

Attachment C

**Camperdown-Ultimo Collaboration Area
Innovation Study – Engagement Report**

STAKEHOLDER ENGAGEMENT DRAFT REPORT

Camperdown-Ultimo Collaboration
Precinct Innovation Cluster Study

Contents

1.0	Introduction	3
2.0	Engagement Methodology.....	4
2.1	Introduction	4
2.2	Influencing Factors	4
2.3	Approach.....	5
2.4	Stakeholders Consulted	5
3.0	Engagement activities.....	6
3.1	Stakeholder GAP analysis.....	6
3.2	Initial rounds of consultation	6
3.3	Targeted interviews	7
3.4	Supplementary Online Survey.....	7
4.0	Key Themes.....	8
4.1	Current Nature of Collaboration and Innovation.....	8
4.1.1	Collaboration is happening ad hoc and in silos.....	8
4.1.2	Universities play a key role but competitive tensions can limit collaboration .	9
4.1.3	Industry participation is desired but sometimes lacking	9
4.2	Opportunities to Boost Collaboration and Innovation.....	10
4.2.1	Harnessing the power of new and emerging technologies	10
4.2.2	Creating a vibrant atmosphere with better public amenity and a 24/7 offering.....	10
4.2.3	Providing activated spaces and events that foster collaboration and innovation	11
4.2.4	Curating, attracting and retaining the best mix of tenants.....	12
4.2.5	Opportunity to highlight Indigenous history and culture to invigorate the precinct	12
4.2.6	Bringing together technology and creative industries.....	12
4.3	Key Barriers to Collaboration and Innovation.....	14
4.3.1	Availability and affordability of floor space	14
4.3.2	Competition for funding and lack of prioritisation for innovation.....	15
4.3.3	Poor pedestrian connectivity and accessibility to public transport	15
4.3.4	Lack of a coherent shared identity and known brand	16
4.3.5	Lack of governance and differing views on the best model to drive innovation and collaboration	16
4.3.6	Challenges with attracting and retaining international talent.....	16
5.0	Recommendations	17
5.1	Introduction	17
5.2	Section 1: Key Strategic Planning Considerations	17
5.3	Section 2: Big Ideas for Innovation and Collaboration.....	19

1.0 INTRODUCTION

In late 2018 HillPDA was engaged by the City of Sydney (CoS) to carry out the Camperdown-Ultimo Innovation Precinct Cluster Study. The Study's objective was to analyse the current state of collaboration and innovation within the precinct and to develop recommendations to encourage each of the key activity nodes to flourish.

A critical component of this Study was carrying out comprehensive consultation with stakeholders relevant to the precinct. An initial engagement plan was submitted to CoS in February 2019 with a timeline of key activities to support the Study's development. As the Study evolved, the engagement approach was refined in order to ensure the consultation provided the most relevant information to inform the most effective recommendations for the precinct.

This report provides the following:

- Overview of the consultation methodology and factors influencing its approach
- Engagement activities carried out
- Summary of key themes
- Overview of how this feedback have been incorporated into the draft report key strategic planning considerations and big ideas for consideration for the Study

This draft report should be read in conjunction with Hill PDA's Draft Report into the Camperdown-Ultimo Collaboration Precinct Innovation Cluster Study

2.0 ENGAGEMENT METHODOLOGY

2.1 Introduction

The overarching goal of the engagement plan is to draw on the expertise of a range of stakeholders relevant to the precinct to inform recommendations for boosting collaboration and innovation as part of a broader study being carried out by Hill PDA.

The key objectives are:

- Identify critical stakeholders within the precinct as well as others with relevant expertise to inform the study
- Review previous consultation material and identify any gaps or areas for further engagement
- Understand the current state of play when it comes to collaboration within the precinct and identify opportunities to increase this
- Understand any barriers to collaboration and innovation and how these may be overcome
- Secure support from key stakeholders for the future development of the innovation precinct
- Encourage collaboration and the sharing of ideas to foster a sense of community and drive innovation for the precinct

2.2 Influencing Factors

There are a number of factors HillPDA considered in developing its engagement methodology, some of which are highlighted in the table below.

Factor	Response
Extensive consultation has already been carried out with many stakeholders relevant to the precinct	Carried out a gap analysis based on a review of consultation materials to assess where additional consultation was required for the Study Carried out interviews with key internal stakeholders to gather as much information as possible about previous studies
Some of the topics relevant to the Study have been explored with stakeholders in the past	Developed questions specifically targeted at ways to drive innovation and collaboration
Risk of consultation fatigue as many stakeholders have been involved in previous consultations	Targeted most relevant people for participation and, where possible, sought input from new participants
Stakeholder availabilities can be difficult to coordinate, particularly for group discussions	Gave people the option to send a delegate and/or carry out individual interviews in place of groups
Issues with the currency of information due to lag times between previous consultations and current study	When speaking with stakeholders, we acknowledged previous information gathered and questioned whether this was still the current situation

2.3 Approach

A high-level overview of the engagement approach is outlined below



The approach was designed to be flexible so that it could be refined as the Study progressed.

2.4 Stakeholders Consulted

HillPDA would like to thank the following organisations who participated in the consultation process via focus groups, interviews and survey responses.

University of Sydney	NSW Trade and Investment	Visospace
University of Technology Sydney (UTS)	Atlassian	The Whisky List
University of NSW	Mirvac at Australian Technology Park	Potts Point Partnership
Royal Prince Alfred Hospital	Fishburners	Seven Mile Venture Lb
Garvan Institute	Investible	EY
Victor Chang Institute	SiliconWest	ICT Strategic Consulting
Sydney Business Chamber	Sustinent	ASE Consulting Australia
South Sydney Business Chamber	Haymarket HQ	INCUBATE
National Centre of Indigenous Excellence	Liz Stephens Consulting	NSW Trade and Investment
Jobs for NSW	Solar Analytics	Forever Network
Art Pharmacy	Remarkable	Prestige Business Consulting
Stalker	Storydriven	Income Energy
Transport for NSW	K&L Gates	HubSpot
Greater Sydney Commission	Toga	Blys
	StudentSuper	HART Home Décor
	Higantic	Founders for Founders

3.0 ENGAGEMENT ACTIVITIES

3.1 Stakeholder GAP analysis

In order to ensure consultation for the Camperdown to Ultimo Collaboration Precinct Innovation Cluster Study (Camperdown-Ultimo Study) is complementary to work previously carried out by CoS and not duplicated, Hill PDA firstly carried out an analysis of key studies and strategies previously developed to assess where there may be gaps or opportunities for further consultation.

To develop this gap analysis, HillPDA:

- Reviewed previous consultation reports and materials, including public-facing documents, internal reports and analytical data
- Interviewed key internal CoS contacts that managed the consultation and/or research for these reports
- Created a matrix of key themes and stakeholders consulted previously that indicates which themes/stakeholders were addressed by each consultation
- Used this information to inform gaps in consultation in terms of opportunities for further engagement and/or new stakeholders to involve in the process for the Camperdown-Ultimo Study

This information was used to:

- Refine the stakeholder engagement and consultation approach
- Categorise stakeholders based on their relevance and importance to the Study
- Develop research questions for interviews, focus groups, workshops and roundtables, as well as an online survey for broader distribution

Following feedback from this analysis, HillPDA commenced distributing invitations for the initial rounds of consultation.

The GAP Analysis is provided at Appendix A of this report.

3.2 Initial rounds of consultation

Initial rounds of consultation were carried out in late March to early April with the objective of gathering high level thoughts and ideas on how to drive collaboration and innovation in the precinct.

Activities included workshops, focus groups, roundtables and interviews with key stakeholders. Proposed invitation lists were sent to each organisation targeted for consultation and HillPDA worked with the organisations to determine the most appropriate and relevant representatives to ensure that new and relevant information could be derived from the participants

Groups were deliberately kept small so that discussion could be targeted specifically at innovation and collaboration and to ensure all voices were heard equally

High-level guiding questions for these forums included:

- What is the current state of collaboration and innovation in the precinct in terms of?:
 - Critical mass
 - Quality and availability of space
 - Infrastructure and access
 - Governance
 - Competitiveness of environment
- How can we build on this?
- What are some of the barriers and how might they be overcome?
- What are the big ideas or opportunities to really drive this forward?

The workshops, focus groups and roundtables involved lively participation, with robust discussions regarding the current situation in the precinct with many new and creative ideas suggested to drive collaboration and innovation forward.

Feedback was also overwhelmingly positive, with many keen to progress discussions further with HillPDA on specific issues and volunteering additional time to participate in targeted interviews to further refine the Study's recommendations.

HillPDA also received a number of proactive requests from people keen to participate in the Study, based on conversations they had had with colleagues about the Study and the positive feedback from the consultation activities.

3.3 Targeted interviews

As the Study progressed and its recommendations continued to develop, the engagement approach became increasingly targeted with stakeholder feedback sought on specific measures and gathered via one-to-one interviews either over the phone or in person.

These targeted interviews have been designed to get specific feedback on the proposed recommendations for each node with questions such as:

- Will the proposed recommendations be effective in driving collaboration and innovation?

For example, if there was a public space specifically designed and created for sharing ideas, would you and other people in your industry actually use it?

- Are they feasible?

For example, are the universities willing to open up their campuses to activate space for innovation and collaboration?

- How can they best be delivered?

For example, what type of framework would encourage collaboration between your industry and others?

- What role do you see your organisation playing in their delivery?
- What is your view on the role CoS can play in their delivery?

3.4 Supplementary Online Survey

An online survey was also distributed to businesses both within the precinct as well as relevant businesses outside of it who might be attracted to move there.

Feedback was sought on a number of key issues including:

- How would you describe the current level of collaboration/innovation in the precinct?
- Which sector/s do you feel you would most benefit from collaborating with?
- What do you think would help drive collaboration/innovation in the precinct?
- What do you think are the main barriers to collaboration and innovation in the precinct?
- What attracts people to the precinct?
- What deters people from the precinct?

Responses ranged from multiple choice, ranking and free form. A total of 38 responses were received and the results of this survey are provided throughout this report.

4.0 KEY THEMES

4.1 Current Nature of Collaboration and Innovation

4.1.1 Collaboration is happening ad hoc and in silos

Throughout the consultation, stakeholders were able to cite examples of collaboration activity throughout the precinct that was producing innovative outcomes for example:

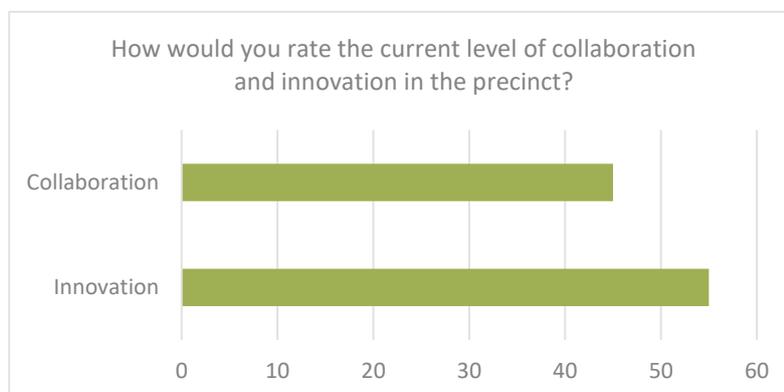
- *‘UTS Animal Logic Academy’* - a custom built visual effects studio at UTS built and operated in collaboration with industry experts offering immersive education and practice-based research opportunities
- *‘University of Sydney Collaboration Agreement with the Sydney Local Health District’* – a comprehensive agreement which provides a framework to increase the efficient translation of research to health outcomes
- *‘TechSydney Startup Community’* – which involves a community of entrepreneurs working with industry, government, media and the community to make Sydney a desirable place for tech start-ups

Whilst some of these partnerships are long-standing, they have arisen in isolation, as opposed to being part of a guiding framework or cohesive plan for the precinct. What this means is that opportunities to collaborate are somewhat restricted, in particular for smaller, new or emerging players who may lack the networks or relationships required to form these activities. This means collaboration is somewhat fractured and lacking in cohesion, which may be limiting innovation.

Silos both within and between industries are also problematic. For example, stakeholders from the creative arts industry said there is a tendency for people to seek opportunities ‘within their own tribe’ and not beyond. This was viewed as being detrimental to innovation as its likely there would be mutual benefit to creatives from partnering with business and other industries.

In particular, it was noted that many artists lack business skills and know-how and would therefore benefit greatly from collaborating with the entrepreneurial community in order to commercialise their talents. Likewise entrepreneurs can use creative skills, for example for logo and product design. However without the appropriate networks in place, visibility of these opportunities is low and therefore unlikely to be realised.

Respondents to the online survey on average ranked the current status of collaboration and innovation relatively low at 45/100 and 55/100 respectively.



4.1.2 Universities play a key role but competitive tensions can limit collaboration

The need for the universities to support each other and collaborate together was also raised extensively, however it was noted that competitive pressures – such as competition for students and protection of ideas and IP - can somewhat limit opportunities. Encouragingly, there is a strong desire for these barriers to be overcome and the relationships strengthened to drive greater innovation within the precinct. It was broadly agreed that each university should recognise its key strengths and understand how it can complement other organisations and their ability to innovate.

Stakeholders also believed that these barriers could be reduced or overcome with the appropriate governance structure in place and/or formal agreements for the protection of intellectual property.

“The universities should be supporting each other and recognising their differences.

We need to look at who is shining in what area and be open to collaboration and a willingness to share ideas.

Governance is critical and will provide a framework for this to work.”

University of NSW

4.1.3 Industry participation is desired but sometimes lacking

Across the precinct and throughout its nodes there is a strong desire to see industry participate in and provide funding for collaboration and innovation activities. However there appears to be a lack of awareness, understanding and/or acceptance from industry that investing in these types of partnerships will bring mutual benefits.

For example, it was agreed that issues with the translation of research into commercial outcomes could be improved by increasing collaboration with industry through, for example, a partnerships program.

The need to integrate industry into university campuses was also a key theme discussed.

“There has been growth in translation of health and medical research but the missing link is industry partnerships.

To attract industry you need to understand what’s important to the big industry players.

We need to look at more ways we can integrate industry into our campuses.”

Sydney University



“Universities don’t talk to people working in the creative arts industry much about how and what they are teaching their students.

Partnering with industry would no doubt improve their courses so people can have both artistic and commercial success”

Art Pharmacy

4.2 Opportunities to Boost Collaboration and Innovation

4.2.1 Harnessing the power of new and emerging technologies

The importance of using technology to drive innovation precincts was repeatedly raised by stakeholders as a key factor in determining their success. For example, UTS is currently exploring ways to use big data to drive innovation at its Tech Lab which allows people to immerse themselves in datasets, finding new patterns and linkages leading to research breakthroughs.

The introduction of 5G technology, which will enable more people in the same place to use the mobile data network at much higher speeds, was also seen as a great opportunity to activate the precinct. For example, it could be used to deliver wayfinding applications that enable people to take virtually-guided tours of the precinct or signal meetups and other events via apps and push notifications. The technology innovation precinct at South Eveleigh was cited as a potential ‘living lab’ for this technology and that government should be encouraging or providing incentives for investment in building the infrastructure required to deliver it.

This was seen as particularly important given that many stakeholders have found that technological capability across all precinct nodes can be poor, with slow internet speeds and poor phone reception with many blackspots. Fixing this was seen as a key priority, given that it creates the exact opposite atmosphere and experience that you would expect from an innovation district.

Providing free WIFI hotspots across the precinct was also seen as playing an important role in making people feel welcome and connected – two key features that foster collaboration and drive innovation.



“The advent of 5G is very exciting and providing free WIFI is a start. In countries like Vietnam it is providing a boost helping their economy to grow.”

Sydney Business Chamber



4.2.2 Creating a vibrant atmosphere with better public amenity and a 24/7 offering

The need to create a vibrant atmosphere for the precinct, with an exciting day and night-time offering is seen as a key opportunity to drive collaboration. For example, the provision of services such as retail shops, gyms and childcare, alongside cafes, restaurants and a thriving night life were all seen as factors that would help attract people to the precinct and encourage them to stay. Improving this ‘stickability’ offers people the opportunity to meet socially and share ideas which can then lead to innovation.

Stakeholders agreed there is a great opportunity to draw on the history and culture of the area to attract more people to it. For example, using the skills and talents of the creative businesses and individual artists in the area to host events such as performance art, galleries, fashion shows and theatres. It was noted that these events need to be low-cost or even free-of-charge in order to ensure maximum attendance.

“Precincts are successful when people know that there will be something going on at any time, day or night.”

There needs to be events on all the time, or at least something happening so people know that when they get there, they are more than likely to find like-minded people.”

South Sydney Business Chamber

4.2.3 Providing activated spaces and events that foster collaboration and innovation

Stakeholders believe that a combination of activated spaces that encourage ‘bump in’ encounters and formal events are required in order to foster collaboration and innovation in the precinct. Both these spatial drivers allow people to connect whilst also providing amenity and recreation to those in the precinct.

This was supported by responses to the online survey, which ranked (1) *Networking and social events* and (2) *Open spaces for people to meet informally* as the most effective ways to drive collaboration and innovation.

It was suggested that the universities could play a leading role in providing this activated space, by opening up their campuses for a range of uses that encourage networking and collaboration. Other suggestions include improving the amenity of some of the pedestrian connections, such as the Goods Line, which would improve connectivity whilst also providing space for ‘bump in’ encounters.

A number of different types of events were suggested ranging from large cultural festivals, markets and hackathons to smaller talkfests, live music and busking. One example cited was the Creative Hub at 107 Redfern Street which regularly hosts pop-up activities such as exhibitions, public talks, performances and workshops.

These forums help bring people together, sharing ideas and catalysing creative thinking which helps spur innovation. There may be a role for the City in making it easier for people to host such events, for example by reducing the cost of event permits and/or the complexity of permissions required to hold them.

Integrating the precinct into existing events, such as extending the Vivid Festival into Chinatown in the Haymarket node or throughout the university campuses were also suggestions supported by stakeholders.

“It’s not easy to get events up and running due to the cost and number of approvals.”

“The City could definitely make this process easier to encourage more events.”

South Sydney Business Chamber



Events like Vivid could be integrated into Chinatown



Sydney University could open up its campuses for collaboration and networking

“It’s what happens in between the buildings that is most important.”

Atlassian

4.2.4 Curating, attracting and retaining the best mix of tenants

The benefits of being co-located with like-minded organisations and/or industries that can drive innovative thinking is broadly recognised - in the online survey, 34 per cent of participants stated the opportunity to be side-by-side with like-minded businesses as the most important factor attracting them to innovation precincts. However the curation of these tenants has to be carefully managed to ensure the mix is complementary and diverse in order to create the right atmosphere for collaboration and innovation to flourish.

Each node therefore needs to be made up of businesses that support each other to collaborate and also include a mix of retail, hospitality and other services that create a place where people want to work and play in order to attract tenants. Location is also key with stakeholders citing the broad connectivity of Central Station to other parts of the CBD as well as greater Sydney as being a key drawcard for attracting tenants. Investments in public transport, including new and innovative technology such as driverless vehicles, were suggested as potential ways to attract tenants to each of the precinct nodes.

Spaces that provide additional onsite benefits such training are also highly desirable features to encourage social cohesion and help build a sense of community. For example, start-up coworking space Fishburners provides access to intellectual property lawyers and training sessions on IP protection to its members as an add-on benefit of its tenancy. This helps them develop the skills required for business success, whilst also providing opportunities for networking and collaborating with peers.

“It’s like building a shopping centre – you want the mix of tenants to complement each other so they can bring out the best in each other.”

This means putting like-minded people together, but also ensuring you have diversity to bring the right vibe to the precinct.”

Fishburners

4.2.5 Opportunity to highlight Indigenous history and culture to invigorate the precinct

Redfern is seen as the birthplace of the Indigenous rights movement and is a critical part of indigenous history and culture. Stakeholders believe there is a great opportunity to draw on this history to invigorate the precinct, noting that there are strong synergies between the movement and the way it innovated Australian society and the current tech startup tenants who are also driving innovation.

One suggestion which received broad support was to create an ‘Avenue of Hope’ which brings to life Indigenous history and culture via plaques annotating historical landmarks, artwork and messages that tell the story of the Aboriginal experience.

“The more we see ourselves and our cultural representation in the community the more comfortable our people will be and the more opportunities there will be for the broader community to collaborate and learn about Indigenous culture.”

National Centre for Indigenous Excellence

4.2.6 Bringing together technology and creative industries

Stakeholders agree that there are strong synergies that can be created between the creative arts community and tech startups to drive collaboration and innovation. One idea raised was the potential for creative arts to collaborate with the tech industry and build an interactive ‘meeting tree’ within the precinct. The meeting tree would allow people to share their ideas on a particular topic, for example by sending a text message, which would then be displayed on the digital ‘tree’ for others to view and discuss. This would no doubt foster collaboration within and between industries and drive innovation in the precinct.

Another example given was the opportunity for performance arts to collaborate with tech to create interactive experiences for theatre and media. For example, Stalker is currently collaborating with highly skilled coders to develop 3D installations that provide a range of experiences. Its dome-like structure enables participants to interact with a projected environment, offering cultural and creative immersion. The future use of this collaborative project is endless. For example, it could be used to project Sydney in the early 20th Century and take visitors on a virtual reality tour of how the streets and landscape has changed over the past 100 years.

Whilst there is no doubt this innovative synergy of creative arts and technology would add immensely to the precinct, it needs to be adequately funded in order for it to be a success. There may be a role for CoS and industry to provide some funding for this initiative given the reciprocal value it will bring to the City and its tenants.

“We could hold some of the most innovative events in the precinct.

The opportunities are endless – we just need the right type of space and for the City and State Government to come on board and provide some funding.

The return they would get would far exceed the value of their investment.”

Stalker Theatre



Images: Examples of 3D dome technology and visual experience from The Dome Company

4.3 Key Barriers to Collaboration and Innovation

4.3.1 Availability and affordability of floor space

Lack of available floor space was cited as a key threat to future collaboration and innovation. For example, Sydney University noted it has a number of buildings that have self-imposed height limits due to restraints around heritage listings. There is a risk that it will run out of usable floor space in the foreseeable future unless there are changes made to allow for an increase in building heights.

The affordability of floorspace, particularly in an environment where demand is increasing faster than supply, is also a key issue. Researchers and start-ups – two key groups that drive innovation – rely on subsidised rent to carry out their activities, particularly in the early stages of a project. This is currently provided by various groups including the Universities, who offer subsidised space to researchers, and by start-up incubators and co-working spaces who receive rent subsidies and/or discounts from government which they then pass on to their tenants.

The recent announcement from the NSW Government of 250,000 sqm of subsidised floorspace dedicated to innovation was welcomed by stakeholders, however there was wide agreement that this would be met or exceeded by existing demand. More solutions are therefore required to accommodate innovation now and into the future.

There is a strong desire to see industry play a much greater role in providing rental subsidies, for example in exchange for future profits and/or in recognition of the wider benefits it receives from having researchers and/or start-ups co-located. However at present there is little appetite from industry stakeholders for such arrangements, who instead believe it’s primarily the role of government to provide these benefits.

Lack of affordable, available and appropriate space is also a key issue for the creative arts industry, who are increasingly finding themselves priced out of precinct. Given that the creative arts community could add immense value by bringing culture and events to the precinct and activating public space, stakeholders believe the City should play a pivotal role in delivering the built form required to make this happen.

For example, it could modify some of its publicly available space to make the built form more suitable for art installation, theatre and other performances. It was noted this could be done on both an events basis for specific opportunities and could also be built in the general landscape of the city.

“Research, particularly in its early stages, doesn’t tend to generate income, however it is essential for driving innovation.

Industry should come to the table more and provide funding for this to thrive”

UTS

Sydney Start-up Hub provides subsidised space to start-ups



Universities also provide subsidised space to researchers such as the UTS Tech Lab

4.3.2 Competition for funding and lack of prioritisation for innovation

Adequate and accessible funding was repeatedly cited as a key barrier to innovation, with competition for limited funding and grants hindering the ability of many organisations to collaborate. For example, universities, health and medical research institutes often feel they are competing with each other for government funding which can hinder the appetite for collaboration.

Prioritisation of government funding was also cited as a challenge, with many stakeholders believing that there is not a strong enough focus on research and innovation. For example, RPA has plans to build a new research facility which will see clinicians and researchers work side by side, collaborating to develop and deliver innovative patient outcomes. However the project has been stalled as it has been unable to secure funding.

It was suggested that this gap could be filled by encouraging industry to invest more funding into research in return for an eventual share of the revenue made for its future commercialisation.

“There is a huge opportunity to drive more clinician-driven research, which will provide major economic benefits to Sydney.

The challenge is securing funding and ensuring research is prioritised in the mix.”

RPA Hospital

4.3.3 Poor pedestrian connectivity and accessibility to public transport

With traffic congestion a major issue for the area, improving pedestrian connectivity is seen as key to unlocking innovation and collaboration. There was support expressed for creating an ‘innovation spine’ – a walkway that connects various parts of the precinct – for example from Sydney University to ATP – which could also be activated to showcase innovative projects and/or host events.

Pedestrian thoroughfare is also an issue that is somewhat exacerbated by the Universities who have major holdings of land that are not always open for public thoroughfare or use. There was a strong desire to investigate how campuses could be opened up to provide better connectivity, which could also result in the space being used for events designed to foster collaboration in the precinct.

Congestion on public transport and lack of a heavy rail connection to the Camperdown node is seen as an issue that will only grow as Sydney University and RPA expand their campuses and attract more students and workers to the precinct. There is overwhelming support from stakeholders for a train station to be considered as part of the NSW Government’s plans for Metro West.



‘Green’ walkways connecting various parts of the precinct could help drive collaboration and innovation

4.3.4 Lack of a coherent shared identity and known brand

Stakeholder feedback has confirmed that a lack of shared identity or ‘branding’ for the precinct is hindering its ability to attract and retain talent and funding, in contrast to other places such as the Melbourne Innovation District (MID) which is internationally recognised as a premier innovation district.

It was suggested that the creative arts industry could play a pivotal role in building this identity and creating a vibrant atmosphere for the precinct. For example, the City in partnership with industry could provide funding for artists for public murals and exhibitions, street performances and events that activate the space, attracting more people to venture and stay there, boosting opportunities for bump in encounters that facilitate collaboration.



Murals and artwork could help create a sense of identity for the precinct

4.3.5 Lack of governance and differing views on the best model to drive innovation and collaboration

Developing and implementing an effective governance model for the precinct was also seen as key to achieving innovation outcomes and was seen a precursor to obtaining the necessary funding to drive its growth. At present, there are small and fragmented structures and strategies governing innovation activity which creates inefficiencies and crossovers and limits opportunities for collaboration.

It is widely agreed that an appropriate framework for the governance of the precinct is critical to its success, however there are a mix of views as to what this model should be, who should be involved and whether it should govern at a precinct-wide level or be tailored to each node.

“The entire Sydney ecosystem feels fragmented as initiatives have started from the ground up. There is little governance that ties everyone together to work meaningfully.

Most collaborations are one-offs and for specific events rather than long-term partnerships and initiatives that bring people to work together and create real value.”

INCUBATE

4.3.6 Challenges with attracting and retaining international talent

Stakeholders acknowledged that there is great competition on a global scale to attract and retain the talent required to drive innovation and there are various factors that make the Precinct (and Sydney in general) less attractive. For example, the cost of housing and education is cited as a major barrier for many people, particularly those who have families or wish to live close to the precinct/Sydney CBD. One way it was suggested this could be overcome was via the provision of subsidised housing for researchers.

Issues around securing visas to enable talented researchers to work in Australia is also an ongoing issue. There are only around 200 visas available each year for distinguished talent and competition is fierce. Suggestions were made that priority should be given to visa applicants who can demonstrate a history of innovation as well as a desire to pursue this further in Australia.

5.0 RECOMMENDATIONS



5.1 Introduction

The following tables relate to the Planning Considerations and Recommendations made in HillIPDA’s Study and outline how they were influenced by consultation feedback.

5.2 Section 1: Key Strategic Planning Considerations

HillIPDA Study	Relevant consultation feedback
1.1 Demand for floor space is hyperlocal and exceeds supply	<p>4.3.1 <i>Availability and affordability of floorspace</i> is cited as a key issue across the precinct</p> <p>4.2.4 <i>Curating, attracting and retaining the best mix of tenants</i> with a preference for like-minded businesses supports this demand being hyperlocal</p>
1.2 Curate a mix of uses in the Cluster to meet the need and add vitality	4.2.4 <i>Curating, attracting and retaining the best mix of tenants</i> creates opportunities to drive collaboration and maximise innovation
1.3 Affordability and availability of suitable space	4.3.1 <i>Availability and affordability of floorspace</i> is a key barrier for collaboration and innovation
1.4 Attracting Industry to Co-Locate & Expand R&D	<p>4.1.3 <i>Industry participation is desired but sometimes lacking</i> is a key stakeholder theme</p> <p>4.3.6 <i>Challenges with attracting and retaining international talent</i> are key considerations for attracting industry, particularly international players</p>
1.5 Better connectivity to attract and retain talent and drive collaboration	4.3.3 <i>Poor pedestrian connectivity and accessibility to public transport</i> is cited as a key barrier to collaboration
1.6 Foster Collaboration by Integrating Uses and Ownership	4.2.3 <i>Providing activated spaces and events that foster collaboration innovation</i> is seen as critical for innovation and would help with 4.2.2 <i>Creating a vibrant atmosphere with better public amenity and a 24/7 offering</i>
1.7 Subsidised Housing for Researchers and Visiting Academics	4.3.6 <i>Challenges with attracting and retaining international talent</i> state affordable housing is a barrier to innovation

<p>1.8 Culture and social diversity</p>	<p>4.3.4 Lack of a coherent shared identity and known brand is seen as a barrier to collaboration and innovation</p> <p>4.2.2 Creating a vibrant atmosphere with better public amenity and a 24/7 offering; 4.2.3 Providing activated spaces and events that foster collaboration innovation; 4.2.5 Opportunity to highlight Indigenous history and culture to invigorate the precinct; 4.2.6 Bringing together technology and creative industries could all contribute to boosting culture and social diversity</p>
<p>1.9 Digital Connectivity</p>	<p>4.2.1 Harnessing the power of new and emerging technologies is seen as key to boosting collaboration and innovation</p> <p>4.2.6 Bringing together technology and creative industries could be facilitated with better digital connectivity</p>
<p>1.10 Governance to form and maintain the cluster</p>	<p>4.3.5 Lack of governance and differing views on the best model to drive innovation and collaboration is a key barrier</p>

5.3 Section 2: Big Ideas for Innovation and Collaboration

HiIPDA Study	Relevant consultation feedback
2.1 Goods line of Innovation – Extension of Goods Rail line	4.3.3 Poor pedestrian connectivity and accessibility to public transport could be addressed via this solution
2.2 Activating Parks for both Day and Night Use	4.2.3 Providing activated spaces and events that foster collaboration and innovation is seen as critical parks could be used for this purpose which would help with 4.2.2 Creating a vibrant atmosphere with better public amenity and a 24/7 offering
2.3 Pedestrian Priority Safe Zones and Healthy City Zones	4.3.3 Poor pedestrian connectivity and accessibility to public transport could be addressed via these zones whilst also 4.2.3 Providing activated spaces and events that foster collaboration innovation
2.4 Transportation	4.3.3 Poor pedestrian connectivity and accessibility to public transport is a known issue across the precinct 4.2.4 Curating, attracting and retaining the best mix of tenants - transport connections are viewed as being a key factor to encourage this
2.5 New North-South Metro Route	4.3.3 Poor pedestrian connectivity and accessibility to public transport is a known issue, in particular the lack of a heavy rail station in Camperdown 4.2.4 Curating, attracting and retaining the best mix of tenants - transport connections are viewed as being a key factor to encourage this
2.6 Special Innovation Business Zone	4.3.6 Challenges with attracting and retaining international talent could be addressed via the creation of this zone
7 Venture Capital Fund	4.3.2 Competition for funding and lack of prioritisation for innovation could be addressed through such a fund

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