

*Prepared by Ammar Khan of Urban Estate Developments Pty Ltd  
Candidate for Federal Electorate of Chifley and  
Local Government Ward 5 Blacktown City Council*





# **ACKNOWLEDGEMENT OF COUNTRY**

**In the spirit of reconciliation, we  
acknowledge the Traditional Custodians  
of country throughout Australia and their  
connections to land, sea and community.**

**We acknowledge the Dharug people,  
Traditional Custodians of the land on  
which we live today in the Electorate of  
Chifley.**

**We pay our respect to their elders past  
and present, and extend that respect to  
all Aboriginal and Torres Strait Islander  
peoples today.**



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*A community wide initiative that would revolutionise the region's availability of housing, quality of life, amenities, education, and enterprising business*

# AUTHOR'S PREFACE

## AMMAR KHAN



I take great pride in presenting this proposal to you – a product of many years of planning and strategising in painstaking detail, backed by my professional qualifications, commercial experience and proven principals of success.

Along with this proposal I present my passionate, pulsating desire to become your Federal Member for Chifley and councillor for Ward 5 - Blacktown City Council, such that I could implement this plan and deliver the great outcome of transforming thousands of lives.

I have a dream that my hometown is a region of opportunities. A region of quality education, employment or business, along with housing and community facilities that promote a quality of life for our constituency their future for generations.

No longer do I want my hometown to be a place of degradation. I want to lead a transformation that stops all form of degradation by others. A transformation so powerful that it becomes an envy of our nation, and other towns or cities and states want to model these principals and strategies.

I am setting out to prove that this is not hard to achieve. We do not need to ask the government for taxpayers' money or reach out to charities. Instead we take inventory of all our own resources and properties on hand, add some key principals and strategies, and make our region very attractive to encourage an abundance of new business and investments that lead to prosperity for our people.

This plan is about making better use of our land, buildings and roads to build new tangible assets for our community, local council and state governments. Those tangible assets will then flow on to a myriad of intangible assets such as high-quality employment, business opportunities for all ages and demographics, high quality living standards, community engagement, health, education and of course revenue for rate payers / tax payers.

I introduce to you the Chifley Ridge Development.





# EXECUTIVE SUMMARY

The Chifley Ridge Development is a proposed major redevelopment of the North Mount Druitt region. The proposal has been founded by Ammar Khan, Federal Candidate for Chifley and Local Government Candidate for Ward 5 Blacktown.

The proposal is aimed at completely revolutionising the region, leading a major recuperation of a long ostracised and degraded area, and creating a bridge of prosperity between the booming Northwest and a tremendously developing Southwest Sydney.

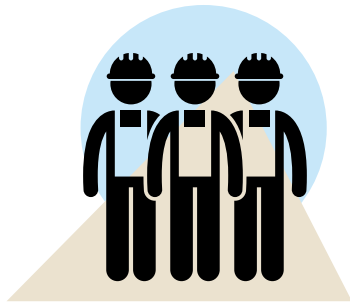


The goals of the Chifley Ridge Development are to:

- Generate multiple avenues of job creation for the region and help fight high levels of unemployment through new infrastructure and opportunities
- Transform the housing market – bring thousands of brand-new homes into the market for both private and social housing
- Raise and nurture a completely new community affinity throughout the region with new buildings and infrastructure associated with programs and initiatives for all ages and demographics
- Generate multiple streams of revenue for Blacktown City Council and NSW Government, with opportunities for reinvestment.



# AT A GLANCE...



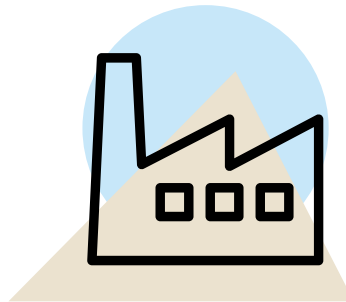
## Employment

Thousands of jobs created by skill development, new construction activity, home business activity and connectivity with new or existing business hubs.

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## Business

Strong development of home based businesses, building construction trades, a new transport service and retail activity.



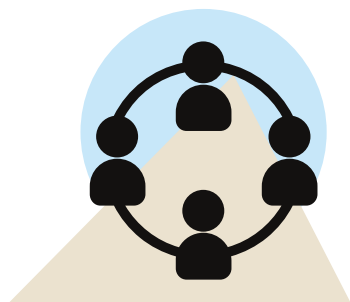
## Housing

Special new development control plan to encourage a mass rebuild of all aged housing (private and social) along with investment opportunity for private investors.

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## Education

New selective high school campus, higher education facilities (govt and private), pathways to university and entrepreneurship programs.



## Community

A new community affinity developed for all ages through sports, arts, mentorship and much more, using new community buildings, public facilities and places of worship.





# 1.0 THE VISION

The project's vision is to be hugely transformative for the region.

The Chifley Ridge Development is a community wide initiative that would revolutionise the region's availability of housing, quality of life, amenities, education, and enterprising business.

It will also prioritise sustainable development and conservation of the environment.

## 1.1 THE PLAN

The project would introduce simplified town planning policies to fast-track housing redevelopment, which would act as a catalyst for a region wide development.

This would be followed closely by exciting educational, business and employment opportunities, including funding for community-wide projects in local streets, parks, reserves, schools and commercial centres.

## 1.2 THE MANAGEMENT

The Chifley Ridge Development would be managed locally in all key aspects such as town planning, community consultation, development consents, funding and allocating the business and employment opportunities within the local community.

For successful implementation, governance and future growth, a new Chifley Ridge Development Committee (CRDC) will be established. It is proposed that CRDC would be a combination of representatives of NSW Government, Blacktown City Council, local associations, clubs and major businesses, community elders & leaders, and other prominent members of the region.





## 1.3 THE COMMUNITY

Led by the CRDC, the Chifley Ridge Development would see wide ranging community programs and initiatives for the young, the unemployed, the disabled, and senior citizens.

Coupled with the rise in new education, business and employment opportunities, the local community will inevitably experience a new wave of prosperity and pride.

Such prosperity would be self-perpetuating, as previous participants become the new mentors, and more new participants come on board.



## 1.4 THE OUTCOME

The Chifley Ridge Development would be transformative for the North Mt Druitt area after many decades of stagnation, with new housing offering modern standards of living, schools offering a higher level of education, local parks filled with new attractions and facilities, and local shopping centres greatly increasing their activity through the likes of weekend markets.

Finally - and most importantly - a major shift will occur in the local demographics, as a direct result of phenomenal new higher income opportunities in business and employment. .



# 2.0 A BRIEF HISTORY OF MOUNT DRUITT



The area known as Mount Drutt was named after Major George Drutt who arrived in the Colony with his Regiment in 1817. He was appointed by Governor Macquarie as Acting Chief Engineer and Inspector of Works.

For his effort in developing major roads and architectural work in Sydney, Major Drutt was granted 1,000 hectares of land out of the Rooty Hill government land. He began occupying the land from 1821, although the grant was not officially confirmed until 1837. (Source: 'About the Suburbs' by First National Real Estate, Mount Drutt)



Drutt became known for his lavish hospitality. A “handsome looking mansion” was built, opposite the present Mt. Drutt Park. The home became a social centre for the weekends after his guests had driven from Sydney. The actual entrance to “Mt. Drutt” was near the present gateway to the school residence. The house was later destroyed by fire but many of the old residents can recall the remains being quite visible.

Major Drutt was notable among the early pioneers as an officer of the 48th Regiment, a Magistrate of the Territory, Roads and Buildings Engineers for Macquarie and a strong proponent of freedom of the Press, trial by jury and self-government for the Colony.





## 2.1 DEVELOPMENT OF MOUNT DRUITT TOWN CENTRE AND HOUSING ESTATE

In 1960, the Minister for Local Government decided that the Cumberland County Council should plan a new town in the Mount Druitt area. Included in the proposals were large areas for public housing to be developed by the Housing Commission of New South Wales and the War Service Homes Division of the Commonwealth Department of Housing.

About 1860 hectares (4600 acres) were set aside to accommodate 70,000 people. The first sod was turned on the 28th September 1964 (Mount Druitt Historical Society/Housing Commission of NSW).

Now known as Housing NSW, the authority is an agency of the Department of Family and Community Services that is responsible for the provision and management of public housing services, with the aim to prevent homelessness in NSW.

Housing NSW provides a range of services including public and community housing, housing for people of Aboriginal and Torres Strait Islander backgrounds, support services for people with special needs linked to government and non-government agencies, private rental assistance and subsidies, advice and assistance for home-buyers, the development of affordable housing, community regeneration, and development and regulation of social housing policies. (Source: Mt Druitt Historical Society)





Initially the role of the Housing Commission was to investigate housing affordability and standards, co-ordinate with associated agencies, publish its findings and general information about housing, take steps to improve housing standards and recommend further legislation.

The commission was responsible for the provision of post-war housing in the 1940s and 1950s, often using cheap fibro materials due to shortages of other materials such as bricks. It was also responsible for slum clearance in the 1960s and the replacement of terraced housing in the Waterloo area with high rise public housing towers.

In the 1970s, the now-discredited “American Radburn” style of public housing was used, especially in the south-western suburbs of Sydney and are a common sight in the Mount Druitt region. These timber-framed low-set homes are on concrete piers, small in size, with fibro as interior linings, corrugated roofing of fibro or asbestos cement and iron.



The houses contain only two or three bedrooms, a single living dining room and kitchen, small single bathroom, freestanding single garages; some with an external back yard toilet and laundry. These houses have been predominantly built on bigger blocks of land. They have made great rental properties or affordable first home buyers for many decades. However, this benefit has come with a built-in burden for the longer term – an extremely unyielding perception throughout the Sydney region that Mt Druitt is a lower socio-economic area with social problems.

Despite this, the Blacktown City LGA into which Mt Druitt falls is one of the fastest growing local government areas in NSW. In 2016 there was an estimated population of 350,000. This is projected to grow to 520,000 by 2036 (Blacktown City Council).



# DISCREDITED HOUSING STYLE

“American Radburn” style of public housing, the timber-framed low-set homes on concrete piers, small in size, with fibro as interior linings, corrugated roofing of fibro or asbestos cement and iron have made great rental properties or affordable first home buyers for many decades.

However, this benefit has come with a built-in burden for the longer term – an extremely unyielding perception throughout the Sydney region that Mt Druitt is a lower socio-economic area with social problems.



## 2.2 MT DRUITT SOCIAL HOUSING

The Chifley Ridge Development aligns with Housing NSW's mission and values which are founded on providing housing solutions for people in need. However, in the great majority of cases housing is only one of the unfulfilled needs, and people accessing public housing are in need of other services related to education, employment and health.

The Mt Drutt area has a high concentration of social housing and high levels of socio-economic disadvantage. The Socio-Economic Indexes For Areas (SEIFA) of disadvantage is a scale based on combined census data; the SEIFA index for Mt Drutt and surrounding suburbs are ranges between 671.8 and 914.3, showing that this area is one of the most disadvantaged in NSW (Source: Blacktown City Council 2011).

According to Housing NSW, 50% of the population living in social housing are under 25 years of age; around 50% are single families. The unemployment rate among social housing tenants in Mt Drutt is between 29% and 35% and there is low educational attainment with 12% to 17% completing year 12 or equivalent. (Source: Mt Drutt Community Regeneration Partnership Plan, 2007)

In addition, this area houses an Aboriginal population comprising 15% of the total social housing population, the highest in NSW (Source: Mt Drutt Community Regeneration Partnership Plan, 2007).

**The ten suburbs commonly referred to as Mt Drutt, are localities of:**

**Bidwill  
Blackett  
Dharruk  
Emerton  
Hebersham  
Lethbridge Park  
Shalvey  
Tregear  
Whalan  
Willmot**







Mt Druitt housing estates were built in the 1960s and, at the time of their construction, were the largest ever built, with capacity to house 32,000 people in 8000 dwellings (Housing NSW, 2010). The design of Mt Druitt's housing estates was based on the American Radburn model, the main features of which include:

- Aligning houses with the rear facing the street while the front faces communal areas;
- Incorporating into the urban layout a network of laneways for bicycle and pedestrian use;
- Separation of the pedestrian circulation from the vehicular (Weatherburn et al., 1999; Arthurson, 2002).

Radburn planning and design principles were developed under the assumption that people would behave in a determined way. These designs assumed that people would want to share open spaces and that this would stimulate a sense of community and belonging. However, these characteristics when combined with low urban density, location on the outskirts of cities and poor connection to major community facilities have created housing estates that isolate communities and enable negative uses.

Radburn designs are not only unresponsive to people's needs, they also generate further needs. Literature on social housing shows consensus in that neighbourhoods that are poorly designed and house disadvantaged communities have cumulative social problems (Randolph & Holloway, 2005; Aitkinson and Jacobs, 2008). By contrast, socially responsive design that is grounded at the level of the local community may contribute to improving social and urban landscapes of public housing estates going through a process of urban and social regeneration.

Research also shows that despite the stigma of public housing, residents take pride in their homes and neighbourhoods and have a different perception to the publicly portrayed images of the areas in which they live (Palmer et al., 2004).

Source: Designing Out Crime research centre, UTS, NSW, Australia. The Community and Environment Project (CEP), a partnership between Housing NSW's Building Stronger Communities Program at Mt Druitt, the Designing Out Crime (DOC) Research Centre at UTS, and the School of Social Work at UWS.





# 3.0 GOALS OF THE CHIFLEY RIDGE DEVELOPMENT

The Chifley Ridge Development aims to be a revitalising, major 25-year redevelopment plan that will completely transform the Mt Druitt North area.

The broad objectives of the proposal are to:

- Revitalise the Mount Druitt region and create opportunities for the local community
- Develop a mix of housing choices, including for lower income households
- Stimulate and reinforce development on adjacent lands
- Improve employment opportunities and diversify the economic base
- Improve the quality of life within the city and inner suburbs, open up community access to the harbour and enhance the attractiveness of the city
- Help improve the use of existing transport and other infrastructure in the CBD and inner suburbs, and
- Encourage reduced car usage by local residents.







## 3.1 KEY STAKEHOLDERS

The proposed Chifley Ridge Development would call upon a number of key stakeholder organisations, ranging from the Federal government, State government, Local Council, a number of property & construction related industry associations, one university, and - most importantly - a combined committee of local residents, businesses & community organisations to be known as the 'Chifley Ridge Development Committee (CRDC)'.

The objectives of a proposed Chifley Ridge Development committee are to ensure:

- Better integration of physical planning, social planning, economic development, infrastructure investment and environmental management
- Reduction in regional structural unemployment
- Effective demonstration of integrated consolidation strategies applied in a regional centre context, and
- Improved urban environment compatible with heritage

## 3.2 FUNDING

The Chifley Ridge Development is developed as a model that minimises or eliminates the burden on just the Local or State governments alone.

The funding of the Chifley Ridge Development would be a split between:

- Developer Contributions
- Commercial income
- Community resources
- Corporate sponsorships
- Federal, State and Local Government



## 3.3 FUNDING STRATEGIES

The dual occupancy housing, revitalised streets, employment and business opportunities, the effects of regeneration are the key to a 'escalating' funding model.

The Chifley Ridge Development would be a self-funded project through the 'Value Capture' model. This means that value would be created in the region by the new high-quality town planning & economic initiatives, and then the inevitable boost in business and investment in the region which would be captured & retained in the form of new jobs, businesses, community facilities & infrastructure.

There will be no Government funding required. In fact, the project would be a huge income generator for the Council and State Government as explained later.

The town planning and economic initiatives required for creating maximum business and investment potential include:

1. Housing construction activity created by the special development provisions
2. Commercial activity created through attracting existing businesses to the area from other locations and/or creating opportunities with existing Business Parks adjoining Chifley Ridge (at Glendenning, Marsden Park, Dunheved, Mt Druitt and Minchinbury)
3. Commercial activity originating from home activities in every new dwelling, majority being new starts
4. A new class of education brought to the area through the new selective campus of Chifley College plus a number of private registered training organisations attracted to the area with special privileges





## 3.4 FUNDING STRATEGIES

The project would be based on a special Federal Government planning policy similar in operation and controls to State Environment Planning Policies and Development Control Plans as operated by local councils.

Being a Federal initiative, the planning policy would offer a great opportunity to potentially expand and implement a number of existing Federal programs and services for housing. Such examples include the National Affordable Housing Agreement (NAHA), and the National Rental Affordability Scheme (NRAS)

The National Affordable Housing Agreement (NAHA) aims to ensure that all Australians have access to affordable, safe and sustainable housing that contributes to social and economic participation.

The National Rental Affordability Scheme (NRAS) is a long-term commitment by the Australian Government in partnership with the states and territories, to invest in affordable rental housing.

## 3.5 BENEFITS

The benefits of the Chifley Ridge development are manifold.

### 3.5.1 REVITALISATION

The entire region will have a completely new feeling and character about it, namely in the housing, community facilities, education, employment and business.

The significant level of investment involved in the Chifley Ridge Development will inject new life, with both tangible and intangible benefits felt from urban renewal.



The creation of new jobs will be seen through the construction phase and once the Development is complete. These jobs will range from entry level service jobs to higher paying management jobs, from restaurants and retail to healthcare.

The impact of new public and housing infrastructure will lead to a better quality of life for all residents. Although difficult to measure, there are many intangible benefits which will be felt through the improved aesthetics and green spaces.

Dependence upon public transport and automobiles will lessen, as residents are more comfortable socialising in their home environment.

The installation of new artworks and culture is an important facet of the redevelopment. This will not only provide intangible pleasure to the residents but opportunities for local artists to showcase their works.

Other benefits include the provision of new retail services. Residents of Mt Druitt will have access to better groceries and staple services than they currently do.

Finally, redeveloping the existing site of Mt Druitt will help prevent further urban sprawl in Sydney, by adapting and improving an existing site. This will help prevent further air pollution and traffic congestion in a city that is feeling the pressure of urban sprawl.







## 3.5.2 DEVELOPMENT

The housing policy is designed to entice all property owners of the region to redevelop their properties from mostly aged, some dilapidated states into brand new modern housing, and now as dual or multiple housing which allows for affordable new accommodation for more households on what are mostly large and underutilized blocks of land.

The simplified town planning policies, coupled with region wide development assistance and finance should entice all property owners to fast track their housing redevelopments, thereby the goals and objectives of the regional development plans.



## 3.5.3 FUTURE GROWTH

While the Chifley Ridge development is a 25-year major phase plan. While much of the prosperity will take place in the first 10-years, the underlying benefits will continue to flow into the longer-term future.

Revitalisation work across the region, which is expected to transform the region into a modern, progressive region, should in future entice a whole new demographic of small businesses, higher education in the young population, and of course – the high-quality employment opportunities.

The region should experience exponentially greater prosperity going into future.

# CHIFLEY RIDGE PREREQUISITES

The Chifley Ridge Development proposal:

- Prohibits any permanent sale of council or state owned assets
- Allows medium or high density housing to only be undertaken by Housing NSW
- Each and every project will and must serve a strong community purpose.
- Most jobs created must first be offered to local residents.





# 4.0 BENEFITS & RETURNS OF THE CHIFLEY RIDGE DEVELOPMENT

## 4.1 PUBLIC DOMAIN

Perhaps one of the most striking goals of the Chifley Ridge Development is in the area of the public domain.

More than just the physical change from underutilised, some inaccessible and other large masses of unmaintained wasteland, the development of the public domain will provide the community with revolutionary new ways to view and utilise their suburbs.

While difficult to quantify, the social benefits will be momentous. The area is increasingly popular for first home buyers; new businesses have opened in neighbourhood centres and school enrolments are on the increase for the first time in a decade.

The CRDC will leverage off these beginnings of growth, invest further and help the area grow significantly.

## 4.2 COUNCIL RESERVES

It is the goal of the Chifley Ridge project to enter leasehold arrangements with Blacktown City Council for all their reserves that were briefly proposed for sale in 2013, and any other reserves which the council believes can play a special purpose in our community.

Blacktown City Council nominated a number of small reserves that were excess to requirements and goals of the council. While that requirement has largely remained unchanged, the governance and public consultation process required made the process prohibitive and unviable.

The Chifley Ridge Development proposal will execute the process in highly calculated, community-oriented process:

1. The CRDC would seek jurisdiction of the nominated council reserves under long term leasehold arrangements. The Chifley Ridge Development proposal strongly prohibits any permanent sale of council owned reserves.
2. All new proposals would seek community feedback, followed by development consents for the community facilities, with each lease being negotiated with Blacktown City Council for the short-term support of the relevant community organisation against long term revenue for the council.
3. Each and every project will and must serve a strong community purpose. Everything from construction, functionality and maintenance shall survey community purpose at compulsive levels.
4. Examples of non-building projects include landscaping for trade education, entertainment facilities, exercising facilities and most important of all sporting fields.







5. In case of building development, the building must serve educational purposes, emergency accommodation, community development programs, and any health and well-being programs. Special use buildings will provide space for trade programs in construction, automotive and technology services. Emergency accommodation would be made available for victims of crimes or domestic violence, and subjects of bereavement or homelessness.

6. The construction of every facility, whether building or other infrastructure, shall be undertaken with recycled material, and carried out on a community-based initiative by unemployed and students training to enter or re-enter the workforce or starting a new business.

7. In all proposals, the interests of Blacktown City Council will be highly regarded particularly through leasehold revenue and operational income from joint community-commercial facilities.



## 4.3 HOUSING

Housing is a key objective of the Chifley Ridge Development and will act as the key catalyst for the region's business and employment opportunities along with of course the affordable accommodation.

The housing component of the regional development will focus on the following:

- Direct provision of new housing through higher density development in the entire region
- Development sites for private sector developments
- Creating employment and business opportunities for the local population
- Improved amenity to attract a whole new demographic in the region

# BEFORE...





# AFTER...



# HOUSING STOCK

Number of dwellings in the North Mt Druitt region as at 2016\*:

**13,633**

Projected number of dwellings by 2041 without the Chifley Ridge Development plan\*:

**14,646**

Projected number of dwellings by 2041 with the Chifley Ridge Development plan:

**25,000+**

• Source: Population and household forecasts, 2016 to 2041, prepared by .id (informed decisions), August 2021.

Photo: Beston Dr, Ropes Crossing



## 4.4 HOME ACTIVITY

There are individuals who start small businesses often motivated by personal interests or some natural talents that they possess. The Chifley Ridge Development proposal will strongly recommend such home activity.

Such businesses are usually initiated in the home garage or a room in their home. Since their volume of business is initially low and working capital is limited, the home offers the ideal place start.

Working from home offers flexibility and convenience, and can often be a great opportunity to start a new career. The Department of Industry, Innovation and Science has described home-based businesses as “a large part of the Australian business community”, with nearly one million people running a business from home. This figure has increased remarkably after COVID-19.

The aim of the Chifley Ridge Development proposal in this regard is to assist the individuals to firstly encourage and initiate home activity businesses, and after a period of time help develop those businesses into medium or large scale. Eventually the growing small businesses would be encouraged to expand to a commercial centre, which is to be built and funded by the organisation.

A key plus of the Chifley Ridge Development proposal is that every new home would already be pre-approved for home business activity. This would encourage people who are unemployed, retired, or have the desire to do extra work to start a small business from their home.





CRDC will support new small businesses with assistance setting up the infrastructure of their business. The goal is to encourage a culture of entrepreneurial development across the entire region. Home activities could range from a number of industries, such as computer, construction, education, finance, food, healthcare, media and telecommunications.

We intend to assist budding entrepreneurs in the Mt Druitt region with the following, in order to help shift the regional mindset:

- **Planning & Brainstorming:** to encourage residents to plan new businesses and create new products for the local market. The purpose will be to encourage potential in people who previously felt limited to exponentially expand their potential.
- **Mentoring:** It's important to have people to exchange ideas with, who have more experience and are able to provide guidance. As such CRDC will reach out to existing local businesses for mentoring in return for benefits.
- **Strategising:** Some of the world's greatest entrepreneurs are not skilled in business, technology or product development. They are skilled at marketing! CRDC would help local residents get their businesses off the ground through providing marketing & strategy advice.
- **Research & Networking:** No entrepreneur is an island, even if they work from home. Through new networking opportunities provided by revitalisation of the area, local businesses will start to thrive.







## 4.5 COMMERCIAL OPPORTUNITIES

A number of small regional pockets will be nominated in the Chifley Ridge master plan for commercial zoning, and will be developed over a period of time to allow for commercial outlets to be built and operated for locals who have begun new businesses or expanded existing operations.

Such location may include a number of previously closed retail shops, or land adjacent to existing commercial centres where growth opportunities may be identified, and other new locations where commercial activity may be sought but is currently not available such as locations within close proximity to densely populated neighbourhoods.

As part of the broader Chifley Ridge employment plan, the commercial centres will allow greater opportunities for local businesses to thrive, thereby encourage a 'multiplier effect' of further new activities for more local communities.



## 4.6 EMPLOYMENT

Employment is a key centrepiece of the Chifley Ridge development. It is proposed that most jobs created must first be offered to local residents.

Short to medium term employment will be created from construction activities of new housing, infrastructure, and commercial development.

Then there will be long-term employment to be created from the start-up businesses being established locally, or other businesses being brought into the area.

Moreover, there will be employment created from home activity small businesses, which will be encouraged in every new dwelling built.

## 4.7 EDUCATION

The Chifley Ridge proposal includes the new selective campus of Chifley College. The goal of this campus would be to introduce a new, higher level of education excellence for the top performing students of our region.

The North Mount Druitt region is home to a series of Chifley College campuses, and the central region is home to Mount Druitt TAFE. The goal of Chifley Ridge proposal is to allow the unemployed individuals who have had limited or no access to education to be offered services on a community basis with private sector support.

All new areas will be using council under-utilised land to develop around 5-10 educational facilities for the entire region in order to offer preliminary education to the unemployed and senior citizens.

Education will be accessible with no fee attached, and in some cases a very minimal fee as it becomes more specialised for individuals who intend to obtain a professional license. There will be a range of education from short courses to 3 or 4 courses.

All graduates from the community education facility will have the privilege to pursuing their education up to university level in order to encourage young people. However, the goal for the older generation is to assist them to get reinstated into the work force.

In summary, the aim of Chifley Ridge Development is to make education available and easily accessible to anyone who would like to further their prospects.





## 4.8 MOUNT DRUITT HOSPITAL & HEALTHCARE

The Chifley Ridge Development proposal includes a development of the existing Mount Druitt Hospital into a major regional hospital through a BOOT arrangement, which would involve the private sector financing of the construction and operation of facilities for treating public patients. The ambitious goal of this proposal would see Mt Druitt Hospital reach a new standard of facilities, services and capacity comparable to the Nepean Hospital, while also taking a strict approach of the governments retaining ultimate ownership of public health assets.

The proposal takes such vision most significantly from a December 1999 Parliamentary Enquiry by the Federal Government where the Productivity Commission published a research paper on private hospitals in Australia and the Australian Competition & Consumer Commission (ACCC) reported its findings to the Senate. (Source: Healing our hospitals: A report on public hospital funding. Commonwealth of Australia, December 2000. ISBN 0 642 71044 9).

Although the key focus of the research paper was to identify the anti-competitive and other practices by health funds and providers in relation to private health insurance, the paper identifies a series of opportunities that would be evaluated and implemented by the CRDC.

Under the proposed BOOT arrangement, the private sector would 'Build, Own, Operate and Transfer' new hospital facilities within or surrounding the existing hospital. The agreement typically lasts for a specified time such as 25 years, after which ownership of the facility would be transferred to the state government.





The proposed agreements would allow for the hospital services to be expanded significantly, while the community continues to receive medical care without charge – within all requirements, within appropriate times.

Governments are increasingly turning to the private sector for the provision of clinical services such as radiology and pathology. The proposal builds on what is now a growing phenomenon of public-private partnerships where medical care is provided by private clinics run by hospital specialists. Such services are contracted out by governments for a variety of reasons including opportunities to provide new and/or improved quality of services, lower costs and increased flexibility.

The report identified the relationship between the private and public sector provides significant leverage and a multitude of benefits such as:

- Informal links such as providers working across both sectors;
- Outsourcing of clinical and non-clinical services in public hospitals;
- Co-location of public and private hospitals;
- Private hospitals purchasing services from the public sector;
- Private provision of services for public patients; and
- Privatisation of public hospitals.

The report also describes the Australian health care system as a blended one, with the private sector seen as performing an important complementary role to the public health care system. It emphasises that the private sector should not be seen as a replacement for the public system.

For the growth and prosperity of the region, the Chifley Ridge Development proposal designates the BOOT arrangement as the best available avenue for development of Mount Druitt Hospital, with quicker and greater access to capital allowing for the development to occur within a short period of time. The involvement of the private sector would provide new facilities for the community with virtually no burden on the State and Federal Governments, while still retaining ultimate ownership of the asset.





## 4.9 SPORTS

The Chifley Ridge Development proposal is highly committed to encouraging community participation in sport and recreation activities to address health issues as well as associated costs resulting from mental health and life diseases. Active sports would not just bring positive impacts on health, but also the mental & emotional wellbeing of the community.

The proposal therefore rigorously emphasises the need for availability of quality sporting facilities and promulgate the formation of new clubs, to encourage the young generation or unemployed individuals to be engaged in sports.

The NSW Government Office of Sports states that participation in sport and active recreation is a priority because it benefits the wellbeing and health of individuals, the social cohesion of communities as well as boosting productivity and the economy. The office further quotes the AusPlay April 2017 State and Territory Results, which show that a total of 3,681,500 NSW adults participated in sport or physical activity at least three times/week in 2016. This was a participation rate of 59%, which is in line with the national rate of 60%.

In 2013, a joint research between Australian Sports Commission and the CSIRO released two reports on a range of barriers to participation in club sports. They concluded that Australians:

- Are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment
- Have new preferences for greater flexibility, more tailored products and sport that works around peoples' busy lifestyles
- Are increasingly favouring more flexible, non-organised forms of physical activity, such as running with headphones on and pursuing new adventure sports
- Are developing new tastes as our population becomes more culturally diverse
- Adolescents are self-conscious and embarrassed by their lack of sporting ability.



Recognising that there has been an increase in non-organised or time-flexible pursuits and a decline in organised sport, the research provided key insights outlining how the sport sector can influence motivations and behaviours that children have towards sports club membership.

The Chifley Ridge Development proposal has a firm goal of creating a healthy and active community that also creates its own social and economic benefits. The proposal therefore designates the following initiatives by the CRDC.

Proposal of new or upgraded precincts – three (3) major sporting precincts at:

- Whalan Reserve, Whalan
- Peter Van Hasselt Park, Shalvey
- Heber Park, Hebersham

In addition, CRDC would seek grants, funding and sponsorships from the NSW Government and the commercial sector for sporting infrastructure, programs and new community based clubs at the above three (3) major and a further five (5) minor facilities.

The overall objective of CRDC will be to always encourage the community to take part in sport, and encourage professional personnel in the community to take up leadership roles using their experience and knowledge to pioneer new types of sport.

Moreover, such actions in good leadership will attract interested individuals to explore their talents as well as help discover the hidden skills and abilities they possess. In other words, an expert or professional promotes a particular type of sport with the intention to attract people into it, which could eventually be extended to the schools as part of their curriculum.





## 4.10 THE ARTS – PERFORMING ARTS AND VISUAL ARTS

The Chifley Ridge Development proposal will include and promulgate Performing Arts programs and opportunities for local students at Chifley College campuses, along with development of one (1) new performing arts centre, both of which will have a positive impact on the young population and all residents of the region.

The Arts provide a wonderful platform for personal development and enrichment. Students who are involved in the Arts have better motivation at school, engagement in class, self-esteem, and life satisfaction. (Source: University of Sydney's Faculty of Education and Social Work and the Australia Council for the Arts, 2013)



Engagement in the Arts benefits students not just in the classroom, but also in life. Students who participate in dance, drama, music, and visual arts showed more positive academic and personal wellbeing outcomes than students who were not as involved in the Arts.

Academic outcomes included motivation, homework completion, class participation, enjoyment of school, and educational aspirations, while personal wellbeing measures considered such factors as self-esteem, life satisfaction, and a sense of meaning or purpose.

Some of the strongest effects were found for students who spent high amounts of quality time in creative and performing arts subjects at school. Positive effects also resulted from home influences, such as how often parents and their children talked about and participated in the arts.



Active participation, more than simply being an observer or audience member, also yielded stronger positive effects on school and personal wellbeing outcomes in the study.

These results emphasise how important Arts-based learning is, and that the CRDC should work with the NSW Department of Education to integrate it into the school curriculum at all campuses of Chifley College.

The study from the Australia Council of the Arts clearly demonstrated that the Arts help deliver positive outcomes in both engagement and motivation for students outside of that domain. High quality, participatory Arts education has also been shown to have the greatest impact, which is why partnerships between the Arts and education sectors need to be significant and strategic.

As researcher Robyn Ewing wrote in her 2011 report for the Australian council for Educational Research “The Arts and Australian Education: Realising Potential”, in the twenty-first century there is even more need for creativity and imagination, as the world continues to change at an ever-increasing pace. They are perhaps one of the most defining elements of being human.

The Chifley Ridge Development proposal designates a new performing arts centre located in close proximity to the Emerton Shopping Centre. Subject to partnership with NSW Government the centre may be located on Popondetta Rd at the rear of Chifley College Mount Druitt Campus, named the ‘Emerton Performing Arts Centre’ (although located in Dharruk).

Developed through a BOOT arrangement, the centre would involve the private sector financing of the construction and operation of facility. Under the proposed BOOT arrangement, the private sector would ‘Build, Own, Operate and Transfer’ the performing arts centre for a specified time such as 25 years, after which ownership of the building and infrastructure would be transferred to the NSW Government.





## 4.11 PUBLIC TRANSPORT

Public transport in the Chifley Ridge region would build on the existing bus network through the area. However, a key focus of the Chifley Ridge Development proposal is to introduce other means of transport, rather than focus on re-inventing or adjusting the existing bus network.

## 4.12 BUS NETWORK

The existing bus network has already been the subject of years of reviews and adjustments to programs and routes and therefore already at or near optimal levels of operation. While the changing demographics resulting from a successful implementation of the Chifley Ridge Development may necessitate further improvements and patronage of the bus networks, there is still a call for additional means of public transportation.



## 4.13 NEW TRANSPORT SYSTEM

The Chifley Ridge Development proposal nominates a completely new technology-based transportation system similar to the ride-sharing apps in the commercial market.

Known as the 'Transport Chifley' the new system would strongly prioritise community needs ahead of commercial and government revenue.

Transport Chifley, a joint Federal-State initiative completely originated and managed by the CRDC, would be based on a number of stringent values as following:



Transport  
Chifley  
**\$5**  
Flat Fee  
Per Journey

- Be cost effective and attractive enough to discourage private car use
- Exempt from all government & booking fees or levies
- Reach segments of the community with no access to transport for their jobs, education, healthcare and lifestyle occasions
- Create unfound Social and Cultural Capital in the community
- Produce income for the unemployed, retirees and driving age students
- Produce income for government, charitable or religious organisations with their vehicles, operated by volunteer drivers

The new transport would offer services in:

- Passenger movement within Chifley Ridge and to nearby major commercial or industrial centres and transport nodes
- Goods transport such as groceries, household appliances and furniture
- Food transport from local commercial restaurants and community-based services

The vehicles used in the network would be:

- Passenger cars, utilities and mini-buses
- Vehicles donated for limited use by unemployed, retired and driving age students
- Vehicles owned by government, charitable or religious organisations

A study by Lindsey D. Cameron, Assistant Professor of Management at Wharton School, University of Pennsylvania (USA) conducted a research on the unexpected social and cultural benefits of ride-sharing services. (Source: Knowledge@Wharton, University of Pennsylvania).

Cameron took a closer at the nature of the interactions between drivers and riders, and she found there's more going on than just efficient transportation. The interactions are often mutually beneficial, resulting in aid, comfort, friendship and even job opportunities.





Transport  
Chifley  
**\$5**  
Flat Fee  
Per Journey

There are some implications of this mode of transport that commercial ride-sharing companies simply do not make use of. Cameron says, “People have found communities. People have become friends with folks that they have found off the app. Like, ‘real’ friends in ‘real’ life going out to bars and to concerts and things. People have found jobs for each other”. One such case was a driver who was manager at a manufacturing plant, and he hired one of the riders who was in his back seat. An undergraduate engineering student looking for an internship.

After interviewing drivers for three (3) years as well as driving herself, she discovered some really positive things happening in the car. Beyond people just earning income she discovered some non-monetary benefits of this mode of transport, namely Social and Cultural Capital:

Social capital is one of the benefits you get from being in a network of people, whether that’s cooperation, emotional support, information being shared, trust or reciprocity. Cameron says, “People are proud of their city and want to share what they loved with others in the car”.

Cultural capital is about learning more about the environment that you’re in, whether it’s your local context like your city or what’s happening the world. Common examples include rider and driver having a conversation about a community or political event, or any healthy conversation that they would otherwise not have had.

Cameron speaks of many examples of “beautiful ways of unsung heroes making a contribution to their community”. If implemented under this initiative, similar examples could make the Chifley Ridge community a magnificent example for all of Australia. Cameron talks of unexpected acts of kindness that were “really heart-warming and mind-blowing”. For example, there were drivers who took care of their sick passengers, care of people who are on the side of the road needing help, and care of victims of domestic violence. These were random interactions that end up drawing unexpected benefits.



# 5.0 RIGOROUS GOVERNANCE

Outstanding governance is essential for the Chifley Ridge Development proposal. The CRDC will at all-time be committed to maintaining the highest standard of probity and compliance, meeting and exceeding the requirements along with interests of all three (3) tiers of government.

Governance of CRDC will be a structure of rules, relationships, systems and processes by which the committee would be directed, controlled and held accountable. It includes leadership, direction and control of policies, procedures and interests of the community.



The CRDC will, at all times, pursue a positive and cooperative organisational culture between the four (4) key stakeholders, and maintain the interest of the Chifley community while ensuring that the committee can respond to changing economic, social and government priorities while executing regional development.

This includes understanding the expectations of diverse members of the University community and stakeholders and partners in government, business and industry, in Australia and internationally.







In all endeavours, the CRDC must meet its responsibilities in law and pay particular attention to standards and principles considered integral to the delivery of its targeted regional development.

The guidelines put the local character of a neighbourhood at the forefront as considerations for new developments, with local community participation central. This includes a Community Participation Plan.



The CRDC will address all regulations and guidelines carefully, engaging with the community through a committee and carefully planning the urban renewal of Mt Druitt in a way that retains the original character of the neighbourhood.

We will also carefully adhere to guidelines from ICAC (Independent Commission against Corruption) and ASIC (Australian Securities and Investments Commission) in terms of procurements, tenders, reporting, fiscal responsibility and probity.

The CRDC will always be required meet its reporting requirement on milestones, to keep the community aware of its progress and achievements.

# 6.0 CONCLUSION

The author is pleased to issue this product of many years of planning and strategising with painstaking detail. A plan that would be implemented by a highly passionate and focussed candidate initially endeavouring to serve as a Councillor for Ward 5 – Blacktown City Council and later as the Federal Member for Chifley, to deliver the great outcome of transforming thousands of lives.

The transformation would bring about quality education, employment or business, along with housing and community facilities that promote a quality of life for our population and their future for generations. A transformation so powerful that it becomes an envy of our nation, and other towns or cities and states want to model these principals and strategies.

Simply by taking inventory of all our own resources and properties on hand and adding some key principals and strategies, the Chifley Ridge Development will naturally encourage an abundance of new business and investments that lead to prosperity for our people, including but not limited to high-quality employment, business opportunities for all ages and demographics, high quality living standards, community engagement, health, and education.







# CHIFLEY RIDGE

*Mount Druitt*

# THANK YOU!

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