

# **Attachment A**

**Western Harbour Precinct – Business  
Improvement District Trial**

## **Western Harbour Precinct – Business Improvement District trial**

City of Sydney Ad Hoc Grant proposal – *January 7, 2021*

### **Executive summary**

Establishing (and formally trialling) a version of the internationally-proven Business Improvement District model for Sydney’s Western Harbour has been proposed by the draft Pyrmont Peninsula Place Strategy, the Pyrmont Economic Development Strategy, and the Western Harbour Alliance, the Committee for Sydney and the Sydney Business Chamber.

The model offers the following benefits:

- Recognise, align and harness the range of state and local government authorities and their jurisdictions, with the major private sector interests in the Precinct and the local community, under a common strategic vision and purpose to optimise the Precinct and its value
- Provide a mechanism to consolidate and align the large programs of work in progress – including the new Sydney Fish Market, Barangaroo Central and the Pyrmont Station on Metro West – across multiple Government jurisdictions, to optimise the experience – both during and after the development works – for local residents and visitors.
- Leverage private sector funds with public sector resources to enable and accelerate already developed, “shovel-ready” local amenity improvement, and job-, investment- and visitor-driving programs
- Effectively and cost-efficiently stimulate the Western Harbour to play a key role in Sydney and NSW’s COVID-19 response, including as a major node in the 24-hour economy strategy’s “neon grid”
- Proactive NSW Government and City of Sydney response to the recommendations of Pyrmont Peninsula Place Strategy, the Pyrmont Economic Development Strategy, and the Western Harbour Alliance, the Committee for Sydney and the Sydney Business Chamber, continuing the commitment to optimising Pyrmont and the Western Harbour as the gateway to the CBD and a signature shopfront for Sydney
- Captured trial intellectual property through UTS evaluation methodology, to enable learnings to be applied to future enhanced BID application in other relevant locations.

This paper summarises the proposed program, model, participation, governance and approach to implementation. Its companion piece is a three-page summary slide deck, providing a rapid reference for the time poor reader. It seeks to balance the need to demonstrate substantial and mature planning, with the desire to enable further NSW Government and City of Sydney input to the final model, program of work and governance.

It supports the launch of a three-year formal trial of the model and approach, commencing in the first half of calendar 2021. The trial will be evaluated rigorously and systematically using NSW Treasury-recognised methodology developed by UTS.

Genuine public sector and community participation is essential for the effectiveness of this initiative. To this end, a formal commitment of \$450,000 support and has been secured from the NSW Government (three years @ \$150,000 per year). The Sydney Western Harbour Business Improvement District company<sup>i</sup> is seeking a one-off \$40,000 investment in the venture, to complete the required enabling budget, and to demonstrate the City’s intention to fully participate.

## Responses to City of Sydney Knowledge Exchange Sponsorship specific criteria

### 1. **Demonstrated need for the project and the impact of the proposed outcomes**

The need for, and opportunity available via the proposed Western Harbour BID Trial was initially identified by the Western Harbour Alliance with PwC in 2015, and since described in plans developed by the Alliance with Roberts Day (2018-19), and by NSW Government (Pymont Peninsula Place Strategy, 2020; Pymont Economic Development Strategy 2020). The need for the project and the impacts expected to be generated are expanded upon under *Why trial a BID in Sydney's Western Harbour Precinct?* (p4 below) and *Western Harbour BID Trial concept – opportunity and approach* (p6 below).

### 2. **How the project is innovative in content, design or approach, and/or how it contributes to the reputation of Sydney as an innovative city**

Formal, legally enabled Business Improvement Districts are an established and proven model for precinct-optimising collaborations, operating in more than 3,000 individual locations across the world, largely concentrated in Canada, the United States, United Kingdom and New Zealand. They do not yet exist in this way in Australia. The proposed Western Harbour BID Trial provides the opportunity to design and test a tailored approach to the model specifically for the circumstances of the Western Harbour and Sydney, and to capture formally the learnings of the trial. By doing so, Sydney has the opportunity to join and even lead the international BID movement, by innovating the model in a rigorously evidenced manner, that will allow Sydney to provide a credible contribution to the BID conversation in international city planning and management.

### 3. **Alignment with our community recovery plan and other strategic directions, sector strategies and action plans**

The Western Harbour BID Trial responds directly and specifically to the State's COVID19 response strategy and CBA Activation Plans by enabling and accelerating already developed, "shovel-ready" local amenity improvement, and job-, investment- and visitor-driving programs, and enabling sustained activation and promotion of the Western Harbour as a key destination for Sydney's economy and visitor economy. It will stimulate the Western Harbour to play a major role in Sydney and NSW's COVID-19 response, including as a feature node in the 24-hour economy strategy's "neon grid", and support collaborative response to the recommendations of Pymont Peninsula Place Strategy, and the Pymont Economic Development Strategy.

### 4. **Evidence of partnerships with other government agencies, universities, peak organisations, business or community organisations and their contribution to the project**

NSW Government Treasury and the Department of Planning and Environment, Place Management NSW, Transport for NSW, Department of Customer Service and Destination NSW are all actively engaged participants in the Western Harbour BID Trial venture and will be collaborators in the program delivery. UTS is a foundation partner, and active provider of Program monitoring and evaluation. The Sydney Business Chamber and the Committee for Sydney have been longstanding active participants and supporters of the initiative, providing strategic advice and advocacy, as well as logistical, legal and administrative support.

**5. Contribution to the development of the industry sector and local community**

The Western Harbour BID Trial initiative exists explicitly and specifically to optimise the Precinct as a place to live, work and visit and as a strategic asset for Sydney, by supporting the development of the relevant priority industry sectors identified in the Pyrmont Economic Development Strategy (including the Knowledge Sector and the Visitor Economy), and encouraging complementary enhancements of resident amenity (including those described in the Pyrmont Peninsula Place Strategy, such as transport access, connectivity, legibility and mobility). While by definition a Business-led initiative, this is not incompatible with the BID's aspiration to optimise Pyrmont for residents as a place to live. On the contrary, the need to engage and enthuse the resident community, and recognise, protect and promote the heritage character of Pyrmont Village, will be an important differentiating element of the Western Harbour's authentic, quintessentially Sydney attraction proposition. The local community will be fully engaged in planning, prioritisation and communication of the BID programs of work.

**6. The projected outcomes of marketing initiatives associated with the project, including those of partners and supporters**

Activating and promoting the Western Harbour is one of the three primary areas of activity within the BID Program of Work. High-level target outcomes are outlined under *Program of Work* (p7 below) and captured in the Program Logic summary attached separately. These include positioning the Western Harbour as a major entertainment and tourism hub, with global profile and national and international recognition as a world class waterfront. A key performance indicator for the Program will be the Precinct attracting more international and interstate tourists and retaining them in Sydney for longer.

**7. Demonstrated capacity and expertise to carry out the project**

As the Western Harbour Alliance has evolved into the SWHBID Co, it has retained the high qualified capability of senior executives from participating companies, and the support for senior state and local government personnel. The BID Co Foundation Board directors are all CEOs or equivalent. The BID Co has contracted the consultancy services of Dr Julie Grail, the UK-based world expert on Business Improvement Districts, to advise the company on key establishment and planning matters. The establishment phase anticipates the recruitment of relevant qualified and experienced executive personnel, to manage the company and the program of work.

**8. Extent to which the event minimises impact on the environment or raises awareness of the environmental issues that align with our Sustainable Sydney 2030 environmental targets if relevant**

While the initiative is not fundamentally an event, any major events implemented under the BID's Activation and Promotion workstream will respect the City's Sustainable Sydney 2030 aspirations.

**9. Provision of required supporting documentation.**

All relevant supporting documentation is attached.

## Introduction

### *What is a Business Improvement District?*

A business improvement district (BID) is a defined area within which businesses contribute a levy in order to fund agreed projects within the district's boundaries. The BID is often funded primarily through the levy but can also draw on other public and private funding streams. These districts typically fund services and activities which are perceived by the businesses as being inadequately performed by government with its existing tax revenues. The services provided by BIDs are supplemental to those already provided by the municipality. The BID model emerged in North America in the 1950s, and there are now an estimated 3,000 individual BIDs across the world, largely concentrated in Canada, the United States, United Kingdom and New Zealand. BIDs in those places rely on legislation that obliges all relevant landowners and/or businesses in a prescribed area to contribute the levy, if more than 50% of landowners/businesses vote to do so. (No such legislation is proposed at this time in NSW). New York City, for example, has 74 districts operating under BIDs, including the world-renowned Meatpacking District with its signature Highline Park.

### *Why trial a BID in Sydney's Western Harbour Precinct?*

The Committee for Sydney and the Western Harbour Alliance<sup>ii</sup> have advocated for the trial of a BID for the Western Harbour Precinct in Sydney since the Committee hosted Dr Julie Grail, a global expert on BIDs, in Sydney in October 2018. The trial would necessarily be on a voluntary basis for participating landowners/businesses, as no enabling legislation is contemplated at this time.

The Alliance's 2018-2019 foundational planning highlighted the need for appropriate co-ordinated oversight to enable the strategic potential of the Precinct to be realised. That potential (and the challenge) is derived from a unique confluence of circumstances right now – including the potential for further private sector investment in the Precinct by 2030. This further stimulus (on top of several billion dollars recently/currently being invested in the ICC Sydney, Barangaroo South and Darling Square) will augment the existing mature high-value precinct in its prime harbour front location. It is amplified by the complementary release of the Pyrmont Place Strategy and Economic Development Strategy, and NSW's 24-hour economy strategy (in which the Western Harbour can play a feature role in the "neon grid"). At the same time, there is a critical requirement for the alignment and co-ordination of these major programs of work, to ensure that the day-to-day amenity and liveability of the Precinct for residents is maximised. If these factors are systematically and strategically co-ordinated, the Western Harbour will become a Sydney signature shopfront, generating an additional \$2bn per annum for the NSW economy (per PwC 2015), while providing one of Sydney's most attractive places to live. A BID is the ideal mechanism to enable and drive this.

The opportunity and approach described below is framed to balance demonstrating mature and substantial plans developed over several years, while still leaving appropriate opportunity for Governments to contribute to the final scope, governance and approach.

Fulfilling the Western Harbour's full potential has been hindered historically by the fragmentation of oversight responsibility. This has arisen from multiple responsible authorities without a resourced and empowered vehicle to align their strategic direction. This situation has improved more recently, with the absorption of responsibilities of the BDA and Urban Growth for Barangaroo and the Sydney Fish Market respectively by Infrastructure NSW, the government agency co-ordination efforts of Place Management NSW, and the long-term planning and stakeholder engagement of the City of Sydney. Despite this, the Precinct lacks holistic strategic and operational oversight, and programs of work and priority initiatives have remained piecemeal. They have not been collectively supported, nor their implementation responsibilities shared or sustained by all stakeholders. State and local government-led efforts have failed to engage business effectively, and their programs of work have lacked strategic direction and co-ordination, a whole-of-precinct view, and potential private sector financial support as a result.

In response to this, in December 2019 at a "Western Harbour Summit" event at the ICC Sydney<sup>iii</sup>, NSW Government endorsed the Western Harbour Alliance and the Committee for Sydney's recommendation to conduct a formal pilot of a BID for the Western Harbour precinct, including Pyrmont. The pilot was due to launch in July 2020, but due to the severe impact of COVID-19, was temporarily paused in April this year.

At the end of July 2020, the draft Economic Strategy and draft Pyrmont Peninsula Place Strategy, both promoted the establishment of a BID to provide "a collaborative voice" and to improve amenities and public domain.

The composition and the character of the Western Harbour position the Precinct ideally as a candidate for a BID trial. The Precinct is a multi-faceted district, housing a diverse set of community, business and public sector interests in a strategically significant, intensive business/tourism/residential harbour-front location. The Western Harbour has long been a place of continual development and change, with a progressive character well-suited to piloting new ideas in pursuit of continuous improvement.

UTS, a Western Harbour landholder and Alliance member, has developed robust, systematic trial evaluation methodology, with the input of Treasury and other state and local government, and private sector stakeholders. This assessment framework is in a NSW Treasury-recognised format and is intended to enable the lessons of a Western Harbour BID trial to be captured systematically, to enable them to be applied to support potential further BID model implementations in relevant other precincts in NSW.

The Western Harbour, like many urban planning precincts or zones has arbitrary boundaries (illustrated in the "*Footprint and considerations on overlapping/adjacent jurisdictions*" section on Page 7) that overlap with and span a range of jurisdictions. The BID vehicle respects and recognises this, offering a collectively resourced prioritising and co-ordinating capability, aligning a set of initiatives behind an understood and shared strategic vision/purpose for the place. The formal trial approach with robust evaluation methodology enables a low-risk/high-reward means of accelerating the Precinct optimisation agenda right now (when this is arguably most needed by NSW) while systematically capturing knowledge that can be applied to other relevant places in the future.

## Western Harbour BID Trial concept – opportunity and approach

The schematic below provides an overview of the opportunity and planned approach for the trial of a Business Improvement District in the Western Harbour Precinct

### WESTERN HARBOUR BUSINESS IMPROVEMENT DISTRICT CONCEPT

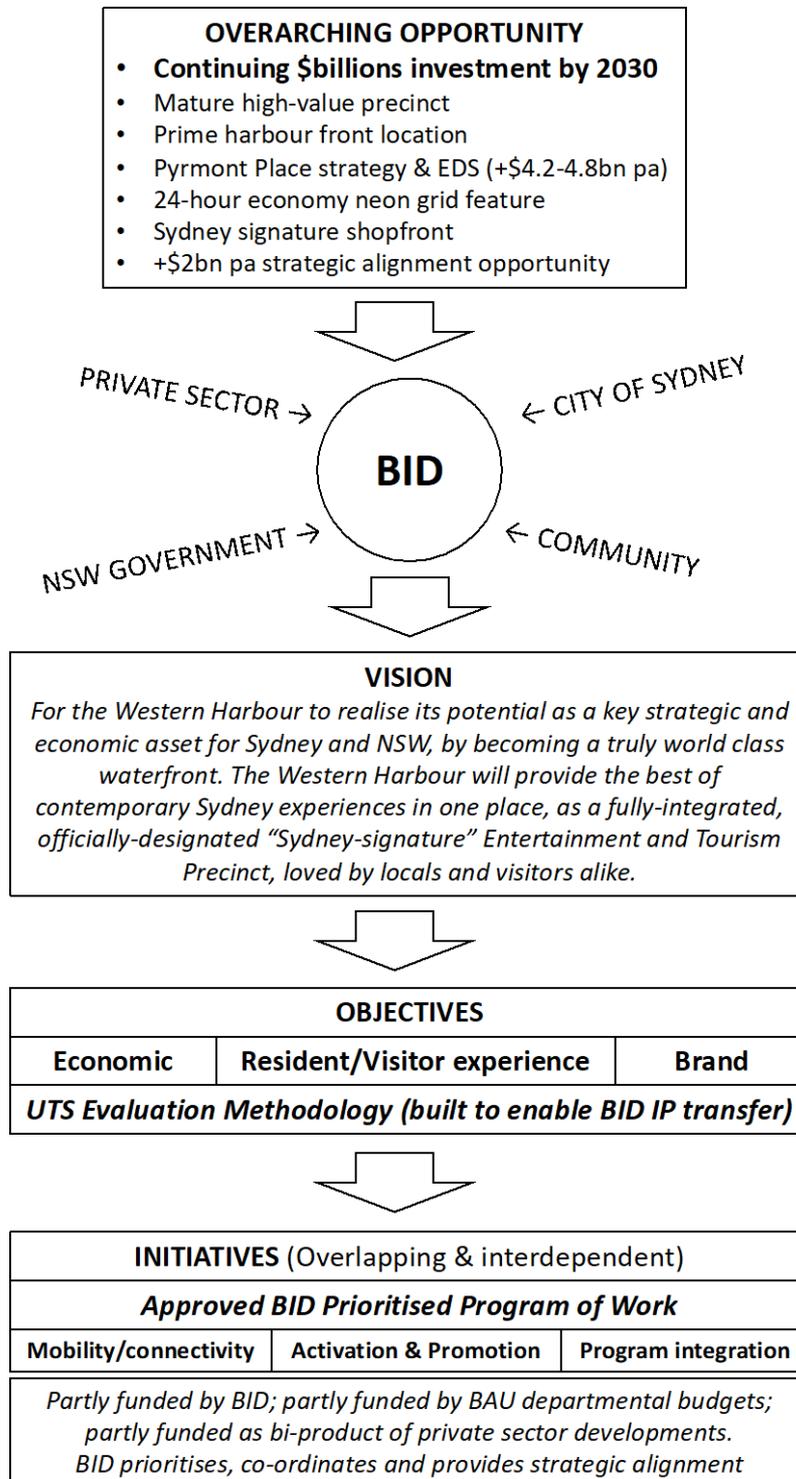


Figure 1 Western Harbour BID Trial Overview

## Program of work

The initial BID trial will be a three-year program (with some flexibility to respond to programs and priorities of the private sector and Government participants).

It will provide the near-term launch pad for the growth foreshadowed in the Pyrmont Economic Development Strategy (which has a 20-year horizon), and drive the immediate NSW COVID19 response by:

- Prioritising, co-ordinating and providing strategic alignment for all relevant stakeholder plans and activities across the Precinct, including those identified by the Pyrmont Peninsula Place Strategy and Economic Development Strategy
- Providing a clear collaborative voice for the Western Harbour
- Increasing qualitative measures of experience and perceptions for residents, visitors and workers in the Precinct
- Increasing awareness of the Precinct as a destination and of its key venues and attractions
- Increasing Precinct visitation levels
- Increasing dwell duration and expenditure.

In addition, and specifically, it would deliver a range of initiatives, under three interrelated themes:

1. Mobility: a connected and legible precinct
2. Activation: a vibrant 24/7/365 precinct
3. Promotion: a precinct recognised, sought-after and loved as a signature Sydney postcard

These initiatives will include:

- Co-ordination, prioritisation and optimisation of Alliance members' programs of work (capital and operational; private and public sector) to ensure alignment with the Precinct vision and optimised resident and visitor experience
- Analysis of consolidated visitor data, to identify/validate, quantify, scope and prioritise immediate mobility issues and opportunities
- The design and implementation of bespoke within-Precinct mobility and connectivity solutions/enhancements (including wayfinding) in response
- The creation of an "experience inventory" database for the Precinct, including consolidated events calendar (this to inform and help prioritise further new planned assets and experiences for the Precinct)
- The co-ordinated presentation and promotion of Precinct experiences, packaged as connected itinerary options and/or extensions of primary visit-drivers
- Establishment of collaborative planning arrangements to integrate event and experience planning and delivery
- Development and launch of new major Sydney festival event anchored in the Precinct.

## **Funding model**

The above program of work will be partly funded by BID, partly funded by “business as usual” Government department budgets (with the benefit of the strategic programming and prioritisation delivered through the BID), and partly funded as bi-product of the multi-billion dollar capital works projects planned for the Precinct. Resources will also be supplemented by a range of grants for which a BID entity may be eligible.

### *BID Funding Model*

The elements of the program to be funded directly via contributions from the BID participants will substantially comprise planning, coordination, activation and promotion for the Precinct. The participant program co-ordination, people mass movement analysis, experience audit and design, precinct presentation and promotion, and activation/event content co-ordination and enhancement are examples.

Funds will be sourced on a voluntary basis from the major stakeholders located in the Precinct. The principle relationships will be between the BID organisation and the major operators/landlords. Major landlords will opt in on behalf of their organisations, and their tenants, based on their evaluation of the program.

A “rate card” is being finalized, to enable a fair and consistent distribution of the contributions. This will be based on floor space under management together with consideration of the nature, function and purpose of the organization concerned.

For example, a commercial landlord with 200,000m<sup>2</sup> under management may contribute \$1 per m<sup>2</sup> per annum. That landlord may levy 50% of that contribution onto their tenants. Such an arrangement might reflect that landlord’s equal recognition of both the immediate term commercial value of the program (visitor numbers, dwell time and expenditure which their tenants benefit from) and the medium term strategic value of the program (enhanced perception and profile of the Western Harbour driving value into their assets).

Tenants may be levied based on a formula developed with their landlord, to recognise the size, nature and capacity of each tenant’s business.

For stand-alone major operators with relatively large footprints (e.g. ICC Sydney, The Star, ANMM) an alternate turnover-based model may be applied in parallel, tiered to reflect the size of their businesses. (This is the approach used in some BIDs overseas, for example, the North Bank bid in central London). Smaller turnover and/or not-for-profit organisations might be levied, say, \$1,000 per annum, \$25,000 for medium and \$100,000 for large.

### *Funding from business as usual budgets of Government departments/agencies*

The program of work anticipated by the BID and including that implied by the Pyrmont Peninsula Place Strategy would reasonably expect to draw on the regular budgets of relevant State government departments and agencies, and local government. Capital works to improve connectivity/legibility and wayfinding, or enhance the amenity of the public domain (including for example, the new pedestrian connections and upgrades of existing streetscapes, active transport corridors, wider footpaths and cycle lanes, new crossings, ramps and lifts at existing barriers to movement – all recommended in the draft Place Strategy) would normally be provided for by both state and local government. The role of the BID mechanism will be to strategically contextualise, prioritise and advance schedule demands on these budgets. The BID trial evaluation capability may also support business cases for capital expenditure if required.

### *Funding as bi product of planned private sector developments*

Major projects in planning across the precinct offer further significant opportunities to contribute to the value, appeal, functionality and user experience of the Western Harbour. These capital projects incorporate significant proposed enhancements to public spaces within those development footprints, and improvement of the adjacent and connecting public domain. The Place Strategy references the delivery of new connections and open spaces, activation of street frontages, enhanced shopfronts, streetscape and public space programs, contributing to transformation of the Precinct into a high amenity pedestrian environment. The role of the BID mechanism in this regard will be to strategically contextualise, prioritise, co-ordinate and schedule these development programs, and demands on their program budgets, to maximize the benefits of strategic alignment and collaboration, and minimize the negative impacts of the developments on the visitor experience in the meantime.

### **Governance and Government participation**

The BID Trial will be managed by a dedicated incorporated entity, Sydney Western Harbour Business Improvement District Limited. It will be overseen by a Board of directors. The company is expected to provide membership classes for business members, as well as public sector and community organisation membership. The company mechanics under development recognise the difficulty (impossibility in some cases) of public sector representatives joining a corporate board, and therefore the critical interface between the private sector members and the public sector participants is planned to be administered via a “BID Steering Committee” which will respect and sit between the Company on one hand, and the State Government and City of Sydney’s own governance machinery on the other. Indicatively, the BID Steering Committee could comprise the following members, representing:

- BID Company directors and CEO (representing major and smaller investing participants)
- State Government
  - Whole-of-government oversight/co-ordination
  - Relevant landowners/program stakeholder agencies
- City of Sydney
- Community
- Independent chair

Under this arrangement, the City of Sydney and the local community would have a dedicated place on the Steering Committee. State Government representation would be affected via representatives of the major public sector participants (e.g. Place Management NSW) and a dedicated State Government oversight position which could be filled by Treasury's Precincts lead.

Dedicated Advisory Committees or Working Groups are planned to oversee the primary planks of the BID's program of work (e.g. Activation and Promotion; Mobility and Connectivity; Program and Development Co-ordination). Relevant stakeholders, including local community representatives, will be invited to join the working groups, which will plan, prioritise and communicate the BID programs of work.

State and local government may have other preferences in terms of the most appropriate and effective interfacing arrangements, and these are options that remain open and can be designed to suit the government preferences and the needs of the BID organisation and trial.

#### *Footprint and considerations on overlapping/adjacent jurisdictions*

The footprint contemplated for the Western Harbour Precinct BID trial is represented in the below map developed with the assistance of Steven Hillier, the Research Manager, Strategy and Urban Analytics at the City of Sydney. The map responds to the need for the BID to have a defined geographical footprint but is not intended to be rigidly set in stone. Adjacent complementary experience providers wishing to be involved could be included, while the voluntary nature of the trial means that some parties within the defined footprint may opt out. For example, the lease holders for Wharves 7 & 8 at Walsh Bay have sought to participate and are welcome.

Over time, the BID approach, if deemed effective, and the footprint could be extended – potentially to include other adjacent compatible precincts. The key criteria is commonality of interest amongst participants in the defined and understood strategic vision or purpose of the Precinct.

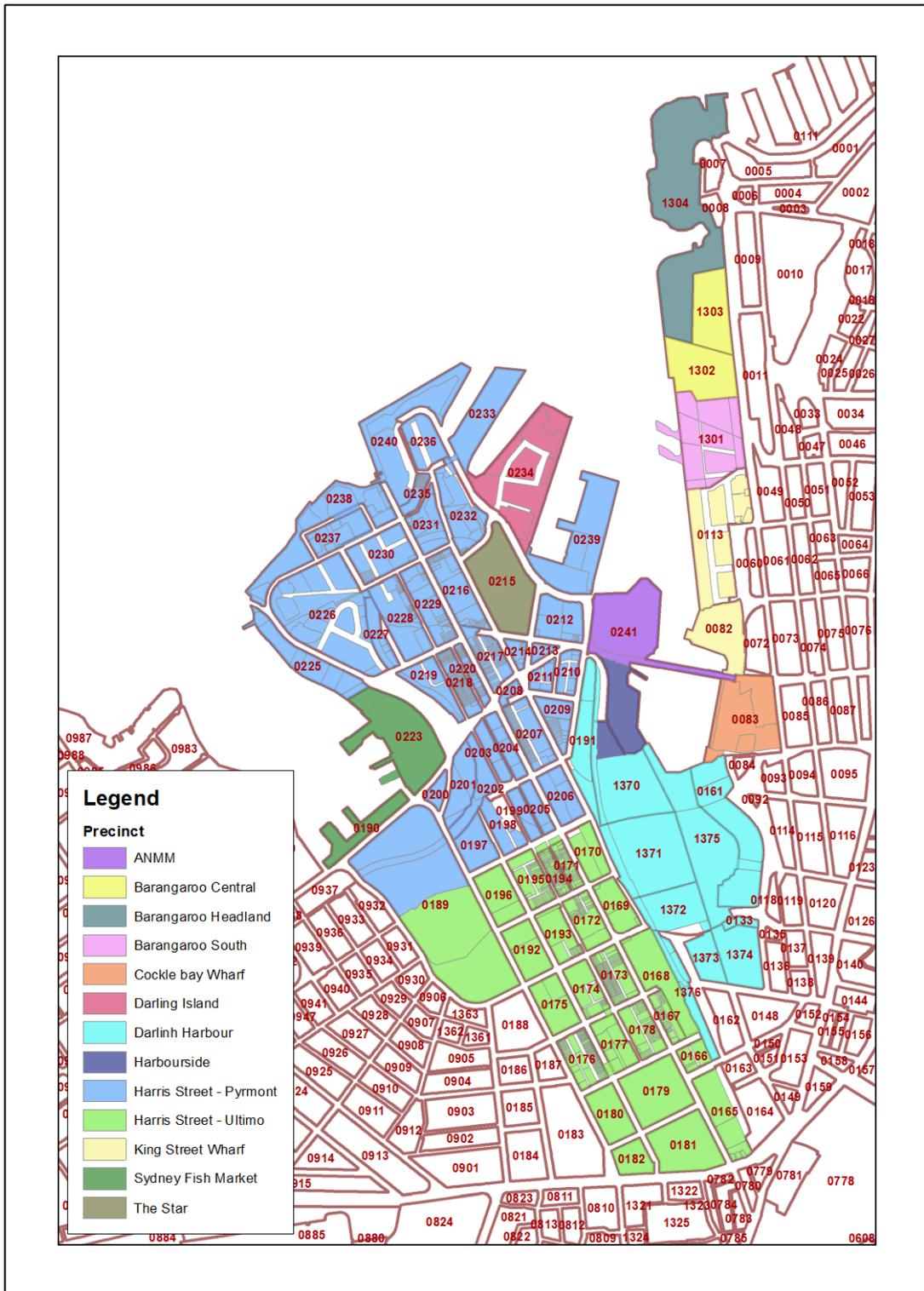


Figure 2 Western Harbour BID Geographical Footprint (indicative)

The context plan included in the draft Place Strategy is also provided below for ease of reference.

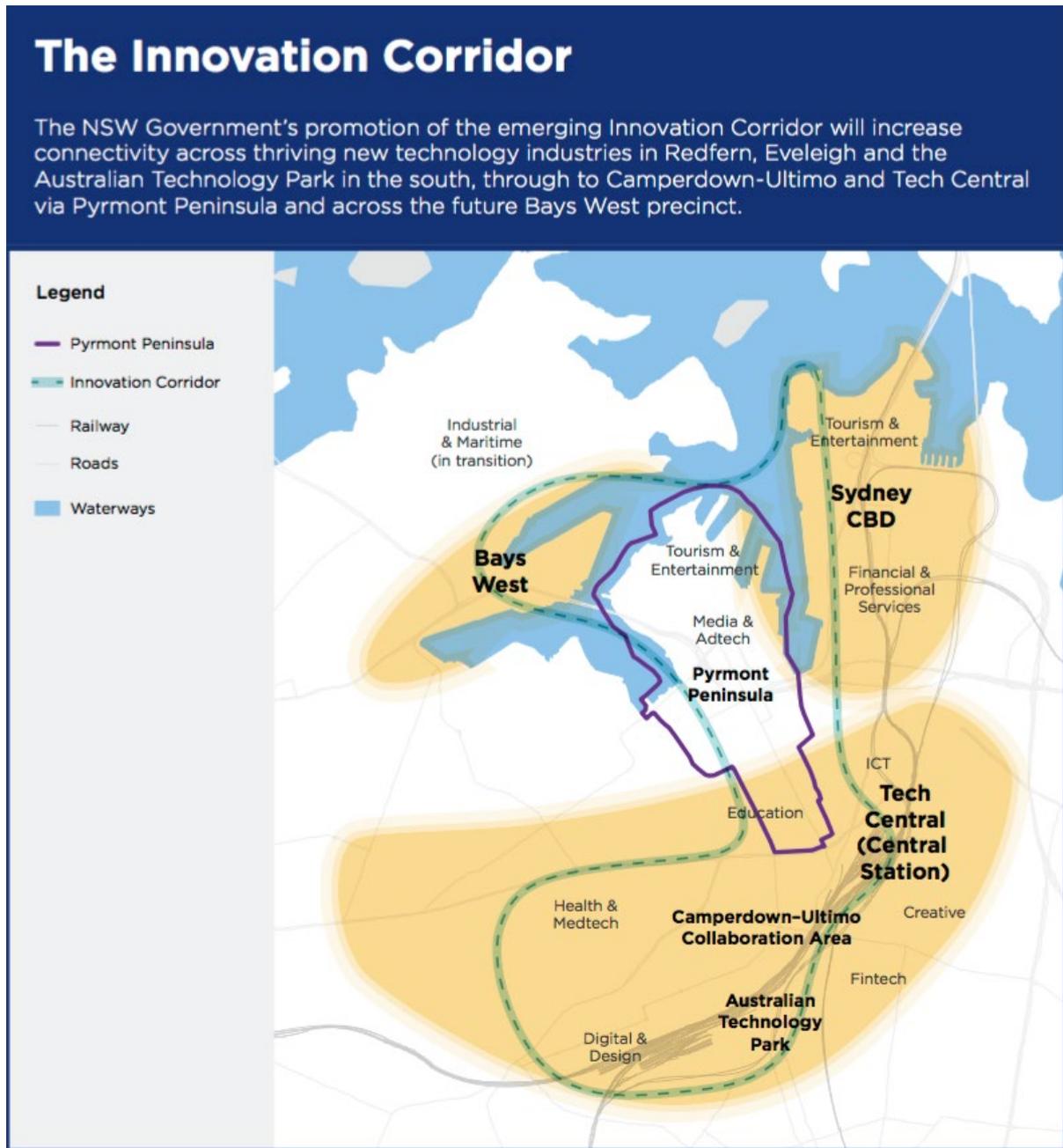


Figure 3 Western Harbour, Pyrmont and the Innovation Corridor – draft Pyrmont Peninsula Place Strategy

Clearly, the Western Harbour, like many urban planning precincts and “corridors” has arbitrary boundaries that overlap with other zones and span a range of jurisdictions. A rationale for both the adapted BID model and for the trial, is to determine the effectiveness of this mechanism as a means of prioritising, enabling and accelerating strategic place-optimising programs in complex, high-potential changing urban planning and management environments. These complex and evolving circumstances are a key factor supporting the implementation of a BID Trial in the Western Harbour at this time (rather than a cause for deferral or further delay).

## **Approach to implementation**

Following formal NSW Government commitment and financial support in early December, the Alliance has progressed necessary planning to establish the corporate entity to manage the program and the trial, and to program the approach to implementation.

Sydney Western Harbour Business Improvement District Ltd (SWHBID Co) is the newly created not for profit company limited by guarantee, established solely for the purpose of establishing and managing the BID Trial and its program of work in the Western Harbour. The company was incorporated on January 27<sup>th</sup>, 2021. Its constitution is provided separately as required in this application.

The indicative BID Trial implementation schedule follows at Figure 4 below.

The indicative FY2021 BID Trial implementation budget follows at Figure 5 below.



Figure 4 Western Harbour BID Implementation program and schedule (indicative)

Western Harbour Business Improvement District  
Trial Establishment and Launch Budget

Item	\$	Notes
<b>Revenue</b>		
State Government contribution	150000	Proposed BID Trial establishment contribution
	300000	CBD Activations - program pre-launch activities
<b>Total revenue</b>	<b>450000</b>	
<b>Expenses</b>		
<i><b>BID Trial establishment</b></i>		
Expert subject matter advice (Dr Julie Grail and others)	20000	Subject to scope and arrangements currently being discussed
<i><b>Governance/establishment</b></i>		
Organisational design, stakeholder engagement, budget planning, funding agreements	20000	Oversight of all aspects required to establish legal BID Co entity
Legal advice; IP protection etc*	5000	Establishment legals provided for by Sydney Business Chamber; allowance for hard costs
<i><b>BID Model and Program of Work finalisation</b></i>		
Finalise/approve program of work (incl. activations) & funding model	15000	Re-engage participant organisations to refine and finalise program, value proposition for participants, funding model.
Plan and manage stakeholder workshops		Detailed implementation and resourcing plan
Implementation planning		
UTS monitoring & evaluation*	25000	Finalise and implement Trial Evaluation framework
<i><b>Communications and Stakeholder engagement</b></i>		
Planning and implementation	25000	Finalise plan for board approval; implementation and reporting
<i><b>BID Trial Program launch</b></i>		
Marketing planning and delivery	25000	Finalise plan for board approval; implementation and reporting
Collateral/creative (design, print, production)	15000	External creative and production costs
<b>Recruitment costs</b>	10000	Advertising and commissions (if required)
<b>Administration (mtgs, workshops, financial support, insurances and auditing etc)</b>	10000	Planning and conducting meetings and reporting; accounting and auditing support
<b>Contingency (&lt;5%)</b>	10000	
<b>Sub-total BID Trial establishment</b>	<b>180000</b>	
<i><b>CBD Activations - program pre-launch activities</b></i>		
<i>Sydney Harbour of Life "preview program"</i>		
Branded installation	150000	Activations to be implemented in FY2021, and to act as preview marketing
Brand "Treasure Hunt" (with digital support)	100000	
Landscape painting/photography competition	30000	platform for proposed future "Sydney Harbour of Life" Festival, as well as for the BID program
Junior fishing	30000	
<b>Sub-total - CBD Activations - program pre-launch activities</b>	<b>310000</b>	
<b>Total expenses</b>	<b>490000</b>	
City of Sydney enabling contribution (Knowledge Exchange Sponsorship)	40000	
<b>P/L</b>	<b>0</b>	

\*Subject to arrangements TBD with UTS and Sydney Business Chamber

Figure 5 Western Harbour BID Implementation program budget (indicative)

## Notes:

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<sup>i</sup> Sydney Western Harbour Business Improvement District Ltd (SWHBID Co) is a newly created not for profit company limited by guarantee, established solely for the purpose of establishing and managing the BID Trial and its program of work in the Western Harbour. The foundation board of the new SWHBID Co comprises eight (8) previous participants of the Western Harbour Alliance. The role of the Alliance is expected now to be superseded by the SWHBID Co, although the broader group of former Alliance members may meet from time to time to share views and exchange information.

<sup>ii</sup> The Western Harbour Alliance is a coalition of major stakeholders across the Western Harbour. Participating organisations have included Accor/Sofitel Darling Harbour, Australian National Maritime Museum, Google, Celestino, Sydney Fish Market, Markhams, UTS, Lendlease, Greaton Development, ICC Sydney, Mirvac, The Star and TransDev. The Alliance is supported by the Accommodation Association of Australia, Committee for Sydney and Sydney Business Chamber. It was originally convened in 2015, in response to opportunities and challenges emerging from several billion dollars worth of then-imminent prospective investment across the Western Harbour, and the desire to optimise the precinct as it developed, as a multi-dimensional but holistic strategic asset for Sydney and New South Wales. Since it was more formally reconstituted in 2018, the Alliance has commissioned two pieces of substantive planning: a foundation vision and strategy prepared by Roberts Day in 2018-19; and a draft Business Plan for the program of work to be undertaken under a proposed Business Improvement District governance trial, in 2019.

The Alliance's vision for the Precinct as articulated and pursued in those documents is:

*For the Western Harbour to realise its potential as a key strategic and economic asset for Sydney and NSW, by becoming a truly world class waterfront. The Western Harbour will provide the best of contemporary Sydney experiences in one place, as a fully integrated, officially designated "Sydney-signature" Entertainment and Tourism Precinct, loved by locals and visitors alike.*

<sup>iii</sup> Keynote speakers at the December 2019 Western Harbour Summit event included the Lord Mayor of Sydney, the NSW Treasurer, and the NSW Planning Minister.