

Attachment A

<p>Camperdown-Ultimo Collaboration Area Place Strategy</p>



Camperdown- Ultimo

Collaboration Area
Place Strategy



Acknowledgement of Country

The Greater Sydney Commission acknowledges the Gadigal people of the Eora Nation, the traditional owners of the lands that include the Camperdown-Ultimo Collaboration Area, and the living culture of the traditional custodians of these lands.

The Commission recognises that the traditional owners have occupied and cared for this Country over countless generations and celebrates their continuing contribution to the life of Greater Sydney.

List of shortened terms

ATP	Australian Technology Park	RPA	Royal Prince Alfred Hospital
CoS	Council of the City of Sydney	SITP	Sydney Innovation and Technology Precinct taskforce
DoI	Department of Industry	SLHD	Sydney Local Health District
DPE	Department of Planning and Environment	SSE	Sydney School of Entrepreneurship
GSC	Greater Sydney Commission	TAFE NSW	Technical and Further Education NSW, Ultimo campus
INSW	Infrastructure NSW	TfNSW	Transport for NSW
IWC	Inner West Council	UGDC	Urban Growth NSW Development Corporation
LAHC	Land and Housing Corporation	UND	University of Notre Dame
NBN	National Broadband Network	USyd	University of Sydney
NCIE	National Centre of Indigenous Excellence	UTS	University of Technology Sydney
NSW Health	representing the Health Cluster		
OEM	Office of Emergency Management		
RMS	Roads and Maritime Services		



Foreword

The Camperdown-Ultimo Collaboration Area offers health, education and skills institutions where collaboration adds value for students, researchers and practitioners. It is a burgeoning innovation ecosystem that thrives on opportunities for convergence and disruption, co-creation and the sharing of information and ideas.

This Place Strategy sets the parameters to add value to current relationships, partnerships, functions and connections. It aims to bring government, business and the Collaboration Area's diverse community together to learn from each other, share information and stories, and grow an outstanding precinct of world-leading research and innovation.

We've identified the need to protect affordable commercial space for start-ups and scale-ups, protect industrial land for new jobs and industries, and better connect the Collaboration Area's places – particularly between the University of Sydney and Redfern Station, and RPA Hospital to Central Station.

We want to use investment in the area to renew ageing energy, water and waste assets with shared community infrastructure at a precinct scale. We want the Collaboration Area to be greener, with more open spaces, safer streets and a built environment that reflects the area's character and heritage. We want to be innovative in the way we plan for more affordable housing for students, key and creative workers.

Importantly, we're using this Place Strategy and the Collaboration Area process to focus on one agreed vision – this supports the way we can advocate for the right change and makes better use of investment and planning strategies. This work will draw on the area's Indigenous history to welcome people from all over the world and will help to create an edgy, connected and dynamic place of depth, diversity and activity.

Camperdown-Ultimo is a mix of fast, loud and colourful backstreets and laneways; cherished and celebrated institutions; terraced housing and vast apartment blocks. With targeted, collaborative investment and planning it will be one of Australia's leading innovation districts, creating a rich mix of old and new, slow and fast, and elegance and grittiness.

Maria Atkinson

Eastern City District Commissioner

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1 Introduction

The Camperdown-Ultimo Collaboration Area stretches from Camperdown to Ultimo, and covers Darlington and Eveleigh; most of Haymarket, Ultimo and Camperdown; and parts of Glebe, Forest Lodge, Newtown, Redfern and Surry Hills.

It has evolved into a mix of activities, creating an innovation eco-system supported by health and education institutions including the Royal Prince Alfred Hospital, TAFE NSW, University of Notre Dame, University of Sydney and University of Technology Sydney.

This innovation ecosystem presents opportunities for collaboration, beyond typical research and innovation partnerships. As critical clusters of knowledge, talent and innovation, the anchor institutions strengthen the potential for new collaborations and synergies. The range and depth of activities across different sectors in this Collaboration Area present exceptional potential.

The Collaboration Area has evolved in an established urban environment, on the doorstep of a global city and close to an international airport, the Harbour CBD, the tourism and entertainment precinct of Darling Harbour, and hotels and conference facilities.

Having these attributes together in one place is unique in the context of Australia innovation districts. Camperdown-Ultimo offers a point of difference as a place that can facilitate collaboration, cooperation and sharing knowledge across multiple disciplines, specialties and fields. With better connections it will meet its potential as a renowned innovation district.

This Camperdown-Ultimo Collaboration Area Place Strategy will inform public and private policy and investment decisions by identifying and recognising the complex, place-specific issues inhibiting growth and change, bringing together multiple and diverse stakeholders and identifying priorities for growth. It identifies the complexity and interrelatedness of significant challenges and opportunities, which require a deliberate and coordinated effort by many stakeholders to work out a pathway to solutions.

The Place Strategy was collectively designed by the stakeholders involved in planning for the Collaboration Area's future. Specifically, it:

- establishes a vision and narrative for the Camperdown-Ultimo Collaboration Area
- identifies impediments and opportunities
- sets priorities for the Collaboration Area
- identifies actions to deliver the vision.

2 The vision for the Camperdown-Ultimo Collaboration Area

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.

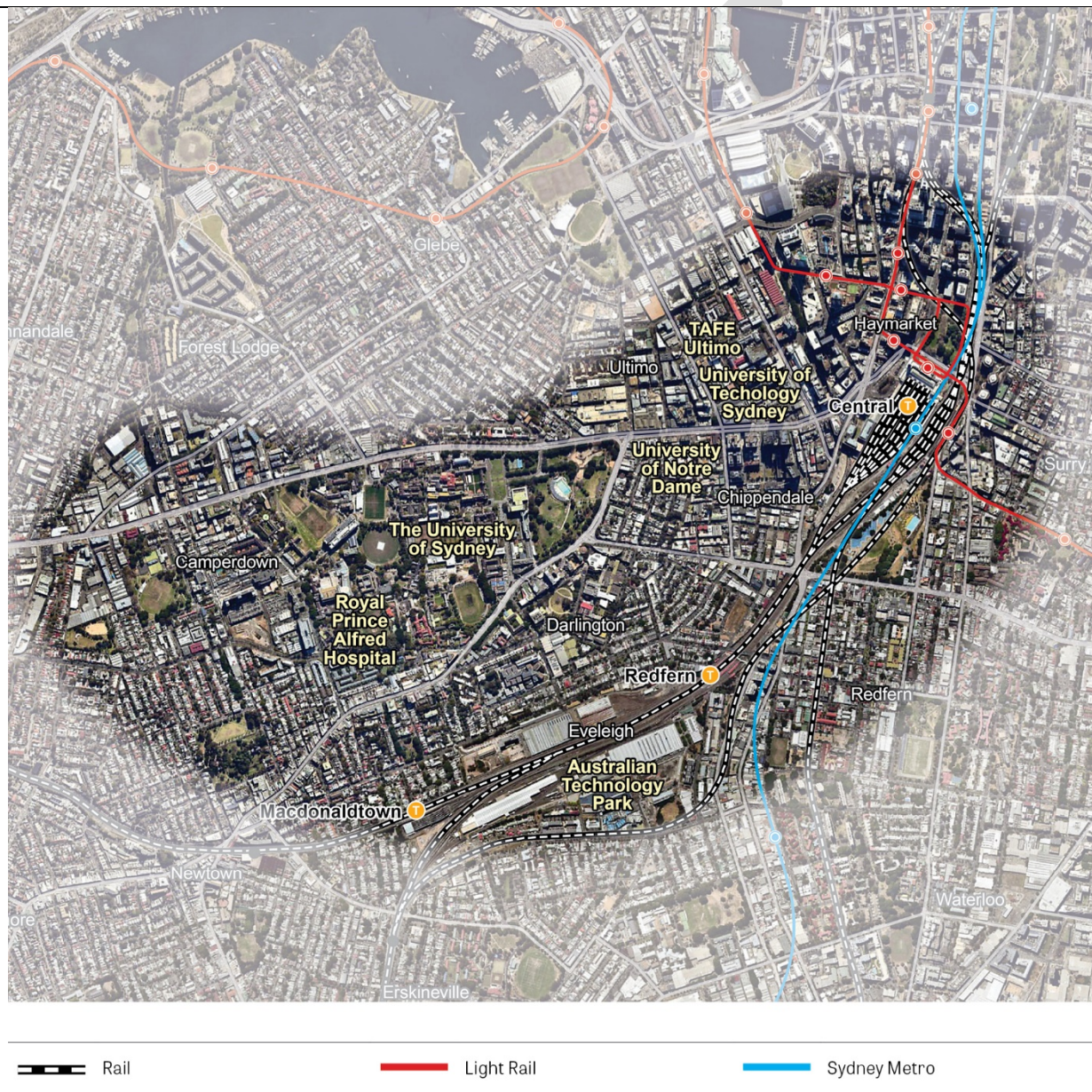


Figure 1: Collaboration Area key places (to be replaced with vision map)

2.1 Shared objectives to achieve the 2036 vision

The Camperdown-Ultimo Collaboration Area stakeholder group has agreed to nine **objectives** to guide growth and change and achieve the vision. These objectives act as markers that will test whether future projects align with the vision.

Working with a shared ambition for environmental design and sustainability excellence, the stakeholder group's vision for the Camperdown-Ultimo Collaboration Area is a place that is globally recognised for its:

1. high growth sectors, new jobs and new investment
2. economic and social contribution to NSW
3. major contribution to research, discovery and innovation
4. excellence in research and industry collaboration
5. excellent public transport, walking and cycling, and great places
6. authenticity, character, outstanding architecture, engaging streetscapes and built environment
7. resilient local community and businesses
8. diverse local community
9. attractive, liveable and reliant on sustainable shared resources.

2.2 Camperdown-Ultimo's strengths, opportunities and key assets

Camperdown-Ultimo's world-class health, education and research institutions bring value-add opportunities through collaboration, research and innovation. These institutions include:

- Health:** RPA Hospital; Professor Marie Bashir Mental Health Facility; RPA Institute of Rheumatology & Orthopaedics; RPA Institute of Academic Surgery; and Chris O'Brien Lifehouse.
- Education:** TAFE NSW Ultimo; University of Notre Dame; University of Sydney; University of Technology Sydney; TAFE Eora College; TAFE Community Education and Arts Development (CEAD) Centre; Sydney School of Entrepreneurship (SSE); RPA Surgical and Robotic Training Institute; and Creative Industries Knowledge Hub UTS.
- Research:** Baird Institute; Brain and Mind Centre; Heart Research Institute; Sydney Health Partners; Centenary Institute of Cancer – Medicine and Cell Biology; George Institute for Global Health; Woolcock Institute of Medical Research; Sydney Research; Blackfriars Precinct Industry Hub; Australian Centre for Field Robotics; Sydney Nano; Microscopy Australia; Charles Perkins Centre; Statewide Biobank research facility; United States Studies Centre; and CSIRO Data61.



The Collaboration Area is already distinguished by its scale and concentration of people, jobs and institutions. This wealth of knowledge and research is shared by the anchor institutions – the broad network of specialisations provides opportunities for wide-ranging connections, chance cross-fertilisation and unexpected convergences. High growth industry sectors have the potential to continue strengthening the area's economy.

This Collaboration Area's specialisations, many of which will be supported by the proposed Sydney Innovation and Technology Precinct stretching from Central to Eveleigh, include:

- arts and creative enterprises
- biomedical, clinical and population research
- biotechnology industry clusters
- digital and design
- health sciences, public health and medical services
- ICT and telecommunications
- media, social science and public policy
- nano-scale technology
- robotics, artificial intelligence and data science
- sustainable technologies and smart utility solutions.

In addition to the mature health and education precinct, the Camperdown-Ultimo Collaboration Area benefits from other assets and opportunities:

- The surrounding community main streets and centres of business each have a distinct character and economy
- Diverse communities and people include the presence and history of the Aboriginal community
- Nearby institutions and organisations include the Australian Broadcasting Corporation (ABC), the Museum of Applied Arts & Sciences – the Powerhouse Museum, Australian Technology Park (ATP), Carriageworks and Cicada Innovations
- As the health and education precinct matures, it will have a multiplier effect on existing innovation and creative industries, and tech start-ups
- As well as two major transport interchanges (Central and Redfern) and frequent bus services, there is easy access to the Harbour CBD, City and South East Light Rail and Sydney Airport
- Major retail outlets include Broadway Shopping Centre, King Street Newtown, Central Park and Ultimo
- A network of bicycle and pedestrian connections suit the area – many internal trips are too far to walk, and too short for public transport, making cycling an ideal mode
- Major urban renewal and redevelopment is planned in and around Redfern and Central stations.

Collaboration, planning, place-making, public policy and collective investment will help to meet the Collaboration Area's potential for economic, social and cultural innovation and development.

2.3 Camperdown-Ultimo's complex urban challenges

The Camperdown-Ultimo Collaboration Area is part of a mature innovation corridor along the western and southern fringes of the Harbour CBD. It includes the Camperdown-Ultimo Health and Education Precinct, home to the health, education and research anchors that supply research, skills and talent for knowledge jobs in science-based 'deep tech' (the term for fundamental game-changing science and engineering breakthroughs), health and medicine, business and creative sectors.

There is capacity to significantly expand the reach of these organisations through the added benefits of active and strategic collaboration.

Surrounding high density and mixed-use precincts with workers, residents and students support local vitality and growth. The area's characteristics include a higher proportion of working-age adults, and people in rental accommodation, extremes of advantage and disadvantage, significant Aboriginal and culturally and linguistically diverse (CALD) populations, and the strong presence and history of Aboriginal organisations and community in Redfern and surrounds that inject a unique and distinct element into the area.

The Collaboration Area's challenges are complex and inter-related, and include:

- lack of a cohesive identity, narrative or objectives
- unequally distributed public transport, pedestrian and cycling links within and beyond the area, particularly a mass transit system to connect Camperdown activity node (see 2.4 below)
- poor pedestrian amenity on high-traffic volume roads
- heavily congested roads and limited transport modal options
- the conversion of industrial and commercial building stocks to residential or mixed-use developments, limiting availability of employment land and affordable spaces for innovation, research, creative industries and artists, and collaborative projects
- lack of affordable housing for the community, students, key and creative workers, and limited short-medium term accommodation for academic and health visitors
- the need for investment in public and private infrastructure
- the lack of and growing demand for local, open space and community facilities and services and limited capacity to provide these services and facilities.

2.4 Collaboration Area structure

The Collaboration Area process over the past 12 months identified a structure concept that consists of:

- three activity nodes – **Haymarket**, **Camperdown** and **Eveleigh**
- three connecting axes – the **Ultimo** axis, **Darlington** axis and **Surry Hills** axis
- the neighbourhoods between the activity nodes and connecting axes.

Each activity node has its own character, yet they require better connections to strengthen the activities that happen within each. The connecting axes within and beyond the area will themselves be places for people to meet, interact, innovate and connect – globally or locally. Each activity node and each connecting axis will

need individual projects and responses. Collaboration is generally strong within the activity nodes – it is collaboration between the activity nodes that needs to be purposefully pursued.

The Place Strategy structure, below, shows what is, and could be, happening within the Collaboration Area. Other influences, contributors, partnerships and interactions occur beyond the Collaboration Area boundaries, such as Green Square; ICT in Pyrmont; or finance and professional services in the Harbour CBD – collaborative approaches to strengthen the Collaboration Area must recognise and nurture these external connections. Broader interactions and connections, within and beyond the Collaboration Area such as The Bays Precinct will also evolve over time.

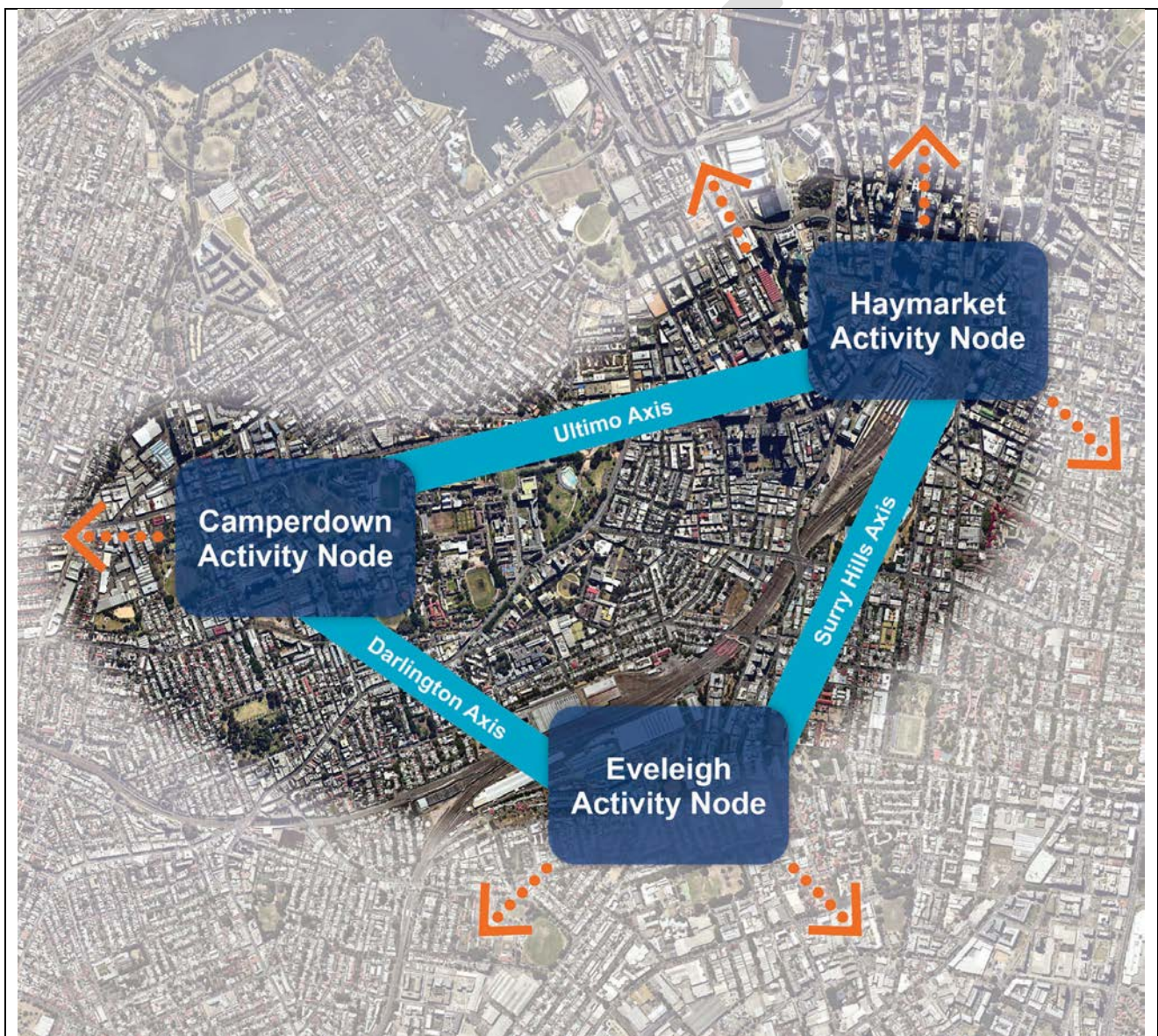


Figure 2: Place Strategy structure

Immediate imperatives

Action 3: Advocate for a mass transit system ...		Action 8: Implement a pilot project along Broadway and Parramatta Road ...		Action 22: Prepare and implement an economic development strategy ...		Action 35: Establish a Collaboration Area Leadership Group ...		Action 36: Create an international brand and narrative ...			
	CONNECTIVITY			LIVEABILITY		PRODUCTIVITY		SUSTAINABILITY		GOVERNANCE	
Priorities	Priority 1: Integrate and connect the Collaboration Area, within and beyond its edges	Priority 2: Improve local transport options and amenity within the Collaboration Area	Priority 3: Promote smart technology, drive innovation and connect locally and globally	Priority 4: Provide housing supply, choice and affordability in great places for people	Priority 5: Foster healthy, creative, culturally rich, socially connected and welcoming communities	Priority 6: Provide social and civic infrastructure for current and future generations	Priority 7: Cultivate an internationally competitive health, education, research and innovation area	Priority 8: Support the role and function of employment lands	Priority 9: Enhance the network of high quality open and public space linked by the Greater Sydney Green Grid	Priority 10: Create a resilient place	Priority 11: Demonstrate leadership that is place-first, cohesive and collaborative.
Actions	Action 1: Develop a strategy for transport investigations and initiatives, underpinned by the principles of movement and place, to enhance safety, accessibility and permeability within and surrounding the Collaboration Area by prioritising pedestrian safety and amenity, encouraging cycling, and planning for public transport, freight movements and parking. Action 2: Advocate for better connections between Greater Sydney's collaboration areas, innovation clusters and health and education precincts, including transport, technology, utility and digital networks, and information sharing. Action 3: Advocate for a mass transit system that strengthens connections between the Collaboration Area and Greater Sydney's economic corridors. Action 4: Advocate for a Sydney Metro West station in Camperdown activity node.	Action 7: Improve public transport, pedestrian and cycling connectivity between the three activity nodes: <ul style="list-style-type: none">Haymarket to Camperdown along the Ultimo axisCamperdown to Eveleigh along the Darlington axis (particularly Redfern Station to University of Sydney)Haymarket to Eveleigh along the Surry Hills axis. Action 8: Implement a pilot project along Broadway and Parramatta Road to reallocate road space and prioritise pedestrians between Central Station and key land uses on the Ultimo axis, while achieving an acceptable level of service for vehicles at the gateway to the Harbour CBD. Action 9: Identify shared partnership transport solutions to optimise connectivity within the Collaboration Area.	Action 11: Champion seamless digital connectivity within and beyond the Collaboration Area as a key differentiator by building local, national and international connectivity and promoting free public Wi-Fi, free solar powered charge points, charging hubs in public spaces, and other smart infrastructure. Action 12: Investigate a partnership to digitally connect local communities, including hospital visitors, people on lower incomes, people experiencing homelessness, or marginalised social groups. Action 13: Explore opportunities to share knowledge and intellectual property across key institutions, including a dedicated Science DMZ (high performance) network for the Collaboration Area and standardised data management and open source access.	Action 14: Require the provision of affordable housing in and close to the Collaboration Area, including in mixed-use developments, consistent with government targets. Action 15: Explore initiatives to provide diverse housing, including affordable housing for key workers and students.	Action 16: Encourage active street frontages and prioritise pedestrians and cyclists along identified streets with a high place value, such as Steam Mill Lane, sections of Harris Street and City Road. Action 17: Foster vibrant places by activating night-time precincts, activating ground floor areas, and promoting meeting places and cultural assets. Action 18: Encourage partnership projects that celebrate local culture and events through cross-promotion and concurrent locational opportunities to create destination activities. Action 19: Investigate partnership projects to improve education and health outcomes, and enhance cultural and economic opportunities, in local Aboriginal communities.	Action 20: Integrate and connect existing institutional campuses to provide shared open space and access to amenity for the area's communities, and encourage weekend use. Action 21: Develop an Infrastructure Strategy that identifies the open space, social and civic infrastructure needed for growing resident, worker, student and visitor populations.	Action 22: Prepare and implement an economic development strategy that: <ul style="list-style-type: none">reinforces the strengths and local identity of Haymarket, Camperdown and Eveleigh activity nodes and the Ultimo, Darlington and Surry Hills connecting axesretains existing and attracts new businesses and industries, including cultural and creative industries and artistslinks industry, researchers and investors; and encourages their collaboration and interactionsupports convergence, attracts tech start-ups, encourages research and innovation clusters, and supports scaleups to reach commercial aspirationsbuilds the entrepreneur, business and commercial skills of talented peopleattracts investment and drives jobs growthsupports commercialisation and translation of research into practiceimproves the destination experience and grows the Collaboration Area's global economic prosperity. Action 23: Enhance medical innovation, research and health services by supporting future growth of RPA Hospital to service increased population growth.	Action 26: Retain and manage commercial and business activities, particularly small businesses and tech start-ups, by safeguarding business zoned land from conversion that allows residential development. Action 27: Establish a biotechnology hub in Camperdown activity node (Parramatta Road, Mallet Street and Pyrmont Bridge Road area), and safeguard innovative, incubator and research activities from unrelated commercial land uses through planning controls. Action 28: Advocate for and deliver a minimum percentage requirement for affordable space in developments for tech start-ups, innovation, creative industries, cultural uses, community uses and artists within and beyond the Collaboration Area.	Action 29: Identify, prioritise and implement projects that enhance the Liveable Green Network and Greater Sydney Green Grid, increase tree canopy cover and vegetation, encourage health and activity, and optimise access to multi-use, shared green spaces, including: <ul style="list-style-type: none">Broadway and Parramatta RoadCity RoadHarris Street and the Powerhouse Precinctthe Johnston's Creek Green Grid cycling and pedestrian connection to Bicentennial Park. Action 30: Promote community use and activities in shared or public open spaces.	Action 31: Identify partnership projects and research to direct low-carbon initiatives, improve energy, waste and water efficiency, and improve health outcomes through design excellence and best practice in building and public domain projects. Action 32: Facilitate partnership research and innovation projects that help build resilience and capacity, in the Collaboration Area, to manage and mitigate vulnerabilities and risks. Action 33: Investigate power and energy bank sharing; peer to peer trading; precinct solutions for energy, water, waste management, loading and servicing, and infrastructure investment and sharing. Action 34: Investigate community engagement in 'living lab' research programs.	Action 35: Establish a Collaboration Area Leadership Group to: <ul style="list-style-type: none">strengthen and promote the Camperdown-Ultimo Collaboration Area as an innovation districtcreate opportunities for private sector investment, tech start-ups and research commercialisationadvocate for critical infrastructuredrive collaboration and partnershipsaddress impediments to growth, permeability and activationimplement shared projects, manage shared funds, secure collective capital and identify opportunities for innovative finance. Action 36: Create an international brand and narrative that emphasises the Collaboration Area's strengths and character. Action 37: Develop a place-based monitoring and performance evaluation framework to inform planning and investment decisions. Action 38: Identify funding sources and advocate for funding (such as sponsorships, grants, contributions, planning agreements, value capture and agency budgets) to deliver Place Strategy actions. Action 39: Identify pilot projects to build early engagement and commitment between RPA Hospital, University of Sydney, University of Notre Dame, University of Technology Sydney and TAFE NSW.

3 The collaborative process

The Collaboration Areas are a place-based, multi-stakeholder approach to solving complex urban issues, conducted by the Greater Sydney Commission over 12-months. *A Metropolis of Three Cities* identifies Camperdown-Ultimo as a Collaboration Area and the Camperdown-Ultimo Collaboration Area Place Strategy documents a pathway to realising the area's metropolitan role. This recognises the significance of health and education precincts in driving economic development, growing sustainable employment and promoting equity and social sustainability.

The Commission established the Camperdown-Ultimo Collaboration Area stakeholder group in August 2017. The Commission chairs the stakeholder group, which includes:

- Carriageworks
- Council of the City of Sydney
- Create NSW
- Department of Finance, Services and Innovation
- Department of Planning & Environment
- Government Architect NSW
- NSW Health
- Infrastructure NSW
- Inner West Council
- Jobs for NSW
- Roads and Maritime Services
- Sydney Business Chamber
- Sydney Local Health District
- TAFE NSW
- The University of Notre Dame Australia
- The University of Sydney
- The University of Technology Sydney
- Transport for NSW
- UrbanGrowth NSW Development Corporation

More than 70 stakeholders and participants provided input at meetings and workshops held between August 2017 and August 2018. Other stakeholders include Australian Technology Park, Cicada Innovations, National Centre of Indigenous Excellence (NCIE), South Sydney Business Chamber, TechSydney, Sydney Start-up Hub and The Warren Centre.

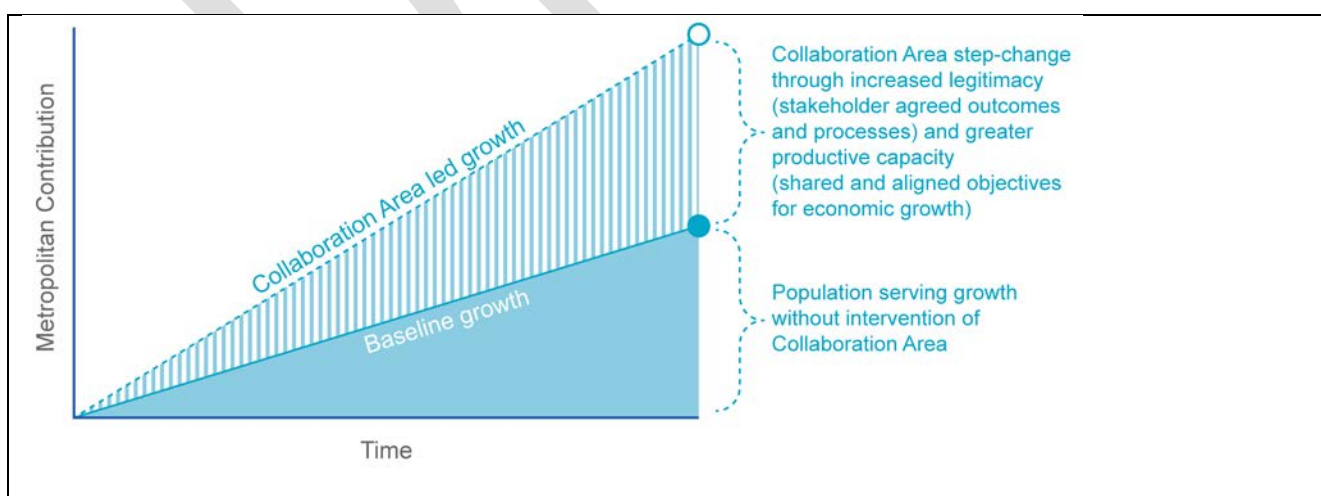


Figure 3: A step change in planning

3.1 Understanding the context

The collaboration process explored and uncovered the challenges and opportunities facing Camperdown-Ultimo through:

- *A Metropolis of Three Cities*: the NSW Government's 40-year vision and 20-year plan to rebalance growth and deliver benefits more equally and equitably to residents across Greater Sydney
- *Future Transport Strategy 2056*: focusing on the decisions the NSW Government needs to make now to address Greater Sydney's growth and change over the next 40 years
- *State Infrastructure Strategy 2018-2038*: sets out the NSW Government's priorities for the next 20 years and, combined with the *Future Transport Strategy 2056* and *A Metropolis of Three Cities*, brings together infrastructure investment and land use planning for cities
- *Eastern City District Plan*: translating the metropolitan-level objectives set out in *A Metropolis of Three Cities* to inform local planning.

These documents should be consulted alongside this Place Strategy to understand the wider policy context for the Collaboration Area's future. Other strategies, local plans and studies that have informed the Place Strategy include:

- City of Sydney community strategic plan *Sustainable Sydney 2030*
- City of Sydney *Central Sydney Planning Strategy*
- City of Sydney *Tech Startups Action Plan*
- City of Sydney *International Education Action Plan 2018*
- Greater Sydney Commission *Exploring Net Zero Emissions for Greater Sydney* (Kinesis)
- Inner West Council community strategic plan *Our Inner West 2036*
- Redfern – Waterloo Authority *Contributions Plan 2006*
- *Resilient Sydney* – a strategy for city resilience 2018.

3.2 Framework and response

To deliver on the vision and shared objectives, this Place Strategy proposes 11 priorities and 38 actions. To align with *A Metropolis of Three Cities* and the *Eastern City District Plan*, the priorities and actions are set around five themes of connectivity, liveability, productivity, sustainability and governance.

Five actions are immediate imperatives that must be commenced as a matter of priority:

Action 3: Advocate for a mass transit system that strengthens connections between the Collaboration Area and Greater Sydney's economic corridors.

Action 8: Implement a pilot project along Broadway and Parramatta Road to reallocate road space and prioritise pedestrians between Central Station and key land uses on the Ultimo axis, while achieving an acceptable level of service for vehicles at the gateway to the Harbour CBD.

Action 22: Prepare and implement an economic development strategy that:

- reinforces the strengths and local identity of Haymarket, Camperdown and Eveleigh activity nodes and the Ultimo, Darlington and Surry Hills connecting axes
- retains existing and attracts new businesses and industries, including cultural and creative industries and artists
- links industry, researchers and investors; and encourages their collaboration and interaction
- supports convergence, attracts tech start-ups, encourages research and innovation clusters, and supports scaleups to reach commercial aspirations
- builds the entrepreneur, business and commercial skills of talented people
- attracts investment and drives jobs growth
- supports commercialisation and translation of research into practice
- improves the destination experience and grows the Collaboration Area's global economic prosperity.

Action 35: Establish a Collaboration Area Leadership Group to:

- strengthen and promote the Camperdown-Ultimo Collaboration Area as an innovation district
- create opportunities for private sector investment, tech start-ups and research commercialisation
- advocate for critical infrastructure
- drive collaboration and partnerships
- address impediments to growth, permeability and activation
- implement shared projects, manage shared funds, secure collective capital and identify opportunities for innovative finance.

Action 36: Create an international brand and narrative that emphasises the Collaboration Area's strengths and character.

The Place Strategy uses the following terms to provide this guidance:

Priorities: the most important focus areas to progress *A Metropolis of Three Cities* and the *Eastern City District Plan* as they apply to the Camperdown-Ultimo Collaboration Area

Outcomes: what each priority will achieve by 2036

Actions: allocated initiatives and projects that stakeholders will lead to realise the outcome.

These priorities, outcomes and actions are in addition to those set out in *A Metropolis of Three Cities* and the *Eastern City District Plan*. Current legislation and NSW Government endorsed policies will apply to all projects and initiatives. The Place Strategy also identifies the next steps (Chapter 9) required to bring the vision to reality.

4 Connectivity – priorities and actions

4.1 Analysis of opportunities and impediments

The Camperdown-Ultimo Collaboration Area has a competitive advantage due to its location at the south-west edge of the Harbour CBD and its direct access to Sydney Airport.

Major city shaping assets include the heavy rail system, with Central and Redfern transport interchanges serving the T1, T2, T3, T4 and T8 lines; and Central Station serving existing and new light rail services including the proposed Sydney Metro City and Southwest line. The area is also served by light rail, and frequent bus services along heavily congested routes. The Stakeholder Group believes an increase in public transport services can reduce congestion and improve walkability and safety.

Sydney Metro West will connect Greater Parramatta with the Harbour CBD, servicing Parramatta, Sydney Olympic Park, The Bays Precinct and the Harbour CBD. Current proposals show Sydney Metro West running generally to the north of the Camperdown-Ultimo Collaboration Area.

Major city-serving road assets include Parramatta Road, City Road, Broadway, Harris Street through to Botany Road, Cleveland Street and Foveaux Street.

Current or planned transport projects include:

- CBD and South East Light Rail (Transport for NSW)
- Central Station Precinct (Transport for NSW)
- Cleveland Street Road Network Plan (RMS)
- Guided electric transit system (Inner West Council)
- Inner West to CBD corridor Road Network Plan (RMS)
- Mascot to Eveleigh Road Network Plan (RMS)
- Redfern Station improvement works (Transport for NSW)
- Sydney Metro City & Southwest (Sydney Metro)
- WestConnex (Sydney Motorway Corporation).

Transport for NSW is focused on completing key missing links in the bicycle network within 10 kilometres of metropolitan centres, and establishing the Principal Bicycle Network, which will provide high quality, high priority cycling routes across Greater Sydney. In addition, the Sydney Regional Bike Network will be a network of safe, connected and direct cycleways integrated with the Greater Sydney Green Grid within a 10-kilometre radius of the Harbour CBD.

Regional and local cycling routes planned locally include the Inner Sydney Regional Bike Network, connected to the Principal Bicycle Network. City of Sydney and Inner West Council have cycling plans that identify important local connections.

By 2036, local resident numbers in the Collaboration Area are expected to increase from 52,952 to 81,648 (54%), and local jobs from 89,176 to 125,552 (41%)¹ Student numbers are also anticipated to increase.

The Central Precinct project will allow for an increase in users from more than 250,000 now to more than 450,000 in 20 years. Redevelopment of ATP, as well as urban renewal in Redfern, Eveleigh, Sydney CBD South, the Parramatta Road Urban Transformation Strategy Camperdown Precinct, and to the south east of the Collaboration Area at Waterloo are being planned to address this expected growth.

Accessibility to the three activity nodes differs significantly. Approximately 404,000 people live within 30 minutes by public transport of Haymarket activity node, whereas only 237,400 people have access to Camperdown activity node within 30 minutes by public transport. When compared to the Camperdown activity node, more people can access Randwick (257,865), Kogarah (266,163) and Bankstown (279,513) Collaboration Areas within 30 minutes by public transport.

Access to jobs in Camperdown activity node (291,515 jobs within 30 minutes by public transport) is also constrained compared with Haymarket activity node (access to 688,300 jobs) and Eveleigh activity node (access to nearly 545,000 jobs).²

Activity node	Population 2016	Jobs 2016
Haymarket	404,040	688,302
Camperdown	237,401	291,515
Eveleigh	212,130	544,971

Public transport

Mass transport capacity must increase to service the current and future worker, student, resident and visitor populations, and to connect the Collaboration Area with metropolitan and strategic centres, and health and education precincts. This would provide unprecedented access to jobs and services and a level of potential convergence not seen in other global cities. An east-west metro connection would offer a key advantage in a competitive global market.

The Collaboration Area's mass transit services are not distributed consistently. While the Haymarket and Eveleigh activity nodes are on the rail system, access from Camperdown activity node is limited. RPA Hospital is two kilometres from Redfern Station and nearly three kilometres from Central Station. Several stakeholders have advocated for a Sydney Metro West station to be located on Parramatta Road in the Camperdown activity node, serving RPA Hospital and the University of Sydney.



Accessibility and walkability

Accessibility and walkability in the area is poor. Planning for transport initiatives should follow the principles of the Movement and Place framework, which is a tool to manage the road network in a way that supports safe, efficient and reliable journeys for people and freight while enhancing the liveability and amenity of places ³ to fully consider all customer and place needs. The Central Station Precinct project and, in part, the Inner West to CBD corridor Road Network Plan will be a start.

The **Ultimo axis** is dominated by heavy vehicle traffic, with limited pedestrian and cycling safety and amenity. This may be addressed by the Central Station Precinct project, and future investigations into The Goods Line South. A pilot project along Broadway and Parramatta Road could focus on pedestrian amenity and safety in areas identified as streets with a high place value in the Haymarket and Camperdown activity nodes – reinforcing the Parramatta Road Urban Transformation Strategy.⁴ By examining opportunities to reallocate road space and prioritise pedestrians between Central Station and other land uses on the Ultimo axis, such as the universities and shopping precincts, there could also be an acceptable level of service for vehicles at the gateway to the Harbour CBD and enhanced public areas around, and accessibility to, Broadway.

The **Darlington axis** suffers from limited amenity, legibility and safety, with heavy rail lines restricting access between the Camperdown and Eveleigh activity nodes. This could be addressed by a connection between North Eveleigh and ATP, as detailed by the Redfern-Waterloo Authority.⁵

The connection between Redfern Station and the University of Sydney campus is a high-risk area for pedestrians. This may be improved by the University of Sydney's 'future campus' proposals in the City and the Engineering precincts. However, accessibility issues require immediate action.

Significant revitalisation and development around Redfern Station will increase rail patronage, highlighting the need for an upgrade.

The **Surry Hills axis** has limited amenity, and poor pedestrian and cycling accessibility. Road network plans for Cleveland Street, and Mascot to Eveleigh, may address these issues.

The Pyrmont Bridge construction site for WestConnex, in the Collaboration Area's west, may also impact on amenity in the short term, but provides an opportunity to add value in the longer term.

Freight movements

Metropolitan freight is forecast to grow by almost 50% over the next 20 years, with total freight (inbound and outbound) in the Eastern City projected to increase by 28%; and waste (outbound) projected to increase by 32%.⁶

Freight trips in heavy and light vehicles serve major institutions, retail centres, residential areas, and construction and waste needs. As the area grows, freight trips will need to be managed to ensure efficient access that balances the needs of the area and of other transport customers.

Transport initiatives will need to serve current and increasing travel demand in more efficient ways. Best practice levels of service are required to allow the innovation and agglomerative potential of the Collaboration Area to be achieved.

Digital connectivity

Digital connectivity within and beyond the Collaboration Area generally relies on existing fixed line and WiFi networks, with the National Broadband Network (NBN) only available in small pockets. Most of the area is identified as 'build commenced', except for Redfern and parts of Eveleigh and Surry Hills. This may be an impediment for tech start-ups, innovation and creative industries. It does not affect the major institutions, including the universities, TAFE NSW, hospitals and some schools, which use AARNet (the Australian Academic and Research Network) to provide ultra-high-speed internet services to Australian education and research communities and their research partners.

With strong health, education and research partnerships, a multifaceted network of start-ups, and new focus on the Sydney Innovation and Technology Precinct from Central to Eveleigh, there is an opportunity to pilot a Smart Places program in the Collaboration Area.



Figure 4: Transport connections

4.2 Priorities and actions

The following priorities and actions are important to achieving the vision for the Camperdown-Ultimo Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

Priority 1: Integrate and connect the Collaboration Area, within and beyond its edges

Outcome: Excellent public transport, walking and cycling; encouraging greater connectivity of ideas and talent; new jobs and new industries; and research, discovery and innovation.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 1: Develop a strategy for transport investigations and initiatives, underpinned by the principles of movement and place, to enhance safety, accessibility and permeability within and surrounding the Collaboration Area by prioritising pedestrian safety and amenity, encouraging cycling, and planning for public transport, freight movements and parking.	TfNSW	RMS, CoS, IWC
Action 2: Advocate for better connections between Greater Sydney's collaboration areas, innovation clusters and health and education precincts, including transport, technology, utility and digital networks, and information sharing.	Collaboration Area Leadership Group	Jobs for NSW, TfNSW, all stakeholders
Action 3: Advocate for a mass transit system that strengthens connections between the Collaboration Area and Greater Sydney's economic corridors.	Collaboration Area Leadership Group	TfNSW, all stakeholders
Action 4: Advocate for a Sydney Metro West station in Camperdown activity node.	Collaboration Area Leadership Group	All stakeholders
Action 5: Facilitate the renewal of Central Station and surrounding lands to improve pedestrian and cycling connectivity within and surrounding the Collaboration Area and integrate the transport interchange with the surrounding area.	TfNSW	All stakeholders
Action 6: Prioritise and deliver Redfern Station improvements and accessibility.	TfNSW	UGDC, CoS, USyd, ATP

Priority 2: Improve local transport options and amenity within the Collaboration Area

Outcome: Seamless connections, more serendipitous interactions and greater economic growth.

Actions	Primary stakeholder	Supporting stakeholder/s
<p>Action 7: Improve public transport, pedestrian and cycling connectivity between the three activity nodes:</p> <ul style="list-style-type: none"> • Haymarket to Camperdown along the Ultimo axis • Camperdown to Eveleigh along the Darlington axis (particularly Redfern Station to University of Sydney) • Haymarket to Eveleigh along the Surry Hills axis. 	TfNSW	All stakeholders
<p>Action 8: Implement a pilot project along Broadway and Parramatta Road to reallocate road space and prioritise pedestrians between Central Station and key land uses on the Ultimo axis, while achieving an acceptable level of service for vehicles at the gateway to the Harbour CBD.</p>	TfNSW	RMS, CoS, USyd, NSW Health, SLHD, UND, UTS
<p>Action 9: Identify shared partnership transport solutions to optimise connectivity within the Collaboration Area.</p>	Collaboration Area Leadership Group	TfNSW, CoS, IWC, USyd, NSW Health, SLHD, UTS, TAFE NSW
<p>Action 10: Explore improved pedestrian and cycling connections between ATP, North Eveleigh / Carriageworks, and Waterloo Station.</p>	UGDC	TfNSW, CoS, USyd, ATP, Carriageworks

Priority 3: Promote smart technology, drive innovation and connect locally and globally

Outcome: New jobs and new industries; commercialised research, discovery and innovation; and increased social interactions.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 11: Champion seamless digital connectivity within and beyond the Collaboration Area as a key differentiator by building local, national and international connectivity and promoting free public Wi-Fi, free solar powered charge points, charging hubs in public spaces, and other smart infrastructure.	Collaboration Area Leadership Group	AARNet, NBN, all stakeholders
Action 12: Investigate a partnership to digitally connect local communities, including hospital visitors, people on lower incomes, people experiencing homelessness, or marginalised social groups.	USyd	NSW Health, SLHD, UTS, UND, TAFE NSW
Action 13: Explore opportunities to share knowledge and intellectual property across key institutions, including a dedicated Science DMZ (high performance) network for the Collaboration Area and standardised data management and open source access.	UTS	NSW Health, SLHD, UND, USyd, TAFE NSW, CoS, IWC, eHealth NSW

5 Liveability – priorities and actions

5.1 Analysis of opportunities and impediments

Using the Government Architect NSW's *Better Placed* policy as a reference, efforts should focus on improving the Collaboration Area's health (particularly its limited amenity, walkability, connectivity and sense of safety), equity and resilience.

Future projects in activity nodes and connecting axes will improve overall design and function, including new squares and parks as multi-use destinations, streets as public spaces, linking a public health agenda to a public space agenda, and designing buildings in a way that creates better places. Starting with small, cheaper, experimental or pilot projects can bring about major benefits.


Equity can be increased by connecting and opening up adjacent institutions – the institutions and the community benefit by increased permeability and meeting places, enhanced opportunities for social interactions, and access to open space and places that were previously less welcoming.

Redfern's dynamic Aboriginal and Torres Strait Islander community and its cluster of Indigenous organisations makes it a distinct and unique area. This should be highlighted as a way to complement creative, research and economic sectors in a way that no other Australian urban community can. It is an opportunity to embed a contemporary Aboriginal and Torres Strait Islander community into the culture and shape of the area's future.

The surrounding community main streets and centres of business activity, each with a distinct character and economic makeup, also create opportunities.

Haymarket activity node sits at the convergence of four of the City of Sydney 'villages':

- The multicultural atmosphere of Chinatown is enhanced by Chinese, Korean and Indonesian communities and a large student population, living mainly in apartment buildings. Open space is provided in local parks and around Darling Harbour.
- The former warehouses and wool stores in Harris Street have converted to apartments and office buildings, populated by wealthy young professionals, particularly couples and young families, and a large Chinese community. Parks on the harbour foreshore provide open space for residents.
- In the diverse inner-city community of Crown and Baptist streets, historic houses sit side-by-side with new developments in leafy streets, mirroring the diversity of residents, with parks and open spaces. The Village is home to a vibrant retail and dining scene that attracts visitors from across Sydney, including the Surry Hills Markets.
- Redfern Village includes culturally, ethnically and economically diverse communities, influenced by creative and small businesses. The area's character, traditionally associated with the Aboriginal and Torres Strait Islander community and public housing tenants, is changing with urban renewal and reactivation. ⁷



In each village, residents report that they like the proximity to transport, local shops and cafés, and multicultural and diverse communities.⁸

Haymarket activity node is also home to the ABC, University of Notre Dame, TAFE NSW Ultimo, the SSE, the Powerhouse Museum, and the University of Technology Sydney. The Central Station Precinct presents opportunities to revitalise local open space and community services.

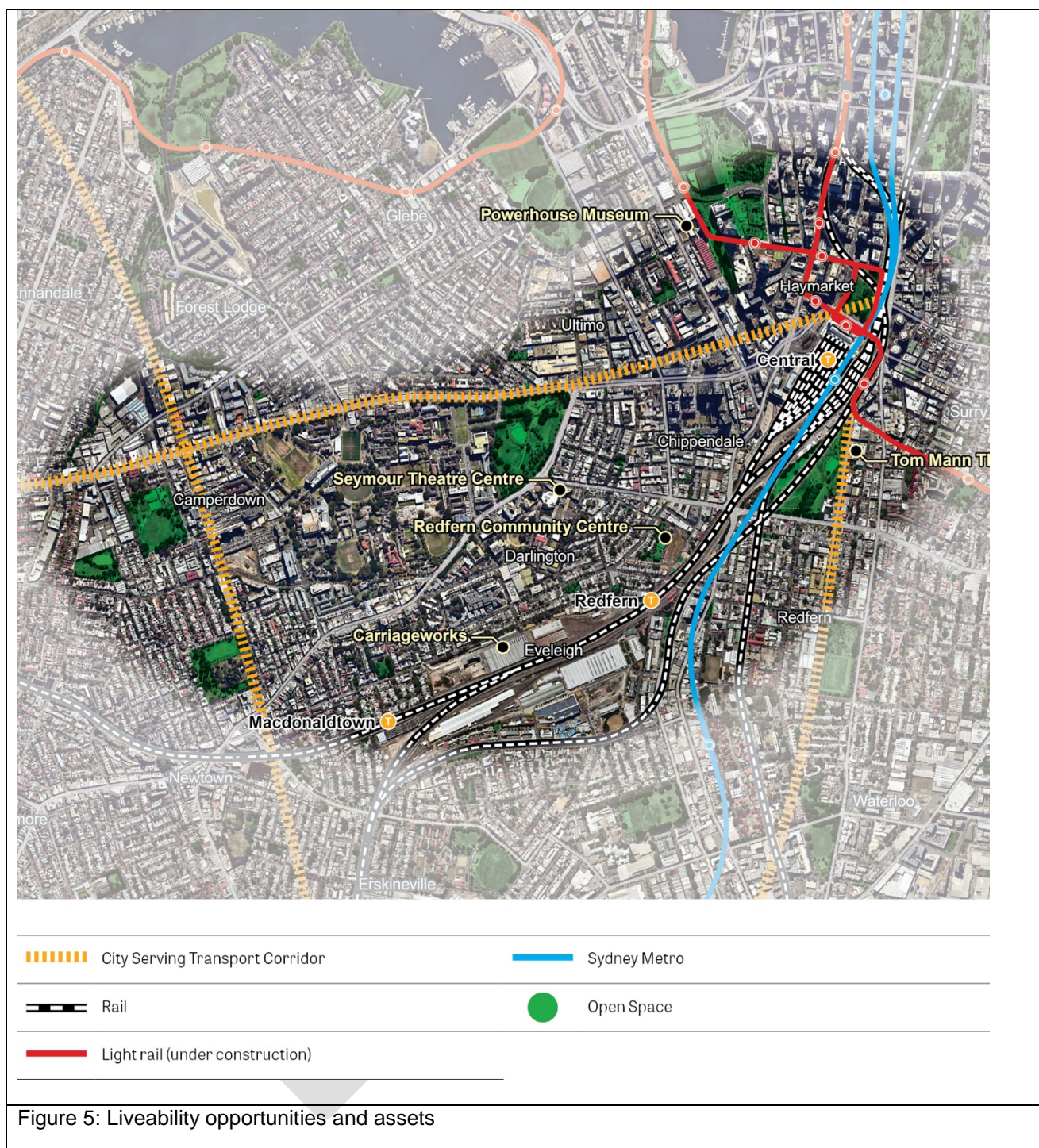
Camperdown activity node is at the north end of the City of Sydney's King Street Village and extends in the Inner West Local Government Area. With a melting pot of people from different social, cultural and economic backgrounds, the activity node includes a mix of housing, including older terraces and newer apartment buildings, the vibrant and ever-evolving King Street shopping and dining precinct, and Sydney Park. As well as regular festivals and events, residents enjoy the community's diversity, tolerance and openness.⁹

Camperdown activity node is home to RPA Hospital, Professor Marie Bashir Mental Health Facility, Chris O'Brien Lifehouse, medical and research institutes and the University of Sydney.

The University of Sydney's cultural precinct is focused on the Chau Chak Wing Museum. Plans to open up the campus to the broader community, including a new gateway to City Road, will contribute to a more active and dynamic activity node. Future redevelopment and expansion of RPA Hospital will improve local health services and increase jobs, while urban renewal in the Parramatta Road Urban Transformation Strategy Camperdown Precinct will revitalise the activity node's western edge.

Eveleigh activity node is in the City of Sydney's Redfern Street Village, which supports culturally, ethnically and economically diverse communities, influenced by creative and small businesses. Redfern residents appreciate their proximity to transport, local shops and cafés, and their multicultural and diverse community, including the 'dirty, grungy, dangerous, fun' identity of their place.¹⁰

Eveleigh activity node is home to ATP, CSIRO Data61, Cicada Innovations and Carriageworks. Planned urban renewal, including the Redfern Station upgrade, will revitalise the area, enhance existing open space, improve accessibility and walkability, and provide community facilities and services. Recognising and celebrating Aboriginal and Torres Strait Islander culture must be a focus across the Collaboration Area, particularly for this activity node. Music, dance and theatre represent a means of cultural, political and spiritual expression for urban Aboriginal and Torres Strait Islander people.



Quality lifestyle

Workers and students in the Collaboration Area should have the opportunity to live close to where they work or study. The provision and retention of affordable housing is an issue, whereas housing at higher price points is available. Any urban renewal should build on the valued diversity of the community and protect that diversity from gentrification and rising property values.

Social housing is a form of affordable housing that caters to households experiencing the highest housing stress and social disadvantage. Social housing supply and renewal is being addressed through government-subsidised programs and the community sector. There may be opportunities to partner with LAHC, community housing providers and short-term accommodation providers to deliver student housing, social housing and affordable housing in and close to the Collaboration Area, and to prioritise housing with a direct connection or collaboration with key institutions.

Another challenge is the lack of pleasant public areas, accessibility and connectivity (particularly for pedestrians and cyclists), adequate open space, and places to meet and socialise. A mature innovation district and growing innovation ecosystem needs opportunities for workers to interact socially and build contacts for collaboration, learning, and inspiration. Open or public space must also provide opportunities for reflection, quiet and a break from people and noise.

Streets, plazas, parks and recreation spaces provide places for community events, markets and festivals, encouraging social interaction and active lifestyles. Growth and renewal will increase opportunities to expand and connect these places and to explore innovative public places, such as rooftops and podiums.

The Ultimo, Darlington and Surry Hills axes provide great opportunities for vibrant hot spots to meet and interact. Along with the activity nodes, cultural assets such as Carriageworks, and cultural places such as the theatre district in Haymarket, and the local eat streets in Chippendale and Surry Hills, inspire social activity.

The Department of Planning and Environment, City of Sydney Council and Inner West Council use strategies and plans to help enhance local character and identity by reinforcing appropriate built forms, and requiring a high standard of architectural, urban and landscape design for new development, redevelopment, public space works and shared infrastructure. They also work to balance a mix of land uses that enable people to live, work, play and visit the area, while accommodating growth and density.

5.2 Priorities and actions

The following priorities and actions are important to achieving the vision for the Camperdown-Ultimo Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

Priority 4: Provide housing supply, choice and affordability in great places for people

Outcome: Increased housing affordability and choice, in vibrant and safe places.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 14: Require the provision of affordable housing in and close to the Collaboration Area, including in mixed-use developments,	CoS, IWC	DPE

consistent with government targets.

Action 15: Explore initiatives to provide diverse housing, including affordable housing for key workers and students.	USyd, SLHD	CoS, IWC
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Priority 5: Foster healthy, creative, culturally rich, socially connected and welcoming communities

Outcome: Authenticity, character, outstanding architecture, and engaging streetscapes and built environment

Actions	Primary stakeholder	Supporting stakeholder/s
Action 16: Encourage active street frontages and prioritise pedestrians and cyclists along identified streets with a high place value, such as Steam Mill Lane, sections of Harris Street and City Road.	CoS	TfNSW, RMS
Action 17: Foster vibrant places by activating night-time precincts, activating ground floor areas, and developing and promoting meeting places and cultural assets.	CoS, IWC	All stakeholders
Action 18: Encourage partnership projects that celebrate local culture and events through cross-promotion and concurrent locational events, and leverage opportunities to create destination activities.	Collaboration Area Leadership Group	All stakeholders
Action 19: Investigate partnership projects to improve education and health outcomes, and enhance cultural and economic opportunities, in local Aboriginal communities.	NCIE	All stakeholders

Priority 6: Provide social and civic infrastructure for current and future generations

Outcome: Supported local communities, with the infrastructure and services they need.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 20: Integrate and connect existing institutional campuses to provide shared open space and access to amenity for the area's	USyd	NSW Health, SLHD, UTS,

communities, and encourage weekend use.

TAFENSW, CoS

Action 21: Develop an Infrastructure Strategy that identifies the open space, social and civic infrastructure needed for growing resident, worker, student and visitor populations.

INSW, CoS, IWC

TfNSW, all stakeholders

6 Productivity – priorities and actions

6.1 Analysis of opportunities and impediments


As the Collaboration Area's innovation, tech start-ups and creative industries grow alongside its world-leading health, education, training and research institutions, there will be more opportunities for a new generation of workers. As well as funding for infrastructure, this requires:

- *planning for the diversification and expansion of the precincts, and protecting surrounding employment areas for health, education, research, innovation and creative \ industry land uses*
- *exploring flexible zoning to accommodate ancillary and complementary uses such as health and medical research activities, private hospitals, allied health, start-ups, innovation and creative industries, ancillary retail, visitor, carer and aged accommodation, in the right locations*
- *planning for infrastructure, improved access and urban amenity within and around the precincts.*¹¹

Innovation is increasingly a process of convergence¹², in which collaboration, co-creation and commons (equally shared and available resources eg data) supports new ideas and new ways of doing. Major city shaping trends highlight the need for different types of space, high degrees of flexibility, multipurpose accommodation, significant improvements in connectivity, safe places at all times and an agile management system. The area's range of functions attract diverse groups of people at different times. Effective transport connections are also critical enablers of productivity.

Significant employment, knowledge and skills contributors in **Haymarket** activity node include the ABC; the Museum of Applied Arts & Sciences – the Powerhouse Museum; the University of Notre Dame; TAFE NSW Ultimo; the SSE; the University of Technology Sydney; and the proposed renewal of Central Station and surrounding lands. Haymarket activity node will also benefit from developments across the University of Technology Sydney campus as part of its *City Campus Master Plan*.

Significant employment, knowledge and skills contributors in **Camperdown** activity node include RPA Hospital; the University of Sydney; the Professor Marie Bashir Mental Health Facility; RPA Institute Of Rheumatology & Orthopaedics; RPA Institute of Academic Surgery; RPA Surgical and Robotic Training Institute; Chris O'Brien Lifehouse; the Baird Institute; Brain and Mind Centre; Heart Research Institute; Sydney Health Partners; Centenary Institute of Cancer – Medicine and Cell Biology; George Institute for Global Health; Woolcock Institute of Medical Research; Australian Centre for Field Robotics; Sydney Nano;



Microscopy Australia; Charles Perkins Centre; United States Studies Centre; and the Statewide Biobank research facility.

RPA Hospital will need to increase its capacity to serve the growing and ageing population in its catchment, including the new residents that will move to the area with renewal through the Parramatta Road Corridor Urban Transformation Strategy and around Eveleigh, The Bays Precinct, Green Square and Redfern-Waterloo. Redevelopment of RPA Hospital is likely to occur over the next 20 years.

A Camperdown biotechnology hub – a home for innovative, incubator and research activities representing a synergy of health, education, technology and reinvention – is planned on Pyrmont Bridge Road. This could be a globally significant biotechnology hub, connecting with the existing research cluster and biomedical innovation institutions.

Camperdown activity node will benefit from potential redevelopment opportunities on the University of Sydney's campus. Current development includes the Chau Chak Wing Museum, the co-location and consolidation of the Macleay Museum, Nicholson Museum and University Art Gallery; redevelopment of the University's teaching and research building to accommodate the relocated Faculty of Health Sciences, Faculty of Nursing and Midwifery and Central Clinical School; development of the University's Life, Earth and Environmental Sciences teaching and research building and the new administration building (F23), which will create a new gateway at the City Road entrance; and development of the Faculty of Engineering and IT and Faculty of Arts and Social Sciences teaching and research buildings.

Camperdown and **Eveleigh** activity nodes, along the Darlington axis, will also benefit from development of the University of Sydney's Regiment student accommodation; and redevelopment of its Darlington Terraces student accommodation.

Significant employment, knowledge and skills contributors to Eveleigh activity node include ATP, which is being redeveloped; CSIRO Data61; Cicada Innovations and Carriageworks. Urban renewal is planned in Redfern and Eveleigh.

Industries

Higher education and research is a strong industry in all three activity nodes, and creative industries are stronger in Haymarket and Eveleigh. The continuing maturity of the health and education precinct benefits from the multiplier effect on innovation and creative industries, and tech start-ups. Improved connectivity, both physical and virtual, will assist growth.

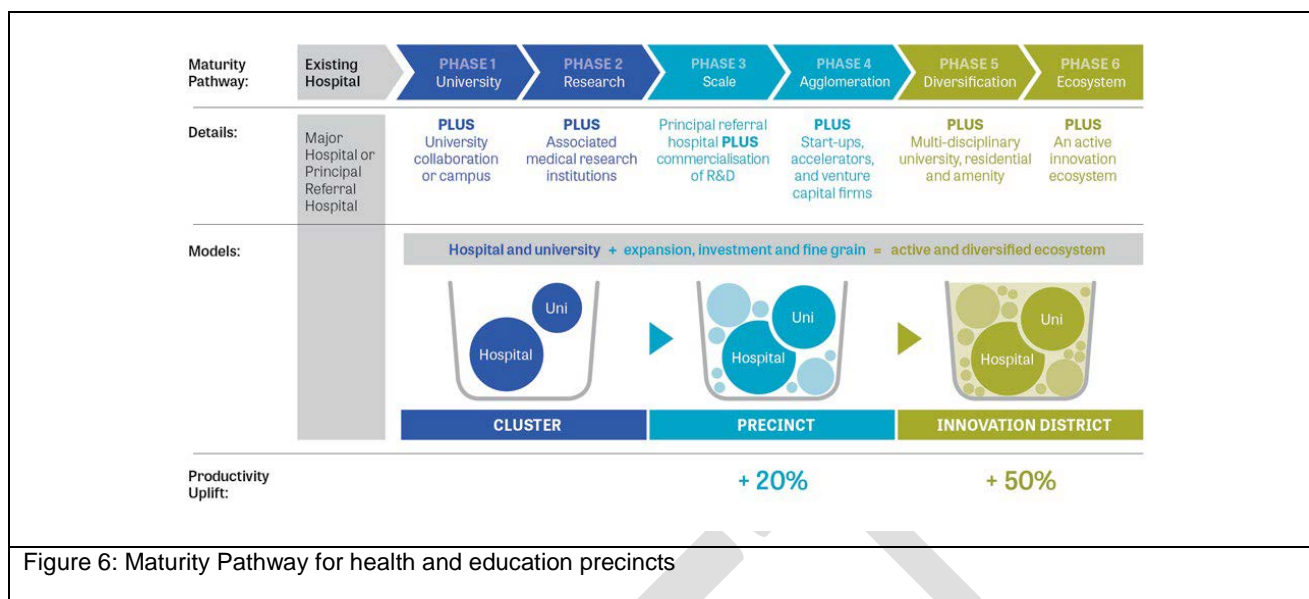


Figure 6: Maturity Pathway for health and education precincts

A location quotient (LQ) is a way of identifying the main industries in an area, compared to a wider region. LQs should be considered with the proportional economic share that industry represents (for example, if an industry is specialised but only represents 3% of the local economy, it may not be significant).¹³

Self-sufficient, specialised and highly specialised industries in the Collaboration Area include:

Traded clusters (groups of related industries that serve markets beyond the area where they are located):

- health and education industries with a location quotient (LQ) of 6.09 (highly specialised)
- media and telecoms industries with an LQ of 5.51 (highly specialised)
- creative industries with an LQ of 3.58 (highly specialised)
- finance and professional services with an LQ of 1.27 (self-sufficient)
- tourism with an LQ of 1.10 (self-sufficient)

Local clusters (groups of related industries that primarily serve the local area market):


- public administration with an LQ of 1.67 (specialised).

Arts and creative enterprises and industries includes small-scale, informal activity through to large institutions such as Carriageworks.

Innovation

The City of Sydney's *Tech Startups Action Plan* identifies how the City can support entrepreneurs, with 'tech start-ups' considered those innovative, new businesses based on technology and designed for fast growth. The Action Plan aims to create a knowledge-based, innovation-driven business ecosystem and highlights the importance of access to entrepreneurship information, mentors and investors.

Planning for the Sydney Innovation and Technology Precinct, extending from Central Station to Eveleigh, was announced by the NSW Government in August 2018. This is an ideal location for technology firms to attract and retain Australian and international talent. Taskforce representatives include Atlassian, Fishburners, TechSydney, the University of Technology Sydney and University of Sydney.



“This will cement Sydney as the technology capital of Australia and create more secure jobs. Central to Eveleigh is already home to Australia’s largest cluster of start-up firms. We want to use that as a base to grow new jobs and new businesses.”

Premier of NSW, Gladys Berejiklian

Forecast jobs growth, as outlined earlier, is likely to be a conservative estimate, given the potential that that may be identified through a broader Collaboration Area economic development strategy and the taskforce's analysis of technology and innovation opportunities. The City of Sydney's *Central Sydney Planning Strategy* proposes expanding the geographic boundaries of Central Sydney to include areas around Ultimo, the University of Technology Sydney and Central Station to maximise growth opportunities. It aims to stem the loss of employment floor space so that as the city grows, new employment floor space can meet demand for jobs.

The *Central Sydney Planning Strategy*, *Tech Startups Action Plan*, and new taskforce may be able to influence the loss of employment spaces, especially affordable spaces, to support the health, education, research, innovation and creative sectors. While Action 51 of the *Eastern City District Plan* focuses on the loss of industrial lands through conversion to residential uses, loss of space for employment activities in the Collaboration Area is happening more in mixed-use areas adjacent to the commercial and business zones. Planning mechanisms should limit residential and serviced apartment floor space, and protect employment activities and uses in these areas while ensuring available floor space to support scaleups to reach commercial aspirations.


Planning and strategy

A richer understanding of how the area functions – its drivers, partnerships and influences – through an economic development strategy will guide decision-making by:

- identifying existing and emerging industry sectors, particularly those with high LQs that add economic value
- detailing the main drivers of the Collaboration Area's economy, and mapping the complex system of industry growth
- considering the lifecycles of economic clusters and support responses, while recognising key economic opportunities
- encouraging the night-time economy
- identifying how to maintain a diversity of jobs and industries.

This could guide the curation of businesses and activities to achieve the benefits of co-location, including research (for instance, at the proposed biotechnology hub). The strategy will also inform stakeholder advocacy for investment in landmark research facilities aligned with key research and education priorities.

Students and residents



Students could get involved as a partnership project, with the University of Sydney and councils collaborating on an academic analysis of economic clusters. Defining the Collaboration Area's baseline economy will support effective strategies and subsequent monitoring.

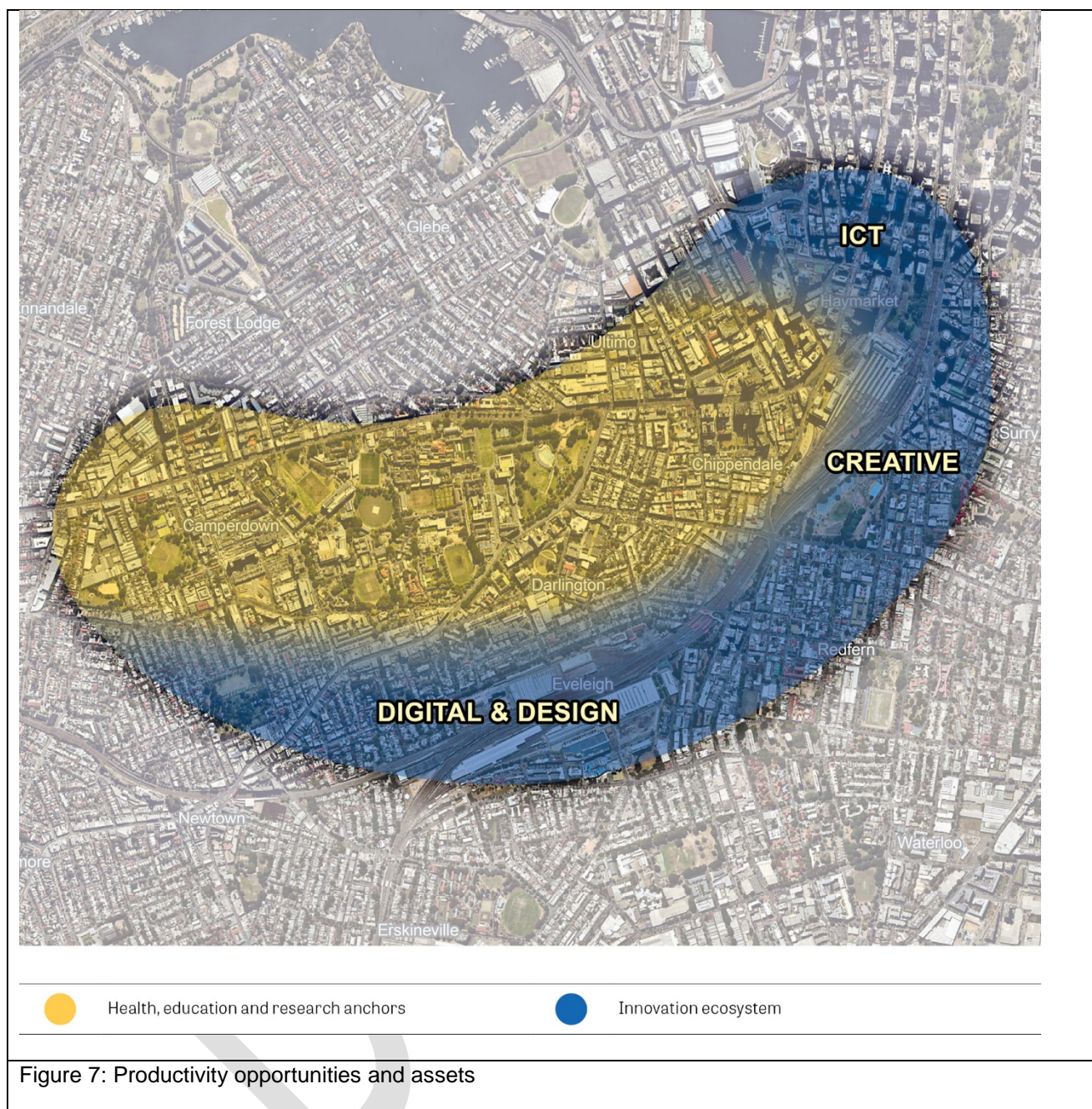
Connections between international and local students bring together different cultures and knowledge for innovation and creativity. International students can share information and promote the Collaboration Area through connections with innovation precincts in other countries – becoming 'brand ambassadors' for the Collaboration Area as they move to international locations following graduation.

International students also contribute to the area's cultural diversity and strengthen the international links to our global city. The City of Sydney's *International Education Action Plan* complements initiatives and agreements with the universities and other partners.

Contributions to the local economy, especially tech start-ups, can also emerge from residents' connections and innovations. There may be future possibilities for a shared 'maker space' for residents in the area.

Broader thinking

There may also be opportunities to align with the planning for other metropolitan and strategic centres and health and education precincts along Sydney Metro West through a Sydney Metro West corridor economic development strategy. Initiatives that link industry, researchers and investors, and encourage collaboration and interaction increase the value-add and economic benefit for the Collaboration Area and beyond.



6.2 Priorities and actions

The following priorities and actions are important to achieving the vision for the Camperdown-Ultime Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

Priority 7: Cultivate an internationally competitive health, education, research and innovation area

Outcome: Additional economic and social contribution to NSW through new jobs and new industries; increased investment in small scale and start up enterprises; and enhanced medical innovation and health services.

Actions	Primary stakeholder	Supporting stakeholder/s
<p>Action 22: Prepare and implement an economic development strategy that:</p> <ul style="list-style-type: none"> reinforces the strengths and local identity of Haymarket, Camperdown and Eveleigh activity nodes and the Ultimo, Darlington and Surry Hills connecting axes retains existing and attracts new businesses and industries, including cultural and creative industries and artists links industry, researchers and investors; and encourages their collaboration and interaction supports convergence, attracts tech start-ups, encourages research and innovation clusters, and supports scaleups to reach commercial aspirations builds the entrepreneur, business and commercial skills of talented people attracts investment and drives jobs growth supports commercialisation and translation of research into practice improves the destination experience and grows the Collaboration Area's global economic prosperity. 	<p>Collaboration Area Leadership Group</p>	<p>DoI, CoS, IWC, CREATE NSW, all stakeholders</p>
<p>Action 23: Enhance medical innovation, research and health services by supporting future growth of RPA Hospital to service increased population growth.</p>	<p>NSW Health</p>	<p>SLHD</p>
<p>Action 24: Provide spaces and events to encourage local and international student connections, networking and innovation and increase commercial outcomes.</p>	<p>UTS</p>	<p>USyd, UND</p>

Action 25: Encourage the recruitment and retention of talented people by promoting the Collaboration Area's world-leading research and anchor institutions, and providing ongoing support.	Collaboration Area Leadership Group	All stakeholders
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Priority 8: Support the role and function of employment lands

Outcome: Potential for high growth and new investment through continued growth in jobs, new industries, innovation enterprises and tech start-ups, and service industries.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 26: Retain and manage commercial and business activities, particularly small businesses and tech start-ups, by safeguarding business zoned land from conversion that allows residential development.	CoS, IWC	DPE, Collaboration Area Leadership Group
Action 27: Establish a biotechnology hub in Camperdown activity node (Parramatta Road, Mallet Street and Pyrmont Bridge Road area), and safeguard innovative, incubator and research activities from unrelated commercial land uses through planning controls.	IWC	DPE, NSW Health, SLHD, USyd & UTS
Action 28: Advocate for and deliver a minimum percentage requirement for affordable space in developments for tech start-ups, innovation, creative industries, cultural uses, community uses and artists within and beyond the Collaboration Area.	CoS, IWC	DPE, Collaboration Area Leadership Group

7 Sustainability – priorities and actions

7.1 Analysis of opportunities and impediments

The number of extreme weather events that require response services are increasing in our city. As our city grows, we need more people and organisations to understand risks and engage in building resilience in their local area.

*Resilient Sydney – a strategy for city resilience 2018*¹⁴, developed in collaboration with *100 Resilient Cities*, aims to strengthen the ability for Greater Sydney to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses. *Resilient Sydney* adopted the City Resilience Framework to assess the strengths and weaknesses of cities within four dimensions and 12 drivers. The four dimensions are:

- **health and wellbeing:** the essential city services that safeguard human health and diverse and secure livelihoods
- **economy and society:** the social and financial systems that enable urban populations to live peacefully, and act collectively
- **infrastructure and environment:** the way in which built and natural assets provide critical services and protect residents
- **leadership and strategy:** effective leadership and management, empowered stakeholders and integrated planning.

Resilient Sydney identifies five directions and 35 actions, including one flagship action for each direction, to build resilience in Sydney. *Resilient Sydney* informs and guides the sustainability actions in this Place Strategy (with cultural identity included in the Liveability chapter, consistent with the *Eastern City District Plan*).

Councils and State agencies must continue to work with the community to build their resilience and wellbeing during periods of significant growth and change.

Green spaces

The Camperdown-Ultimo Collaboration Area's green spaces and parks include:

- Victoria Park (nine hectares) where community events such as Yabun Festival (an annual celebration of Aboriginal and Torres Strait Islander cultures held on 26 January) and Fair Day (a family and dog-friendly fundraiser for the Sydney Gay and Lesbian Mardi Gras) take place
- Prince Alfred Park (7.5 hectares) with a transformation that was awarded the NSW medal at the Australian Institute of Landscape Architects state awards in December 2013
- Belmore Park, Camperdown Park, Camperdown Memorial Rest Park, Mary Ann Street Park, McKee Street Reserve, Peace Park, Hollis Park and Green Bans Park

- significant green space at the University of Sydney, which can be accessed by the community.

Councils create and implement strategies that reinforce a place's local character and identity, enables shared access to spaces and integrates the Greater Sydney Green Grid.



Waterways

The Collaboration Area sits primarily within the Port Jackson Basin, which drains to Sydney Harbour. The area lies across four local catchment areas – Darling Harbour, Blackwattle Bay, Johnstons Creek, and Alexandra Canal. Significant urbanisation across the area means there are not many natural creeks or open

surface water bodies in the catchment areas to accommodate stormwater. While rainwater is generally managed by conventional pits and pipe systems, the combination of steep and flat terrain and high density residential, commercial and industrial areas means some places are susceptible to flash flooding. The City of Sydney has floodplain risk management plans for the four catchments.

Tree canopy

Tree canopy cover across the Collaboration Area varies significantly. While more established and unchanged residential areas still have large street trees, redeveloped residential and business / commercial areas have fewer trees along the streets or on private land. A major city-serving road such as Broadway has minimal tree canopy. There are opportunities to reduce heat island effects, improve connectivity, health and amenity, and encourage safe walking and cycling, by providing shaded, tree-lined corridors that link open space areas and parks.

Energy use

A recent Commission study ¹⁵ demonstrates how place-based emission-saving interventions can support the NSW Government's long-term objective of net zero emissions by 2050:

- Land use, transport and infrastructure planning interventions in Greater Sydney can reduce overall emissions from energy, residential transport and waste by 50% by 2036. These interventions include government and market-led strategies across building standards, renewable energy, transport infrastructure and increased waste diversion.
- Place-based interventions must respond to local land use, infrastructure and transport patterns, given that strategic centres, renewal corridors, collaboration areas and priority precincts will have a greater influence than other areas in reducing Greater Sydney's emissions due to the opportunities of coordinated infrastructure delivery (for renewable energy and transport).

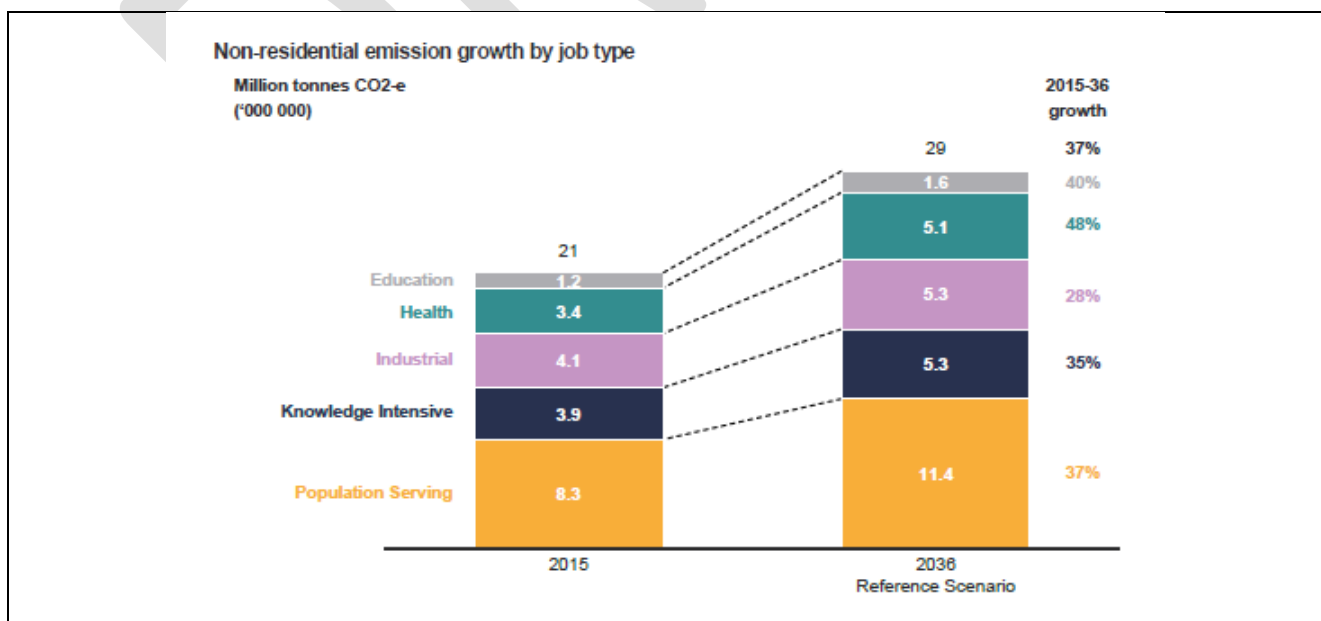


Figure 9: Greater Sydney non-residential greenhouse gas emissions by job type

Electricity is the major source of emissions in the health and education job types, whereas emissions in residential multi-unit areas are caused by electricity, followed by transport, gas and waste.

Land use, transport and infrastructure planning policy can help to reduce greenhouse gas emissions through:

- planning controls and design standards
- integration of renewable energy in master planning
- improvements to transport access
- parking strategies
- increased waste diversion from landfill, with a focus on waste minimisation¹⁶

The *Eastern City District Plan* (Action 74) aims to establish low-carbon precincts in Collaboration Areas.

Anticipated growth will require investment in energy, water, waste and transport infrastructure and new buildings. This creates an opportunity to invest in low-carbon high efficiency measures at the precinct scale, particularly as infrastructure is renewed or replaced. New buildings should be designed as smart green assets and appropriately sized and shared utility infrastructure installed to lower greenhouse gas emissions from the Collaboration Area.

Precinct-wide energy, water and waste efficiency solutions can replace inefficient infrastructure to enable new utility models and technologies. The Greater Sydney Commission is producing information on these types of changes.¹⁷

Contributions to local sustainability can also emerge from residents' connections and innovations. This could be made possible through community engagement in 'living lab' research programs.

7.2 Priorities and actions

The following priorities and actions are important to achieving the vision for the Camperdown-Ultimo Collaboration Area, while also giving effect to **A Metropolis of Three Cities** and the **Eastern City District Plan** (including its planning priorities and actions).

Priority 9: Enhance the network of high quality open and public space linked by the Greater Sydney Green Grid

Outcome: Liveable and sustainable shared resources, active people, and a cooler Collaboration Area.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 29: Identify, prioritise and implement projects that enhance	CoS, IWC	TfNSW, RMS

the Liveable Green Network and Greater Sydney Green Grid, increase tree canopy cover and vegetation, encourage health and activity, and optimise access to multi-use, shared green spaces, including:

- Broadway and Parramatta Road
- City Road
- Harris Street and the Powerhouse Precinct
- the Johnston's Creek Green Grid cycling and pedestrian connection to Bicentennial Park.

Action 30: Promote community use and activities in shared or public open spaces.	CoS, IWC	All stakeholders
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Priority 10: Create a resilient place

Outcome: An area prepared for stresses and shocks that builds the resilience of people and communities.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 31: Identify partnership projects and research to direct low-carbon initiatives, improve energy, waste and water efficiency, and improve health outcomes through design excellence and best practice in building and public domain projects.	Collaboration Area Leadership Group	CoS, IWC, all stakeholders
Action 32: Facilitate partnership research and innovation projects that help build resilience and capacity, in the Collaboration Area, to manage and mitigate vulnerabilities and risks.	UTS	CoS, IWC, DPE, OEM
Action 33: Investigate power and energy bank sharing; peer to peer trading; precinct solutions for energy, water, waste management, loading and servicing, and infrastructure investment and sharing.	UTS	All stakeholders
Action 34: Investigate community engagement in 'living lab' research programs.	USyd, UTS	All stakeholders

8 Governance – priorities and actions

8.1 Analysis of opportunities and impediments

This Place Strategy requires a governance arrangement that gives industry, institutions and partners a gateway for interactions, investment and development. As the Collaboration Area process indicates, no single governance structure is responsible for the Camperdown-Ultimo Collaboration Area as a 'place' – many partners are responsible. The area requires a viable, efficient and effective governance structure.

While the NSW Government has influence over, and an effect on, this area, no frameworks commit the active participation of all stakeholders, including State agencies.

The stakeholder group has identified the governance framework illustrated below for consideration.



The Collaboration Area does not have a global vision, branding or narrative. An agreed, cohesive story repeated by individuals and institutions will be more effective than a lone voice or two.

The evolution of the Collaboration Area into a mature innovation district relies on all stakeholders, as a cohesive group, to invest in its economic growth by:

- continuing to lead in core health, education and skills
- driving greater connectivity of ideas and talent
- growing intellectual property and research
- supporting entrepreneurship and commercialisation of research
- attracting investment and the brightest minds
- supporting small scale and start-up enterprises
- programming activities to grow skills, strengthen business and build networks
- being outward looking and inclusive
- cultivating jobs and new industries
- jointly promoting and marketing the Collaboration Area.

Action 14 in *A Metropolis of Three Cities* requires the Commission to develop indicators, in consultation with State agencies and councils. This process is underway. The Leadership Group will need to consider applying a place-based monitoring and evaluation framework for the Collaboration Area, which is aligned with the Commission's indicators for the region and district plans.

8.2 Priorities and actions

The following priorities and actions are important to achieving the vision for the Camperdown-Ultimo Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

Priority 11: Demonstrate leadership that is place-first, cohesive and collaborative

Outcome: A strong and cohesive leadership group drives the growth of the Collaboration Area.

Actions	Primary stakeholder	Supporting stakeholder/s
Action 35: Establish a Collaboration Area Leadership Group to: <ul style="list-style-type: none"> • strengthen and promote the Camperdown-Ultimo Collaboration Area as an innovation district • create opportunities for private sector investment, tech start-ups and research commercialisation • advocate for critical infrastructure • drive collaboration and partnerships • address impediments to growth, permeability and activation • implement shared projects, manage shared funds, 	GSC, anchor institutions	All stakeholders

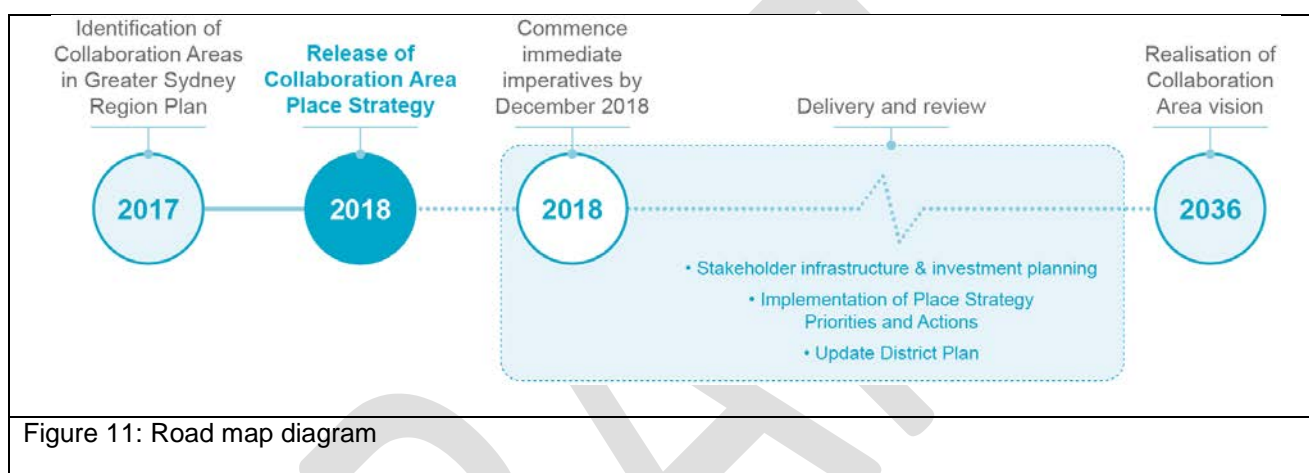
secure collective capital and identify opportunities for innovative finance.

Action 36: Create an international brand and narrative that emphasises the Collaboration Area's strengths and character.	Collaboration Area Leadership Group	All stakeholders
Action 37: Develop a place-based monitoring and performance evaluation framework to inform planning and investment decisions.	Collaboration Area Leadership Group	GSC
Action 38: Identify funding sources and advocate for funding (such as sponsorships, grants, contributions, planning agreements, value capture and agency budgets) to deliver Place Strategy actions.	Collaboration Area Leadership Group	All stakeholders
Action 39: Identify pilot projects to build early engagement and commitment between RPA Hospital, University of Sydney, University of Notre Dame, University of Technology Sydney and TAFE NSW.	Collaboration Area Leadership Group	All stakeholders

9 Next steps

Implementing this Place Strategy requires collective action and resourcing from all the stakeholders, recognising that State agencies and councils will undertake their own review and prioritisation processes before committing to infrastructure investment. Stakeholders may also need to seek resource allocations through their organisation, prior to committing to projects.

Some actions are considered immediate imperatives. The Commission recommends these actions are commenced by the end of 2018. The key stakeholders should ensure that the time needed to formally establish the Collaboration Area Leadership Group does not delay work on the other immediate imperatives.



9.1 The role of the NSW Government

The Collaboration Area process involved State agencies to understand the key issues, articulate the vision and identify projects that might address the impediments to growth. The NSW Government will:

- consider the timing, costs and benefits of the projects and initiatives to achieve the Collaboration Area vision in the context of the *State Infrastructure Strategy* and respective programs
- where necessary, prepare business cases to support investment
- continue to collaborate with the Greater Sydney Commission, City of Sydney and Inner West Council, and across State agencies to improve investment decisions that deliver infrastructure, employment and great places for people, and support the vision.

9.2 The role of the Greater Sydney Commission

The Greater Sydney Commission facilitates whole-of-government coordination, partnerships with councils and the stakeholder-driven governance arrangement to oversee the long-term implementation of Collaboration Area place strategies. The Commission will:

- transition the leadership role, and put governance arrangements in place, including the Collaboration Area Leadership Group, to continue planning and development for the Camperdown-Ultimo Collaboration Area
- recognise the District Commissioner's strategic oversight for implementing the Place Strategy so that it continues to align with the *Eastern City District Plan*
- include the Place Strategy's priorities and actions in future updates to the *Eastern City District Plan*, giving them a statutory basis
- assure the progress and continued collaboration around the vision and associated projects through local planning processes such as updated local environmental plans
- elevate strategic issues and / or decision-making to the Infrastructure Delivery Committee where appropriate.

9.3 The role of local government

The ongoing participation and leadership of the Council of the City of Sydney and Inner West Council in the Collaboration Area is critical. The councils will:

- help establish the Collaboration Area Leadership Group
- help identify and facilitate opportunities for partnerships, particularly with the business community
- lead the strategic planning process at the local level, in collaboration with State agencies, RPA Hospital, University of Sydney, University of Notre Dame, University of Technology Sydney, TAFE NSW and other key stakeholders
- provide opportunities for community engagement as the Place Strategy is implemented
- leverage community and local stakeholder input to decision-making
- help implement the Strategy's actions through place-making, identifying funding mechanisms and supporting advocacy with the Collaboration Area Leadership Group to deliver the vision.

9.4 The role of anchor institutions

RPA, represented by NSW Health, SLHD, TAFE NSW and the universities will:

- help establish the Collaboration Area Leadership Group
- support investment in activities, particularly research, that leverage existing and new partnerships with health, education and the private sector
- work with other anchor institutions and stakeholders
- help implement the Strategy's actions through place-making, identifying funding mechanisms and supporting advocacy with the Collaboration Area Leadership Group to deliver the vision.



9.5 The role of the community

This Place Strategy reflects the community's input into the development of the *Eastern City District Plan*, and the City of Sydney and Inner West Council's community strategic plans. People will be offered further opportunities to have their say about planning for the Camperdown-Ultimo Collaboration Area through:

- future updates of the *Eastern City District Plan*
- community strategic plans, local strategic planning statements and local environmental plans
- individual agency programs and projects.

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10 References and end notes

Move end notes to here in published version

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Contact us

Greater Sydney Commission
PO Box 257, Parramatta, NSW 2124
Email: info@gsc.nsw.gov.au
Tel: (02) 8289 6200

¹ Transport for NSW *Open Data Hub and Developer Portal* <https://opendata.transport.nsw.gov.au/search/type/dataset>

² Travel catchments by all modes of public transport to arrive at identified locations at 08:30am on a normal weekday – Source TfNSW / Census / Greater Sydney Commission

³ Transport for NSW *Future Transport Strategy 2056* pp17-18

⁴ *Parramatta Road Corridor Urban Transformation Strategy 2016*

⁵ Redfern-Waterloo Authority Contributions Plan 2006, page 17

⁶ Transport for NSW draft *Freight and Ports Plan*

⁷ City of Sydney <http://www.cityofsydney.nsw.gov.au/business/business-support/business-in-your-local-area>

⁸ City of Sydney Resident Consultations

⁹ City of Sydney <http://www.cityofsydney.nsw.gov.au/business/business-support/business-in-your-local-area> and Resident Consultations

¹⁰ City of Sydney Resident Consultations

¹¹ GSC Eastern City District Plan March 2018 p64

¹² Julie Wagner, Brookings Institution

¹³ id: the population experts <https://blog.id.com.au/2014/how-to/what-is-a-location-quotient-and-how-do-i-calculate-it/>

¹⁴ *Resilient Sydney – A strategy for city resilience 2018*

¹⁵ Kinesis Exploring Net Zero Emissions for Greater Sydney 2017

¹⁶ Kinesis Exploring Net Zero Emissions for Greater Sydney 2017

¹⁷ GSC draft Thought Leadership Papers – *Low Carbon High Efficiency Precincts*