

# SYDNEY AIRPORT MASTER PLAN **2039**

Summary of Preliminary Draft





More information

For more information on the issues in this Summary  
please refer to Master Plan 2039 Copies are available at  
[www.masterplan2039.com.au](http://www.masterplan2039.com.au) You can also phone the  
community information line on 1800 270 644 or email  
[masterplan2039@syd.com.au](mailto:masterplan2039@syd.com.au)

# Introduction

I am very pleased to present our Master Plan 2039 which sets out the strategic direction for the development of Sydney Airport over the next 20 years.

Sydney Airport is an exciting place to work, visit or travel to and from. As Australia's international gateway and an essential part of the transportation and infrastructure network, it connects Sydney to over 100 regional, national and international destinations.

Today, Sydney Airport is a vital infrastructure asset that generates over \$30 billion in economic activity per annum for NSW and Australia. It also generates or facilitates more than 30,900 jobs on airport and 338,500 FTE jobs across NSW and Australia. Planning for the continued growth of Sydney Airport is vital to achieving our local, state and national employment, tourism and development objectives.

Master Plan 2039 is designed to accommodate the forecast 51 per cent increase in passenger numbers to 65.6 million over the planning period. International passengers, who contribute the most to the NSW and Australian economies, will be the main driver of growth and by 2039 the mix of international and domestic passengers is expected to be 48 percent and 52 percent respectively.

Importantly, Master Plan 2039 embeds our approach to sustainability into the planning and design for future Sydney Airport expansion. We have achieved a Four Star Green Star Communities rating from the Green Building Council of Australia for this master plan.

Fundamentally, our development plans will maintain our sharp focus on safety and security, enhance the capacity and efficiency of the airport, and deliver continually improving passenger, community and environmental outcomes.

The plans are flexible and adaptable and will be developed in collaboration with our airline partners and in consultation with the community in which we operate. It is vital that in the evolving world of aviation and technology we are able to respond quickly to economic or aviation industry change.

In the following chapters you will find details of our proposed improvements to the airfield, aviation facilities, terminals and infrastructure. It also covers commercial opportunities in the landside and airside areas of the airport that complement aviation operations and enhance facilities and services to passengers, airport partners and other airport users.

Master Plan 2039 also contains a Five-Year Ground Transport Plan and 20-Year Ground Transport Strategy to improve road network performance in and around Sydney Airport. The ground transport solutions have been designed recognising potential changes to traffic volumes and patterns resulting from the opening of WestConnex and any Sydney Gateway connection.

We also acknowledge the impact major airports have on the environment and our local community. We are committed to reducing the carbon footprint of the airport, ensuring it is resilient to climate change, conserving significant items of natural, indigenous or heritage value and protecting environmentally significant areas. Details of what we are intending to achieve are contained in our separate Environment Strategy 2019-2024 which is an addendum to Master Plan 2039.

I commend Master Plan 2039 to you and encourage you to read it. Please contact us if you have questions and to share your views.



**Geoff Culbert**  
Chief Executive Officer

# Our Vision for Sydney Airport

Master Plan 2039 outlines the strategic direction for the development of Sydney Airport over the next 20 years.

We are committed to responsible growth that delivers positive outcomes for our customers, investors and the community in which we operate. Master Plan 2039 outlines our 20-year strategies to deliver our Vision.

Our development plans will enhance the passenger experience and efficiency of the airport, focus on safety and security, drive productivity, jobs and economic growth, and improve environmental outcomes, while being a good neighbour and making a positive contribution to our community.

## Master Plan 2039 Objectives

To ensure our Vision for the airport can be achieved over the 20-year planning period, the following Objectives have been developed for Master Plan 2039.



Enhance **safety** and **security** for users of the airport



Improve the **efficiency** of the airport



Consider the **community** impact in all planning, development and operational activities



Provide **adaptable** and **flexible** plans to accommodate aviation growth



Enhance the **experience** of all passengers and airport users



Maximise the **capacity** of the airport to meet demand within existing operational constraints



Continue to improve **ground access** to, from and past the airport



Stimulate leisure and business travel to **generate benefit and value for the economy**



Continue to improve **environmental performance** at the airport



Create an airport that is able to **compete internationally** to capture aviation demand



Further embed **sustainability** into airport decision-making



# About Sydney Airport

Sydney Airport generates and facilitates (directly and indirectly):



**\$38 billion in economic activity**

6.8% of the NSW economy



**338,500 jobs**

30,900 jobs on-airport



**\$17.6 billion**

freight exports annually

Sydney Airport provides Sydney, NSW and Australia with an unmatched network of intrastate, interstate and international routes



Direct services to 27 countries and 100+ destinations



Over 50 airlines

## Sydney Airport at a glance

More than

**43.3 million passengers**

Passed through Sydney Airport's terminals in 2017



**348,520**

Aircraft movements in 2017



Sydney Airport is committed to meeting the needs of its customers and delivering a world class passenger experience

Sydney Airport has invested more than \$4.3 billion on facilities, capacity, safety and security since 2002 following extensive and ongoing consultation with airlines



Facilities



Capacity



Safety and Security



The continued growth of Sydney Airport is vital to achieving local, state and national-based employment, tourism and development objectives

Employment



Tourism



Development objectives



## 907 hectares adjacent to Botany Bay

Sydney Airport has been the site of aviation activities since the early 1900s



# Sustainability at the Airport

At Sydney Airport, our ambition is to be an industry leader in sustainability, driving responsible growth that balances social and environmental needs with corporate objectives. Central to realising this aim is Master Plan 2039, which embeds the Sydney Airport Sustainability Policy and Sustainability Strategy commitments into planning and design for future Sydney Airport expansion.

Master Plan 2039 considers existing and anticipated environmental and sustainability performance, and local, District and State plans and priorities, to adopt resilient options that meet the needs of current and future airport stakeholders.

We have embedded our approach to sustainability across our development plans. We have achieved a 4-Star Communities rating for Master Plan 2039 under the Green Building Council of Australia's Green Star Communities rating. Rating criteria have been integrated into Master Plan 2039 to drive sustainability in airport planning.

Master Plan 2039 is therefore a significant step towards meeting our sustainability ambitions, and will inform future proposed designs, construction activities and operations.

## Environment

All major airports have an impact on the environment and local communities. Aircraft and ground-based noise and air emissions are of particular concern for local communities. Airport operations and development can either directly or indirectly generate carbon emissions and waste, consume water and energy, or affect local waterways, wildlife, biodiversity and heritage values.

Managing and/or minimising these environmental impacts is essential for Sydney Airport to operate sustainably. Environmental management at the airport focuses on a co-operative, proactive approach with regulatory agencies, airport stakeholders and business partners working to ensure that potential impacts of airport operations are avoided or minimised. We are committed to working with others to ensure that aviation plays its role in protecting the environment.

The industry's challenge is to retain the many positive economic and social benefits that aviation provides, including providing the global economy with the benefits of fast, reliable, safe and efficient connectivity while reducing or eliminating its negative environmental impacts through the introduction of technological, operational and efficiency advances.

One of our objectives for Master Plan 2039 is to continually improve environmental performance at the airport over the planning period in order to:

- Reduce the carbon footprint of the airport
- Ensure the airport is resilient to climate change
- Conserve significant items of natural, indigenous or heritage value
- Protect environmentally significant areas

The details of what we are intending to achieve in the first five years of the planning period are provided in the separate Environment Strategy 2019-2024, which is an addendum to Master Plan 2039.

# Air Traffic Forecasts

Forecasts of peak period passengers, aircraft movements and air freight volumes provide the fundamental basis for the planning of airport facilities at Sydney Airport. Air traffic forecasts have been independently prepared in consultation with the major international, domestic and regional airlines and airline associations, to ensure that the planning context for Master Plan 2039 is robust and provides confidence for our organisation and our stakeholders.

Total air passenger numbers are forecast to increase by 51 percent from 43.3 million in 2017 to 65.6 million in 2039.

International passengers are forecast to be the main driver of growth at Sydney Airport. International passenger numbers are forecast to nearly double from 16 million in 2017 to 31.5 million in 2039. International passenger traffic contributes the most value to the NSW and Australian economies.

Our proximity to Asia and increases in global tourism and travel are expected to drive international travel. In particular, growth in major Asian markets, including China, India, South Korea and Vietnam. By 2039 we anticipate that the split between domestic and international passengers travelling through the airport will be 52 percent and 48 percent respectively.

Growth in total aircraft movements is expected to be significantly lower than passenger growth; 408,260 aircraft movement are forecast in 2039, an increase of 17 percent on 2017. This reflects airline feedback and expectations regarding continued up-gauging of aircraft and increased seat density and load factors.

Total freight at Sydney Airport is forecast to grow by 58 percent to one million tonnes in 2039. Passenger aircraft carry about 80 percent of all air freight. Consequently, freight is an important income stream for passenger airlines, which we support through land and facilities.

All of the forecasts for Sydney Airport assume that from late 2026, Sydney's aviation demand will be served by two international airports. Sydney Airport is expected to continue to benefit from its proximity to the Sydney CBD and local tourist attractions, and its breadth of network connectivity for passengers travelling internationally, domestically and regionally.

## In 2039, Sydney Airport is projected to handle approximately:



**65.6 million**  
passengers



**408,260**  
total aircraft  
movements



**1.0 million**  
tonnes of  
freight



**31.5 million**  
international



**34.1 million** domestic  
(including regional)

# Airport Development Plan

The Airport Development Plan contains the detailed plans to accommodate growth at Sydney Airport in accordance with our Vision and Objectives.

It outlines our proposed improvements to the airfield, aviation facilities, terminals and infrastructure to support the forecast increase in passenger numbers and aircraft movements over the planning period for Master Plan 2039. It also covers the commercial property opportunities in the landside and airside areas of the airport that complement aviation operations and support economic growth for the local economy.

The Airport Development Plan details the improvements to the ground transport network required to accommodate increased passenger, visitor, staff and freight traffic requirements to 2039. Specific actions for the 2019-2024 period are incorporated in the Five-Year Ground Transport Plan, as required by the Airports Act.

Our key operational strategies for the Airport Development Plan are:

- Continued development of capacity in the T1 International Operations Precinct in the North West and South West Sectors
- Expanded capacity in the North East Sector to create a T2/T3 Integrated Operations Precinct that provides for international, domestic and regional passenger services

Sydney Airport is committed to embracing technology to deliver a world class airport experience. Embedded within our development plans are innovative solutions to enhance the passenger experience, improve the operations of the airport, and engage more effectively with our community.

## North West Sector

### T1 International Operations Precinct

- New terminal infrastructure
- Apron and stand infrastructure
- Ground transport and utilities improvements
- Expansion of JUHI facility
- Air freight facilities consolidation
- Commercial developments of approximately 120,000m<sup>2</sup> floor space

## South West Sector

- Satellite pier development
- Apron and stand infrastructure
- Airside terminal and satellite pier connections

## North East Sector

### T2/T3 Integrated Operations Precinct

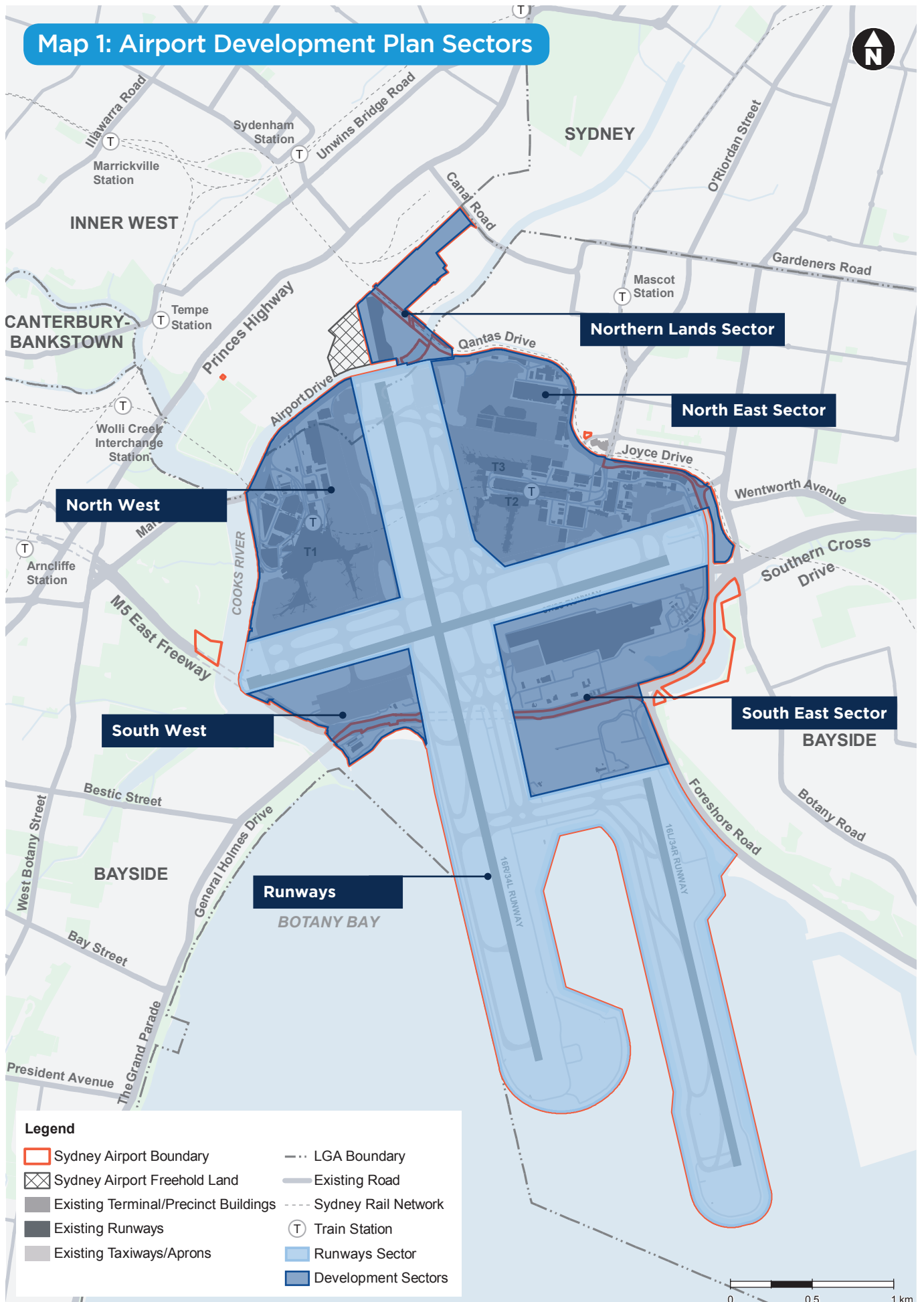
- New terminal infrastructure
- Apron and stand infrastructure
- Ground transport and utilities improvements
- Relocate aircraft maintenance facilities
- Air freight facilities consolidation
- Commercial developments of approximately 120,000m<sup>2</sup> floor space

## South East Sector

- Apron and stand infrastructure
- Satellite pier development
- Airside terminal and satellite pier connections
- General aviation facilities relocation
- Aircraft maintenance facilities
- Aviation support infrastructure
- Air traffic control tower
- Ground transport and utilities improvements
- Air freight facilities
- Commercial development



# Map 1: Airport Development Plan Sectors



# Ground Transport

Managing ground access in and around the airport is important for our customers and our local communities. Development and urbanisation in areas around the airport, together with passenger growth has increased demand on ground transport infrastructure as more people travel to, from and past Sydney Airport.

Growth in demand from passengers and commuters is expected to continue over the planning period of Master Plan 2039, placing increasing pressure on the road network within and surrounding the airport.

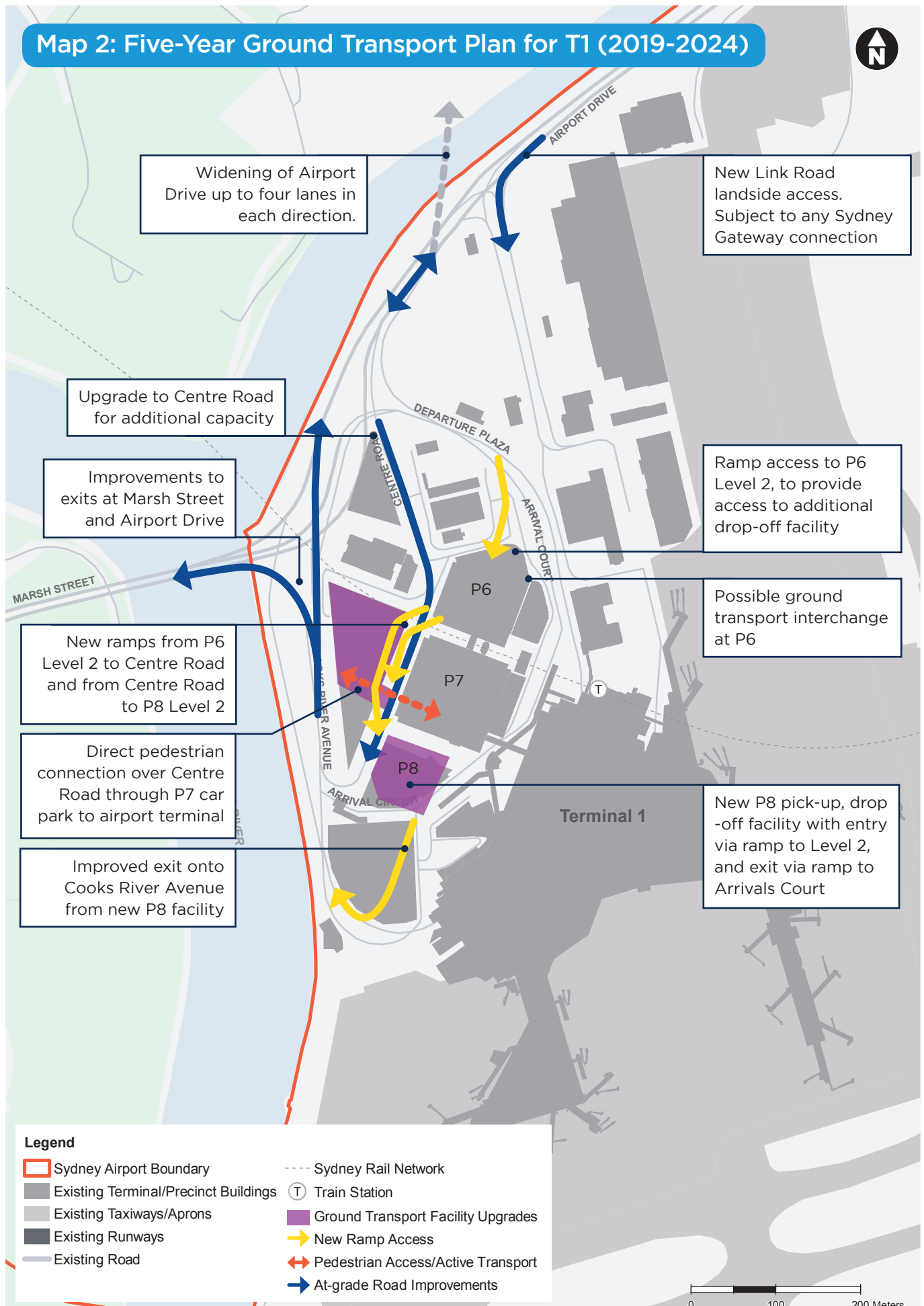
The Five-Year Ground Transport Plan and 20-Year Ground Transport Strategy contained in Master Plan 2039 are designed to improve road network performance in and around Sydney Airport. The ground transport solutions have been designed recognising the potential changes in traffic volumes and patterns resulting from the opening of WestConnex and any Sydney Gateway connection.

We welcome the recent growth in rail passenger demand to/from the airport and continue to advocate for further improvements to public transport, including provision of additional bus and rail services.

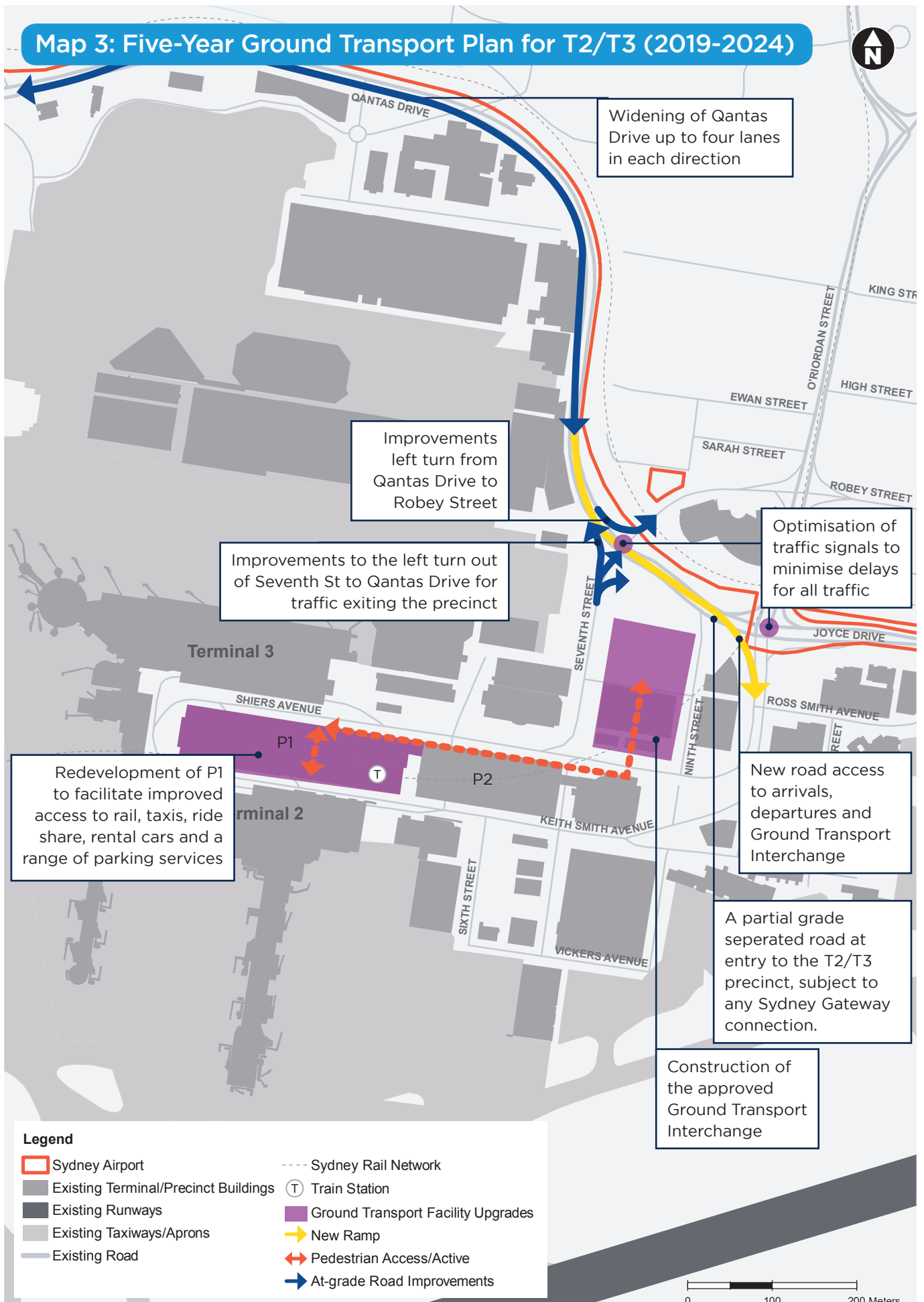


Image : Ground entrance to Sydney Airport.

## Map 2: Five-Year Ground Transport Plan for T1 (2019-2024)



### Map 3: Five-Year Ground Transport Plan for T2/T3 (2019-2024)





# Aircraft Noise

We recognise that noise from aircraft operations continues to be one of the most significant environmental issues for people living close to airports. We work closely with the community, aviation industry, and the Australian, NSW and local governments to manage and, where possible, minimise aircraft noise impacts.

The responsibility to manage aircraft noise impacts at Sydney Airport is shared by many organisations, including our own. Other organisations that play important roles in managing aircraft noise include:

- International Civil Aviation Organisation
- The Australian, NSW and local governments
- Airlines
- Aircraft and engine manufacturers
- Regulators

Noise sharing is the key aim of our Long Term Operating Plan, which involves varying the use of our runways to produce different combinations of flight paths affecting different parts of Sydney.

Master Plan 2039 assumes that there will be no change to the curfew, aircraft movement cap or noise sharing arrangements at Sydney Airport, and no change to the flight paths or runways within the planning period.

Some of Sydney Airport's key initiatives to manage aircraft noise impacts include:

- Continuing to provide and maintain the necessary on-airport infrastructure that allows noise sharing to be implemented
- Investing in infrastructure to support next generation quieter aircraft
- Working closely with the Australian, NSW and local governments to ensure appropriate planning policies are in place
- Consulting and engaging with the local community, such as the Sydney Airport Community Forum



Image : The Airbus A350-1000 visiting Sydney on its world demonstration tour.

# Safeguarding Sydney Airport

Safeguarding operations at Sydney Airport and addressing internal safety and security is critical for the airport's ongoing operations and growth.

We proactively manage safety, security and protection of the ongoing operations of the airport. All airport developments are subject to an internal safety and security review to ensure compliance with our legislative obligations.

Inappropriate development, obstacles and certain land uses in areas surrounding Sydney Airport can severely restrict its operations and growth. While we can control development and activities on the airport, off-airport development involves external agencies and authorities, and needs to be managed. Safeguarding Sydney Airport is an ongoing and shared responsibility between all levels of government and the airport.

The Australian Noise Exposure Forecast (ANEF) contained in Master Plan 2039 is a land use planning tool to manage noise sensitive land uses around Sydney Airport. It provides guidance for the NSW Government and local councils to make informed planning and development decisions.

The National Airport Safeguarding Framework (NASF), which applies to Sydney Airport and the surrounding areas, provides a national land use planning framework to:

- Minimise aircraft noise-sensitive developments near Sydney Airport and communicate noise metrics
- Improve safety outcomes by ensuring aviation safety requirements are recognised in land use planning and development decisions

We support the NASF and actively promote its implementation by the NSW Government and local councils.



Images : The Integrated Operations Centre at Sydney Airport.

# Stakeholder and Community Engagement

We are committed to strengthening and expanding our strong links with the community, not just in the vicinity of the airport but across Sydney, NSW and Australia. We actively engage with our local communities and organisations on an ongoing basis regarding airport operations, proposed development and future planning.

We also take an active role in supporting our local community and sporting groups, raising funds for charitable causes through corporate initiatives, and supporting the tourism industry through sponsorship and partnership programs.

With a large number of stakeholders who have a diverse range of interests, we ensure that our community and stakeholder engagement processes are inclusive, accessible and transparent. We have undertaken a broad stakeholder and community engagement process while developing Master Plan 2039.

Our engagement will take into account the wide diversity in our local community to consider factors such as age, education, language, cultural background and mobility. A variety of engagement and communication mechanisms will be used that are suitable for a wide range of people and groups, including:

- Face-to-face engagement activities
- Digital engagement through social media and an interactive and engaging website dedicated to Master Plan 2039
- Supporting information targeting key issues including noise management, environment, heritage, ground transport, air traffic forecasts, safety and security and the overarching vision for Sydney Airport



Image : Sydney Airport consulting with airport tenants about our Airport Environment Strategy.



