

Camperdown Ultimo Collaboration Alliance and Work Plan

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Summary

The Camperdown-Ultimo Collaboration Area has been recognised as the most significant innovation precinct in NSW with world-class health, education and research institutions. It is an important source of knowledge job creation and home for emerging industries. The precinct is identified as a strategic priority for the Greater Sydney Commission and the City of Sydney. Work relating to the collaboration area stems from an action of Sustainable Sydney 2030 to identify, develop and support the creation of innovation precincts such as the Ultimo-Pyrmont education and cultural precincts and is actively informing Sustainable Sydney 2050.

This report seeks to provide a progress update to Council on the work to date relating to the Camperdown-Ultimo Collaboration Area. This work has included:

- The development of a place strategy led by the Greater Sydney Commission;
- An innovation cluster study commissioned by the City as an economic research input for Sydney 2050;
- The establishment of the Camperdown-Ultimo Collaboration Alliance, a governance group to coordinate and manage collaborative projects conducted for the collective benefit of the collaboration area; and
- The development of a Camperdown-Ultimo Alliance work plan and actions for implementation which includes three initial proposed projects: an integrated movement and place transport strategy in conjunction with Transport for NSW, a strategy to attract industry to the precinct and an ultra high-speed Wi-Fi network through the AARnet digital community. The place strategy sought to identify place-based barriers and issues in order to bring together stakeholders and agree on a common vision for the precinct. It has been an effective catalyst to bring together precinct stakeholders to work on solutions to shared challenges.

The innovation cluster study built upon the high-level direction provided by the place strategy to provide a more detailed analysis on the nature of collaboration and spatial drivers of innovation. This study is a key information input to Sustainable Sydney 2050.

The Camperdown-Ultimo Collaboration Alliance (the C-U Alliance) was established at the conclusion of the place strategy and generally meets monthly. It comprises institutions which are longstanding stewards of the precinct including: University of Sydney, University of Technology Sydney, Notre Dame University, TAFE NSW, Sydney Local Area Health District and Health Infrastructure NSW, Council of the City of Sydney and Inner West Council. The NSW Government leads work on the Central Sydney Innovation Precinct (around Central station) and is working in collaboration with the C-U Alliance.

The proposed transport study is in partnership with Transport for NSW. It is a comprehensive integrated transport strategy for the precinct that will be funded by Alliance partners and Transport for NSW. The total cost of the strategy is expected to be \$250,000, requiring a part-contribution from the City. The final amount of the City's contribution is yet to be determined but will be no more than \$50,000.

Recommendation

It is resolved that:

- (A) Council note the recommendations of the Camperdown-Ultimo Collaboration Area Place Strategy prepared by the Greater Sydney Commission, detailed in Attachment A to the subject report;
- (B) Council note the findings of the Camperdown-Ultimo Collaboration Area Innovation Study prepared by Hill PDA, detailed in Attachment B to the subject report;
- (C) Council endorse the City's continued participation in the Camperdown-Ultimo Collaboration Alliance and associated work plan; and
- (D) Council note that the final amount of the City's contribution is yet to be finalised but it will be no more than \$50,000. Every effort will be made to absorb this additional cost within the City's existing operational budget. Should that not be possible, funds will be sought from CEO contingency.

Attachments

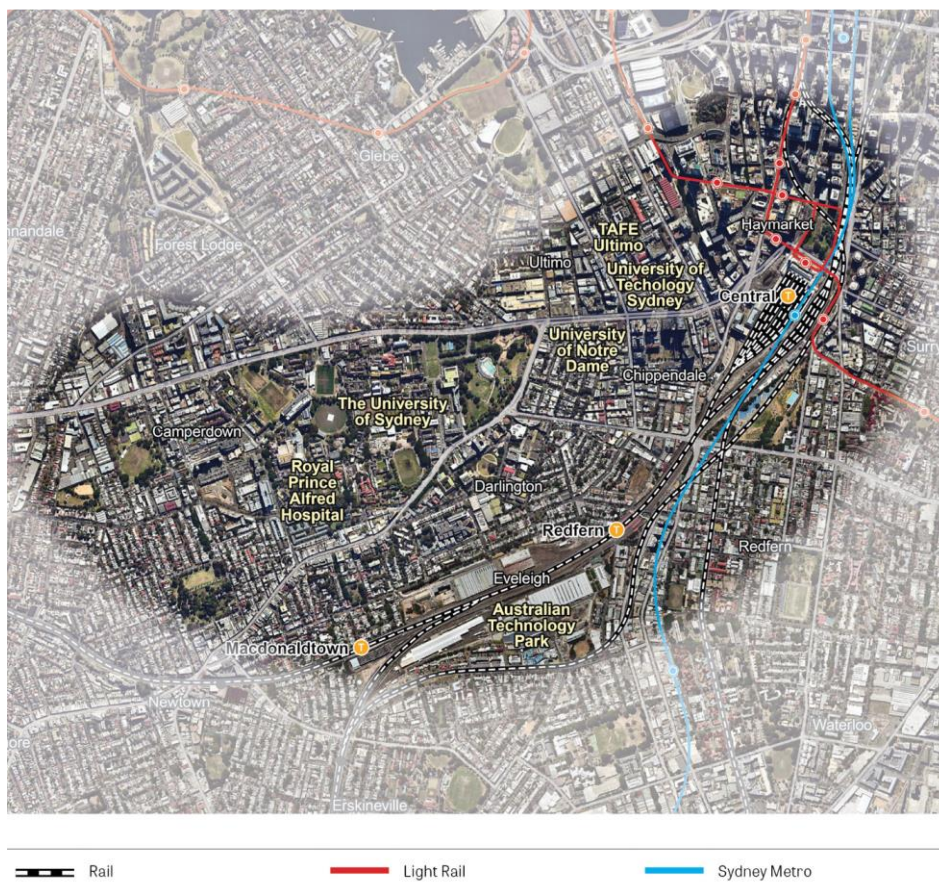
- Attachment A.** Camperdown-Ultimo Collaboration Area Place Strategy
- Attachment B.** Camperdown-Ultimo Collaboration Area Innovation Study - Final Report
- Attachment C.** Camperdown-Ultimo Collaboration Area Innovation Study - Engagement Report

Background

1. The Camperdown-Ultimo Collaboration Area is a location of special interest from the perspective of both public policy and private investment. The importance of high performing clusters of linked and specialised activity, powered by strategic partnerships and collaborations between government, academia, business and the cultural and community sectors is identified as an objective of Sustainable Sydney 2030. This report seeks to provide an overview of the precinct including the strategic context, recent research studies, collaborative governance and projects planned for the future which will require a financial contribution from the City.

An Introduction to the Camperdown-Ultimo Collaboration Area

2. The Camperdown-Ultimo Collaboration Area (the C-U Area) has been recognised as the most significant innovation precinct in NSW with world-class health, education and research institutions. It has been, and will likely continue to be, an important source of knowledge job creation and an ideal location for emerging industries. It is for this reason that it is currently an area of heightened interest to both private and public stakeholders. A range of strategic planning and investment decisions that will increasingly transform the location over the next five year period and beyond.
3. The Greater Sydney Commission (GSC) defines the C-U Area as from Camperdown to Ultimo, and includes Darlington and Eveleigh; most of Haymarket, Ultimo and Camperdown; and parts of Glebe, Forest Lodge, Newtown, Redfern and Surry Hills. The majority of the C-U Area is located in the City of Sydney LGA with the western portion located in the Inner West Council LGA.

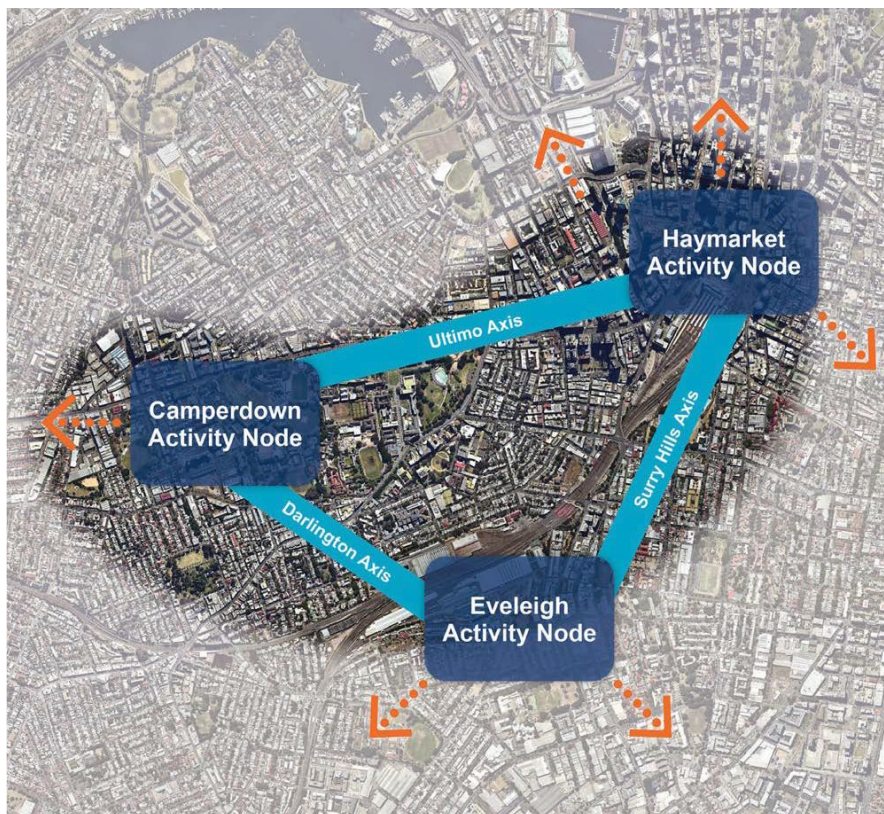


Source: Greater Sydney Commission

4. Key institutions in the C-U Area include the Royal Prince Alfred Hospital, TAFE NSW, University of Notre Dame, University of Sydney and University of Technology Sydney and wide variety of smaller businesses in tech startup and creative industries. The C-U Area also encompasses the Tech Central development at Central Station which when complete, will further strengthen the innovation ecosystem.

Greater Sydney Commission's Camperdown-Ultimo Collaboration Area Place Strategy

5. The GSC recognised the C-U Area's strong attributes in terms of anchor institutions, research skills and a highly talented workforce, but that it was not yet fulfilling its economic potential. The GSC held the view that if the unique variety activities occurring within the C-U Area were better coordinated and supported it could become a thriving innovation eco-system. It was for this reason that in 2018 the Camperdown-Ultimo Collaboration Area Place Strategy (the place strategy) was prepared in collaboration with key stakeholders, including the City.
6. The place strategy sought to identify place-based barriers and issues in order to bring together stakeholders and agree on a common vision. The vision states, "*In 2036, Camperdown-Ultimo Collaboration Area is Australia's innovation and technology capital. Industry, business, health, education and skills institutions work together, and talent, creativity research and partnerships thrive. Low carbon living, green spaces, places for people and easy connections support resilience, amenity, vitality and growth.*" It goes on to articulate the main priority areas which require a coordinated effort by many partners.
7. The place strategy identified three activity nodes including: (1) Haymarket, (2) Camperdown and (3) Eveleigh. The axes serve as connections between these three nodes including (1) Ultimo Axis, (2) Surry Hills Axis and (3) Darlington Axis.



8. Whilst acknowledging that more detailed work and analysis would still be required in the future, the place strategy was successful in two critical areas. Firstly, it provided a high-level vision and direction for the precinct. Secondly, it was a catalyst that brought together large stakeholders to work on solutions to shared challenges. Some of the key priority areas in the strategy include:
 - (a) Supporting greater collaboration within the precinct;
 - (b) Improving transport options, pedestrian experience and amenity;
 - (c) Adopting smart technology to support innovation;
 - (d) Addressing housing affordability; and
 - (e) Providing a culturally vibrant, healthy precinct with good open spaces.
9. The place strategy recognised that an effective governance structure needed to be established for any meaningful progress to be achieved. It was for this reason the Camperdown-Ultimo Alliance was formed to continue the work that was started and see it through to implementation.

The Camperdown-Ultimo Collaboration Area Innovation Cluster Study

10. The purpose of the Camperdown-Ultimo Collaboration Area Innovation Cluster Study (C-U innovation study) was to build upon the high-level direction provided by the place strategy and provide a more detailed analysis on the nature of collaboration and innovation. This evidence base was necessary in order to prepare targeted economic development strategies that will tackle identified issues.
11. The City commissioned an in-depth research study informed by comprehensive stakeholder engagement. The underlying goal of this research was to provide possible solutions to unlock growth in innovation, creativity and knowledge-intensive jobs.
12. What quickly became evident during the C-U innovation study, was the need to customise solutions for the distinct nodes operating within the C-U area rather than a more generic approach. Upon further analysis, the study found there were four distinct nodes within the precinct, one more that originally identified in the place strategy, including:
 - (a) Camperdown-University Biomedical Node;
 - (b) South Eveleigh Business and Technology Node;
 - (c) Ultimo to Central Innovation and Technology Node; and
 - (d) Surry Hills Creative Node (i.e. the additional node).
13. A broad and comprehensive stakeholder engagement process was undertaken that involved a combination of surveys, interviews, workshops and presentations. A summary of current nature of innovation and collaboration is as follows:
 - (a) Consultation with stakeholders revealed the current level of collaborative innovation occurring in the C-U area is low. Instead, collaboration is happening in an ad hoc fashion, in silos and with little coordination across the precinct.

- (b) Industry and university participation in innovation is perceived to be low. The need for universities to collaborate with each other was raised extensively but competitive pressure between institutions has traditionally limited this.
 - (c) Private enterprise and universities were called upon to do more in addressing affordability and supporting collaboration activities. A review of global innovation precincts provided some good examples of private enterprise and non-government entities providing subsidised housing and commercial space as a means of supporting innovation.
14. A summary of the key barriers to innovation cited by stakeholders included:
- (a) Availability of affordable floor space;
 - (b) Competition for funding and lack of prioritisation for innovation;
 - (c) Poor pedestrian connectivity, accessibility and public transport;
 - (d) The lack of a coherent shared identity and known brand;
 - (e) A lack of governance and differing views on the best model; and
 - (f) Challenges in attracting and retaining international talent.
15. A summary of suggestions by stakeholders to innovation included:
- (a) Harnessing the power of technology;
 - (b) Creating a vibrant atmosphere with better public amenity and 24/7 offering;
 - (c) Providing activated spaces and a range of events; and
 - (d) Curating the best mix of tenants for each node.
16. A summary of some of the suggested solutions and 'big ideas' for the unlocking increased innovation and collaboration included:
- (a) Designate the C-U area as a Specialised Innovation Zone and establish a 'living lab' to test products and policy;
 - (b) Pedestrianise the goods train line to encourage people-to-people interactions and activate more laneways;
 - (c) Open up new spaces for activation and night time economy;
 - (d) Provide affordable commercial space for creative/tech/research industries and affordable housing for targeted workforce;
 - (e) Improvements to technology infrastructure such as Wifi and 5G;
 - (f) Create a governance body to coordinate various innovative activities and curate mix of tenants; and
 - (g) Combine a number of initiatives to create a 'healthy city precinct' such as increased tree canopies, distinctive place making, iconic public spaces, leverage public parks and shared paths.

The Camperdown-Ultimo Collaboration Alliance

17. The Camperdown-Ultimo Collaboration Alliance (the C-U Alliance) was established at the conclusion of the place strategy and has been operating for approximately 12 months. It comprises institutions which are longstanding stewards of the precinct including: University of Sydney, University of Technology Sydney, Notre Dame University, TAFE NSW, Sydney Local Area Health District and Health Infrastructure NSW, Council of the City of Sydney and Inner West Council.
18. The Terms of Reference for the C-U Alliance covers three main areas:
 - (a) Build on the GSC Camperdown-Ultimo Collaboration Area place strategy;
 - (b) Pursue initiatives which respond to the Eastern District Plan objective to “*create an area of international standing*”; and
 - (c) Jointly prepare a precinct plan and actions for implementation.
19. The C-U Alliance has recently appointed a place manager to assist with coordinating meetings and preparing the C-U Alliance work plan and associated projects. The three strategic actions are proposed as a foundation for nurturing the precinct's development as an innovation precinct. They include:
 - (a) Special Enterprise Precinct - addressing economic incentives and streamlining business processes to attract global investment and jobs to the precinct.
 - (b) Connected (Place and Digital) - addressing physical connectivity via transport and digital connectivity through internet speeds and access.
 - (c) Global Testbed - investigating the potential of the precinct to be used as a living lab for emerging technologies.
20. There are three priority projects connected to the three strategic actions above include:
 - (a) Sydney Research - define the C-U Area as a special enterprise area to attract global investment and industry partners to the precinct.
 - (b) Transport Strategy - develop an integrated transport strategy and implementation and funding plan (explained further below).
 - (c) Precinct Wifi Network - Investigated opportunity to work with AARnet to build on its current partnerships with key stakeholders to deliver wifi to the precinct.

The Integrated Transport Strategy & Implementation Plan

21. The C-U Alliance and Transport for NSW (TfNSW) are working together on the development of an Integrated Transport Strategy & Implementation Plan (the transport strategy) for the precinct that will support delivery of the economic, social and environmental outcomes identified in the place strategy.
22. Key connectivity priorities which will inform the transport strategy are:
 - (a) the need to integrate and connect the Collaboration Area within and beyond its boundaries to the Eastern District, and Sydney more generally within, providing access to and between the three distinct nodes.

- (b) identification of transport solutions that improve the quality and accessibility of place within the C-U Area potential to leverage innovation and technology to improve connectivity and place opportunities to promote smart technology, drive innovation and connect locally and globally delivery of high levels of connectivity between health and education activities, startups, innovation hubs and industry partners in the precinct
 - (c) addressing precinct access and connectivity, and associated priorities and actions as identified in the place strategy.
23. The objective of the transport strategy is to deliver a strategy which addresses all aspects of access and connectivity, including public transport, cycling and walking, vehicle access to support surrounding land uses and safety of all road users.
24. High levels of access and connectivity combined with quality “place” outcomes are required to support the precinct in realising its potential as an innovation precinct, which is a destination for global talent and investment and home to a rich and diverse local community. The transport strategy will address:
- (a) precinct as a connected place;
 - (b) transit solutions for the precinct;
 - (c) metropolitan and district level connectivity;
 - (d) active transport – movement and place;
 - (e) a pedestrian focused place for people of all ages and ability; and
 - (f) emerging transport technologies.
25. Transport for NSW will be the key agency for the transport strategy as it will have responsibility for most strategic initiatives arising from it. Transport for NSW and the C-U Alliance will lead this commission and together make up the 'client group'. The intention is for the client group to work with the consultant, and each other, in an interactive and open manner. This will maximise the benefits of the partnership approach in generating a feasible transport strategy that meets the outlined objectives.
26. The transport strategy will comprise a strategic framework and an implementation plan. This strategic framework will need to take into account the following elements:
- (a) strategic land use principles and plans for the precinct (including new rail infrastructure);
 - (b) travel demand – current and future, informed by land use projections and economic activity projections, including origin and destination analysis for existing and projected demand;
 - (c) gap analysis identifying gaps in existing networks and potential gaps in future networks, based on projected demand;
 - (d) key modes of transport (current and future) and current planning for the metropolitan rail, bus and road (non-bus) networks and the potential implications for improving access to and place quality in the precinct; and

- (e) current planning for local connectivity, including active transport the precinct as an “accessible pedestrian priority place” as well as areas where place values need improving.
27. An implementation plan for the strategy framework will then be prepared to do the following:
- (a) identify short, medium and long term actions (including infrastructure, service and policy or program initiatives);
 - (b) allocate responsibility and approval pathways for implementation; and
 - (c) identify indicative costs of proposed actions and potential funding sources.
28. The estimated cost to prepare the transport strategy is \$250,000. This cost will be shared by the stakeholders including Transport for NSW.

Sydney Research Project

29. The objective of this project is to have the precinct recognised as a 'special enterprise area' to attract global investment and talent. The project itself is to prepare a strategy that attracts targeted businesses to the precinct to help foster a stronger innovation ecosystem and facilitate partnerships between research and industry. The strategy will also investigate what regulations and support services are required to assist innovative businesses to flourish.

Precinct Wi-Fi Network

30. The objective of this project is to deliver ultra high-speed internet and Wi-Fi connectivity to the precinct. A strategy and implementation plan for digital connectivity is needed to enhance collaboration and attract researchers, industry and global talent. The current level of internet connectivity and speeds is poor by global standards. The strategy will investigate an open free Wi-Fi network for the precinct.

Key Implications

Strategic Alignment - Sustainable Sydney 2030

31. 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. This report is aligned with the following strategic directions and objectives:
- (a) Direction 1 - A Globally Competitive and Innovative City - This report is aimed at making the Camperdown-Ultimo Collaboration Area a more globally competitive precinct
 - (b) Direction 3 - Integrated Transport for a Connected City - The report is aimed at improving the transport connectivity within the Camperdown-Ultimo Collaboration Area.
 - (c) Direction 10 - Implementation through Effective Governance and Partnerships - the Camperdown-Ultimo Collaboration Alliance is concerned with taking a partnership approach to governance.

Organisational Impact

32. C-U Alliance members are each contributing some staff time towards the work plan supported by the C-U place manager. The financial contribution will be jointly funded by the C-U Alliance members.

Risks

33. The risks associated with undertaking research and strategic work of this nature is low.

Social / Cultural / Community

34. The Camperdown-Ultimo Collaboration Area place strategy and innovation study both recognise the valuable contribution of the Aboriginal community, custodianship and knowledge. Both these studies also recognise the need to improve the affordability and social vibrancy of the precinct through strategies such as improving the night time economy.

Environmental

35. The innovation study has recommended that the Camperdown-Ultimo Collaboration Area be planned as a 'healthy precinct' that has walkable streets with good tree canopy coverage. The C-U Area has been identified as a good place to trial new environmental programs before being applied to a large area.

Economic

36. The place strategy and innovation study both highlight the economic potential for the Camperdown-Ultimo Collaboration Area as a source of knowledge and creative jobs now and into the future. Increasingly, innovation and knowledge-job creation will be placed based in locations like the C-U Area. This proposed work will help the C-U Area to realise its economic potential.

Budget Implications

37. City of Sydney will share the cost of the transport strategy (estimated to be \$250,000) with Transport for NSW and other Alliance partners. The final amount of the City's contribution is yet to be finalised but it will be no more than \$50,000. Every effort will be made to absorb this additional cost within the City's existing operational budget. Should that not be possible, funds will be sought from CEO contingency.

Critical Dates / Time Frames

38. This is expected to be approximately a five-month study. It will rely upon significant stakeholder collaboration and engagement. Subject to the C-U Alliance members, it is likely a consultant will be engaged for the Transport Strategy in early 2020.

Options

39. The current option before Council is to contribute towards a strategy in partnership with the C-U Alliance members. This approach allows the City to leverage money contributed by other stakeholders for mutual benefit. It also allows the City the opportunity to make a positive contribution and help to influence the result.

40. Another option is not do the Transport Strategy and rely on existing high-level transport plans and studies prepared by the Greater Sydney Commission and the City. Unfortunately this would not provide the level of detail and necessary to address the nuanced challenges facing the C-U Area.

Public Consultation

41. The Greater Sydney Commission undertook a process of engagement with key stakeholders throughout the development of the place strategy. In addition, comprehensive engagement was conducted in the preparation of the innovation study and the engagement report is included in Attachment B.
42. The proposed transport strategy is part of a much longer process of ongoing consultation regarding the C-U Area. Consultation undertaken as part of the transport strategy will be with key stakeholders and will be of more a technical nature rather than wider public consultation.

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