0 Community engagement

The following section summarises the method and outcomes of community and stakeholder engagement to date, including key issues and aspirations. It is noted that these are drawn from a small number of responses, as community interest in the scheme, expressed through the engagement process, has been relatively limited.

### Key consultation findings

- A lack of public transport connectivity to Sydney Olympic Park is a key concern, particularly in cumulation with expected population growth
- Potential commercial impact on local businesses through lower patronage during redevelopment.
- Traffic congestion caused by the combination of an increasing resident population in Sydney Olympic Park and event days.
- The community values the provision of green and open space

Consistent with the community consultation objectives of DPIE's SIA Guideline (Section 2.1), consultation has been undertaken with the aim of: reaching a range of stakeholders who are likely to be affected or have an interest in the proposal; increasing awareness and understanding of the proposed development, and seeking input on issues of concern to guide the ongoing development/refinement of project parameters and inform the impact assessment.

### 9.1 Stadium Australia consultation

As outlined in the Draft Communications and Media Strategy for the Redevelopment of Stadium Australia<sup>5</sup> a Communications and Media Strategy is to be included as a component of Infrastructure NSW's Final Business Case for the Stadium Australia Redevelopment Project. The Communications and Media Strategy prepared for the Business Case outlines the following:

- Infrastructure NSW is to oversee the project planning and delivery of the project
- VenuesNSW is responsible for the operation of the Stadium
- Sydney Olympic Par Authority is to manage the precinct.

The Communications and Media Strategy provides a framework and underlying principles that govern the communications during the project. The approach generates an understanding and support for the project with neighbours, users and key stakeholders as well as the broader community. Information is to be provided to stakeholders with avenues for input and feedback provided.

A stakeholder map has been provided that identifies the following key stakeholder groups:

- Precinct neighbours
- Sporting codes and clubs
- Hirers and users
- NSW Government
- Government agencies
- Staff
- Members (16,000 allocation and 12,000 membership sold)
- Visitors/fans (estimated 1.3 million per annum at the Stadium and 10 million in the precinct, per annum)
- Suppliers.

<sup>5</sup> KJA an ERM Group company. 2019 *Communications and Media Strategy – Draft 6 June 2019*



## Consultation methods

A number of communication tools have been proposed to be incorporated into the program of activities to raise awareness of the project. These include:

- FAQs, identifying key issues and responses
- Emails to precinct neighbours
- Project updates
- Project website
- Face-to-face meetings
- Presentations to sporting codes and clubs
- Communications calendar
- Communication database.

It is noted that at the time of writing, engagement for the project is still underway. However, the following methods have been to date, been used to gather information from the relevant interest groups, stakeholders and local residents about their attitudes regarding the proposed development. These methods included:

- A letterbox drop of approximately 10,000 newsletters/invitations to the surrounding areas of Sydney Olympic Park, Newington, and Wentworth Point providing information of the stadium redevelopment as well as advertising upcoming community information sessions.
- Public notifications advertised in local media (Auburn Review and Inner-West Courier).
- Information about the drop-in events was included on INSW website and was also distributed electronically through SOPA and Venues Live.
- Two community drop in sessions were held to ensure broad awareness about plans for the Stadium and to provide opportunities for the community to provide feedback on the plans.
  - The first information session was held in the lead up to a Rugby League match as primarily to capture feedback from Stadium users.
  - The second information session was held midweek and aimed to capture feedback from the local neighbourhood including residents and workers.

Further consultation activities will be undertaken prior to lodgement, as well as during public exhibition.

## Consultation outcomes

Feedback was received during the two information sessions. It has been reported that users of the stadium mostly appeared supportive of the proposal. While much of the feedback was anecdotal, general comments suggests fans support moving seating closer to the playing field and the larger roof to improve weather protection. Issues raised included:

- Access and availability of public transport to Sydney Olympic Park, with poor connections to the broader Sydney rail network
- The ability for Stadium Australia to attract and retain high-profile sporting matches
- Implementing a fully enclosed, retractable roof
- The cost of the project
- The overall benefit to members, with a need for information about the impact the proposal will have on patrons in premium seats
- The timing of delivery
- The impact of redevelopment on local business.
- Support for the redevelopment.

## 9.2 Sydney Olympic Park Consultation

Stakeholder engagement was undertaken during and after the 2016 Review of the Master Plan 2030 with key stakeholders, including relevant government agencies, landowners/leaseholders, community representatives, and industry partners. Consultation activities included:

- Agency workshops and targeted meetings;
- Stakeholder engagement with representatives of the Park including, Council, business groups, education institutions, sports and events representatives, and
- Individual meetings and workshops to discuss issues and aspirations with major venues, landholders and leaseholders.

A total of 60 submissions were received, including from:

- 24 government / agency submissions, including 16 non-government organisations;
- 21 submissions from stakeholders (lessees / developers), and
- 15 submissions from the community.

The main issues raised related to:

- Traffic and transport;
- Building design elements including colonnades and podia;
- Building heights;
- Tower form and footprint;
- The need for additional schools, and
- The need for adequate open space.

Key traffic and transport issues included:

- The perceived need for the Parramatta Light Rail project in the context of improved public transport facilities and the advantages of improved accessibility of jobs and services;
- The need for improving existing rail and bus services, including the Sydney Metro West as part of public transport facilities;
- The ability of existing infrastructure to accommodate additional traffic volumes generated by increased development, and
- The high cumulative impact of peak hour traffic coinciding with major events.

Key events-related issues included:

- Increased residential development overtime diluting and restricting the Park's ability to cater to the major event market, and
- The need for modelling to assess simultaneous peak hour travel demands with events being hosted.

Other key issues raised included:

- Lack of activation to Olympic Boulevard, and
- Concern about lack of open space to service increasing resident population.

### 9.3 LGA-wide consultation

#### City of Parramatta community consultation outcomes – 2016-2018

Since its proclamation as a new Council with changed boundaries in 2016, City of Parramatta has undertaken extensive community and stakeholder engagement to understand community priorities for the area. A desktop review of the outcomes of these community engagement activities has identified key social drivers for the site and scheme. The following documents were reviewed:

- *Consultation report – Community Strategic Plan, Delivery Program and Operation Plan, Asset Management Strategy* (City of Parramatta, June 2018)
- *Our Vision and Priorities* (City of Parramatta, 2016)
- *City of Parramatta Community Strategic Plan, Stakeholder Workshop* (KJA on behalf of City of Parramatta, November 2017)
- *Greater Parramatta and Olympic Peninsula Community Engagement report* (Greater Sydney Commission, October 2016).

The key priorities identified through community and stakeholder consultation include:

- Ensuring that growth is well supported by timely provision of infrastructure, and that the benefits of growth are shared with all people. There is a perceived tension between growth and liveability and residents are concerned that increased development in the area is not improving quality of life or meeting the needs of the existing community.
- Enhancing and protecting green and open spaces, which are deeply valued by the community and should be improved and expanded to support population growth.
- Improving the connectivity of the Parramatta LGA to meet the needs of residents, visitors and workers, and ensure they are connected to jobs and the rest of the region was identified as a priority. Improved walking and cycling options and public transport options are required to address traffic congestion, and improved parking and roads are also a priority for residents.
- Increasing the number of jobs close to home for Parramatta residents, and improved job diversity, including in Epping.
- Creating 'great places,' with vibrant neighbourhoods and precincts, that enhance the local identity of centres across the Parramatta LGA, while driving renewal in key precincts to increase, jobs, housing and transport options.
- Building a sense of community that is friendly and welcoming and ensuring Parramatta LGA is inclusive and accessible for all people. Supporting local businesses, investing in jobs growth across the LGA and celebrating Parramatta's cultural diversity are some ways to enhance community cohesion.
- Increasing opportunities for recreation and leisure and maintain high quality facilities to promote health and active lifestyles.
- Supporting arts and culture and provide a variety of cultural destinations to make Parramatta a destination of choice for residents across Greater Sydney.

## 10.0 Social Impact Assessment

### 10.1 Social Impact Assessment framework and scope

This SIA has been prepared based on the NSW DPIE SIA Guideline and the suite of social impact assessment factors set out in Section 2.2 of this report.

This assessment considers the potential impact on the community and social environment should the social impacts envisaged occur, compared to the baseline scenario of the existing use of the site and social context.

The purpose of this social impact analysis is to:

- Assess the significance of the identified potential social impacts generated by the proposed development based on the potential frequency and severity of the impact, should it occur.
- Develop social impact mitigation and enhancement options for any identified significant social impacts.
- Advise Infrastructure NSW of potential social impact mitigation and enhancement options to help finalise the EIS.

Ultimately there are two main types of social impacts that will arise as a result of the proposed development. First, direct impacts caused by the project and which cause changes to occur within the existing community, as measured using social indicators, such as population, health, and employment. Secondly, indirect impacts that are generally less tangible and more commonly relate to matters such as community values, identity and sense of place.

The primary focus of this assessment is the Primary Study Area, which is expected to experience social impacts associated with the proposed development most directly. Impacts to the broader locality will likely to be less pronounced or are likely to involve a particular issue that will also be present within the surrounding site context.

### 10.2 Impact assessment matters and responses

The following section sets out the assessment of social impacts arising from the proposed development and recommended responses, including measures to enhance social benefits and mitigate potentially negative impacts, across the suite of factors set out in the DPIE SIA Guideline, shown at Section 2.2.

It includes a risk assessment of the degree of significance of risk, including the envisaged duration, extent, and potential to mitigate/enhance and likelihood of each identified impact. The social risk matrix provided within the DPIE *Social Impact Assessment Guidelines (2017)* have been adapted for the purposes of undertaking this social and impact assessment of the proposed redevelopment of Stadium Australia.

Each impact has been assessed and assigned an overall risk that considers both the likelihood of the impact occurring and the consequences should the impact occur. The assessment also sets out recommended mitigation, management and monitoring measures for each identified matter.



## Way of life

### Potential impacts

The proposed development is not anticipated to have any direct and immediate impacts on the day to day functioning of local and broader residents within the study area. The redevelopment of the Stadium will not impact on the ability for Sydney residents to access adequate housing, or how people interact with each other on a daily basis.

### Construction stage impacts

- It is noted that during construction there may be impacts on the overall Sydney Stadia network. The Sydney Football Stadium is currently undergoing redevelopment and is not anticipated to be operational until 2022. As a result, there may be a period of time where both Tier 1 Stadia with rectangular fields are not operational. Construction delays may contribute to a lengthening of this cumulative impact. It is noted however, that the Western Sydney Stadium is currently operational and may be able to host some regular season content that may be displaced from Stadium Australia.
- Engagement undertaken to inform the EIS identified concern with the potential loss of revenue for some existing businesses, in particular café and restaurants, within the Sydney Olympic Area during construction and the period in which the Stadium is not operational. Whilst the loss of business from the suspension of major events at the Stadium may impact on the local commercial centre, it is noted that the construction project is likely to see the creation of 800 FTE (full time equivalent) jobs created in the local economy under the project scenario, with potential to capture local interest within the commercial centre of Sydney Olympic Park.

### Operational impacts

The proposed development may have the following potential social impacts with relation to way of life in the PSA and broader locality:

- How people work, with access to increased job opportunities for those employed in the construction industry. It is anticipated that as a result of the proposed development there will be approximately 800 full time equivalent construction jobs created. It is also anticipated that there will be a potential increase in employment opportunities for people employed with the day to day operations and major events held at the Stadium. It is anticipated there will be approximately 2,117 – 2,348 ongoing jobs and 1,501 - 1,655 indirect jobs created as a result of the Stadium redevelopment.
- Local community lifestyle, is not anticipated to alter the way people live as the venue is situated within the stadia zone within the SOP masterplan area, designed to be away from residents to ensure limited impact as a result of large events held at the venue. It is noted the site is located near the identified Carter Street Precinct, a recently master planned precinct, identified as incorporating up to 5,500 new dwellings.
- The redevelopment of the Stadium is unlikely to impact on the neighbouring properties, as the outside structure is not proposed to change, with patron capacity not likely to change as a result. While the total number of events proposed for the Stadium is anticipated to increase, the total patron capacity is to reduce from 83,602 to 70,180 as a result of the redevelopment. Due to the sufficient transport infrastructure, current and proposed, that will be accessible to users of the Stadium, it is considered the Sydney Olympic Park area has sufficient capacity to cater for a potential increase in events.
- The Stadium will provide for improved recreational experiences with updated stadium facilities and orientation of seating to provide for greater game and entertainment experiences. The redeveloped Stadium will provide for an improved concert and sporting event experience and will increase the way in which people will interact with one another at events. Improved services and facilities will allow for better recreational outings for users.
- Working conditions for those at the Stadium will be improved, with upgraded facilities and 'back of house' area, providing more room for vehicles and equipment, improving the productivity of underground spaces that are important for the delivery of music events.
- The Stadium will have improved seating, in all weather conditions, enhancing the customer/patron experience when attending events. With more equitable distribution of attendance for participants, resulting in overall increased patronage and higher levels of membership as a result.
- The redeveloped Stadium has potential to increase investor confidence in the Sydney Olympic Park area, with improved provision in sporting and cultural events for NSW. The overall result will likely increase employment and economic benefits to Sydney and NSW as a whole.
- It is noted that Stadium Australia currently has seats allocated to members. Some are understood to have become lifetime members when the original stadium was constructed for the Sydney Olympics, others are rolling members, who pay an annual membership fee. Engagement undertaken to inform the preparation for the EIS has identified some uncertainty from members as to the impact the construction and redesigned Stadium will have on these membership ticketing arrangements.

Potential impacts	
Responses / mitigation measures	
<ul style="list-style-type: none"> <li>It will be important to ensure that members of the Stadium are kept well informed of the construction phases and result of the redeveloped Stadium on their membership status, responsibilities and benefits.</li> <li>Given the likely disruptions to the regular tenants of the Stadium playing codes it is important that tenants are kept well informed of the construction phases and impact to the sporting seasons. To ensure smooth transition of tenants to alternate venues and back to the Stadium venue for the 2023 sporting seasons it will be important that any consultative committee formed for the life of the project take into consideration the views of members of key sporting codes.</li> <li>It is recommended that local businesses are supported during the construction phase with opportunity to advertise services, to construction workers of the Stadium project.</li> </ul>	
Summary	
<b>Overall Social Risk Rating and social benefit</b>	<p>The social risk rating is low – moderate with the overall rating of risk considered to be:</p> <ul style="list-style-type: none"> <li>Construction: B1 (likely minimal)</li> <li>Operation: E1 (rare minimal)</li> </ul>
<b>Likelihood level</b>	<p>There may be rare or unlikely minimal impacts to residents in the area in relation to their way of life. However, the impact to local businesses and members of the stadium may be identified as being possible/likely impacts during the construction phase.</p>
<b>Consequence level</b>	<p>The consequence of change to way of life as a result of construction is minor.</p>
<b>Duration</b>	<p>The impacts identified are likely to be temporary: occurring only during the construction phase.</p>
<b>Extent</b>	<p>The impact is likely to be experienced differently by individuals and groups. Members may be impacted as to the uncertainty of membership status and long-term benefits of the redevelopment. Local business operators may be impacted due to the loss of revenue from the lack of major events occurring during construction.</p> <p>There may be some cumulative impacts of Stadia users, including sporting codes with the closure of both Tier 1 rectangular shaped Stadia throughout 2020-21/22. Construction delays may impact future planned events.</p>
<b>Severity/ sensitivity</b>	<p>The impacts to local businesses as a result of the lack of major events being hosted at the Stadium for a period of up to three years may impact moderately on some local small cafés and businesses at times when events would typically be held. The impact to members is anticipated to be minor/moderate and is dependent on the membership arrangements that can be made during the construction phase.</p> <p>Conversely, the influx of a large construction workforce for the duration of construction will likely bring significant positive benefits to those same businesses during business hours.</p>
<b>Potential to mitigate/ enhance</b>	<p>The potential to mitigate is high with opportunities to develop cohesive networks with construction teams and existing business owners in the Sydney Olympic Park area. It is also considered that a communication and engagement program for members is likely to benefit and reduce uncertainty as to the timing and impact on members of the Stadium.</p>

## Community, including its composition, cohesion, character, how it functions and sense of place

### Potential impacts

The proposed development is anticipated to have limited social impacts in terms of community composition, cohesion, character and sense of place in the PSA and broader locality overall, due to the lack of a residential community in the PSA.

#### Construction stage impacts

- Potential changes to sense of place in the PSA during the construction phase associated with:
  - Temporary closure of the stadium, resulting in a lack of major events in the area throughout the year and a reduced number of visitors to Sydney Olympic Park as a result.
  - Increased construction workforce, resulting in unfamiliar visitors to the area. It is anticipated there will be up to 800 construction workers over the life of the project, anticipated to run for three (3) years.
  - Cumulative impacts due to other construction projects in the area, including Sydney Metro, Parramatta Light Rail and the future Carter Street precinct (noting that the former two projects are not expected to occur in tandem). This may impact sense of place including through changes to wayfinding and the visual environment of the area.
  - Cumulative impacts associated with the construction/ redevelopment of multiple Tier 1 Stadia at the same time. Timing of construction phases may overlap and there will be an impact on the ability for NSW to host large sporting and cultural events throughout the construction phases. This will have a short term social and economic impact on the Sydney area, potentially NSW economy.
- Potential changes to how the community functions in the PSA during the construction phase associated with:
  - Changes to wayfinding, pedestrian and vehicular access within the PSA due to the erection of hoarding, and other construction activity associated with the site, which may affect access to other social infrastructure in the area.
  - Reduced opportunities to attend sporting and other events, which can be part of users' routines and opportunities for community interaction.
- Potential impacts to perceptions of safety associated with the volume of construction workers in the PSA.

#### Operational impacts

- There are unlikely to be significant changes to the composition or character of the community of the site, or how the community functions during the operation phase as the site has been used as a major event venue for nearly two decades. The improved patron experience may increase the diversity of patrons attending venues.
- As the site is located close to the emerging residential community at the Carter Street Precinct, changes to the Stadium are unlikely to affect the composition and character of that community.
- Potential changes to community cohesion during the operational phase may include:
  - Increased opportunities for community interactions and strengthened community cohesion in association with improved crowd experience and patron satisfaction. Whilst the total patron capacity will be reduced the actual number in attendance will have a greater experience, which may enhance the community cohesion benefits associated with participating in sport and other cultural events at the site.
  - The enhancements to the Stadium may encourage sport participation at junior levels and have a flow on effect of improving the overall health and wellbeing of the wider Sydney population as a result of increased participation and awareness of sporting codes.
  - Potential for improved perceptions of safety associated with a diversified range of fans and events attendees, e.g. increased numbers of families and young people.
- It is noted that the site is currently occupied by a functioning stadium, and therefore changes to sense of place associated with the operational phase of the development are likely to be minimal. Potential changes to sense of place during the operational phase may include:
  - The Stadium is designed to be a state-of-the-art Tier 1 facility, with the focus of the design on improving the Stadium relationship with its surrounds and improving the contribution to the character of Sydney Olympic Park. The improvements to the Stadium have the potential to make a positive contribution to the quality of place within the local area and enhance the value of the SOPA as a state-of-the-art sporting and entertainment district.
  - The adaptive re-use of the site to improve patron experience will contribute to the longer term social and economic sustainability of Sydney Olympic Park and reduce the chance that this large piece of infrastructure becomes a blight in the local area.

### Potential impacts

- The project aligns with the Parramatta Council priorities in providing opportunities to strengthen jobs growth within close proximity to the Parramatta CBD. The project will contribute to making the area a destination choice for the people of Greater Sydney.

### Responses / mitigation measures

- Changes to sense of place associated with the proposed development could be mitigated via a historical documentation of the construction phase and the alteration that the SOP area went through during the construction phase.
- Engagement with stakeholders to identify opportunities to strengthen links between construction workers and local businesses in creating and enhancing local relations and connections during the construction phase.
- Seeking to harness the benefits of the stadium through its operation, including through:
  - Inclusion and visibility of marginalised sports e.g. women's sport, sports for people experiencing disabilities;
  - High levels of safety and security, and
  - Connections to local community groups and sporting clubs.

### Summary

<b>Overall Social Risk Rating and social benefit</b>	<p>There is overall positive social benefit to the local and broader community, to be further enhanced through a comprehensive cultural and community development strategy. Some construction impact may be experienced.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> <li>• Construction: C1 (possible minimal)</li> <li>• Operation: E1 (rare minimal)</li> </ul>
<b>Likelihood</b>	Very likely positive benefit. Possible impact during construction.
<b>Consequence</b>	Minimal for both construction and operation.
<b>Duration</b>	Construction impacts are short term, operational benefits are longer term.
<b>Severity/ sensitivity</b>	Impacts are likely to be experienced differently by different groups and individuals. There is currently a limited residential community in the immediate vicinity which reduces impacts on residents of the area.
<b>Extent</b>	The impact during construction is likely to be experienced by the community within the Sydney Olympic Park Area, with change to place felt with the temporary closure of the Stadium for major events. Positive benefit to be experienced upon completion by both local and broader communities, with the enhanced opportunities for major sporting and entertainment events to be held within Sydney Olympic Park.
<b>Potential to mitigate/ enhance</b>	There is a high potential to enhance the positive social impacts of the proposed development through taking account of social issues raised above in its delivery and ongoing operational management.



## Culture: shared beliefs, customs, values and stories, and connections to land, places, buildings

### Potential impacts

The proposed development may have the following potential social impacts with relation to culture, including shared beliefs, customs, values and stories, and connections to land, places, and buildings (including Aboriginal culture and connection to country):

- Changes to the community's connection to place and heritage associated with the Sydney Olympic Games in 2000. The Stadium was developed for the purposes of the Olympic Games, which were a source of pride and excitement for Greater Sydney at the turn of the century. The redevelopment of the stadium has the potential to change the community's connection to this site as an Olympic venue – though this impact may be mitigated (see below).
- Potential impacts to the community's connection to place. The sporting and cultural stories connected to the site are important to Australia's social history and sporting heritage (e.g. Stadium Australia is the site of the Rabbitohs' first grand final victory after 40 years, lighting of the Olympic torch, Socceroos' victory over Uruguay which resulted in their first opportunity to go to the FIFA World Cup), and the site is sometimes referred to as 'Australia's home ground.' Changes to this site via the redevelopment may disrupt the community's connection to the site – but only temporarily.
- Positive social impacts associated with improved access to music and other live events due to the enhanced capacity of the stadium to host a diverse range of cultural and other large-scale events.
- Changes to members' (i.e. sporting codes and clubs) connection to place. The heritage of some sporting codes and clubs is intertwined with the stadium, and the redevelopment of the stadium may impact these stakeholders.

### Responses / mitigation measures

- The decision to maintain the outer structure of the Stadium will reinforce the visual connection between the site and its past as an Olympic venue, which reduce the impacts on the community's connection to the site.
- Changes to sense of place associated with the proposed development could be mitigated via a historical documentation of the construction phase and the alteration that the SOP area went through during the construction phase.
- Opportunities to celebrate the history of the Stadium during the construction phase may be explored, for example, by showcasing the history of the site, famous sporting and entertainment moments associated with the Stadium on hoardings.
- Ensure that the future Stadium contains design elements that reference the site's history and connections for communities.

### Summary

<b>Overall Social Risk Rating and social benefit</b>	<p>It is considered the overall social risk rating of the proposal is negative/low. With the proposed mitigation measures it is considered the social benefit of the redevelopment of the Stadium can be enhanced, with the temporary closure of the Stadium used as an opportunity to celebrate the cultural history of the site.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> <li>• Construction: D1 (unlikely minimal) or D2 (unlikely minor)</li> <li>• Operation: D1 (unlikely minimal)</li> </ul>
<b>Likelihood</b>	The likelihood of social impact occurring is unlikely/rare.
<b>Consequence</b>	Minimal to minor during construction, minimal during operation.
<b>Duration</b>	Short term impacts with the loss of the use of the Stadium during construction phases may impact the shared connection to the site. Long term impact may arise if the Stadium does not incorporate references to the site's cultural history. However, with mitigation this impact is to be effectively eradicated.
<b>Severity/ sensitivity</b>	Given the significant value of the Stadium to the cultural history of Sydney and Australia the sensitivity is high. With appropriate mitigation and enhancement measures this is considered to be of low-level severity.
<b>Extent</b>	Impacts are most likely to be experienced by users from across the Greater Sydney area.
<b>Potential to mitigate/ enhance</b>	There is potential to mitigate the negative impacts and enhance the positive benefits of the proposed development by ensuring measures are employed to maintain cultural connection, values and stories to the site, place and building.

## Health and wellbeing

### Potential impacts

Sport and recreation are an integral part of a socially sustainable and economically viable community. As stated by Zubrik and Gardiner: *'Sport is synonymous with the Australian culture and psyche. As a nation we intuitively understand its benefits, whether that be in relation to the health and wellbeing benefits of participating in sport or the national pride from major sporting triumphs on the world stage.'*<sup>6</sup>

Whilst the availability of sporting infrastructure and its direct link to health and wellbeing of communities is yet to be clearly defined, there is recognition that with more opportunities created for people to participate in sporting activities, there will be overall positive benefits for individuals and community health outcomes, both physical and mental health.

Whilst the Stadium project itself may not have direct impacts on improving the physical and mental health outcomes of the greater population of Sydney, and NSW as a whole, as the majority of persons using the Stadium will be for the purposes of spectating, it is considered the redevelopment of the Stadium may have indirect flow on effects, contributing to positive social health and wellbeing outcomes of the broader population. These relate to:

- Improvements to the facility itself, having greater benefits for users of the Stadium. Positive experiences for both players and spectators may lead to improved interest and participation in sporting events at both the professional and amateur levels as a result of experiencing a high-profile game at the re-designed Stadium.
- Greater opportunities for social inclusion, allowing improved user experiences for a significant number of people who may reside in Sydney and NSW, with better sport infrastructure provided. Social inclusion may be enhanced with the opportunities to enhance a greater diversity in spectators of major sporting events. There may be some flow on effect of increased levels of trust, community pride and social inclusion as a result of the re-development of the Stadium.
- The broader community will be able to take pride in the success of their sporting teams, with major events hosted at a state-of-the-art sporting facility.
- The enhanced sporting facility will allow for high profile sporting teams and professionals to be exposed on the global stage, providing a positive role model and positive behaviours for young people in the form of coaches and players.
- The proposal is unlikely to impact on nearby community and health services, the redesign of the Stadium will allow for enhancements to emergency service provision at the Stadium, with improvements in the accommodation of these service providers at large events.
- The provision of an enhanced Stadium may provide opportunities for professional athletes to further their skills and abilities.

As discussed in the EIS in support of the development application and outlined in the Crime Prevention Through Environmental Assessment, the redevelopment of the Stadium will result in improved experiences for patrons, allowing for safe attendance experiences.

There is potential the redesign of the Stadium will allow for more family friendly experiences for those attending concerts or sporting events, with increased cover and weather protection during for all events. It is anticipated this will have a flow-on effect of allowing a greater number of people, of different ages and characteristics, to attend events and may lead to more participation in active sports as a result.

The Stadium redevelopment is unlikely to result in increased demand for policing services or emergency services as the layout will be more efficient and allow for enhanced experiences of users, in a safer and more secure environment. Consideration should be given as to the connections with neighbouring precincts and appropriate management measures to reduce risk of anti-social behaviours to nearby local residents, particularly those who may reside within the newly established Carter Street Precinct.

### Responses / mitigation measures

- The consideration of safety through the Stadium Events Management Plan to ensure the health and wellbeing of users of the Stadium (spectators, participants, management and staff) is appropriately managed, as well as the safety and wellbeing of communities in the PSA.
- User experience surveys and monitoring plans may be used to identify the direct and indirect impacts the re-design of the Stadium influences the Sydney and NSW population to enhance long term health and wellbeing.
- Increasing links to local sporting communities and consideration of community days for up-and-coming athletes to participate in an event at the stadium ground. This will be particularly relevant as the construction of the site is complete.

<sup>6</sup> Zubrik R, Gardiner C. 2018 *The Value of Community Sport Infrastructure*

## Potential impacts

It is recommended community and sporting days are provided to groups within the local area, to celebrate the opening of the renovated Stadium.

- It is recommended that through the development of a community engagement and consultation plan Stadium Australia identifies ways in which the Stadium, as a cultural sporting and entertainment facility, can increase links to young population groups to encourage greater participation in sports and programs that enhance mental health and wellbeing in NSW students.

## Summary

<b>Overall Social Risk Rating and social benefit</b>	<p>The overall social risk rating is considered low, with social benefit considered to be high in the contribution to improvements in health and wellbeing of the local and broader community.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> <li>• Construction: D1 (unlikely minimal)</li> <li>• Operation: E1 (rare minimal)</li> </ul>
<b>Likelihood</b>	The likelihood level of social impact occurring is unlikely during construction and rare during operation.
<b>Consequence</b>	Minimal during construction and operation
<b>Duration</b>	Limited impact during construction, however, care should be given to ensure that construction impacts do not deteriorate the health and wellbeing of those in the immediate vicinity of the site. The social benefits are realised long term, with improved Stadium experience for all and flow on effects to health and wellbeing of the broad population.
<b>Severity/ sensitivity</b>	Not considered to be of significant consequence or severity
<b>Extent</b>	Likely to positively contribute to an increased awareness of sport and recreation for the wider community and may contribute to an enhancement in sporting participation for the greater Sydney and NSW communities.
<b>Potential to mitigate/ enhance</b>	Ability to enhance positive benefit is high, through an effective engagement and participation strategy that connects the operation of the Stadium to the local and broader community.

## Surroundings – amenity

### Potential impacts

Amenity impacts in relation to the Stadium Project relate to factors that affect the ability of a resident or visitor to enjoy their home, daily activities, or use of the site and surrounds for commercial or tourism use. Changes to amenity may relate to environmental factors such as noise, vibration, views and air quality. Changes in amenity may also impact on community values, sense of place and identity.

Detailed assessments have been provided with the EIS in relation to noise and vibration, air quality, and visual impact. The reports conclude:

- The development will not have any significant additional noise impacts on the environment around the site and some disturbances due to construction are anticipated however, these are able to be mitigated with operations in accordance with a Noise Management Plan.
- The development will have, at worst, a medium risk of dust soiling and health impacts. However, these impacts are anticipated to be adequately managed through the implementation of appropriate mitigation measures, including the incorporation of management measures to be included in the Construction Environmental Management Plan for the project.
- A stakeholder communications plan, that incorporates community engagement before construction work commences on site, is to be developed and implemented. This plan is to display the name and contact details of the responsible person accountable for issues on the site boundary and display the head or regional office contact information.
- It is recommended that local amenity complaints are recorded, and appropriate action taken to reduce impact to the immediate surrounds.

### Noise and vibration

The duration of noise and vibration impacts is through the short to medium term with construction estimated to begin in 2020 until mid-2023. Impacts will be felt mostly by properties closest to the construction, with increased noise and vibration activity. The predicted levels of noise from construction will comply with the noise management levels. No residential receivers are predicted to be 'highly affected' and the likelihood of adverse vibration impacts as a result of the proposed construction works is low.

Assessment of the noise and vibration impacts as a result of the redevelopment have been assessed within the EIS and the Environmental Noise and Vibration Assessment submitted with the development application. The specialist report concludes that as no changes to the type and scale of events is to take place at the Stadium, no increases in event noise are anticipated. Some minor reductions in overall noise emissions are anticipated due to higher tiered seating and more shielding from event noise within the stadium, as well as a reduction in seating capacity.

### Air quality

The impacts related to dust from construction activity have been assessed in the EIS with detailed analysis provided in the air quality impact assessment. The air quality impacts related to dust from construction activity are not expected to be severe and would result in a short-term impact. Indeed, the assessment has found that there would be at worst a 'medium risk' of both dust soiling and health impacts. A range of measures have been provided to minimise the impacts.

A stakeholder communications plan is to be developed to incorporate engagement before construction work commences on site. It is considered beneficial that this communication plan addresses and identifies key messages for both the wider community, including residents in nearby hotels and apartments and workers in nearby offices and shops, as well as construction workers employed on site, providing information in relation to safety management practices to be put in place to minimise health risks.

There are no anticipated impacts to air quality upon completion of the construction phase.

### Views

The impacts related to views from the redevelopment of the Stadium have been assessed in the EIS and specialist assessments. The assessment of impacts to views related to construction are expected to be minor. With the outer structure of the Stadium to remain, the views to and from the site are to remain unchanged in the long term.

### Identity and cultural value

The proposed development may have the potential social impacts with relation to the identity and cultural value of the surroundings. It is noted that the proposal to redevelop the Stadium is intended to result in improved event atmosphere with the redesign catering to the needs of rectangular based field sporting events. Without the redevelopment the poor fan experience and ageing facilities may result in the loss of major events for Sydney and NSW, with flow on negative effects to civic and community pride of Sydney residents.

There is some risk that the redevelopment will not meet the expectations of the community and that the redesign may result in the loss of the aesthetic connection to the original function as an Olympic Stadium for the Sydney Olympic Games in 2000. The



## Potential impacts

identity and cultural value of the Stadium may be impacted, with a loss of cultural heritage as a result of the reconfiguration of the field structure and Stadium design.

### Additional comment

It is noted that as a result of the redevelopment of the Stadium, there will be significant improvements to the internal amenity of the Stadium, with experience of spectators significantly improved in relation to sightlines, weather protection, facilities and amenities as well as fan experience enhancements with technological improvements. These are considered to be low social risk rating and will result in an almost certain positive impact to users of the Stadium.

## Responses / mitigation measures

- Mitigation measures set out in the Construction Management Plan will be implemented to reduce the impacts associated with noise and vibration (identified in the Environmental Noise and Vibration Assessment), visual amenity, and air quality impacts during the construction phase.
- There will be significant improvements to the internal amenity to the users of the space including spectators/patrons and event operators.
- Consideration should be given to the cultural value of the Stadium as an original icon of Olympic legacy. It is important that the redesign of the Stadium incorporates design recognition of the Stadium as a cultural asset and community icon for residents of NSW and Australia, as a venue that has hosted many historically significant events over the last 20 years, including Olympic sporting events and the opening and closing ceremonies of the 2000 Olympic Games.

## Summary: Amenity

<b>Overall Social Risk Rating and social benefit</b>	<p>Low Social Risk Rating, however positive social benefit anticipated in the redevelopment of the Stadium, having a flow on effect of improving overall amenity for the local area with increased activation of an upgraded Stadium facility in the Stadia precinct of Sydney Olympic Park.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> <li>• Construction: C2 (possible minor)</li> <li>• Operation: E1 (rare minimal)</li> </ul>
<b>Likelihood</b>	Possible impacts
<b>Duration</b>	Short to Medium term, during construction
<b>Consequence</b>	Minor during construction and minimal during operation
<b>Severity/ sensitivity</b>	Minimal to Minor
<b>Extent</b>	Impacts are predicted to be felt by users of local Sydney Olympic Park during construction phase
<b>Potential to mitigate/ enhance</b>	High potential to mitigate any negative social impacts and enhance positive contributions, through Construction Management Plans and the development of a Design Statement that recognises the cultural amenity significance of the Stadium and site.

## Personal and property rights

### Potential impacts

Impacts in relation to personal and property rights relate to the economic livelihoods and whether people experience personal disadvantage or have their civil liberties affected as a result of the development. The following has been considered in relation to the impacts on personal and property rights.

In 2016 the NSW Government bought back the leasehold management rights of the Stadium. As a result, the Major Stadia Network is consolidated and there is a consolidated governance for the delivery of NSW Stadia and implementation of the NSW State Infrastructure Strategy. The redevelopment of the Stadium will result in a sporting venue that brings spectators closer to the sporting event, with improved facilities for spectators as well as participants. In addition, the redeveloped Stadium will provide members with upgraded facilities and corporate hospitality suites.

Over time, Sydney Olympic Park has transitioned from a NSW Government run space to one with increasing private-sector involvement. The increasing attraction of corporate tenants to the Olympic site over the years has created a more challenging environment in which to balance commercial demands and the diverse business community with other users that use Sydney Olympic Park for public events.

As noted by research of the Social Impacts of the Sydney Olympics, major sporting events can provide opportunities for governments to increase the attachment and identification of people to place.<sup>7</sup> The redevelopment of the Stadium is anticipated to provide public benefit to the users of the Stadium as well as the wider Sydney Olympic Park area.

### Responses/ mitigation measures

Given the responsibility of NSW Government, to maintain and enhance public infrastructure to ensure long term sustainability of the site it is important that enhancements are made to improve the venue, resulting in increased utilisation and ultimately improved financial and community returns.

It is important that the long-term operation and management procedures ensure equity of use of the Stadium to ensure the Stadium is inclusive, with all participants having the right to access sporting programs and events, and the facility without obstacle.

### Summary

<b>Overall Social Risk Rating and social benefit</b>	The social risk rating is considered low, yet the social benefits high. The overall rating of risk is: <ul style="list-style-type: none"> <li>Construction: E1 (rare minimal) E2 (rare minor)</li> <li>Operation: E1 (rare minimal)</li> </ul>
<b>Likelihood</b>	There is a rare likelihood that there would be negative social impacts on the local and broader community.
<b>Duration</b>	Most of the social benefit will arise upon completion of the redevelopment, when the Stadium is operational.
<b>Consequence</b>	Minimal to minor for both construction and operation, dependent upon management and engagement programs.
<b>Severity/ sensitivity</b>	Severity is low in relation to the Project. However, the sensitivity is high as there will be community expectation that the redevelopment meets the needs of the broader NSW community.
<b>Extent</b>	As a state-owned facility, the extent of the social benefit is likely to be experienced by the broader NSW population. Key user groups can also be considered as capturing, members, clubs and codes, management and the general public.
<b>Potential to mitigate/ enhance</b>	The overall impact is low however, to ensure the public benefits are realised it will be important to ensure a community engagement plan is developed and delivered for the life of the project to ensure stakeholders personal and property rights are considered and enhanced.

<sup>7</sup> Waitt G. 2003 *Social Impacts of the Sydney Olympics*. Annals of Tourism Research, Vol. 30. No.1 pp.194-215.

## Decision-making systems

### Potential impacts

In 2016 the NSW Government identified the redevelopment of Stadium Australia would be fast tracked to provide a stadium that would attract major sports and entertainment events to the Sydney Olympic Park precinct. To assist in achieving this outcome the NSW Government bought back the leasehold management rights from the private ownership of the Stadium in 2016. As a result, all NSW Stadia network venues are under the control of NSW Government.

The Commerciality Framework for the NSW Government Stadia Network has been designed to encourage commercial operations from the Stadia Network. The Framework provides guidance for decision making in relation to the commercial and operational decisions, operational models and finance and investment for the NSW Stadia Network.

The ability for people to participate in decisions that affect them in relation to the NSW Stadia Network has evolved over the last seven years, initially with the development of the NSW Stadia Strategy. There has been keen public and stakeholder interest in the project, and with the Stadia Network, in particular the development of a new Sydney Football Stadium, as a major NSW Election issue for the March 2019 Election there is likely to be significant demand for transparent decision-making in relation to the redevelopment of the NSW Stadia Network.

Community consultation is a key component of the successful planning and delivery of the project.

Preliminary engagement undertaken to inform the Business Case has established a baseline assessment of the value and importance of the Stadium within the NSW Stadia Network. Likewise, the engagement has revealed significant issues with the current design and support for the redevelopment of the Stadium. Recent engagement undertaken to inform the EIS process has identified some concerns relevant to the construction phase, relevant to the impacts on local businesses due to the loss of revenue from the temporary closure of the Stadium, and longer term operation of the Stadium, in relation to current members, seeking certainty as to their membership benefits with the newly designed venue.

More broadly, the proposed development may have the following potential social impacts with relation to decision making systems, particularly the extent to which they can have a say in decisions that affect their lives, and have access to complaint, remedy and grievance mechanisms.

- As government owned infrastructure there is a responsibility to maintain this asset to be socially and economically viable to members of the state. Equality of access is paramount, with the use of the facility diverse. Consideration should be given to the cultural and sporting associations and trends at the state, national and global level to ensure the design, use and management of the facility is flexible and able to remain up to date with sporting and global event needs.
- Careful consideration must be given to existing members to ensure that the redevelopment meets the expectation of the members. Early engagement is important to ensure they are informed of project progress updates.
- It is important to ensure that clubs and codes are well informed of the project phases and progress, ensuring forward commitment of events and availability of the Stadium upon completion.
- There is an important consideration to ensure that the decision-making process related to the Stadium development takes into consideration the historical context and the iconic status of the venue, that has provided significant sporting and cultural events for Australia over the last 20 years.
- The decision-making systems of the operation of NSW Stadia, in particular the future operation of Stadium Australia is to be coordinated effectively to ensure the cumulative impact of decisions relating to the NSW Stadia Strategy are effectively managed. Positive outcomes for patrons, spectators and users of the Tier 1 Stadia are to be delivered through a coordinated management approach.

### Responses /mitigation measures

To ensure the redevelopment of the Stadium is a success for the people of NSW it is important that the decision-making process is informed by effective public and stakeholder engagement, throughout the development cycle. It is recommended a comprehensive engagement plan be prepared to ensure key stakeholders are adequately involved in the project decision making process. It is important this engagement program cater for a wide range of interested stakeholders including:

- The general public, understanding interest and alignment with the NSW Stadia Strategy and the longevity of the Sydney Olympic Area as a significant centre of Sydney.
- Sporting clubs and codes, potential users of the Stadium, providing delivery updates to clubs and codes. Regular hirers are to be consulted to ensure effective communication with fans and members regarding the short-term requirements and long-term benefits of the proposal.
- Existing members, providing delivery updates to members along with opportunities to discuss member expectations upon completion and the operation of the Stadium once works are completed. It is recommended that membership terms are

## Potential impacts

extended for the same length of time that the Stadium is closed for construction. It is important that members are provided with continual minor benefits during the construction phase.

- Major event users are to be considered, to ensure best practice standards are achieved by users of the space, as well as ensuring early commitment can be sought for major events upon re-opening of the Stadium.
- Pre-operational phases of the re-opening of the Stadium will need to consider appropriate training of current and new staff, the collection of baseline data that identifies the success of the redesigned Stadium.

## Summary

<b>Overall Social Risk Rating and social benefit</b>	<p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> <li>• Construction: D1 (unlikely minimal)</li> <li>• Operation: D1 (unlikely minimal)</li> </ul> <p>It is important to ensure regular communication and engagement with stakeholders to ensure the overall risk rating impact remains at a low level.</p>
<b>Likelihood</b>	Unlikely, however, possible impacts if no engagement is undertaken. This will remain unlikely if an engagement program is put in place and implemented.
<b>Consequence</b>	Considered minimal for both construction and operation.
<b>Duration</b>	Most potential impacts will occur during the construction phase.
<b>Severity/ sensitivity</b>	Severity and sensitivity is considered to be minimal in relation to the Project.
<b>Extent</b>	<p>The extent of the impact will be felt by different user groups:</p> <ul style="list-style-type: none"> <li>• Members and users of the Stadium</li> <li>• Wider general public with interest in the decision-making system and NSW Stadia Strategy.</li> </ul>
<b>Potential to mitigate/ enhance</b>	High.



## Access to and use of infrastructure, services and facilities

### Potential impacts

The proposed development may have the following potential social impacts with relation to access to and use of infrastructure, services and facilities within the surrounding locality, whether provided by local, state, or federal governments, or by for-profit or not-for-profit organisations or volunteer groups include:

- Improved user experience for event attendees due to improvements to stadium design and layout, including:
  - Providing 100% drip line roof coverage
  - Renewing food and beverage concessions, bathrooms and other facilities
  - Providing new signage high-definition video replay screens, LED lighting, and other functional improvements
  - Improved sightlines for spectators due to reduced capacity of the stadium.

These improvements are likely to increase spectator's enjoyment and experience of sporting and other events taking place in the stadium, leading to enhanced sense of wellbeing and customer satisfaction. Improved spectator experience is likely to lead to increased participation and attendance at sporting and other events, leading to increased opportunities for community interactions and social cohesion.

- Improved access to sporting facilities for players and members of various sporting codes due to improvements to stadium design and layout, including improved team facilities including new gender neutral changerooms, which may enable more professional women's sport to be played at this stadium. This may have indirect positive social impacts related to encouraging girls and women to participate in sport and recreation activities.
- Positive social impacts associated with enhanced access to a permanent rectangular field configuration to meet increased demand for rugby league and football. Stakeholder consultation has indicated that there are higher levels of demand for these facilities in comparison to AFL and cricket but are limited Tier 1 sporting facilities available for rectangular sports.

### Construction stage impacts

- Some negative social impacts during the construction phase due to temporary closure of the stadium and reduced access to Tier 1 sporting facilities for spectators, members and teams (albeit in the knowledge renewed stadia are in the pipeline), including:
  - Reduced opportunities for community interactions associated with attendance at sports and other events;
  - Pressure on surrounding stadia and sporting facilities to accommodate displaced events during the construction period, potentially leading to over-utilisation of other stadia, and
  - Reduced amenity and enjoyment of events and activities at surrounding social infrastructure and recreation facilities.
- It is noted there is likely to be limited impacts to local access to social infrastructure, as the social infrastructure located in the immediate context of the site is regional or district in scale. Local social infrastructure accessible to local communities is in surrounding residential areas.

### Responses / mitigation measures

- Engagement with stakeholders during the construction phase will need to take account of disruption to the surrounding social infrastructure to collaboratively develop solutions to meet the needs of a range of stakeholders.
- During the operation phase, the positive social impacts associated with improved access to stadium infrastructure at this location could be enhanced through:
  - Exploring opportunities for concession priced tickets for low income individuals to attend events and participate in cultural and community life associated with the stadium,
  - Identify opportunities for surrounding local sporting and community groups to use the stadium and associated facilities at a concession price,
- Identify, where feasible, opportunities to prioritise bookings for women's sport.

### Summary

<b>Overall Social Risk rating and social benefit</b>	<p>The overall impact is mixed with the cumulative impact of the redevelopment of NSW Tier 1 Stadia resulting in a high social risk rating.</p> <p>However, upon completion of the proposed works the impact is considered to provide significant social benefit with as a result of a newly upgraded, state of the art sporting and entertainment facility. It is</p>
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Potential impacts	
	<p>important to ensure regular communication and engagement with stakeholders to manage the potential negative impacts during the construction and operation phase.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> <li>• Construction: C3 (possible moderate) or C4 (possible major) with the cumulative impact of Tier 1 stadia closed for construction</li> <li>• Operation: E1 (rare minimal)</li> </ul>
<b>Likelihood</b>	Likely short-term impacts with the temporary closure of the Stadium. However, also likely significant positive benefit upon completion.
<b>Consequence</b>	The consequence of the cumulative impact of multiple Tier 1 stadia closed for redevelopment the consequence is considered moderate/major. However, upon completion of the redevelopment it is considered the consequence is minimal with significant social benefit resulting from the improved Stadium.
<b>Duration</b>	Most potential negative impacts will occur during the construction phase. Most potential positive social benefits will occur during the construction phase.
<b>Severity/ sensitivity</b>	Severity and sensitivity is considered to be moderate in relation to the Project.
<b>Extent</b>	<p>The extent of the impact will be felt by different user groups:</p> <ul style="list-style-type: none"> <li>• Members and users of the Stadium</li> <li>• Users accessing surrounding social infrastructure within Sydney Olympic Park</li> </ul>
<b>Potential to mitigate/ enhance</b>	It is important to ensure regular communication and engagement with stakeholders to manage the community awareness and understanding of the Project during both the construction and operational phase.

## Fears and aspirations

### Potential impacts

The proposed development may have the following potential social impacts and positive social benefits in relation to fears and aspirations of the Stadium and its redevelopment, or about the future of the community and local area. There is high level public awareness of the project, with the early announcements of the NSW Stadia Strategy in 2012 and recent 2018 announcements that Stadium Australia would not be rebuilt as originally indicated but rather, renovated at a reduced cost to deliver an essential upgrade. Early engagement for the project indicates that there are some fears and aspirations in relation to the timing of the project, particularly in relation to the construction phase. Key fears are identified as follows:

- Risk that the redevelopment of the Stadium removes connection to the heritage and legacy of the Stadium in hosting significant cultural and sporting events, such as the Sydney Olympics.
- Lack of transparency about the project, with a desire for stakeholders to be informed of the project timeframes and processes. Additional fears may arise as to the costs of the delivery of the project, with
- Delivery of the redeveloped Stadium will not coincide with significant transport infrastructure improvements.
- There will be some disruption to local businesses, specifically during the construction phase. But on the positive side, businesses will benefit from a three-year phase of many workers travelling to Sydney Olympic Park, generating local expenditure during off-peak periods.
- Patron and member expectations are not met as a result of the redevelopment.
- Fears may arise with concerns about safety of family and children during the construction period, particularly for users of the Sydney Olympic Park Area, visiting the local surrounds. Additional concerns may arise with traffic and personal safety during construction. However, it is envisaged these can be managed with the implementation of appropriate construction management and safety management plans.
- Safety for patrons and users of the Stadium is to be effectively managed, through comprehensive security management plans and crime prevention strategies that may be adopted by the operators that aligns with the overall Sydney Olympic Park Masterplan, specifically the event planning controls outlined in the Sydney Olympic Park Master Plan 2030 Review (2018).
- The cumulative impacts of major infrastructure projects currently planned and underway, such as the redevelopment of the Sydney Football Stadium, Parramatta Light Rail, Metro West and construction projects in and around the Sydney Olympic Park Area.

Key aspirations are identified as follows:

- Long term social sustainability of Stadium Australia as a cultural icon for NSW and Australia. In addition, the contribution to the Sydney Olympic Park legacy as an operational and economically viable entertainment precinct.
- Redevelopment of the Stadium will result in an event space that can continue to host an increased number of major international sporting events, including the FIFA World Cup. Consequently, benefits will be experienced by individual users, members, event organisers and sporting codes.
- Redevelopment of the Stadium will result in an enhanced Tier 1 Stadium that can contribute to improved sporting experiences, enhancing community pride and quality of sports participation for residents and visitors to Sydney. The redevelopment will enhance the status of Sydney as a provider of world class sporting facilities and events.

### Responses / mitigation measures

- A comprehensive Crime Prevention Through Environmental Design Assessment has been undertaken and details the perceived crime risks and safety considerations in relation to the construction and operation of the renovated Stadium.
- Community engagement throughout the process, identifying community aspirations in relation to the redevelopment of the Stadium, in the context of Sydney Olympic Park and NSW Stadia Strategy.

### Summary

<b>Overall Social Risk Rating and social benefit</b>	<p>The overall social impact risk is anticipated to be low with the likelihood of fears arising low, particularly if construction management plans, crime prevention plans and social strategies are developed and implemented for both construction and operational phases.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> <li>• Construction: E1 (rare minimal) D1 (unlikely minimal)</li> </ul>
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Potential impacts	
	<ul style="list-style-type: none"> <li>• Operation: E1 (rare minimal) or D1 (unlikely minimal)</li> </ul>
<b>Likelihood</b>	Likelihood level of negative social impacts during construction and operation are rare/unlikely.
<b>Consequence</b>	If operating within appropriate construction management plans, crime prevention plans and social strategies the consequence is considered minimal.
<b>Duration</b>	Duration of potential impacts are anticipated to be felt during construction phases. The positive aspirations are likely to be felt following completion of the works, when the renovated Stadium is operating.
<b>Severity/ sensitivity</b>	Severity is anticipated to be low with sensitivity also low, dependent upon effective construction management plans and operational plans.
<b>Extent</b>	The extent of the impact is potentially experienced by local residents and occupants of the immediate vicinity and local study area, with aspirational social benefits more likely experienced by the broader Greater Sydney community.
<b>Potential to mitigate/ enhance</b>	<p>Any potential negative social impacts and social benefits can be enhanced through the development and implementation of:</p> <ul style="list-style-type: none"> <li>• Cultural and community development social strategy</li> <li>• Construction management and safety management plan</li> </ul>



## 11.0 Economic Impact Assessment

This section provides an assessment of potential economic impacts associated with the proposed redevelopment. The preparation of an Economic Impact Assessment (EIA) has been specified through the Secretary's Environmental Assessment Requirements (SEARs) for the project, to accompany the State Significant Development Application for the scheme.

To address SEARs requirements, this economic assessment considers:

- Demand for redevelopment of the stadium as outlined in the Final Business Case Summary.
- Local and state economic benefits from the proposed development including:
  - Direct and leveraged investment
  - Construction and ongoing employment generation (direct and multiplier)
  - Expenditure generated during the construction and operational phases
  - Increased Gross State Product and Value-Added Output
  - Improved reputational benefits to Sydney and NSW.

### 11.1 Assumptions

This EIA has been prepared in order to address the SEARs requirements for the redevelopment of the stadium and follows recommended practices; however, it is important to note the following assumptions:

- A Business Case has been prepared that demonstrates the need for the redevelopment of Stadium Australia. This report uses the Final Business Case Summary prepared by INSW as an essential basis for evaluating the impacts of the project.
- The preparation of the EIA has not included direct consultation with businesses, individuals or industry groups. The use of information obtained from primary research is sourced from the findings of the Final Business Case Summary.
- An assessment of the impact of the project on residential and commercial property prices has not been included in the preparation of the EIA. There are a large number of factors that influence the value of a property and as such a reliable assessment of the interaction between the project and the property market cannot be made with any certainty.
- The estimates of spending and related impacts presented in this report are based on the scale of attendance increase from a redeveloped stadium.
- Note Ethos Urban has not conducted an independent market study or surveys to validate the increased scale of attendance for a reconstructed stadium. The purpose of this report is to evaluate the likely composition of social and economic effects.
- Note the impacts discussed in this report extend to additional impacts that are likely to be generated by ancillary development within close proximity to the stadium. These forms of ancillary development are included in the job estimates.
- The initial step in estimating the economic impacts generated by the ongoing operations of the multi-purpose facility and tenant sporting codes is to develop assumptions pertaining to annual events and attendance as well as per capita spending levels of stadium patrons.
- The key assumptions relate to sporting/events games, including seat location, premium seating inventory and access to amenities, and other such operating assumptions, are based on information embedded in the Final Business Case and other industry data. The operating assumptions detailed above inform the social and economic impact estimates discussed throughout the remainder of this report.
- The analysis includes assumptions for regular sporting codes, as well as various other recurring and non-recurring events that are envisioned to utilize the new stadium.

## 11.2 Assessment of economic impacts

An assessment of the economic impacts associated with the construction and operational phases of the redeveloped stadium are discussed in the following section.

Economic impacts are categorised in terms of the following groups:

- The benefits to consumers: including the direct benefits to people using the stadium and the indirect benefits to the broader population of Sydney and NSW.
- The benefits from new and retained economic activity: this includes benefits to businesses and employees from economic activity created by additional visitors to NSW and from activity retained by the State as a result of the redevelopment.

## 11.3 Demand for the stadium

The fan experience is a key factor in the demand for stadiums as a place for major sporting and non-sporting events. An element of fan experience is the viewing distance of spectators from the field of play. At present the configuration of Stadium Australia does not provide a quality experience for fans and the audience due to the viewing distance. Stadium Australia was designed to be used in multiple configurations during the 2000 Olympics; however, the event calendar now revolves around sports played on a rectangular field and major non-sporting events, such as entertainment events.

Demand for the redeveloped stadium as outlined in Option 1 of the Final Business Case Summary is presented in **Table 7** below. These demand figures are compared against the Base Case of no redevelopment. Underlying the Base Case scenario is an assumption that in the absence of investment in the stadium, the number of events at the stadium will decline. This would arise due to the current stadium becoming less attractive to hirers/tenants in the future.

**Table 7 Demand for the stadium**

Demand	Base Case	Option 1	Increase from Base Case
Total annual attendance (average year)	663,000	1,471,500	808,500
Annual event calendar	22 - 25	42 - 46	20 – 21

Source: Final Business Case Summary (2019)

The increase in events could include a mix of events, from additional NRL, Super Rugby and A-league club games through to concerts. In addition, it is not unreasonable to expect additional demand from new and emerging competitions not currently assumed, such as demand from women's football codes. The Business Case identifies the number and type of events that would be held at the Stadium and the likely attendances for each.

The development proposal will reinforce Tier 1 status for the stadium and therefore generate broader appeal to the international events (e.g. world cups, commonwealth games etc.). The redeveloped stadium will provide flexibility to adapt to changes in the sporting and non-sporting entertainment markets, which reduces the risk of obsolescence.

It is noted that transport infrastructure within Sydney Olympic Park will improve connectivity and accessibility to the stadium and reduce travel times; however, it's uncertain how this will affect attendee behaviour. In any case, it is likely that improved connectivity to the stadium by residents within Greater Sydney will lead to a shift in demand for events at Stadium Australia in the future.

## 11.4 Employment impacts

Jobs supported by the redevelopment of Stadium Australia will accrue through direct and indirect employment generated during the construction and operational phases.

### Construction employment

The initial economic impacts generated by the project will occur during the demolition and construction phase, which is expected to span three years. The development cost of \$810 million (as presented in the Business Case Summary) will consist of construction spending and ancillary development costs. This level of economic activity is estimated to support close to 800 FTE jobs over the three-year period.

Indirect, or flow on, employment will also be supported in other industries, for example, suppliers of materials and financial and legal services. Employment estimates in the wider economy are derived from ABS national accounts input-output analysis, specifically, employment multipliers.

The ABS construction multiplier indicates that for every single FTE job in the construction industry a further 1.6 FTE jobs are supported elsewhere in the economy. Approximately 1,280 FTE indirect jobs will be generated over three years.

**Table 8 Direct and indirect jobs**

Metric	Value
<b>Direct Jobs</b>	
Construction estimate (Option 1 Adjusted Scope)	\$810 million
Estimated direct jobs	800 FTE jobs over three years
<b>Indirect Jobs</b>	
Indirect jobs per construction job	Approximately 1.6
Estimated indirect jobs	1,280 FTE jobs over three years
<b>Total FTE Construction Jobs</b>	<b>2,080 FTE jobs over three years</b>

Source: ABS 2015; Ethos Urban; Final Business Case Summary (2019)

In total approximately 2,080 FTE construction jobs will be supported during the construction phase.

### Ongoing employment

Estimating direct employment impacts during the operational phase of the stadium present a challenge due to the mix of full-time, part-time and casual employment at the stadium. In many cases of service contribution, there would not be more persons employed per se, but rather more working hours available to existing workers.

Estimates of employment for specific matches held at Stadium Australia are based on information provided by VenuesLive (see **Table 9** below). The metrics show variations for larger attendances than for regular attendance levels. In this case, a higher level of attendance per match would be expected to generate more jobs. Further, there is expected to be more events held at a redeveloped stadium (as specified in the Final Business Case Summary), in this case, there would be a rise in jobs from new events. Note that these ranges do not represent a limit on staff per event.

**Table 9 Typical number of jobs per event type**

Event Size	Number of Jobs
Major event (i.e. rugby league grand finals, state of origin, concerts)	3,000
Regular event (i.e. weekly rugby league games)	1,500 to 2,000

Source: VenuesLive

Ongoing employment for a redeveloped stadium is based on estimating the number of jobs per attendee. Market averages indicate that around 55 to 61 jobs are generated per 1,000 attendees (as outlined in the Sydney Football Stadium Stage 1 SEIA). An analysis of the figures above against historic attendance at the stadium indicate a similar ratio of jobs per 1,000 attendees. Note these ranges do not represent a limit on staff per event.

The employment impact can be determined through an estimation of increased visitation from the 21 (mid-point) additional events above the Base Case scenario. These additional events are expected to result in an increase of 808,500 visitors to the redeveloped stadium each year, at an average attendance per event of 38,500. This would result in an additional 2,117 – 2,348 jobs (full-time, part-time and casual) per event during operation.

**Table 10 Expected employment impacts – direct and indirect**

Metric	Value
<b>Direct – Stadium Operation Jobs</b>	
Number of direct jobs per 1,000 Attendees	55-61
Increase in attendance per annum (compared to base case)	808,500
Increase in number of events per annum (compared to base case)	21
Average attendance per additional event	38,500
<b>Increase in the number of direct jobs per event</b>	<b>2,117 – 2,348</b>
<b>Indirect Jobs</b>	
ABS retail services multiplier – flow on indirect jobs	0.7
Number of indirect jobs per 1,000 attendees	39-43
<b>Increase in the number of indirect jobs per event</b>	<b>1,501 – 1,655</b>

Source: Ethos Urban, Venues Live, Final Business Case Summary (2019)

Additional attendees would also generate flow on benefits to the surrounding community, the region and the broader NSW economy. The ABS retail services multiplier indicates that for every one (1) direct job created, an additional 0.7 jobs are created as a result of flow on industrial and consumption effects within the broader economy. Additional attendees to the redeveloped stadium would support jobs in a wide-range of sectors including retail, accommodation, transport as well as inputs into the various industry supply-chains supporting the stadium operation. Adopting the ABS multiplier of 0.7 jobs, the 55-61 direct jobs per 1,000 attendees would support a further 39-43 jobs per 1,000 attendees in the broader economy. This would result in some 1,501 – 1,655 indirect jobs in the broader economy per event.

The composition of direct employment is shown in **Table 11** below, with the majority of jobs for each event associated with catering, which accounts for 55 to 71% of overall jobs per event. These breakdowns are provided by VenuesLive. The share of each job type per event will vary depending upon the number of attendees, as such shares are estimated and presented as a range. Catering is expected to vary the most depending on the type of event and the number of attendees. In addition to these jobs, it is expected that approximately 50 permanent staff are employed.

**Table 11 Composition of direct employment**

Job type per event	Proportion of total jobs <sup>a</sup>
Customer service	9% to 16% depending on the event
Catering	55% to 71%
Security	9% to 21%
Cleaning	10% to 16%
Misc. permanent staff	50

Source: VenuesLive

a: these figures are an estimate, the proportion of jobs will vary depending on the type of event and the number of attendees at the event

## 11.5 Other implications

In this section other implications of the redevelopment of Stadium Australia are considered including temporary and ongoing impacts.

### Expenditure during the operation phase and increased visitation

Greater spending is expected to be localised in proximity to the stadium, through higher attendance at night-time events. Higher attendances are expected to be generated around the surrounds of the stadium, and as such, the contribution of patron spend on local services is expected to grow consistently. This has been addressed in the estimation of flow on multiplier effects on employment.

Sporting and entertainment events, particularly major events, also increase intrastate, interstate and international tourism. Events can attract visitors to NSW, and this promotes activity in tourism-related industries such as accommodation, cafes and restaurants, retail and transport. The benefits of the visitor economy are significant, and all states compete strongly to attract and retain major events.

The increased frequency and scale of events to be held at the redeveloped stadium is expected to improve the levels of visitation and tourism expenditure within the local area and in turn, increase demand for pre and post event entertainment, food and accommodation. This increased demand is anticipated to improve the economic conditions of existing businesses and attract new businesses to the area including in core industries that typically employ a younger workforce i.e. Accommodation and Food Services, Retail Trade and Arts and Recreation Services.

Redevelopment of the stadium in line with Option 1 outlined in the Final Business Case Summary is expected to result in an increase in events, and in turn is expected to increase the number of visitors to Sydney and potentially increase the average length of stay. These visitors will come from regional NSW, interstate or international locations. Additional visitors and an increased length of stay will have flow on benefits for the Sydney economy, particularly to retail and commercial accommodation.

A proportion of indirect jobs outlined in **Table 11** on previous page will be due to increased visitation to a redeveloped stadium.

In order to quantify the benefits, an estimation of the proportion of attendees coming from outside NSW is required. In the absence of a figure from the Stadium Australia Final Business Case Summary, the figure from the Sydney Football Stadium Final Business Case Summary is adopted. The latter identifies that 11% of annual attendances are from residents outside NSW. Given an projected annual attendance of 1,471,500 at the stadium, this implies that 88,940 attendees are likely to be from outside NSW.

Assuming a similar proportion for attendees at the additional 21 events would result in some 719,000 of the additional stadium attendees coming from within NSW and 88,940 attendees being additional interstate and international visitors to the redeveloped stadium.

Based on information from Destination NSW (and outlined in the Stadium Australia Business Case), the average expenditure of interstate visitors attending events would typically be some \$745 per person. Applying this average to the 88,940 interstate and international attendees would result in a total of \$66.3 million in additional spending likely to be directed to the Sydney and NSW economy each year (i.e. net new spending). A large proportion of this expenditure will be directed to retail facilities (food and beverage) as well as accommodation and transportation services.

### Increased economic output

#### Gross Regional Product (GRP)

Gross Regional Product (GRP) is a measure of size or net wealth generated by the regional economy.

Events hosted at Stadium Australia create economic activity through ticket sales, television and broadcast rights, advertising, sponsorship and the sale of merchandise. This boosts the economy by contributing directly to output (i.e. Gross Regional Product and Value-Added) and by providing employment opportunities for the local community.



The activities and employment supported by the proposed development will generate significant regional economic output. In order to calculate the value, it is assumed that all jobs generated during the operational phase of the development are within the Food and Beverage Services industry. This industry represents the largest expected share of jobs within the stadium. As **Table 12** below shows, total output (GRP) from direct jobs is estimated at **\$246 million pa** (2018 dollars).

#### Value added

Value added by industry is an indicator of business productivity. It shows how productive each industry sector is at increasing the value of its inputs. It is a more refined measure of the productivity of an industry sector than output (total gross revenue), as some industries have high levels of output but require large amounts of input expenditure to achieve that. Value added is estimated at **\$110 million pa** (2018 dollars).

**Table 12 Estimated economic output from direct ongoing jobs**

Activity	Accommodation and Food Services
Economy id category	Food and Beverage Services
Increase in direct jobs (midpoint)	2,232
GRP per job	\$110,197
Value added per job	\$49,239
<b>GRP total</b>	<b>\$245,959,704</b>
<b>Value added total</b>	<b>\$109,901,448</b>

Source: Economy.id; Ethos Urban

The above analysis has been sourced from economy.id (based on modelling by the National Institute of Economic and Industry Research) for the City of Parramatta, with 'best fit' industry sectors applied to likely economic activities at the new facility. The results of the analysis assume no substitution effects from outside the regional economy, rather, the activities undertaken at the new facility represent increased net demand associated with population, labour force and industry growth.

#### **Impact to the NSW stadia network during the black-out period**

The redevelopment of Stadium Australia will overlap with the redevelopment of the Sydney Football Stadium. During this blackout period both Tier 1 stadiums will be offline for events for a period lasting around 1.5 years.

The impact of the blackout period is expected to be minimal due to regular and major events being hosted at other stadia within the NSW stadium network, including the redeveloped Western Sydney Stadium, and the Sydney Cricket Ground.

Both Stadium Australia and Sydney Football Stadium are likely receive a substantial increase in attendance post development which will result in a net gain to the broader NSW stadia network.

#### **Impacts to local businesses during the construction phase**

During the construction phase of the redevelopment of Stadium Australia there is expected to be a temporary disruption to local business spending including retail and accommodation. While visitation to the precinct will be impacted to some degree, other venues within Sydney Olympic Park will remain operating.

Local businesses are likely to be impacted somewhat during construction as a result of reduced visitation however, these businesses stand to gain in the medium to longer term, as a result of additional attendees and increased expenditure resulting from the redeveloped stadium.

#### **Impacts to surrounding market and entertainment venues**

Minimal negative economic impacts are likely to be associated with the redeveloped stadium as additional attendance will bring about economic benefit to the venue, locality and region through increased visitation, movements and spending.

The major impact from the redevelopment to the surrounding market and entertainment venues will be due to lost attendance at competing stadiums. However, as the State Government controls the nearest major competing

stadiums, this competitive impact is considered limited, with the stadiums to be managed as a network to ensure optimal event management. Furthermore, there is the possibility that additional events will be new events to NSW (allowing the State to compete more effectively with other states in the country), or will support new and emerging codes that otherwise would not be given the opportunity to host events at a Tier 1 stadium. Taking the above into account, there would be a net benefit resulting from a redeveloped stadium.

### **The stadium investment helps secure future events in NSW**

In recent years, the stadia market has become increasingly competitive with state government's investing in building and rebuilding top tier stadia. For instance, the recent development of Adelaide Oval and Perth Stadium has increased the competitiveness of interstate venues. The Victorian State Government has also recently committed to taking action to increase the competitiveness of its stadia offering as identified in its 2018 Major Stadia Strategy. In such an environment it is imperative that NSW provide competitive stadia offerings to be able to continue to retain and attract major sporting and non-sporting events.

Stadium Australia is NSW's largest venue and hosts the events that are of the highest economic value to the State. Without redevelopment, Stadium Australia is likely to become less attractive to hirers. Any loss of major events will have a material impact on the Stadium's revenue, will reduce the economic benefit that flows from visitors to the State and impact Sydney's brand as a major events destination. Investment in Stadium Australia thus helps to secure events in NSW for the future.

### **Reputational benefits for NSW**

The reputational benefits of the stadium to Greater Sydney and the NSW economy are expected to be significant; however, it is difficult to quantify this benefit. The redevelopment of the stadium will ensure that it remains an iconic stadium representing Sydney at a national and international level. The ability to secure major national and international events will be significant in driving the Sydney and NSW brand to a wider audience.

Major infrastructure such as stadia can also deliver less tangible benefits by improving the liveability of Greater Sydney and NSW and in turn, improving its ability to attract and retain businesses, industries and people. There is evidence that social infrastructure such as stadia can increase people's pride in their community and generate wider benefits such as improved social cohesion and inclusion (Final Business Case Summary).

The reputational benefits are also expected to impact Sydney Olympic Park itself, with the stadium being a centre piece of the precinct. It is therefore critical that it is redeveloped to maintain its relevance, and relevance of Sydney Olympic Park as a whole.

### **Supporting transformation of Greater Parramatta and Sydney Olympic Park**

The Metropolis of Three Cities represents a vision for the future growth of Greater Sydney. Within the plan, Greater Sydney is defined as three cities, with Greater Parramatta and Olympic Park (GPOP) forming the Central City. The population, employment and housing growth targets are ambitious. Significant infrastructure projects such as the Parramatta Light Rail and Sydney Metro West are expected to support the achievement of these targets. The Sydney Olympic Park Master Plan 2030 reflects the GPOP vision and includes targets to double the number of residents and triple the retail space as part of the overall vision for the Park to become a 'Lifestyle Super Precinct.' The redevelopment of Stadium Australia is an important part of this vision.

## **11.6 Summary of impacts and mitigation measures**

The project will generate a number of economic benefits that will support and enhance Sydney's economy, in particular the locality of the stadium. Outlined below is a summary of the key economic benefits generated by the redeveloped stadium.

- During construction, there will be considerable direct employment generated. In turn, local businesses will benefit from a three-year phase of many workers travelling to Sydney Olympic Park, generating local expenditure during off-peak periods.
- Mode of travel by attendees will primarily be via walking or public transport through the locality, creating a funnel effect for local businesses.
- Once the stadium is redeveloped, business gains will be drawn from a greater number of events, providing more consistent income flow and higher numbers of hours worked within Sydney Olympic Park.

- Businesses are more likely to commit to permanent part-time jobs, as opposed to casual work which creates difficulties in terms of youth underemployment.
- Intrastate and interstate visitor numbers are expected to be stimulated by the greatly improved stadium experience.

A summary of impacts and recommended mitigation measures is shown in **Table 13** below.

**Table 13 Summary of findings – economic impacts**

Comment	Impact
<p><b>Expenditure and employment impacts (construction)</b></p> <p>The initial economic impacts generated by the project will occur during the demolition and construction phase, which is expected to span three years.</p> <p>The development cost of \$810 million will consist of construction spending and ancillary development costs. This level of economic activity is estimated to support close to 800 FTE jobs over the three-year period.</p> <p>In addition, around 1,280 FTE indirect jobs are expected to be created over a three-year period.</p>	Positive
<p><b>Supporting local businesses (construction)</b></p> <p>Impacts to local businesses are expected to be temporary as a result of a reduction in attendees during construction but this will be offset somewhat by worker spending during construction.</p>	Slight negative
<p><b>Employment impacts (direct - stadium operation)</b></p> <p>Around 2,117 to 2,348 additional direct jobs per event are expected to be created as a result of the redevelopment of the stadium.</p>	Positive
<p><b>Expenditure impacts (indirect – local businesses)</b></p> <p>The frequency and scale of events to be held at the redeveloped stadium is expected to greatly improve the levels of visitation and tourism expenditure within the local area and regional area and to, in turn, increase demand for pre and post event entertainment, food and accommodation and generate more employment for residents in the locality.</p>	Positive
<b>Recommended mitigation measures: none required</b>	

## Appendix A. Strategic Policy Context

NSW Stadia Strategy 2012	
NSW Office of Communities	
Purpose and vision	<ul style="list-style-type: none"> <li>The NSW Stadia Strategy 2012 was endorsed by Cabinet and approved by NSW Government Policy.</li> <li>It is a long-term vision for Stadia in NSW, prioritising investment to achieve the optimal mix of venues to meet community needs and to ensure a vibrant sports and event environment.</li> <li>The strategy acts as a framework to guide government policy and investment decisions with the aim to ensure NSW becomes Australia's preferred location for major national and international events.</li> <li>The Strategy specifically prioritises the need for greater use of Tier 1 stadia, including Stadium Australia, Sydney Football Stadium, and Sydney Cricket Ground.</li> </ul>
Key Actions	<p>The following key actions from the NSW Stadia Strategy 2012 directly relate to the proposal:</p> <ul style="list-style-type: none"> <li><i>Developing or updating master plans for Tier 1 stadia and their precincts covering transport, integrated ticketing, spectator experience, facilities for players, media and corporates and restaurant and entertainment provision;</i></li> <li><i>Communicating the outcomes for the strategy; and</i></li> <li><i>Continuing discussions with sporting bodies regarding stadia provision, facilities and future match scheduling.</i></li> </ul>
Rebuilding the Major Stadium Network in NSW (2015)	
NSW Office of Sport	
Purpose and vision	<ul style="list-style-type: none"> <li>The Strategy sought to improve the Stadia Network in Sydney over the next decade through \$1.6billion of investment, the largest amount of investment in sport and major infrastructure since the 2000 Olympics.</li> <li>Funding is intended to drive growth in the visitor economy, realise the economic and social benefit of strong cultural and sporting sector and support liveability for the people of NSW. It is espoused that a strong network of stadia will attract big-ticket events and visitors and generate a strong NSW brand.</li> <li>The announcement included six projects to be delivered by 2030.</li> </ul>
Key Actions	<p>The following key actions from the Rebuilding the Major Stadium Network directly relate to the proposal:</p> <ul style="list-style-type: none"> <li><i>The refurbishment of the Stadium Australia (ANZ Stadium) at Sydney Olympic Park with 70,000 seats.</i></li> </ul>
Master Plan 2030 (2018 Revision)	
The Sydney Olympic Park Authority	
Purpose and vision	<ul style="list-style-type: none"> <li>Following the release of the NSW Stadia Strategy, the Sydney Olympic Park Authority undertook master planning of their precinct. The purpose of the Master Plan is as follows: <ul style="list-style-type: none"> <li>Provide a comprehensive approach to the development of Sydney Olympic Park;</li> <li>Ensure Sydney Olympic Park becomes an active and vibrant Town Centre within Metropolitan Sydney;</li> <li>Protect the role of Sydney Olympic Park as the premier destination for cultural, entertainment, recreation and sporting events;</li> <li>Protect and enhance the public domain;</li> <li>Protect and enhance the Sydney Olympic Park parklands; and</li> <li>Provide detailed planning and design principles and controls to encourage development that responds to its context and contributes to the quality of the built environment and the future character and cultural significance of the site.</li> </ul> </li> </ul>

Master Plan 2030 (2018 Revision)	
	<ul style="list-style-type: none"> <li>• The Master plan seeks to ensure the Sydney Olympic Park is an internationally recognised place with high quality amenity, events, venues parklands and commercial offering.</li> <li>• Key principles of the Master Plan 2030 include: <ul style="list-style-type: none"> <li>- The concentration of commercial and retail uses close to Olympic Park Station;</li> <li>- The concentration of new residential uses in the Central and Parkview precincts, along the parkland frontages; and</li> <li>- The concentration of community uses along Dawn Fraser Avenue and Murray Rose Avenue to service new residential development.</li> </ul> </li> </ul>
Key Actions	<p>The following key actions from the Master Plan 2030 directly relate to the proposal:</p> <ul style="list-style-type: none"> <li>• <i>A roof over ANZ Stadium is a planned future improvement to the precinct</i></li> <li>• <i>Complementary development between the Stadium and the Arena and Olympic Boulevard, Dawn Fraser and Edwin Flack Avenue Arena Buildings to activate these areas and support events in the Stadia Precinct.</i></li> <li>• <i>Maximum building heights are to complement the existing Stadium and Arena buildings and should be adjusted to preserve significant views to the major eastern and western frontages of the Stadium and Arena.</i></li> <li>• <i>Building envelopes configured to prioritise the significant vistas to and from the Stadium and Arena as shown in Figure 3.2.</i></li> <li>• <i>Olympic Boulevard frontages are to complement and enhance the design and setting of the lighting towers.</i></li> <li>• <i>Create a generous forecourt between the Stadium and the Arena new buildings along Olympic Boulevard and Dawn Fraser Avenue.</i></li> <li>• <i>Create visual and physical public links to the forecourt through and under new buildings along Olympic Boulevard and Dawn Fraser Avenue.</i></li> <li>• <i>Maintain a minimum 20metre wide clear path around the perimeter of the Stadium and the Arena to ensure full event access to all gates.</i></li> <li>• <i>Provide for future under street connections to the Coach Parking area on the opposite side of Edwin Flack Avenue</i></li> <li>• <i>Incorporate public artworks which currently occupy the Stadium and Arena surrounds.</i></li> <li>• <i>Live screens to key frontages facing the Yulang and Fig Grove.</i></li> </ul>

Central City District Plan	
Greater Sydney Commission (2018)	
Purpose & vision	<p>The Greater Sydney Commission's Central City District Plan is a 20-year plan to manage growth in the Parramatta, Cumberland, Blacktown and The Hills LGAs. The Plan represents should be reflected in local planning documents.</p> <p>The Plan highlights the strategic importance of Sydney Olympic Park as a driver of economic outcomes for Sydney and identifies the role of Sydney Olympic Park in assisting all stakeholders to work towards the GSC's vision for the Central City District. In particular Sydney Olympic Park is marked to be a strategic location for agriculture, tourism and visitation supported by a significant improve in existing infrastructure provision. By 2036 Sydney Olympic Park is expected to host 46,500 jobs, an increase of 15,400 jobs since 2016.</p>
Key actions	<p>The Plan contains a number of priorities and actions relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>• <i>Planning Priority C3: Providing services and social infrastructure to meet people's changing needs.</i> <ul style="list-style-type: none"> <li>- <i>Action 8 Deliver social infrastructure that reflects the needs of the community now and in the future.</i></li> <li>- <i>Action 9: Optimise the use of available public land for social infrastructure.</i></li> </ul> </li> </ul>



## Central City District Plan

- *Planning Priority C4: Fostering healthy, creative, culturally rich and socially connected communities.*
  - *Action 10: Deliver healthy, safe and inclusive places for people of all ages and abilities that support active, resilient and socially connected communities by:*
    - *A. providing walkable spaces at a human scale with active street life*
    - *B. prioritising opportunities for people to walk, cycle and use public transport*
    - *C. co-locating schools, health, aged care, sporting and cultural facilities*
    - *D. promoting local access to healthy fresh food and supporting local fresh food production.*
  - *Action 13: Strengthen the economic self-determination of Aboriginal communities by engagement and consultation with Local Aboriginal Land Councils to better understand and support their economic aspirations as they relate to land use planning.*
  - *Action 14: Facilitate opportunities for creative and artistic expression and participation, wherever feasible, with a minimum regulatory burden, including:*
    - *A. arts enterprises and facilities and creative industries*
- *B. interim and temporary uses*
- *C. appropriate development of the night-time economy.*
  - *Action 15: Strengthen social connections within and between communities through better understanding of the nature of social networks and supporting infrastructure in local places.*
- *Planning Priority C8: Delivering a more connected and competitive GPOP Economic Corridor:*
  - *Action 48: Strengthen Sydney Olympic Park through approaches that:*
    - *a) explore opportunities to attract public and private sports, health and physical education and tertiary education facilities as anchor tenants to activate the Sydney Olympic Park town centre*
    - *b) coordinate land use and infrastructure planning around the future for Stage 2 and Sydney Metro West stations at Olympic Park.*
- *Planning Priority C17: Delivering high quality open space.*
  - *Action 71: Maximise the use of existing open space and protect, enhance and expand public open space by:*
    - *A. Providing opportunities to expand a network of diverse, accessible, high quality open spaces that respond to the needs and values of communities as populations grow.*
    - *B. Investigating opportunities to provide new open space so that all residential areas are within 400 metres of open space and all high-density residential areas (over 60 dwellings per hectare) are within 200 metres of open space.*
    - *C. requiring large urban renewal initiatives to demonstrate how the quality of, or access to, high quality and diverse local open space is maintained or improved*
    - *D. planning new neighbourhoods with sufficient quantity and quality of new open space.*
    - *E. delivering shared and co-located sports and recreational facilities including shared school grounds and repurposed golf courses*
    - *F. delivering or complementing the Greater Sydney Green Grid.*
    - *providing walking and cycling links for transport as well as leisure and recreational trips.*

Community Strategic Plan 2018 - 2038	
City of Parramatta (2018)	
<b>Purpose &amp; vision</b>	<p>City of Parramatta's most recent community strategic plan identifies a twenty-year vision for the future of the LGA, based on extensive community consultation. The following vision for the LGA has been identified: <i>"Sydney's central city, sustainable, liveable and productive – inspired by our communities."</i> (p.27)</p> <p>Public consultation undertaken to develop the CSP indicates that Parramatta LGA residents view "balanced growth" as a priority and seek to ensure that development improves liveability across the LGA:</p> <p><i>"Now is the time to take significant strides to shape the future and harness change to deliver positive outcomes for our community."</i></p> <p><i>Over the next 20 years, the intensity of growth and investment has the potential to create many opportunities. For Council, a growing population and more investment means a stronger rates base. This allows an increased capacity to improve the lives of our community through a more powerful voice in advocacy with other levels of government, and more resources to upgrade and expand essential facilities."</i></p> <p><i>Council is committed to ensuring that our City benefits from this period of growth, and that our community emerges more sustainable, liveable and productive than before."</i></p> <p><i>We will use our increased capacity as a Council to advocate for the needs of our community, so that all people can share in the benefits of growth, without compromising what makes our community strong."</i> (p.24)</p> <p>Based on a review of City of Parramatta's CSP, Council defines improved liveability as:</p> <ul style="list-style-type: none"> <li>• <i>Improved infrastructure and public transport</i></li> <li>• <i>Improved access to high quality jobs</i></li> <li>• <i>Protecting and improving green spaces</i></li> <li>• <i>Protecting and celebrating heritage assets</i></li> <li>• <i>Managing congestion</i></li> <li>• <i>Preventing overdevelopment</i></li> </ul> <p>The Strategy describes a vision of Sydney Olympic Park such that:</p> <p><i>"The Master Plan for this precinct seeks to promote the Park's role as a premier destination for cultural, entertainment, recreation and sporting events, and protect and enhance the public domain and parklands. Sydney Olympic Park will be transformed into a thriving urban centre providing employment opportunities, housing and retail."</i></p>
<b>Key actions</b>	<p>To achieve this vision, the following long-term goals and strategies have been identified, including the following strategies relevant to the proposed development:</p> <ul style="list-style-type: none"> <li>• <i>Goal 1: Far – We can all benefit from the opportunities our City offers.</i> <ul style="list-style-type: none"> <li>– <i>1.1 Invest in services and facilities for our growing community.</i></li> <li>– <i>1.2 Advocate for affordable and diverse housing choices.</i></li> <li>– <i>1.3 Support people to live active and healthy lives.</i></li> <li>– <i>1.4 Ensure everyone has access to education and learning opportunities.</i></li> <li>– <i>1.5 Empower communities to be strong and resilient by building individual and community capability.</i></li> <li>– <i>1.6 Engage and consult the community in decision making.</i></li> <li>– <i>1.7 Deliver effective, responsible and ethical leadership and decision making, reflective of community needs and aspirations.</i></li> </ul> </li> </ul>

## Community Strategic Plan 2018 - 2038

- *Goal 2: Accessible – We can all get to where we need to go.*
  - *2.1 Design our City so that it is usable by people of all ages and abilities.*
  - *2.2 Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods and the Greater Sydney region.*
  - *2.3 Make our City more enjoyable and safe for walking and cycling.*
- *Goal 4: Welcoming – We celebrate culture and diversity – past, present and future.*
  - *4.1 Acknowledge the Darug peoples as the traditional custodians of this land and make Parramatta a leading City of Reconciliation.*
  - *4.2 Promote the growth of arts and culture and champion the role that culture plays in city-building.*
  - *4.3 Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage.*
  - *4.4 Recognise that Parramatta has always been a gathering place and our diversity is our strength.*
- *Goal 5: Thriving – We benefit from having a thriving CBD and local centres.*
  - *5.1 Accelerate local jobs growth and support people in finding employment.*
  - *5.2 Attract public and private investment to our City and support the growth and prosperity of local business.*
  - *5.3 Plan and deliver a vibrant, safe and attractive CBD and local centres.*
  - *5.4 Ensure major centres have a thriving day and night-time economy.*
- *Goal 6: Innovative – We collaborate and champion new ideas to create a better future.*
  - *6.1 Engage in strategic planning and implement innovative solutions to manage the growth of our City.*
  - *6.2 Support collaboration and partnerships to deliver key outcomes for our City.*
  - *6.3 Embrace technology, creativity and innovation to solve complex problems and improve our City.*
  - *6.4 Attract leading research, education and training facilities to Parramatta.*
  - *6.5 Manage the City's assets and financial resources in a responsible manner and provide the best possible resources to the community.*

## Greater Parramatta to Olympic Peninsula Vision

### Greater Sydney Commission (2016)

#### Purpose & vision

The Greater Sydney Commission's (GSC) vision for the Greater Parramatta and Olympic Peninsula area (a 4,000 Ha area stretching east-west from Strathfield to Westmead and north-south from Carlingford to Lidcombe) is to leverage the area's existing assets to realise the following 2036 vision:

*"GPOP will be Greater Sydney's true centre – the connected, unifying heart."* (p.6)

The GPOP envisages four distinct quarters within GPOP (p.6):

- *Parramatta CBD and Westmead Health and Education Super Precinct*
- *Next Generation Living from Camellia to Carlingford*
- *Essential Urban Services, Advanced Technology and Knowledge Sectors in Camellia, Rydalmere, Silverwater and Auburn*
- *Olympic Park Lifestyle Super Precinct.*

Sydney Olympic Park is identified "as GPOP's eastern economic anchor offering inner-city style living in the Olympic Park Town Centre, Carter Street and Homebush" (p.36). I

## Greater Parramatta to Olympic Peninsula Vision

### Key actions

The Vision identifies the following key actions relevant to the proposed development:

- *Action 1: Sustain strong investment momentum in the principal economic anchors of Parramatta CBD- Westmead and Olympic Park.*
- *Action 3: Cultivate a world-class education, research and enterprise eco-system across Parramatta CBD, Westmead, Rydalmere and Olympic Park.*
- *Action 4: Activate world-class sports, entertainment, cultural and arts destinations across Parramatta CBD, Rosehill and Olympic Park.*
- *Action 6: Continue to evolve Olympic Park and surrounds into an inclusive place for active and green living, health and wellness.*

## Economic Development Plan 2017 - 2021

### City of Parramatta (2017)

#### Purpose & vision

The purpose of City of Parramatta's *Economic Development Plan* is to increase the number of jobs in the Parramatta LGA. The Plan aims to address the challenges and leverage the opportunities for economic development in Parramatta to achieve the area's economic ambitions. The Plan also includes a range of guiding principles, including:

- *Employment growth is key*
- *Creating great places*
- *Inclusive growth for all*
- *Working in partnership*
- *Evidence-led and outcomes focused programs. (p.25)*

The key components of the Plans vision are four major opportunities:

- *Parramatta CBD and Westmead Health and Education Super Precinct;*
- *Next Generation Living from Camellia to Carlingford;*
- *Essential urban services, advanced technology and knowledge sectors in Camellia, Rydalmere, Silverwater and Auburn; and*
- *Olympic Park Lifestyle Super Precinct.*

## Economic Development Plan 2017 - 2021

<b>Key actions</b>	<p>The Plan includes a range of goals relevant to the proposed development including (p.35):</p> <ul style="list-style-type: none"> <li>• <i>Work closely with the SOPA and SOPBA to successfully implement the Sydney Olympic Park Master Plan with increased amenity and industry diversification.</i></li> <li>• <i>support the delivery of the Parramatta Light Rail network to Sydney Olympic Park as a catalyst for improved liveability and connectivity</i></li> <li>• <i>Support the Sydney Sports Incubator that exists to assist start-up businesses in the sports industry.</i></li> <li>• <i>support the Sydney Olympic Park Master Plan which seeks to grow and diversify the number of jobs in the precinct.</i></li> <li>• <i>promote Sydney Olympic Park as Australia's preeminent conference and events venue and support events of significance such as the Royal Easter Show and Invictus Games 2018.</i></li> <li>• <i>highlight the new investment potential and opportunities of the precinct with the introduction Parramatta Light Rail network.</i></li> <li>• <i>promote the Education Centre based in Sydney Olympic Park with curriculum outcomes linked to syllabus areas in Geography, Science, Biology, Senior Science, Mathematics and Design and Technology</i></li> <li>• <i>investigate the potential to increase the presence of education and training providers within Sydney Olympic Park and diversify the economic base.</i></li> <li>• <i>maintain the linkages between Parramatta's sporting teams such as Western Sydney Wanderers and Parramatta Eels whilst they are playing at Sydney Olympic Park during the construction period of the new Western Sydney Stadium</i></li> <li>• <i>investigate the potential of increased international tourism leveraging the history of the precinct from the 2000 Olympic Games through targeted packages.</i></li> </ul>
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