

ITEM 4. THE CULTURAL RIBBON DRAFT STRATEGY – SYDNEY HARBOUR'S NATURE AND CULTURE WALK**FILE NO: S123840****SUMMARY**

The City's Cultural Ribbon Draft Strategy (the Strategy) - Sydney Harbour's *nature and culture walk* (working title) was placed on public exhibition from 29 July to 19 September 2016 (52 days), following a unanimous resolution of Council on 18 July 2016.

The Strategy presents a vision for an identifiable 9km harbour foreshore 'nature and cultural walk' to celebrate and connect some of Sydney's significant cultural landmarks, places and landscapes along the harbour. The Strategy brings definition to the project idea of the Cultural Ribbon outlined in *Sustainable Sydney 2030*, sets out principles and identifies a series of possible actions for the City to materialise the project.

During the public exhibition period, the City undertook targeted stakeholder consultations, including one-on-one briefings with key agencies and cultural organisations along the route and in the city. The Strategy was made available through both designed and accessible formats, in online and hard copy mediums. Opportunities to provide written feedback were via an online survey on Sydney Your Say, social media platforms and through formal written submissions. The Strategy was presented to the City's Public Art Advisory Panel, the Eora Journey Working Group and the Aboriginal and Torres Strait Islander Advisory Panel. The City also undertook an audience research study, which included conducting intercept and online surveys to understand the attitudes and behaviours of people around the route, to shape its future format and delivery.

The City received 17 written submissions from organisations, government agencies and individuals. The feedback received overwhelmingly endorsed the City's leadership in developing the Strategy, principles, directions and priority actions proposed. It also provided guidance on areas for action to implement the Strategy, through partnerships with adjoining agencies and engagement with cultural organisations and businesses along the route. Overall, the submissions expressed strong support of the Strategy, and interest in being part of the project's future development. The submissions also outlined the need for clear leadership in developing a holistic City Centre cultural precinct plan that promotes, connects and celebrates our cultural assets and experiences. The results and findings of the audience research affirmed the directions and priority projects that the Strategy proposes.

The feedback received from a number of cultural organisations that fall outside of the proposed walk was that there was a need to capture and engage with these cultural organisations (and others) in the development of other cultural walks and any future cultural planning / strategy work. This work will occur as part of the City's work on broader City Centre cultural precinct planning. No changes are recommended for the principles and directions of the Strategy, however, additional actions to investigate the development of parallel 'cultural walks' and partnerships with cultural organisations to improve connectivity and joint programming as part of the City's broader City Centre cultural precinct planning have been proposed.

On the basis of these outcomes, it is recommended that Council adopt the Cultural Ribbon Draft Strategy - Sydney Harbour's *nature and culture walk* (Attachment A). The consultation process, findings and amendments to the draft Strategy in response to the feedback received are outlined in Attachments C and D. The outcomes of the audience research study are outlined in Attachment B.

RECOMMENDATION

It is resolved that:

- (A) Council adopt the Cultural Ribbon Draft Strategy - Sydney Harbour's *nature and culture walk* (working title) and the proposed key actions and priority projects, as shown at Attachment A to the subject report;
- (B) Council note the amendments and additions to the draft Strategy made in response to the public consultation process, as detailed in Attachments C and D to the subject report;
- (C) authority be delegated to the Chief Executive Officer to enter into memorandum of understanding(s) / partnerships with adjoining agencies to deliver the Cultural Ribbon - Sydney Harbour's nature and culture walk; and
- (D) authority be delegated to the Chief Executive Officer to undertake minor editorial and graphical amendments to the Strategy.

ATTACHMENTS

Attachment A: The Cultural Ribbon Draft Strategy - Sydney Harbour's *nature and culture walk* (with proposed amendments)

Attachment B: Cultural Ribbon Audience Research Report

Attachment C: Public Exhibition and Engagement Report

Attachment D: Summary of submissions, responses and amendments

BACKGROUND

1. The term “Cultural Ribbon” was coined in 2008 at one of the key *Sustainable Sydney 2030* consultation forums by the actor, and then co-director of the Sydney Theatre Company in Walsh Bay, Cate Blanchett. The term described a walking route between Walsh Bay to the Museum of Contemporary Art and Opera House. It was proposed as both a wayfinding strategy and a physical representation of an alliance of arts organisations and institutions.
2. The Cultural Ribbon was identified as one of the “Ten Key Project Ideas” in *Sustainable Sydney 2030*. It was described as “a walking trail linking Sydney’s leading cultural landmarks along the harbour’s edge,” delivering “better information and interpretation of Sydney’s rich history and culture for visitors and tourists” becoming a means to “strengthen and support the cultural life of the city...helping boost Sydney as a cultural destination.”
3. It was identified as a project that could reinforce *A Cultural and Creative City*, key direction 7 of *Sustainable Sydney 2030*, in recognition that arts and cultural activities are fundamental to liveability, tolerance, quality of life and, increasingly, to economic development. In addition, linked to the Eora Journey, the Cultural Ribbon was to have a broad historical-interpretive dimension, utilising best practice heritage and cultural interpretation, public art, lighting and wayfinding elements to create a unique and legible experience.
4. Since the epithet was coined in 2008, the Cultural Ribbon, and variations of the term, such as “Arts Ribbon” or “Arts and Cultural Ribbon”, have been used in various state government policy and planning documents to refer to a range of different things.
5. The uptake of the term is testament to the desire to imprint some conceptual and geographical coherence to culture in a place that seems to lack the more distinct cultural precincts of other international cities. It also demonstrates the need for the City to bring greater clarity and definition to the idea and find a tool to promote Sydney’s cultural life.
6. In 2011, Council approved the City Art Public Art Strategy, which reinforces the importance of the Cultural Ribbon and the Eora Journey as key public art and city transformation projects.
7. After extensive public consultation, in 2014, Council adopted the Creative City Cultural Policy and Action Plan 2014-2024, which also reiterated the opportunity that the Cultural Ribbon offers to culture and tourism and precinct distinctiveness.
8. The Chief Executive Officer held a workshop with key stakeholders in 2015 to discuss a coordinated approach to cultural planning in the city, with the focus being on the public domain experience between venues and the need for venues to extend their planning / programming beyond their physical boundaries. Subsequently, the NSW Government has released Create NSW: NSW Arts and Cultural Policy Framework, February 2015.
9. The Strategy proposes that in order to bring the project to a sharper focus and to better align the Cultural Ribbon with the Liveable Green Network and the greater harbour foreshore walk, the focus of the project be on destinations and spaces along the harbour foreshore.

10. The harbour foreshore walk, as articulated in the Liveable Green Network, is 17km from Rozelle Bay to Rushcutters Bay.
11. This first iteration of the Cultural Ribbon - Sydney Harbour's *nature and culture walk* is proposed to be between Darling Harbour (Australian Maritime Museum) and Woolloomooloo, which is approximately 9km.
12. The proposed extent of the Cultural Ribbon – Sydney Harbour's *nature and culture walk* between Darling Harbour (Australian Maritime Museum) and Woolloomooloo takes in a number of Sydney's eminent cultural institutions and also engages with five harbour bays, four harbour peninsulas, and five harbour-side parks of differing function and landscape quality.
13. The Strategy seeks to build public awareness of a topographically defined entity that is markedly different to the readily identifiable cultural precincts of other major international cities. The route from Darling Harbour to Woolloomooloo seeks to capitalise upon this confluence of natural and cultural assets.
14. The Strategy also seeks to embed the foreshore experience with a layer of story-telling focused on Sydney's maritime history, the stories of our Aboriginal and Torres Strait Islander communities and our natural / cultural assets.

STRATEGY CONTEXT AND DEVELOPMENT

15. Since *Sustainable Sydney 2030*, Council has adopted the following related policies that inform the Strategy:
 - (a) Creative City: Cultural Policy and Action Plan 2014-2024;
 - (b) City Art: Public Art Strategy 2011;
 - (c) Eora Journey: Recognition in the Public Domain 2012;
 - (d) Legible Sydney: Pedestrian Wayfinding Strategy 2012 and Design Manual 2013;
 - (e) Sydney Lights: Public Domain Design Code 2013;
 - (f) Walking Strategy and Action Plan 2015-2030;
 - (g) Inclusion Action Plan 2014-2017;
 - (h) Harbour Village North Public Domain Plan 2012;
 - (i) City North Public Domain Plan 2015;
 - (j) Tourism Action Plan 2013;
 - (k) OPEN Sydney Strategy and Action Plan 2013-2030;
 - (l) Urban Ecology Strategic Action Plan 2014; and
 - (m) Cycle Strategy and Action Plan 2007-2017.

16. While there is extensive foreshore infrastructure already in place, it is recognised that the experience of the foreshore is often disparate, a reflection of the fragmented ownership. Reflecting this mix of ownership, signage along the foreshore route is variable in its messaging and impact, with each authority tending to focus on internal directions within their area of influence. Street furniture and lighting also vary according to jurisdiction.
17. This mix of jurisdiction presents a distinct challenge in realising the potential of the harbour foreshore walk as a connective entity and a destination in its own right. Whilst the idea of a Cultural Ribbon resonates with the public, it is not currently promoted as a cultural or tourism experience.
18. Whilst most of the land along the Cultural Ribbon - Sydney Harbour's *nature and culture walk* is outside the City's jurisdiction, the City has a vital role of coordination, facilitation and leadership to achieve the optimal public domain outcome along the foreshore to benefit all users of the city.
19. With major developments along the harbour foreshore, including the redevelopment of Pier 2/3 and Wharf 4/5 (the Walsh Bay Cultural Precinct), Circular Quay Renewal (Transport for NSW), Opera House upgrades (Sydney Opera House Trust) and the Sydney Modern Project (Art Gallery of NSW), it is the opportune time for the City to establish a clear position on the aspirations for the public domain and foreshore that connects these separate projects.
20. One of the key identifying features of the Cultural Ribbon, as articulated in *Sustainable Sydney 2030*, is its link with the Eora Journey. The Eora Journey project recognises the ongoing significance and vitality of Aboriginal heritage and living culture to the City of Sydney. It was a response to the strong call from the Aboriginal and Torres Strait Islander and broader community to celebrate and share the story of the world's oldest living culture through our city's public spaces.
21. In 2012, Council endorsed the Eora Journey: Recognition in the Public Domain Implementation Plan, which included seven project concepts recommended by the International Review of Contemporary Interpretation Practice (Hetti Perkins and Julie Cracknell for City of Sydney). Several of these projects could occur along the Cultural Ribbon, namely:
 - (a) Monument for the Eora (could occur within Harbour precinct);
 - (b) Harbour Walk (Audio Tour); and
 - (c) Eora Journey Walking Trail (Harbour to Redfern).
22. On 29 September 2016, the City, in collaboration with the Sydney Architecture Festival, hosted a Cultural Infrastructure Workshop to begin the conversation with key people from the arts, government, cultural organisations, to scope and identify key themes of a cultural infrastructure strategy.
23. The City has a special leadership role in planning for cultural infrastructure and precincts as part of its urban planning processes. In 2017, the City will develop a cultural infrastructure strategy to guide its support of spaces for active participation, creative practice, creative enterprise, venues for audiences and places for temporary, unplanned and planned events in the public realm.

24. The City is developing a draft Digital Strategy, which identifies the importance of Wi-Fi in the public domain to support the community to make full use of digital technology. This will address congestion issues on the telecommunications networks and also provide an important alternative for those without reliable access to paid networks, for example people on low incomes and visitors to Sydney. A secure Wi-Fi network can also be useful for emergency management and as a basis for “smart city” projects including data collection through sensor networks and wayfinding solutions.
25. The City is currently working with the NSW Government and other stakeholders to investigate the best options for the rollout of an open and accessible Wi-Fi network in key areas of the city’s public domain.

STATE GOVERNMENT PLANS AND STRATEGIES

26. In the NSW Government’s “A Plan for Growing Sydney”, the Cultural Ribbon idea is used as a means of explaining a distribution of funding according to geographic location.
27. The 2012 State Infrastructure Strategy prioritised revitalising and expanding “the State’s existing cluster of world-class institutions and attractions through the development of an ‘Arts and Cultural Ribbon’ around the Sydney Harbour and the CBD”. The follow up 2014 State Infrastructure Strategy Update further “recommends the establishment of a clearly defined Sydney CBD cultural precinct, with staged investment in the Sydney Opera House, the Walsh Bay Arts precinct, the Art Gallery of NSW and the State Library of NSW”.
28. On 14 October 2016, Property NSW released the draft strategic framework for Macquarie Street to help the NSW Government assess future proposals and opportunities for Macquarie Street and the Macquarie Street East Precinct.
29. The draft strategic framework includes plans for the State Library of NSW and considerations for the future of the NSW State Parliament, Sydney Hospital, The Mint, Hyde Park Barracks and the Land and Property Information building.
30. The draft strategic framework includes a recognition that Macquarie Street is, “A great cultural walk”, that “*Macquarie Street holds many of Sydney’s stories - from places of first contact to grand public institutions, to people and events that shaped our modern nation. These stories are embedded in buildings, spaces and statues that line the street. A key part of this strategic framework is to create an engaging experience along Macquarie Street, to celebrate these stories and to uncover new layers of cultural and historic meaning.*”
31. The release of the strategic framework is opportune, as the potential of creating a parallel walk could be considered, in consultation with Property NSW, to include a number of cultural destinations along Macquarie Street.
32. It is anticipated that Infrastructure NSW (INSW) will soon be releasing its Cultural Infrastructure Plan. The City has been in consultation with INSW to address the need for the City and State to work collaboratively in developing a cultural precinct plan for the city. This plan will address wayfinding and the various ways the connections between cultural assets can be improved.

PUBLIC CONSULTATION

33. Public consultation for the Strategy builds on the extensive consultation conducted for *Sustainable Sydney 2030*, City Art, Legible Sydney and Creative City Cultural Policy and Action Plan.
34. During the exhibition period, the City's website included a webpage with the draft Strategy and key directions, and a short survey for public comment and input.
35. The City commenced targeted stakeholder engagement with various key agencies and institutions including Property NSW, INSW, Destination NSW, Arts NSW, Australian Museum, Museum of Applied Arts and Science, Art Gallery of NSW and Australian Maritime Museum.
36. The discussions with key stakeholders at briefings and the submissions received post exhibition indicated broad support for the City's leadership and for the aspirations set out in the Strategy. There was clear support for the walk, principles, directions and proposed priority projects.
37. During the consultation process, Property NSW noted that the City's draft Strategy is in direct alignment with its plans for a greater harbour foreshore walk. Property NSW has expressed interest in entering into a Memorandum of Understanding with the City to deliver the project in partnership.
38. A large number of cultural organisations along the route identified strong synergies between their short and long term plans and the Strategy, and indicated a willingness to work with the City to implement the project.
39. A number of cultural organisations that fall outside of the proposed route expressed concerns, citing the missed opportunity to include other important cultural organisations in the city.
40. A number of cultural organisations that fall outside of the proposed route recommended that the City include their organisations in the development of the City's broader cultural precinct planning or the development of future walks.
41. It is recognised that many important cultural venues / institutions and activities occur outside of the proposed route and that a City Centre cultural plan is required to ensure that we maximise connectivity, programming and public awareness of the breadth of offer in Sydney. It is proposed that a series of connected walks be explored, including the potential of expanding on the City's Cultural Walks App.
42. The following key themes came through strongly during the public consultation and through the submissions and feedback received:
 - (a) the importance and willingness of key agencies and cultural organisations to partner with the City to implement the project;
 - (b) strong synergies with a large number of cultural organisations in terms of programming and planned activities, particularly in the area of interpretation and story-telling of Sydney's Aboriginal and Torres Strait Islander communities;
 - (c) timeliness of the Strategy with the major developments and upgrades occurring in many of the major cultural organisations;

- (d) the importance of the provision of visitor information and the delivery of visitor information (free Wi-Fi, visitor information centres);
 - (e) the City to work with businesses (and cultural organisations) to streamline approvals process for temporary pop-ups (events) or permanent activation along the route;
 - (f) improved wayfinding and signage, to and along the route, to cultural organisations and at transport nodes, was noted as fundamental;
 - (g) improved accessibility, walkability and amenity for cyclists during the day and at night (night-time cultural economy currently untapped) were noted as key actions that need to be prioritised;
 - (h) the role the City already plays, and is able to play, in the cultural sector in leading, advocating and working with other agencies, organisations and levels of government, was seen as essential for achieving and implementing the Strategy, associated cultural activities and greater city-wide cultural planning work; and
 - (i) a strong desire amongst major cultural organisations to be linked through programs / walks that increase local and visitor awareness, visitation and engagement.
43. In October 2016, the City conducted an audience research study, which comprised an intercept survey and an online survey, to understand attitudes and behaviours of people around the proposed route to shape its future format and delivery.
44. Three to five minute intercept surveys were conducted among current users (Sydney residents, domestic and international tourists) of the foreshore route across seven different locations (628 completes), and three to five minute online surveys were conducted among Sydneysiders (127 completes).
45. Key findings of the audience research study include;
- (a) two thirds of Sydney residents were aware of some sections of the 9km foreshore walk. Low awareness was recorded within domestic and international tourists. 53 per cent of domestic tourists and 77 per cent of international tourists were unaware that they are able to walk between Darling Harbour and Woolloomooloo along the foreshore (currently excluding Barangaroo Central);
 - (b) almost half the users surveyed were using the walk as a route from A to B, as opposed to a destination in its own right;
 - (c) the average distance users are willing to walk is approximately 5.9km, with one third willing to walk more than 6km;
 - (d) lighting / safety at night and wayfinding were rated as the lowest in users experience of the walk; and
 - (e) there is a spread of interests across residents and tourists, with engagement with the foreshore and nature, art, architecture, Aboriginal and Torres Strait Islander history and maritime history, the top tier areas.

PROJECT DEFINITION AND PRINCIPLES - POST EXHIBITION

46. The Strategy proposed that the walk be redefined as Sydney Harbour's *nature and culture walk* along the harbour foreshore from Darling Harbour to Woolloomooloo, with a physical expression that is clear, discreet and simple. Sydney Harbour's *nature and culture walk* is based on the following principles:
- (a) it is about the cultural destinations and landscapes as much as it is about the paths and spaces in between;
 - (b) anchored by moments of storytelling and interpretation including the Eora Journey and Sydney's maritime history;
 - (c) a layered experience made up of various components that tell a bigger picture story;
 - (d) accessible for all and a great experience every day and at night; and
 - (e) supported by investment by the public and private sector (including the business community) that enhances the experience.
47. The Strategy was very well received and supported by Property NSW, Arts NSW, numerous cultural organisations and the business sector.
48. To deliver on the proposed principles, it is important for the Strategy to address the fundamental issues of the physical condition of the public domain of the walk, the opportunities for storytelling and interpretation, and the opportunities to elevate the walk as a destination / attraction in its own right. It is proposed that the Cultural Ribbon - Sydney Harbour's *nature and culture walk* is considered under the following three directions:
- (a) Connections
 - (i) improve the physical amenity of the walk for pedestrians to make it more attractive, accessible and safer for people to explore on foot during the day and at night;
 - (ii) improve the legibility of the walk, including enhanced wayfinding;
 - (iii) improve conditions and amenities for recreational cycling along the route;
 - (iv) enhance the experience of nature on the foreshore;
 - (b) Imagination
 - (i) bring to the public domain a layer of storytelling and interpretation with contemporary interpretation tools, digital media and smart technology as an aid;
 - (ii) invigorate the paths and spaces 'in-between' – make creativity / innovation more visible;

- (c) Identity
- (i) to build public recognition of the foreshore route as a destination in its own right; and
 - (ii) recognise, retain and, where appropriate, reinforce the existing character and identity of each section of the walk.
49. The feedback received from a number of cultural organisations that fall outside of the proposed walk was that there was a need to capture and engage with these cultural organisations (and others) in the development of cultural walks and any future cultural planning / strategy work. This work will occur as part of the City's broader cultural precinct planning.
50. No major changes are recommended for the principles and directions of the Strategy, however, three additional actions have been identified as part of broader City Centre cultural precinct planning (see key actions below). A minor addition under the direction of Imagination to include, 'contemporary interpretation tool', is also proposed.
51. A more detailed action plan, informed by the outcomes of the consultation, including for the City to host a workshop with key stakeholders to develop ideas for the walk is outlined in the Strategy (pg 40).
52. The actions proposed are multi-pronged and can be categorised under 'Hardware', 'Software' and 'Partnerships'. Many of the actions have the potential to help achieve more than one of the directions.
53. Hardware – physical improvements, additional infrastructure; Software – development of the content of the walk and supporting media, tools, programming and smart technology; Partnerships – working with key stakeholders and advocacy
54. Key actions proposed in the draft strategy are as follows:

| # | Key actions | Strategy directions | | |
|-----------------|--|---------------------|-------------|----------|
| | | Connectivity | Imagination | Identity |
| Hardware | | | | |
| 1 | Improve wayfinding to and along the route | ✓ | | ✓ |
| 2 | Improve pedestrian amenity and accessibility | ✓ | | ✓ |
| 3 | Improve the experience of nature on the foreshore | ✓ | ✓ | ✓ |
| 4 | Develop creative lighting masterplan for the foreshore and improve safety along the route | ✓ | | ✓ |
| 5 | Improve cycling amenity along the route | ✓ | | |
| 6 | Develop interpretative infrastructure for the walk | ✓ | ✓ | ✓ |
| Software | | | | |
| 7 | Develop Sydney Harbour's <i>nature culture walk</i> (working title) | ✓ | ✓ | ✓ |
| 8 | Develop <u>contemporary interpretative tool</u> , digital media / smart technology to support and promote the walk | ✓ | ✓ | ✓ |

| # | Key actions | Strategy directions | | |
|---|---|---------------------|-------------|----------|
| | | Connectivity | Imagination | Identity |
| Partnerships | | | | |
| 9 | Establish Memorandum of Understanding(s) with key agencies for a unified vision for the walk | ✓ | ✓ | ✓ |
| 10 | Investigate partnership opportunities to deliver public domain improvements | ✓ | | ✓ |
| 11 | * Investigate opportunities to better support business and cultural activation along the route | ✓ | | ✓ |
| City Centre Cultural Precinct Planning | | | | |
| 12 | * Investigate the development of cultural walk(s) that link other cultural organisations in the city | ✓ | | ✓ |
| 13 | * Investigate opportunities to work with cultural organisations to improve connectivity and joint programming as part of a City Centre cultural precinct plan | ✓ | | ✓ |

*new key actions in response to public consultation

55. The updated Strategy includes a number of priority projects under the key actions to deliver the project.

FUTURE ENGAGEMENT WITH KEY STAKEHOLDERS

56. The feedback has strongly evidenced the desire for close consultation and partnerships which reinforces the Strategy's key actions under 'partnerships'.
57. The Strategy has been updated with additional actions to include, in the short term, for the City to host a workshop with the cultural organisations along the route to help develop a brief for artists / creative agencies to develop the walk.
58. Following Council endorsement of the Strategy and approval for the Chief Executive Officer to enter into partnerships / Memorandum of Understanding(s) with adjoining agencies to deliver the Cultural Ribbon - Sydney Harbour's *nature and culture walk*, the City will consult with interested parties and develop details of partnerships / MOU(s).
59. Initial discussions with key stakeholders included potential for a working group to be formed to help define shared objectives, roles and responsibilities for the project and potential partnerships to deliver projects / programs.

KEY IMPLICATIONS

Strategic Alignment - Sustainable Sydney 2030

60. *Sustainable Sydney 2030* is a vision for the sustainable development of the city to 2030 and beyond. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. The Strategy is aligned with the following strategic directions and objectives:
- (a) Direction 1 - A Globally Competitive and Innovative City – Sydney is Australia's premier destination for international tourists, with tourism a key driver of the local economy. This project will deliver innovative cultural tourism products, which, in turn, will stimulate local economic activity.

- (b) Direction 4 - A City for Walking and Cycling – the harbour foreshore walk is Sydney Harbour’s cultural and natural “scenic route.” It passes through sheltered bays and around harbour peninsulas, links the city’s most visited museums and galleries, and passes through both our oldest and newest parks. The Cultural Ribbon - Sydney Harbour’s nature and culture walk will mark the foreshore route, but also spread out from the foreshore to ensure that walkers and cyclists can navigate through attractions and precincts along the route.
- (c) Direction 5 - A Lively and Engaging City Centre – this project will help achieve better connections to the harbour foreshore, offering greater access to its sequence of open space and creative locations. Creative precincts along the foreshore, such as Walsh Bay, Circular Quay and Woolloomooloo, will be strengthened, with major arts institutions anchoring cultural and supporting activities.
- (d) Direction 6 - Vibrant Local Communities and Economies – a number of creative, commercial and tourist areas of civic importance lie along the harbour foreshore route. The activation and promotion of the foreshore route will increase visitation to these precincts, stimulating local economies.
- (e) Direction 7 - A Cultural and Creative City – this project adopts a broad definition of culture as creativity, encompassing the visual and performing arts, architecture and landscape. The goal of this project is make creativity along the harbour edge more accessible and participatory.
- (f) Direction 10 - Implementation through Effective Governance and Partnerships – by its very nature and location, the foreshore walk will require close collaboration with a number of agencies and institutions. The success of the project will depend on effective governance and partnerships.

Organisational Impact

- 61. No major organisational impact is anticipated.

Risks

- 62. The success of the project will depend on collaboration with, and buy-in by, external agencies such as Property NSW, Botanic Gardens and Centennial Parklands Trust, Transport for NSW (TfNSW), and organisations such as Walsh Bay Arts and Commerce, the Sydney Opera House, Museum of Contemporary Art (MCA) and Art Gallery of NSW.
- 63. In the absence of a strategy for the Cultural Ribbon - Sydney Harbour’s *nature and culture walk*, the City, in partnership with the broader external stakeholder group (including cultural organisations), would miss the opportunity to demonstrate leadership on a *Sustainable Sydney 2030* project that has been talked about in the media and in various policy documents, and deny better public access and understanding to one of our most important assets, our harbour. The opportunity to provide a comprehensive experience of Sydney’s unique foreshore would also be lost.

Social / Cultural / Community

64. There is an opportunity for the Cultural Ribbon - Sydney Harbour's *nature and culture walk* to bring to the public domain, specifically the foreshore, a layer of interpretation that celebrates the living culture of the Aboriginal and Torres Strait Islander communities in Sydney.
65. The Cultural Ribbon - Sydney Harbour's *nature and culture walk* will positively add to the cultural life of the city for locals and visitors.

Economic

66. It is anticipated that the additional activation and promotion proposed as part of this project will have a positive impact on visitation to cultural institutions and local businesses catering to visitors and tourists, making it one of the 'must-do' Sydney walks (such as the Bondi to Coogee Walk).

BUDGET IMPLICATIONS

67. The City's Long Term Financial Plan has budget allocations for capital works to implement elements of the Cultural Ribbon.
68. Other existing programs with aligned objectives will support the development of this project.

RELEVANT LEGISLATION

69. The proposed route of the Cultural Ribbon - Sydney Harbour's *nature and culture walk* cuts across numerous jurisdictions, and the relevant legislation and authorities will apply accordingly.

CRITICAL DATES / TIME FRAMES

70. Implementation is planned to commence immediately following Council endorsement.

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