

The Future Series - Article Four

The Central City District: Sydney's Health and Education Hub

This Future Series | Article Four is brought to you in collaboration with Health Project Services, and looks at what's to come for our city and its outer regions, all with a view to help you future proof your business

The Central City District surrounding Parramatta is fast becoming the health, education and transport hub of this growing 'metropolis of three cities.'

State planning programs of greater Sydney project a vision of three connected cities where most residents will live within 30 minutes of their jobs, education and importantly, health facilities. The Central City District (CCD) has plans for development of major health and education precincts along with expanding finance and advanced manufacturing sectors. The growing employment opportunities look set to create substantial population growth with new housing projects already underway. New communities with attractive demographics will open up major opportunities for medical, dental and veterinary professionals.

About the Central City District Plan

The Greater Sydney Regional Plan outlines their vision for a three city metropolis of an Eastern 'Harbour' City, a Central 'River' City and a Western 'Parklands' City. The CCD Plan (The Plan) involves the four Local Government Areas (LGAs) of Blacktown, Cumberland, Parramatta and The Hills for the next 20 years.

The Plan highlights Parramatta as the focal point for this Central City with employment growth and public transport being of key importance. The Parramatta CBD is expected to generate demand for new jobs in administrative, business services, judicial and educational jobs with Western Sydney University as a key knowledge base. The Greater Parramatta and Olympic Peninsula (GPOP) is an important growth area and includes the Westmead health and education precinct; advanced technology and urban services in Camellia, Rydalmere, Silverwater and Auburn; and the Sydney Olympic Park lifestyle precinct.

The Plan identifies key health and education precincts in Westmead and Blacktown with supporting precincts in Rouse Hill and Castle Hill. These should create more demand resulting in higher population and job growth. Furthermore, this region is expected to see significant gains from the completion of the Sydney Metro Northwest rail link, currently under construction.

Delivering infrastructure to cater to demand resulting from population and employment growth is a key factor. Major infrastructure project investments (completed or under construction) such as Sydney Metro West, Parramatta Light Rail, WestConnex and NorthConnex will service the region to improve accessibility and reduce congestion.

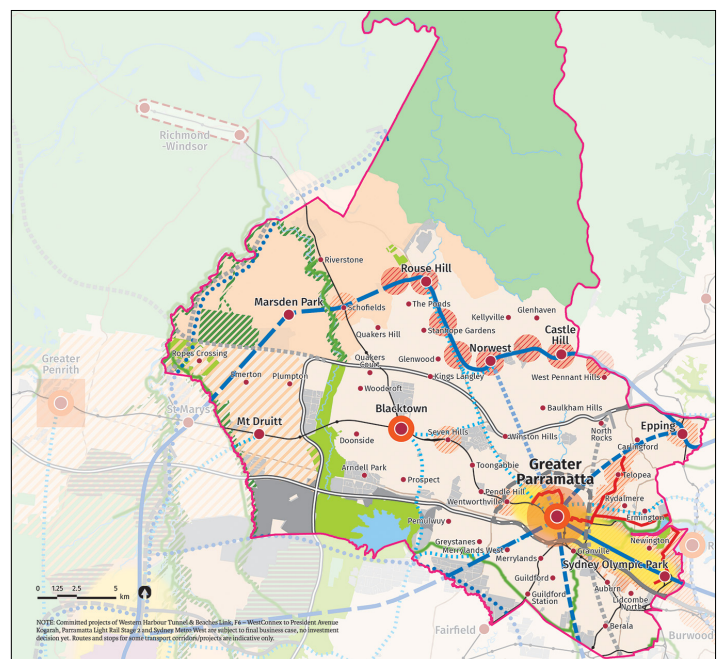


Figure 1: Structure Plan CCD (for enlarged view please see appendix)

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

Population growth

Over the next 20 years the Central City will accommodate almost one third of all population growth across the total Sydney Metropolitan Area, increasing by 550,500 persons to 1,521,500 persons by 2036.

During this timeframe, Parramatta LGA is forecast to grow the most, expanding by 177,900 people, due to urban renewal activity in this region. The second highest is Blacktown LGA (growing by 172,400 people), followed by The Hills LGA (125,350 additional people) and Cumberland LGA with 75,000 new residents.

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The Plan recognises accessibility to local health services and regional health infrastructure will be vital for an expanding community.

The Plan indicates that population growth will be concentrated along the Sydney Metro Northwest corridor, new land release areas in the North West Growth Area as well as identified/planned urban precincts in Seven Hills, Wentworthville, Westmead, Granville and Auburn.

Key changes in age group demographics

Children aged between 5-19 years old will represent the largest population increase based on volume with 112,450 additional children living in the area over this 20-year period. The highest percentage increase though is anticipated to be recorded by people aged 85 years old and over with 183% growth (or 25,500 persons), followed by the 65-84 years old age group, forecast to grow by 95% (or 96,600 persons).

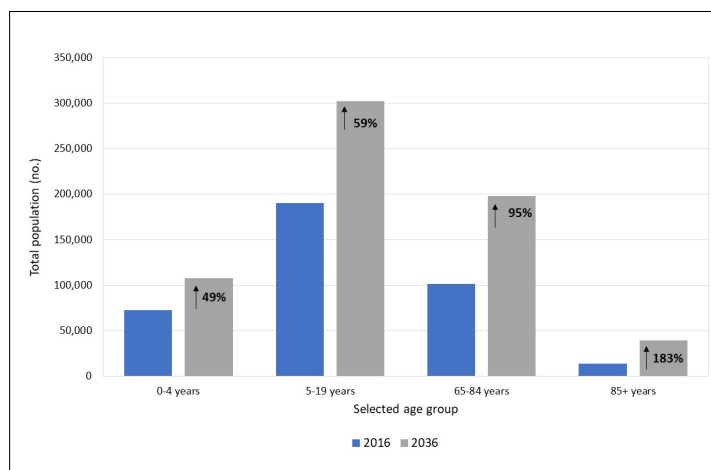


Figure 2: CCD population growth by selected age group, 2016-2036

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

According to The Plan, children aged four years or younger will increase by a total of 32,350 by 2036. Early childhood health services are likely to be in most demand in Parramatta and Blacktown LGAs with 34% and 32% of expected total growth to occur in these areas, respectively. In comparison, The Hills and Cumberland LGAs will represent 21% and 13% of anticipated total growth, respectively. In Figure 3, Parramatta and The Hills LGAs are

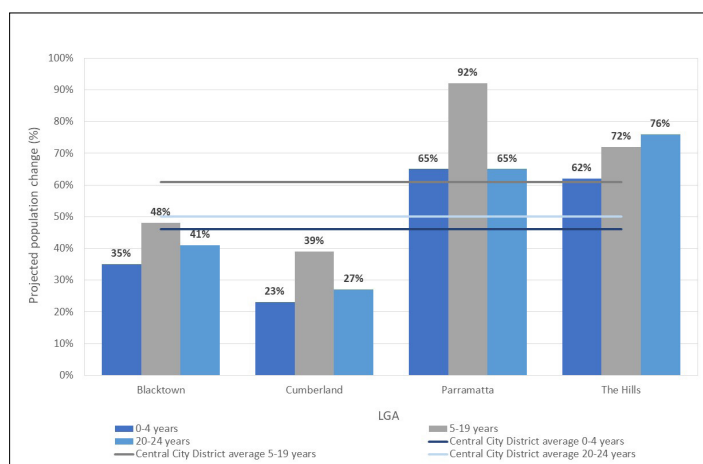


Figure 3: CCD project population change 2016-2036 by LGA: 0-4, 5-19, 20-24 years

Source: NSW Department of Planning and Environment, 2016 NSW and LGA Household Projections and Implied Dwelling Requirements 2016 to 2036, NSW Government, Sydney.

forecast to see significant growth in all age groups under 24 years old.

The Parramatta (114%) and The Hills (103%) LGAs are likely to experience the highest growth in ageing population (65 to 84 years old) over the next 20 years. The Plan recognises additional health, social and aged care services and more diverse housing options will be required to cater to the needs of these age groups. Demand is anticipated to grow across the region for local aged care facilities, respite care and home care options.

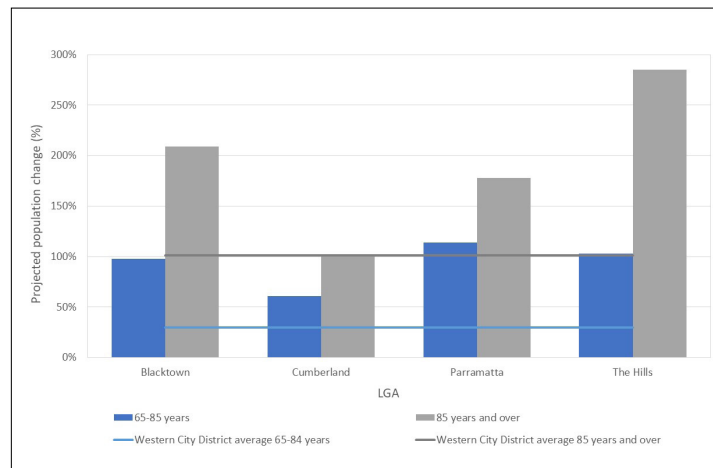


Figure 4: CCD project population change 2016-2036 by LGA: 65-84, 85 years and over

Source: NSW Department of Planning and Environment, 2016 NSW and LGA Household Projections and Implied Dwelling Requirements 2016 to 2036, NSW Government, Sydney.

Couples with children will represent the highest proportion of households, reaching 213,800 households by 2036 (up from 141,200 in 2016). Over the next two decades, the government expects demand for smaller homes, group homes and adaptable homes (universal design) and aged care facilities to increase. This will be fuelled by the trend of single person, single parent and couple only households across the region. Future housing supply will need to be affordable, specifically for first home buyers, as well as suitable for the ageing population.

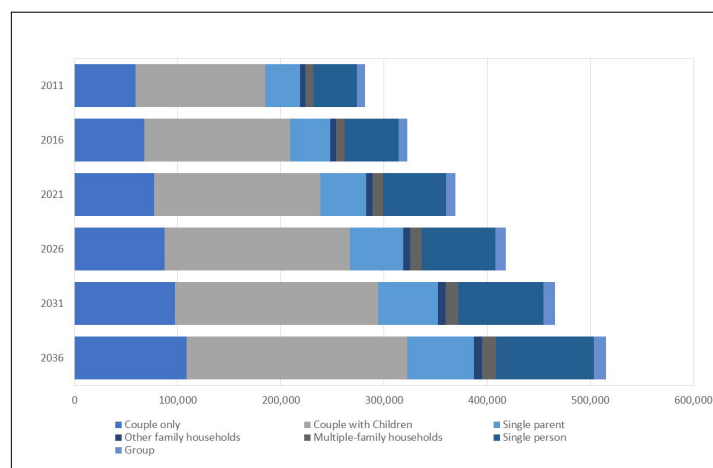


Figure 5 - CCD projected household structure 2011-2036

Source: NSW Department of Planning and Environment, 2016 NSW and LGA Household Projections and Implied Dwelling Requirements 2016 to 2036, NSW Government, Sydney.

Housing growth and design

Across the CCD, housing types will need to be diversified as the needs of residents evolve. Over the five years to 2021, the NSW Government predicts the CCD will need 53,500 new dwellings. Parramatta LGA is expected to supply the majority of new dwellings with 21,650 dwellings followed by Blacktown LGA (13,950 dwellings). Housing targets

stipulated in The Plan for each LGA are summarised in Table 1 below.

It is worth noting by 2036 the CCD is projected to have a total housing target of 207,500 dwellings; or an average of 10,375 new dwellings per year.

The Plan identifies five distinct housing markets as shown in Figure 6 also below, each with its own demand drivers that appeal to individual residents over other areas.

LGA	0-5 year housing supply target: 2016-2021
Blacktown	13,950
Cumberland	9,350
Parramatta	21,650
The Hills	8,550
CCD Total	53,500

Table 1 – CCD housing targets by LGA

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

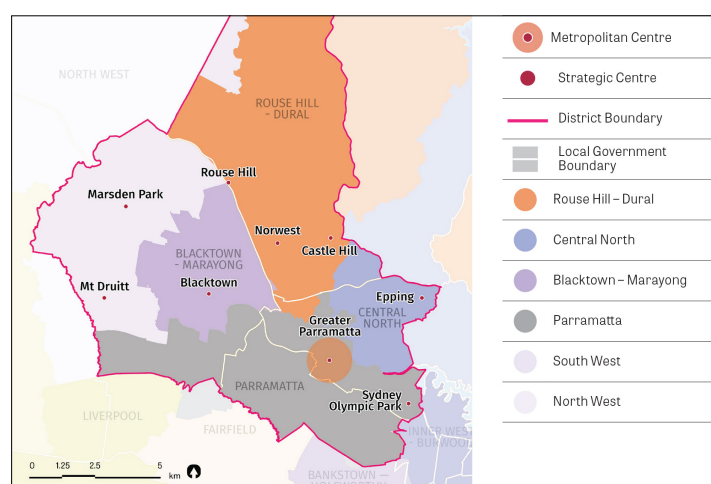


Figure 6 – Central City District housing market areas

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

The Plan states each housing market comprises of:

- **Parramatta** – the whole of the Cumberland LGA, the majority of the Parramatta LGA (including the Greater Parramatta Growth Area), the Parramatta Light Rail corridor and the south of Blacktown LGA
- **Rouse Hill-Dural** – part of the Hornsby LGA in the North District but mainly sits within The Hills LGA in the CCD
- **North West** – extends from St Marys east into Blacktown and includes the majority of the North West Growth Area around Marsden Park as well as Richmond and Windsor
- **Blacktown-Marayong** – contained entirely in the east of Blacktown LGA, south of the North West Growth Area and contains the Blacktown strategic centre
- **Central North** – which contains the whole of Lane Cove and Ryde LGAs as well as most of the urban areas of the Hornsby LGA. A significant part of this housing market area stretches west to Carlingford and Parramatta LGA.¹

Developers have been most active along public transport corridors and in town centres as buyers favour convenience of living in close proximity to these services. According to The Plan, Parramatta LGA recorded the highest increase in completed new dwellings with 13,900 dwellings, followed by Blacktown LGA (11,200 dwellings), The Hills LGA (5,950

dwellings) and Cumberland LGA (4,750 dwellings). Over half of completed new dwellings were multi-unit dwellings.

The NSW Government have created initiatives to boost housing supply in a number of areas, The Plan states:

- Greater Parramatta Growth Area - incorporating housing in 12 precincts Westmead, Parramatta North, Parramatta CBD, Harris Park, Camellia, Rydalmere, the Carlingford Corridor (including Telopea and Dundas), Silverwater, Sydney Olympic Park and Carter Street, Wentworth Point, Parramatta Road and Homebush (in the Eastern City District)
- Parramatta Road Urban Transformation Strategy - including the Granville and Auburn precincts
- Sydney Metro Northwest Urban Renewal Corridor - with planned precincts at Showground, Bella Vista, Kellyville and along Cudgegong Road
- North West Growth Area - includes the suburbs of Riverstone, Vineyard, Schofields, Marsden Park and Colebee
- Communities Plus project at Telopea (part of the Greater Parramatta Growth Area)
- Other planned precincts outside of these areas include Epping, Seven Hills and Wentworthville.

Future housing supply will be sourced from urban renewal, local infill developments and land release areas as shown in Figure 7. Urban renewal projects will focus on key transport corridors such as Sydney Metro Northwest, NorthConnex, WestConnex and Parramatta Light Rail.

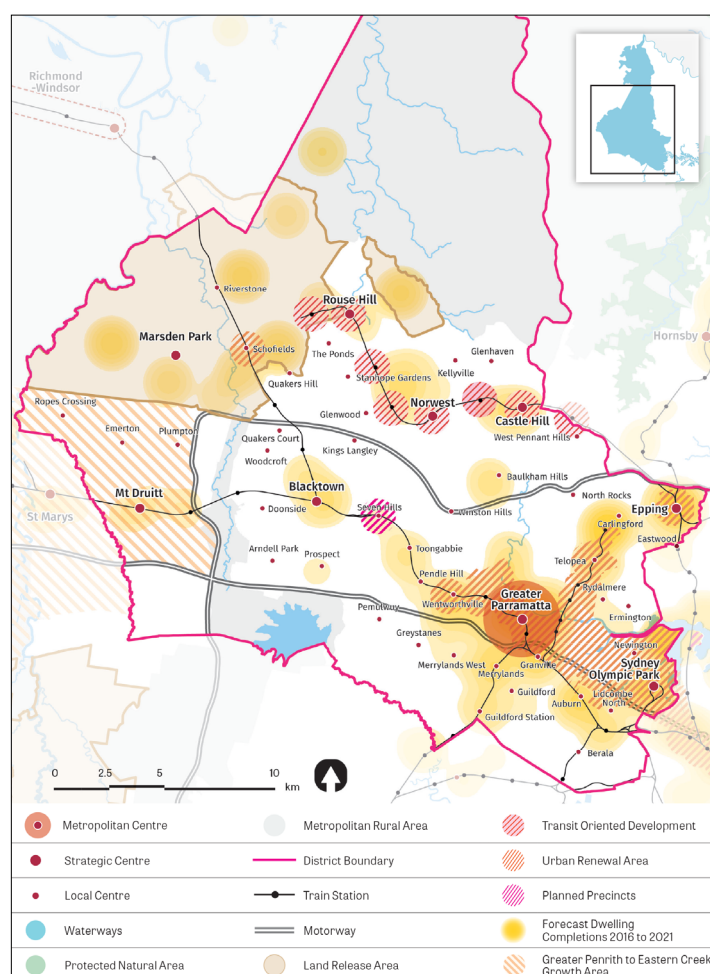


Figure 7 – Central City District future housing supply

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

Local infill development will provide medium density housing (e.g. villas and townhouses) which will supply more diverse housing options in already established areas.

Land release areas will be predominately supplied from Growth Areas such as the North West Growth Area which includes the suburbs of Riverstone, Vineyard, Schofields, Rouse Hill, Kellyville, Marsden Park and Colebee. The NSW Department of Planning and Environment estimate the North West Growth Area will yield 33,000 dwellings over the next decade to help home up to 250,000 people, once the growth area is completed. More information on the North West Growth Area can be found in article two of this [Future Series: Taking Sydney's pulse: The Western City District](#).

Productivity forecasts

The CCD plays a major role in the NSW economy and the State Government is looking to continue to improve efficiency, create job growth and establish employment hubs within 30 minutes of workers residences. The main employment industries in this region include knowledge-intensive businesses, health and educational institutions, convention facilities and retail, leisure, art and cultural experiences.

The Greater Parramatta and the Olympic Peninsula (GPOP) Economic Corridor as well as nearby centres including Macquarie Park, Norwest and Bankstown, along with the Western Economic Corridor will help boost connectivity and improve accessibility and productivity. The GPOP Economic Corridor includes the precincts of Westmead, North Parramatta, Parramatta CBD, Rydalmere, Camellia, Silverwater, Auburn, Granville and Sydney Olympic Park and extends to the urban corridor along the Carlingford rail line as shown in Figure 8. The Plan forecasts the GPOP could provide 72,000 new dwellings and 110,000 jobs and may have capacity for more over the next two decades. The government intends to prioritise transport infrastructure and investments, encourage co-location of health, education, social and community facilities in strategic centres in the GPOP Economic Corridor.

The industry sectors which provide the largest contribution to the local economy and employment in this district are health, education and advanced manufacturing. Westmead is considered one of the largest health and education precincts across greater Sydney and this looks set to grow.

The government recently announced the University of Sydney has received approval for a new \$500 million campus at Westmead for 25,000 students. The first phase of the project is anticipated to be completed by 2030 and will hold 6,100 students, generate 3,100 local jobs and supply over 1,000 affordable housing places. The second phase is expected to produce 20,000 local jobs and is earmarked for completion by 2050.²

There is also a \$900 million Westmead Redevelopment Project which will reinforce Westmead as a leading health precinct and will include the expansion of the University of Sydney and Western Sydney University campuses. By 2036, the government expects the workforce will almost double from 18,000 to 32,000 and could potentially reach 50,000 jobs with increased investment. The number of students is forecast to grow by 7,000 students to reach 9,000 students during this period according to The Plan.

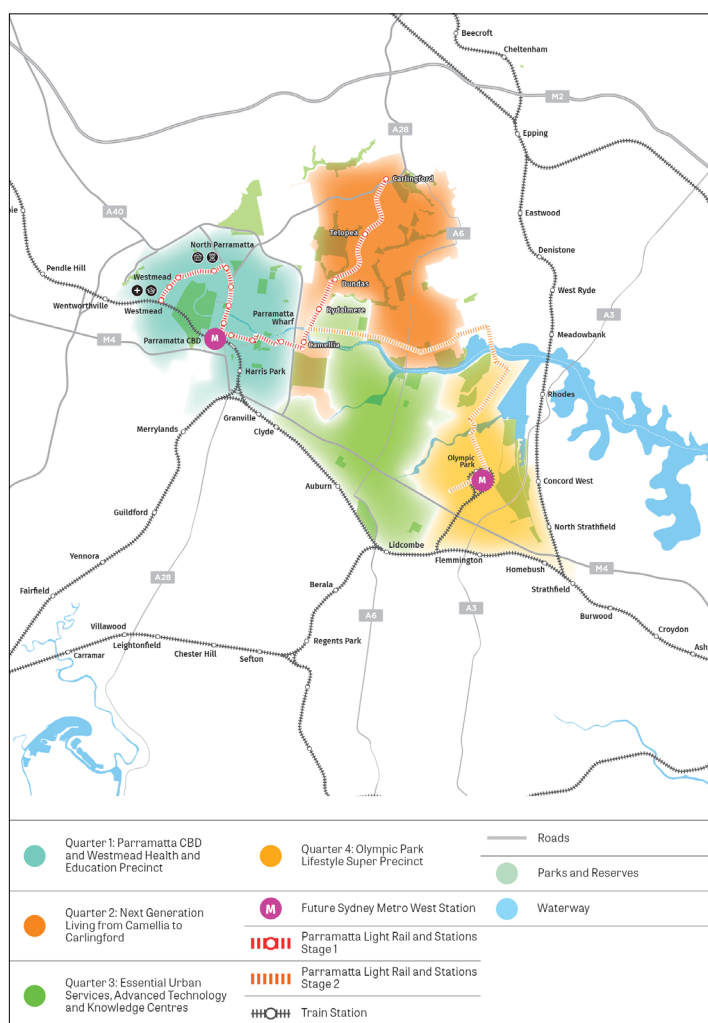


Figure 8 - Parramatta CBD and GPOP

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

The Plan identifies job distribution by type of location across the region as shown in Figure 9. The majority of jobs are located in Industrial Centres (35%), Metropolitan Centres (22%) and Strategic Centres (19%). These include:

- **Metropolitan Centre:** Greater Parramatta
- **Strategic Centres:** Blacktown, Sydney Olympic Park, Norwest, Castle Hill, Rouse Hill, Mount Druitt, Marsden Park and Epping
- **Local Centres:** are a focal point of neighbourhoods that vary in size but provide essential access to day to day goods and services close to where people live.

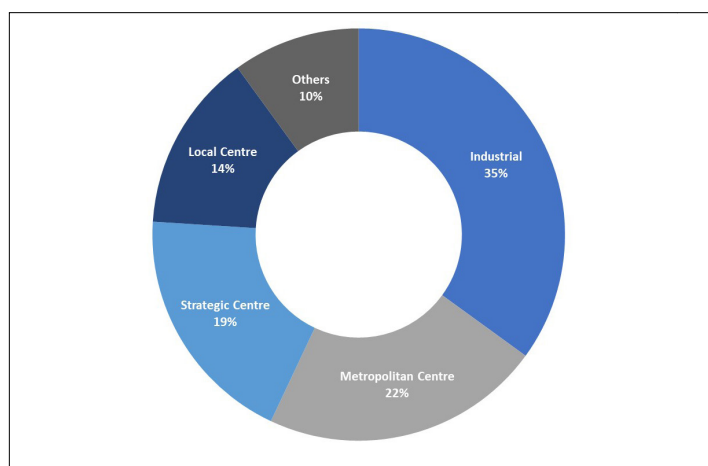


Figure 9 - Central City District job distribution by type of location

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, Central City District Plan and Australian Bureau of Statistics Census 2011

According to The Plan, over 35% of total jobs in the district are located in Greater Parramatta, Sydney Olympic Park, Norwest and Blacktown. There are employment hubs situated in the identified strategic centres of Mount Druiett, Marsden Park, Rouse Hill, Castle Hill and Epping. In Figure 10, the map shows concentration of jobs by location.

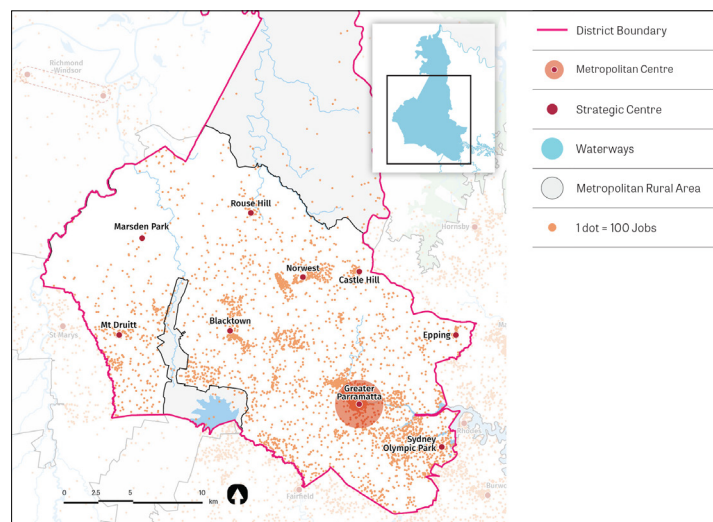


Figure 10 - CCD job density

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, Central City District Plan and Greater Sydney Commission, 2016 Productivity Profile

Greater Parramatta which comprises Parramatta CBD, Parramatta North and Westmead health and education precinct (as seen in Figure 11) will need to achieve a target of 55,000 new jobs by 2036. The Plan anticipated new jobs will focus on medical and education services and commercial operations in Westmead and Parramatta CBD.

Local council planning strategies will aid in generating 27,000 new jobs and supplying 7,500 new dwellings in Parramatta CBD by 2036. One of the largest mixed-use redevelopment projects is Parramatta Square precinct which will house the new Western Sydney University Parramatta Campus, office space (250,000 sq m), civic buildings, public space (20,000 sq m) and retail space. Urban redevelopment projects like this will help unlock new opportunities in established markets with potential for higher population growth.

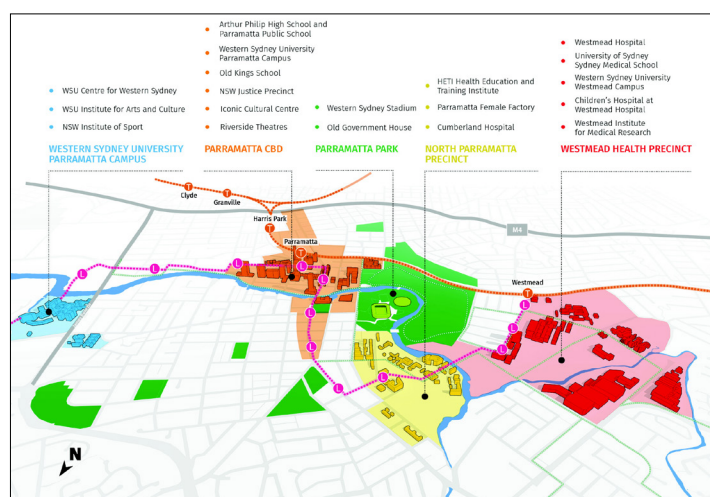


Figure 11 - Greater Parramatta

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

The Plan has established job targets for each of the Strategic Centres within the CCD to achieve by 2036. Norwest is expected to have the largest workforce with a baseline target of 49,000 jobs, followed by Sydney Olympic Park with 45,000 jobs and Blacktown with 17,000 jobs. Areas with a significant sized job market will attract people to relocate to the region to be close to work and will generate more demand for health services.

Jobs	2016 estimate	2036 baseline target	2036 higher target
Blacktown	13,200	17,000	19,000
Castle Hill	9,800	16,000	19,500
Epping	5,100	7,000	7,500
Marsden Park	1,600	5,000	10,000
Mount Druiett	6,700	8,000	8,500
Norwest	32,400	49,000	53,000
Rouse Hill	4,200	10,000	11,000
Sydney Olympic Park	31,100	45,000	46,500

Table 2 - CCD Strategic Centre target jobs by 2036

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan

The Plan considers the attributes of each Strategic Centre which are identified as follows:

Strategic Centre	Attributes
Blacktown	Provides a diverse mixture of business, retail, mixed use residential, administrative functions and dwelling types. The local council is working on ensuring the long-term viability of Blacktown with projects such as the Warrick Lane Precinct redevelopment, securing a university campus for Blacktown and further developing Blacktown's health, education and office precincts. This will include the expansion of Blacktown Hospital which is anticipated to create over 5,000 additional jobs.
Castle Hill	Has grown rapidly over the past two decades and is expected to continue to grow as the completion of the Sydney Metro Northwest gets closer. This infrastructure project will improve connectivity between Sydney CBD and the north west region and may boost population, business investment, development (residential and commercial) and job growth.
Epping	Well-established Strategic Centre with access to existing public transport that will improve once the Sydney Metro Northwest is completed. The government are investigating the potential for a mass transit connection between Parramatta and Epping. GPON is also in close proximity to Epping which supports continue growth across this suburb.
Marsden Park	Evolving Strategic Centre and forms part of the North West Growth Area. The suburb includes residential land release areas, industrial and retail (large format retail) precincts. The Plan identifies this suburb is the largest employment hub in the North West Growth Area.
Mount Druiett	Is providing retail services, industrial uses, Mount Druiett Hospital and TAFE. The area does have a high volume of social housing and unemployment is identified as a problem.
Norwest	Has emerged over the past 20 years as a major commercial market. Demand and supply of commercial space is forecast to increase as the Sydney Metro Northwest is completed next year.
Rouse Hill	A growing residential suburb along with Rouse Hill Town Centre, expecting more commercial development once the Sydney Metro Northwest is operational. The government are keen to encourage the growth of the health and education precinct in this area.
Sydney Olympic Park	The vision is to transform the area into a lifestyle precinct by 2036 with an emphasis on sports, health and physical education. Infrastructure projects such as Parramatta Light Rail Stage 2 and Sydney Metro Northwest will improve connectivity, accessibility and support job growth.

Infrastructure

Infrastructure will be integral for this region to connect businesses and residents with their place of employment and also connect the region with Greater Sydney. Improved infrastructure will help boost population growth and attract investment into the region. Major infrastructure projects in the region include:

- **Parramatta Light Rail:** will be delivered in two stages. Stage 1 will connect Westmead and Carlingford via Parramatta and is currently under construction with estimated completed by 2023. Stage 2 will connect Ermington, Melrose Park, Wentworth Point and Sydney Olympic Park

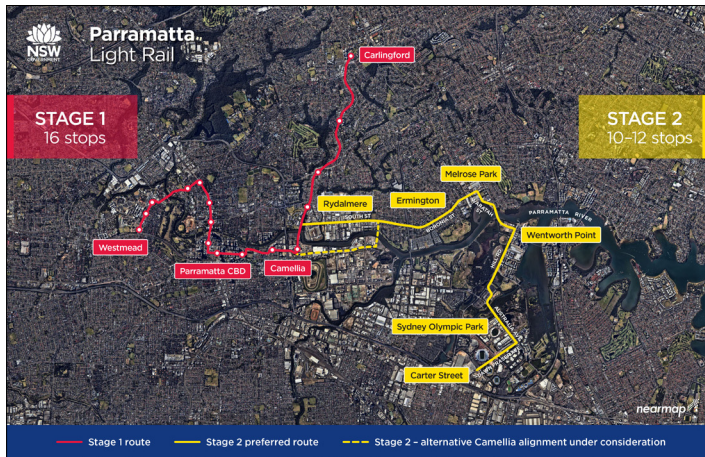


Figure 12 - Parramatta Light Rail map

Source: NSW Department of Transport, Parramatta Light Rail

- **Sydney Metro Northwest:** is one of the largest public infrastructure projects under construction in Australia and will provide a new train line with 31 metro stations. The first stage is Sydney Metro Northwest which will comprise eight new metro stations and five upgraded stations and is expected to be operational by mid 2019.



Figure 13 - Sydney Metro map

Source: The Daily Telegraph³

Other significant infrastructure projects identified in The Plan are:

- Joining the Liverpool-Parramatta T-Way with the Northwest T-Way via Westmead to support through-routing of buses, to boost transport capacity and improve bus services between centres to the north and south of Parramatta
- Victoria Road transport improvements to support the provision of frequent, reliable and efficient transport to Greater Parramatta and the Harbour CBD which will integrate with, and complement, other committed and proposed initiatives within the corridor including WestConnex, Parramatta Light Rail and Sydney Metro West
- Additional low-wash ferries for Parramatta River
- Infrastructure to support rapid bus connections between Western Sydney Airport and Blacktown
- Rapid bus services between Parramatta to Bankstown and Hurstville/Kogarah, to support the efficiency and reliability of passenger journeys and to improve 30-minute access to Greater Parramatta
- Parramatta Inner Ring Road improvements to existing surface roads on the outskirts of Parramatta so they function as the arterial movement corridors, which in turn will support walking and cycling in the centre
- Protection for priority corridors:
 - Western Sydney Freight Line;
 - North-South Rail Link from Schofields to Western Sydney Airport;
 - Outer Sydney Orbital; and
 - Bells Line of Road-Castlereagh Connection.

2036: The Vision for Health Services

For GPs: The vision for Sydney states health services to be within 30 minutes of all residents. This alone provides significant opportunities in the growing CCD. Opportunities for new medical practices will certainly accompany the growing population projections of 50% over the next 20 years. Early-childhood medical care will be in most demand, particularly in the Paramatta and Blacktown LGAs. Aged care opportunities will open up with the biggest growth expected in the Parramatta and Hills LGAs.

For Dentists: Couples with families present a good demographic for family-focused dentists. In the CCD this demographic is currently between 5-15% higher than the state average and looks set to grow. Young family growth will be highest in the Parramatta and Blacktown LGAs.

For Vets: Larger single-dwelling homes are set to develop in the wealthier North West area of the CCD. This is likely a growth area for domestic pets. Pet ownership may also increase in areas surrounding the planned leisure and recreational area of the Olympic Peninsula.

In Conclusion

Half a million more people will call the CCD home over the next 20 years, forming a self-sustaining city within the Greater Sydney Metropolis. Planned transport infrastructure will improve connectivity across the district and continued investment in medical and education precincts will be a key economic driver for the region, spurring employment and population growth. Medical, dental and veterinary professionals who view this region as a city in its conception stages could benefit significantly as it grows and unlocks new opportunities that have not exist previously.

Next time...

Our focus will move to the Central West Orana regional area. This comprises the LGAs of Bathurst Regional, Blayney, Bogan, Cabonne, Coonamble, Cowra, Dubbo Regional, Forbes, Gilgandra, Lachlan, Lithgow, Mid-Western Regional, Narromine, Oberon, Orange, Parkes, Warren, Warrumbungle and Weddin.

We'll look at the future growth plans for the area, including population, major projects and infrastructure (both under construction and planned).

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- 1 Greater Sydney Commission, Greater Sydney Region Plan 2018, Central City District Plan, Housing the City, Providing housing supply, choice and affordability, with access to jobs, services and public transport, Housing Preferences
- 2 Morgan, C 2018, 'Sydney University given go-ahead for new Westmead Campus', Sydney Morning Herald, 5 November, view 5 November 2018, <https://www.smh.com.au/national/nsw/sydney-university-given-go-ahead-for-new-westmead-campus-20181105-p50e4y.html>
- 3 Godfrey, M 2017, 'Sydney Metro: Underground work to start on twin Harbour tunnels within 18 months', 22 June, viewed 5 November 2018, <<https://www.dailytelegraph.com.au/news/nsw/sydney-metro-work-to-start-on-second-harbour-rail-crossing/news-story/11ffa4242b1cb34731507c81f202c8ab>>

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Key demographic snapshot of the Central City District

	Blacktown LGA	Cumberland LGA	Parramatta LGA	The Hills LGA	Greater Sydney GCCSA	NSW
Population Projections						
2016	349,050	217,450	238,850	165,550	7,218,550	4,286,200
2021	387,200	238,200	296,450	187,650	7,748,000	4,681,950
2026	433,500	254,350	338,000	225,150	8,297,500	5,106,300
2031	475,800	273,900	379,200	256,900	8,844,700	5,537,850
2036	521,450	292,450	416,750	290,900	9,386,850	5,975,550
Total population increase	172,400	75,000	177,900	125,350	9,925,550	6,421,850
Average annual growth rate	2.5%	1.7%	3.7%	3.8%	1.9%	1.4%
Age Structure (as at 2016) - Proportion of total population						
0 to 14 years old	22.8%	20.5%	18.4%	21.4%	18.7%	18.7%
65 years old and older	10.3%	11.2%	12.2%	13.5%	13.9%	13.9%
Median age	33	32	34	38	36	36
Household Structure (as at 2016)						
Total no. families	88,519	53,100	59,537	43,713	1,247,047	1,940,226
Couple family without children	24.8%	26.8%	32.9%	28.8%	33.4%	36.6%
Couple family with children	55.5%	54.5%	52.2%	60.4%	49.5%	45.7%
Single parent	18.0%	16.2%	13.0%	9.9%	15.2%	16.0%
Other family household	1.6%	2.5%	1.9%	0.9%	1.8%	1.7%
Total no. occupied private dwellings	110,800	72,076	85,616	51,780	1,623,868	1,940,226
Family household	82.5%	77.0%	75.3%	87.1%	73.6%	72.0%
Single person household	15.2%	18.0%	20.1%	11.3%	21.6%	23.8%
Group household	2.3%	5.0%	4.7%	1.5%	4.7%	4.2%
Average children per family	1.9	2.0	1.7	1.9	1.9	1.9
Household Structure (as at 2016)						
Median weekly household income	\$1,711	\$1,379	\$1,759	\$2,363	\$1,750	\$1,486
Median monthly mortgage repayments	\$2,150	\$2,000	\$2,167	\$2,500	\$2,167	\$1,986
Population Projections 0-14 years old						
2016	80,350	45,650	43,550	34,850	889,900	1,462,800
2021	89,750	50,750	57,050	39,300	988,150	1,577,400
2026	99,600	54,500	66,300	46,800	1,072,800	1,672,700
2031	107,350	57,750	73,450	52,700	1,137,550	1,743,800
2036	114,800	60,400	78,850	58,200	1,193,600	1,801,050
Population Projections 65 years and over						
2016	36,750	25,200	31,700	21,550	631,850	1,240,650
2021	45,850	28,600	42,100	25,900	742,850	1,440,200
2026	56,200	32,700	51,800	32,850	870,150	1,665,500
2031	66,650	37,450	61,650	39,700	999,850	1,877,350
2036	77,250	42,000	70,750	47,300	1,129,200	2,072,650

Table 3: Key demographic snapshot

Source: ABS Census of Population and Housing 2016, Cat No. 2001.0 and NSW Department of Planning and Environment, 2016 New South Wales and Local Government Area Household Projections and Implied Dwelling Requirements 2016 to 2036, NSW Government, Sydney.

Structure Plan Central City District

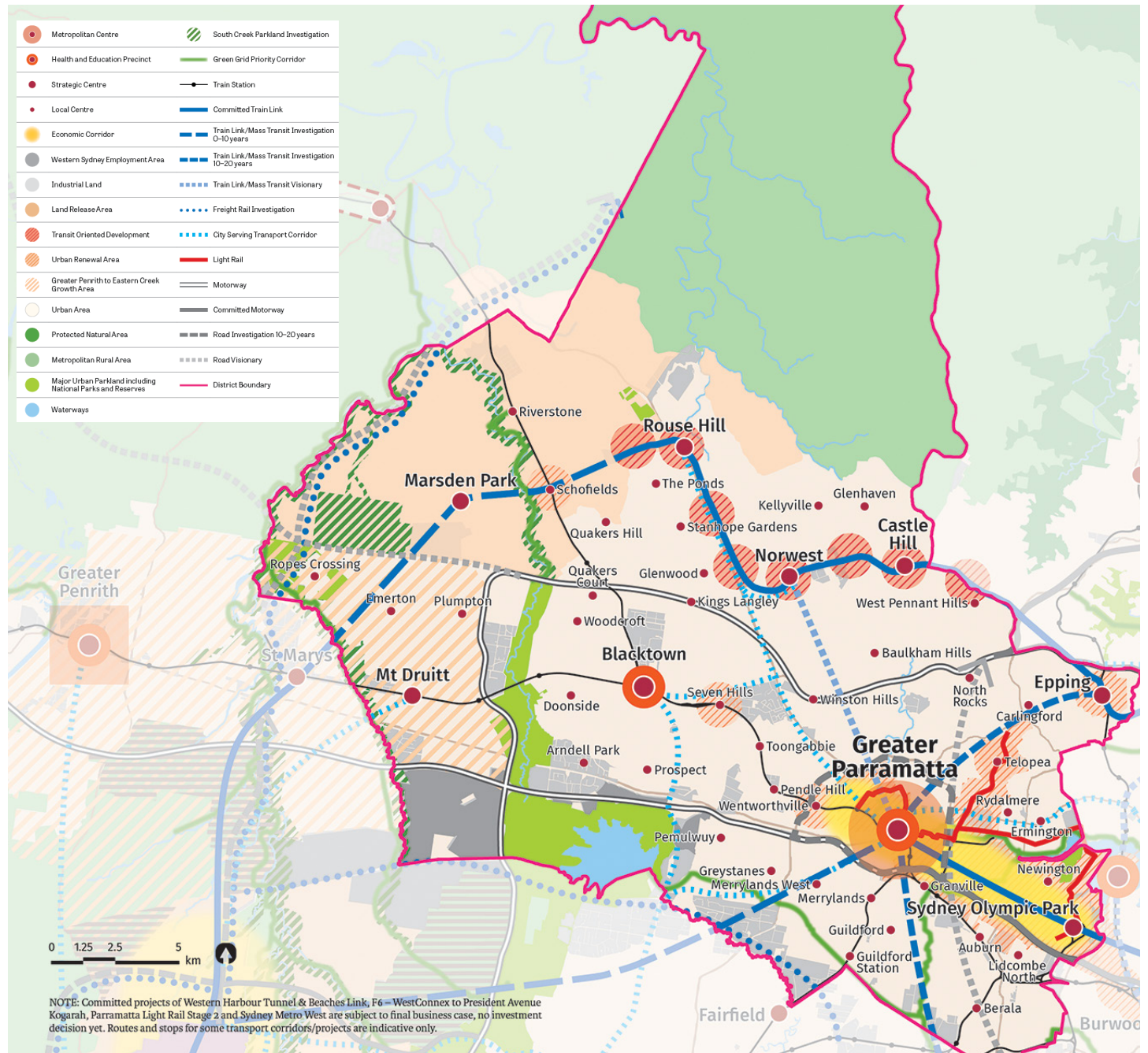


Figure 1: Structure Plan CCD

Source: Greater Sydney Commission, Greater Sydney Region Plan 2018, CCD Plan