



STRATEGIC DIRECTION 1 

# A GLOBALLY COMPETITIVE AND INNOVATIVE CITY

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City Centre, looking south

## CITY CONTEXT

Sydney is an acknowledged global city with natural assets, a strong economy and globally competitive businesses

The City is recognised globally for its natural beauty and quality living environment. It is also a prominent urban economy in the Asia-Pacific, based on significant competitive advantages including networks of globally oriented firms, outstanding infrastructure, a skilled workforce, and location in Asian time zones.

The City:

- Generates \$70 billion of economic activity (value-added), or nearly nine per cent of the total Australian economy.
- Contains around 40 per cent of the headquarters of the top 500 Australian corporations and almost half of the regional headquarters of multinational corporations in Australia.
- Receives 40 per cent of all international visitors to Australia and more than half of international business visitors, with seven of Australia's top 10 international visitor destinations based in the City.
- Contains almost 50 per cent of Australia's export-oriented advanced business service jobs, compared to 28 per cent in Melbourne.
- Accommodates a diverse population, including a constant inflow and outflow of professionals and other skilled people who form part of a globally mobile workforce (with 25 per cent of high income earners under the age of 50 living in the City in 2006 who were living either interstate or overseas in 2001).
- Hosts more than 20,000 separate business establishments, with a high concentration in the City Centre.
- Has an economy built around a number of globally competitive industries, diverse local businesses, a highly skilled workforce, outstanding economic and social infrastructure, and urban amenities and attributes.

The City Centre is at the heart of Global Sydney as identified in the *Metropolitan Strategy*

The *Metropolitan Strategy* identifies the City Centre as the most significant centre for the Greater Metropolitan Region and for New South Wales. The *Metropolitan Strategy* defines Sydney City as the commercial core, attached to fringe areas including Darling Harbour, and commercial and special use precincts in East Sydney, Camperdown and Redfern. Together with North Sydney, it comprises Global Sydney.

The *Metropolitan Strategy* vision for the City Centre is that it will develop around internationally recognised clusters of specialised economic, creative and lifestyle activities reinforcing its position as Australia’s major gateway to the world.

The City is at the centre of the global economic corridor, which runs from Macquarie Park in the north through to the Sydney Region’s economic gateways of Port Botany and Sydney Airport. This corridor is the key conduit between Australia and the rest of the world in terms of the flows of capital, trade, ideas and people.

A key objective of the *Metropolitan Strategy* is to strengthen economic and employment opportunities along the global economic corridor, with a focus on value-added globally competitive industries.

Within the City, this includes growing opportunities for finance and advanced businesses services, and tourism, creative and cultural industries, as well as expanding opportunities for education, medical and technology-based jobs in precincts surrounding the City Centre.

Sydney Domain



A globally competitive City is critical to Australia’s economic prosperity

In an open global economy, sustaining competitiveness is critical. This requires strategies to continually improve productivity by keeping costs low, growing new markets and accelerating innovation. Sydney’s prosperity over the past 30 years has been driven to a large extent by its global city status, resulting in substantial increases in investment, trade, business activity, and the attraction of skilled workers and tourists.





# A globally competitive City expands opportunities for residents, business, workers and the broader society

It is recognised that competition between cities is intense. Global cities compete:

- To attract capital, visitors and ideas
- To develop new market opportunities for product exports and tourism
- To attract new residents and develop and retain a skilled labour force

The 2030 Vision is concerned with creating and capturing new opportunities that add value to a liveable, people-friendly and environmentally sensitive City.

A globally competitive city should improve opportunities for residents, business, workers and the broader society. This requires collaboration between governments, business and the community to create, retain and enhance good jobs, increase wealth and investment and strengthen global links, social cohesion, liveability, learning and the environment.



Sydney City Centre looking north

# WHAT THE COMMUNITY SAID

The consultations undertaken for Sustainable Sydney 2030 recognised that an outward looking, globally oriented city is important.

## People want a city...

“...of diversity, a world recognised innovation hub, with housing and employment opportunities for a wide variety of people...”

“...that achieves and maintains a balance between the business, social, and environmental factors that govern a great city...”

“...that makes us proud to live here, as well as one that is admired and emulated in other places, both in Australia and overseas”

“...that is an international gateway city to Asia”

“...where economic benefits will be gained by enhancing sustainability”

“...that has global impact”

“...that is a globally renowned culture hub for arts, music, food, architecture”

“...that is globally connected”

“...which is an international destination for tourists”

“...that attracts investment and workforce”





# WHY ACTION IS NEEDED

## Challenges facing the City

- 1 Reversing slow and ineffective adjustments to a sustainable economy
- 2 Responding to the next wave of globalisation
- 3 Boosting innovation
- 4 Developing effective partnerships
- 5 Dealing with looming macro-economic imbalances
- 6 Increasing interstate and global city competition
- 7 Intensifying global competition in service industries
- 8 Reversing a lack of investment in strategic economic infrastructure and amenities
- 9 Responding to inequality, affordability and social stress
- 10 Accelerating investment in green economy and technology

Over the past 25 years, the City has strengthened its role as a global city. Globalisation opened up new opportunities for growth in finance and business services, tourism, multimedia and information industries. But Global City status can never be taken for granted.

Having wonderful amenities is insufficient. In a highly competitive global economy, the City must continually upgrade its capabilities and competitiveness. Growing wealth, income, innovative capacity and employment opportunities will underpin the City's capacity to invest in new infrastructure and community services and support arts, cultural activities and environmentally sustainable technologies.

To sustain global competitiveness, the City needs to confront and meet a number of threats and challenges.

### 1. Reversing the slow and ineffective adjustments to a sustainable economy.

The City contains the most significant concentration of economic assets in Australia. It is one of the most rapidly growing areas in urban Australia and car dependence is growing. The City of Sydney is committed to leading and responding to climate change and environmental challenges, and is an active participant in the c40 group of cities as well as a champion for the CitySwitch Green Office program, along with North Sydney and Parramatta Councils, and other capital city councils.

The *Stern Report on the Economics of Climate Change*<sup>1</sup> emphasises that it is critical that economies take urgent action in relation to climate change. The key conclusion is that the benefits of early action far outweigh the benefits of doing nothing, with the review urging major action in the next 10 to 20 years.

The transformation will not be costless. Carbon taxes, sustainability targets and environmental regulations will impose costs on businesses. All tiers of governments, businesses and households need to take action to ensure a smooth transformation occurs.

It needs to be emphasised that there is growing compatibility between sustainability, technological innovation and global competitiveness. Michael Porter, one of the leading analysts on international competitiveness, has put forward a hypothesis that environmental regulation might not only improve environmental outcomes but also stimulate industry innovation in regulated industries.<sup>2</sup>



Sydney CBD

### 2. Responding to the next wave of globalisation.

Until 2030 it is expected that globalisation will continue at an accelerated pace, driven by the rapid growth of India and China, increased productivity in global supply chains, and accelerated diffusion of technology made possible through falling communications costs and improved access to telecommunications and the Internet.<sup>3</sup>

The rise of global supply and production chains highlight the increased importance of specialisation in global cities. For cities, this is likely to be manifested on the ground in the form of 'clusters' of related or like-minded business activity.

Sustainability will also drive significant political and economic change. In particular, the implementation of mechanisms to correct market failures, such as carbon pricing and water pricing, is highly probable. The private sector will be the first to respond to these changes. Cities will be shaped by this response, manifested in stakeholders' actions to reduce exposure to carbon pricing. Additionally, attitudinal change will drive more social and environmentally responsive cities.

The emerging global context is one of intensified competition and demographic trends impacting labour force growth. Additionally, technological innovation and environmental sustainability will drive productivity.

### 3. Boosting innovation.

Economic competitiveness is increasingly driven by innovative capacity and learning, rather than the traditional economic parameters associated with business costs and taxation, although these remain important.

Innovation is broadly concerned with a range of technological, behavioural, organisational and institutional changes that bring about broad benefits to society and commercial benefits to business.

The knowledge-based economy is transforming the functions and priorities of Local Government including an increased emphasis on soft infrastructure, that is, using community assets to encourage learning and building social capital in communities.

Innovation Strategies can drive economic development in particular sectors such as arts and culture, by:

- ensuring world-class communications are in place;
- partnering with community organisations to promote IT literacy in marginalised communities;
- holding festivals to promote learning and creativity;
- using planning instruments to facilitate innovation in design and materials; and
- developing partnerships with firms and research and educational institutions to promote and market the innovative potential of industry clusters.

### 4. Developing effective partnerships.

Sustainable Sydney 2030 will foster cooperation and new forms of governance. For example, the City of Sydney could provide the secretariat and resources to support partnerships that enhance global competitiveness. Other partnerships may require active City of Sydney participation but not a leadership role, including partnerships with specific objectives such as attracting global festivals or increasing the capacity of entertainment and cultural facilities.

The City of Sydney is committed to strengthening partnerships with the Federal and State Government to support the global competitiveness of the City.

The Council of Capital City Lord Mayors group will be an important forum to develop a national policy agenda for cities, strengthening opportunities for knowledge and cultural exchange, as well as trade and investment.



5. Dealing with looming macro-economic imbalances.

The Australian economy has been through a period of long-term high economic growth from the mid 1980s to 2006, punctuated by recession in 1990-1991. Since the early 1990s prosperity has been broadly shared by other advanced western economies and emerging economies such as India and China.

This high growth economic cycle is now coming to an end. The current situation is characterised by higher global economic and political instability. Increased international competition is putting pressure on tourism and traditional manufacturing industries in the City.

6. Increasing interstate and global city competition.

Economic growth rates in Sydney Region and NSW are below the national average, thanks in part to the rapid growth of the resource-rich Western Australia and Queensland economies and subsequent lifestyle opportunities, reflected in higher population and economic growth rates, in Perth and Brisbane respectively. The City needs to transform itself into a knowledge-based City as a driver for future competitiveness.

The fortunes of global cities constantly change. Cities can be negatively impacted by structural change, particularly if specialising in industries that are less competitive and/ or they are hit by external shocks. Global city competition is intensifying with the emergence of a new grouping of global cities in the Asia Pacific region. The City needs to integrate into these emerging global city networks if it is to sustain a competitive edge.

7. Intensifying global competition in service industries.

Until recently, industrial regions within cities were most at risk from global competition, with the relocation of manufacturing to lower cost countries. Increasingly, service-based jobs will face global competition. Over the next decade, due to rapid improvements in technology, many more service jobs will become more tradeable and outsourced to other countries.

Unlike manufacturing, where predominantly lower skilled jobs shifted offshore, global competition for a broader range of service jobs will intensify. This includes knowledge-based jobs as well as more routine service jobs. The determinant of competition will be which services can be delivered electronically and which cannot be. Hence, it is not only typing and call centre operations, but the work of security analysts, radiologists, computer programmers, architects and accountants that can be done offshore. The most competitive local jobs in future will be those that have a high degree of personal service such as doctors, teachers, taxi drivers, waiters, cleaners or actors.

8. Increasing investment in strategic economic infrastructure and amenities.

Successful global cities have outstanding infrastructure and amenities to attract businesses and globally mobile workers and their families. This includes economic infrastructure such as freight and public transport, communications, research and education, stock exchanges, exhibition and performance facilities and accommodation spaces. Continuous investment is required in social infrastructure such as schools, hospitals, housing, and natural amenities and cultural facilities such as theatres, cultural facilities and activities.

The City performs well in relation to lifestyle amenities but, facing intense competition, needs to constantly improve its amenities. The City performs poorly in relation to public transport—the strong national commitment made to transport corridors and freight needs to be matched by a substantial commitment to modernise public transport in Australia’s cities.

9. Responding to inequality, affordability and social stress.

Despite the City’s economic prosperity, growing inequality of wealth and incomes threaten economic and social wellbeing. The City experienced strong employment growth over the past 25 years, but not all jobs are well paid and secure. Many are part-time, casual and low paid. Some communities are marginalised. Many poor people live in the City, and want to stay close to their families and communities. Many Aboriginal households, residents with disabilities, pensioners and low skilled workers find living in the City a struggle.

Many residents miss out on the benefits of globalisation due to constant restructuring of industries, lack of skills, high property prices and discrimination. Marginalisation threatens social cohesion and economic efficiency, the latter as key workers such as sales, police, nurses and teachers are increasingly unable to rent or buy close to the City.

Important priorities include increasing affordable housing, providing clear pathways for worker residents to upgrade skills in growing industries, improving transport services, and investing in amenities throughout the City such as libraries, parks and community centres.

10. Accelerating investment in the green economy and technology.

From an economic perspective, two issues are critical for the transition to a sustainable economy: first, the costs of transition, and, secondly, capturing new employment spin-offs from a sustainable economy. The sustainable agenda will open up a plethora of economic opportunities and jobs in urban design, manufacturing, building and construction, transport and service industries including finance. Sustainable Sydney 2030 aims to work in partnership with business and industry to ensure that some of these benefits are captured and expanded locally.



Sydney Harbour, looking south

City of Sydney

TOWARDS  
A GLOBALLY  
COMPETITIVE  
AND INNOVATIVE  
CITY

To achieve a globally competitive and innovative City, Sustainable Sydney 2030 has the following objectives:

1.1	Plan for growth and change in the City Centre
1.2	Strengthen globally competitive clusters and networks and develop innovative capacity.
1.3	Plan for Global City support functions
1.4	Develop the innovative capacity and global competitiveness
1.5	Strengthen business competitiveness
1.6	Enhance tourism infrastructure, assets and branding of the City



# WHAT THE CITY OF SYDNEY IS ALREADY DOING

A globally competitive city is central to the City of Sydney’s current program and a number of initiatives are already underway.

### Lord Mayoral Business Forum

The Lord Mayoral Business Forum has created a dialogue between the City of Sydney and business leaders regarding economic development trends, issues and policies.

### Investment in City Centre culture and tourism

The City of Sydney supports a number of festivals and events in keeping with the City’s standing on the world stage. Sydney Festival, the Chinese New Year, the New Year’s Eve celebrations and venues such as City Recital Hall all receive City of Sydney support.

### Associations with the City Centre property sector

The City of Sydney is working with the property industry to monitor and forecast employment and floorspace growth. Floorspace and Employment Surveys provide detailed and sophisticated data on the changing nature of business and employment, which guides planning for future capacity.

### Economic Development within Council

The City of Sydney has established an Economic Development Unit and endorsed an Economic Development Framework as a first step in the preparation of the City of Sydney Economic Development Strategy. The Strategy will provide input into the City of Sydney’s strategic planning processes and guide economic development initiatives. The Framework analyses the structure and dynamics of industry and labour markets and the role of the City of Sydney in economic development, and establishes the principles, goals and strategic directions for the Economic Development Strategy.

### Lead Role in Council of Capital City Lord Mayors

The City of Sydney is working with all Australian capital cities through the Council of Capital City Lord Mayors to establish an urban policy agenda for Australia’s capital cities. The Lord Mayors are providing Local Government with a voice to input national debates around the future of our cities around sustainability, strategic infrastructure such as transport and communications, social infrastructure, global engagement and tourism, and city safety and security.

A GLOBALLY  
COMPETITIVE AND  
INNOVATIVE CITY



## Objectives & Actions

### OBJECTIVE 1.1 Plan for growth and change in the City Centre

#### CITY NOW



#### Constraints on future capacity to accommodate new jobs in the City Centre.

The City of Sydney is planning for an additional 95,000 jobs (from 370,000 to 465,000) in the City by 2030. Around 55,000 more jobs are expected to be located in the City Centre and a further 15,000 residents are expected to reside in the City Centre. The premium commercial locations in the City Centre are concentrated in its northern end, where harbour views and access to amenities and transport services are available. While opportunities for redevelopment in this area still exist, the medium to longer term supply potential under current controls is limited.

Finance and business services industries are the most significant drivers for growth in the City Centre, and under most scenarios, this will continue. Demand for commercial offices to accommodate this growth will largely be met by new office towers located in the northern end of the City Centre and in western precincts around Barangaroo. In addition, there is increasing need for offices to meet the needs of boutique finance companies operating in specialised areas such as private equity, hedge funds, business consulting and risk assessment. Given the size, importance and expected growth of finance and business services, it is critical that space is provided to accommodate growth.

#### Insufficient recognition of the characteristics and activity clusters in City precincts.

Industry dynamics and innovation will drive significant change in the scale, geographic spread and form of the City Centre. In addition to a commercial core, globally competitive cities include networked precincts that offer deeper economic opportunities and improved liveability. These have not been sufficiently recognised, promoted or supported through planning controls and economic development initiatives in the City.

The City Centre contains economic or activity specialisations that tend to be concentrated in precincts:

- Cultural and tourism activity is concentrated around the Rocks and Harbour;
- Finance and business services are concentrated around northern precincts;
- The central area has a retail focus;
- Entertainment and tourism dominates Darling Harbour;
- Macquarie Street has a parliamentary, public sector and cultural cluster (Parliament House, State Library, The Mint, Hyde Park Barracks, Australian Museum, Royal Botanic Gardens, Sydney Conservatorium of Music, and The Domain); and
- State and Federal public sector agencies are also found around Central Station.



## CITY NOW



New precincts of activity in fringe or surrounding locations have emerged:

- technology and media specialities at Ultimo and Pyrmont;
- creative, new media and property related activities around Surry Hills; and
- a strong education and health cluster at Royal Prince Alfred Hospital, Sydney University and UTS connect to Australian Technology Park (ATP) which is beginning to emerge as a technology and media centre.

Economic diversification could sustain the City through different economic cycles. The developing creative, media and knowledge clusters provide a platform for additional diversification, such as those around Harris Street/ Broadway (home to the ABC), Surry Hills (home to production houses, property and multimedia firms), Australian Technology Park (soon to host Channel Seven), Paddington (with the National Art School and the College of Fine Arts) and Fox Studios (soon to host the Australian Film Television and Radio School).

These activities typically seek a different urban environment, preferring diverse urban environments for meeting spaces, including different housing mixes in surrounding areas.

They require inputs from small groups of professionals, including graphic design, advertising, artists, performers and journalists. These economic and creative spaces need a distinct character to sustain these activities.

The City also needs to provide sufficient opportunities for start-up businesses, including those required to service the large resident population. Hasty redevelopment of all precincts, resulting in higher values and rents, can crowd out small businesses that make significant contributions to the City economy.

Most successful cities have precincts where low cost businesses are encouraged and protected from rapidly increasing property prices. This is particularly important for young people in creative industries.

Previous City strategies have acknowledged and identified an activity or character emphasis in the precincts. However, this has not been reflected in a differentiated approach to built form controls, business development and cultural development activities which could reinforce, emphasise and strengthen the economic roles of the precincts.

This does not imply that a range of uses should be restricted in particular areas; it implies there could be a need to be flexible to allow the market to adapt to changing location and business requirements.

## CITY IN 2030



### The City Centre is reinforced at the heart of Global Sydney.

The City Centre will continue to be Australia's prime commercial centre containing the Sydney Region's key cultural and tourist attractions and a focal point for shopping and entertainment. The resident population will continue to grow.

Sustainable Sydney 2030 makes the case that a more diverse, people-friendly and interesting City Centre is consistent with strengthening it as a globally competitive City.

Increasingly, other precincts of economic activity elsewhere in the City will be part of the complex interaction with the world, so the links with these other areas need to be recognised and reinforced.

### Ensure sufficient capacity is available to accommodate growth of globally oriented economic activities.

Sustainable Sydney 2030 will ensure sufficient commercial sites are available to accommodate the growth of globally competitive businesses in the City Centre. It will also dramatically improving street life through upgraded streetscapes and precincts, walking and cycling options, less motor vehicle traffic, and cultural, recreational and entertainment activities for all age groups.



New Barangaroo precinct

### ACTION 1.1.1 Ensure the City Plan provides capacity for employment growth in the City.

The City of Sydney's *City Plan* team is reviewing development controls to provide for future growth and to recognise and retain important built form characteristics.

The renewal area at Barangaroo will be a focus for future premium grade office development for finance and business services activities, but additional space in the commercial core will also be needed to accommodate growth.

While capacity is required for 'high end' tenants seeking significant floor space or naming rights for their buildings, capacity should also be provided for small to medium size tenants specialising in finance and advanced business services (including at Barangaroo).

These smaller firms are important drivers of innovation, and already make up approximately one third of floor space in the City Centre.

The City of Sydney will consider increasing floor space ratios in the City Centre subject to the outcomes of the current employment capacity review and inline with sound planning outcomes in terms of overshadowing, heritage conservation and wind effects.

If additional development capacity is provided, it needs to be offset by more street level benefits including open space, and vibrant and linked street life associated with major developments. In addition, new development will need high quality transport links within the City and to the wider Sydney Region.

### ACTION 1.1.2 Ensure the City of Sydney's economic development strategies strengthen the economic roles of the City Centre precincts.

Built form controls and business development activities should strengthen the physical and economic character of the different City Centre precincts while enabling them to evolve.



# PRECINCT DIRECTIONS

Key development aims that should inform the work of the City of Sydney in the precincts.

## DARLING HARBOUR PARKLANDS

This precinct will undergo renewal in the next 25 years and there is an opportunity to enhance the public domain and improve connectivity to and through the area. The area is surrounded by significant potential redevelopment sites and has been identified as a key area for residential intensification. With additional residential, improved amenities and open parklands could be developed for both new development nearby and elsewhere in the southern part of the City Centre. New tourist and visitor attractions could be included at ground level.

### Development aims

- In the long-term, consider converting to open parklands surrounded by residential, visitor attractions and business uses.

## ULTIMO EDUCATION AND MEDIA

This precinct is home to the ABC, Sydney Institute (TAFE) and UTS and other creative and media-based enterprises. Limited change is likely in the short-term but over time it would be desirable to upgrade the role of Harris Street as a more pedestrian-oriented heart.

### Development aims

- Protect opportunities for small and medium-sized business developments.
- Seek opportunities to revive Harris Street as a more pedestrian oriented spine as part of a wider review of through traffic movements.

## CENTRAL

This precinct is the arrival point for many visitors to Sydney and is the southern gateway to the City Centre, but near the station is rundown and under-utilised. Many government agencies have their offices in this area. The precinct extends on the southern side of Broadway through Chippendale and encompasses the former CUB site. This part of the precinct contains a desirable collection of residential and small and creative businesses in design and media.

### Development aims

- Encourage a mix of residential and compatible low impact business uses.
- Investigate opportunities for a redevelopment of Central Station including of the air rights for exhibition and business space.
- Work with the State Government to address the disruptive road system (Abercrombie/Harris/Regent).
- Protect the character and grain of Chippendale.

## HAYMARKET

Haymarket is a well known and appreciated destination but the precinct requires renewal. More obvious connections to open space opportunities could be required as development increases. Some elements typically found in Haymarket are extending east across George Street and these links could be explored. A structure plan could be developed.

### Development aims

- Preserve street level and fine grain character while investigating additional development potential.
- Ensure development does not overshadow or impact on open space.
- Explore links to City South Precinct by signage, a common design feel and traffic calming in key east-west streets.
- Find and strengthen a 'centre' by identifying a designated core open space area and supporting this with urban design projects.

## HYDE PARK AND THE DOMAIN

This precinct includes parklands, cultural assets and recreation areas bridging the eastern edge of the City Centre and Woolloomooloo, which is interrupted and divided by the Eastern Distributor and toll booths.

### Development aims

- Investigate the development of the Domain car park as a future 'park and ride' location, connecting to public transport. It should include cycling and changing facilities.
- Investigate increased electronic tolling to reduce barriers to better connections across the Eastern Distributor, and release development opportunities to fund enhanced connections.
- Investigate the development potential along John Young Crescent.
- Develop Cook and Phillip Park as a civic and community focus for the eastern residential areas of the City Centre and as a link between the Domain and Hyde Park.
- Provide a continuous link from Hyde Park to Walsh Bay.

## SURRY HILLS

This precinct has developed as a lively mixed-use and creative business precinct. The grain and feel are attractive to start-up and small to medium enterprises.

### Development aims

- Preserve the fine grain and intimate scale by prohibiting site amalgamations and maintaining existing height controls.
- Preserve built form except for designated redevelopment sites such as Centennial Plaza.
- Consider calming Wentworth Street to provide a more effective centre to better link the area to Oxford Street. This could involve widening the footpath and other measures to facilitate pedestrian life, with Elizabeth Street designated for through vehicles.

## CITY SOUTH

This precinct contains the densely developed World Square and is perhaps the liveliest 'after hours' part of the City Centre. Parts of the precinct offer lower rents and welcome variation in retail and accommodation offerings. Unlike other precincts it has fewer connections to the water, and will depend on access to parks for its amenity. A development structure plan should be developed.

### Development aims

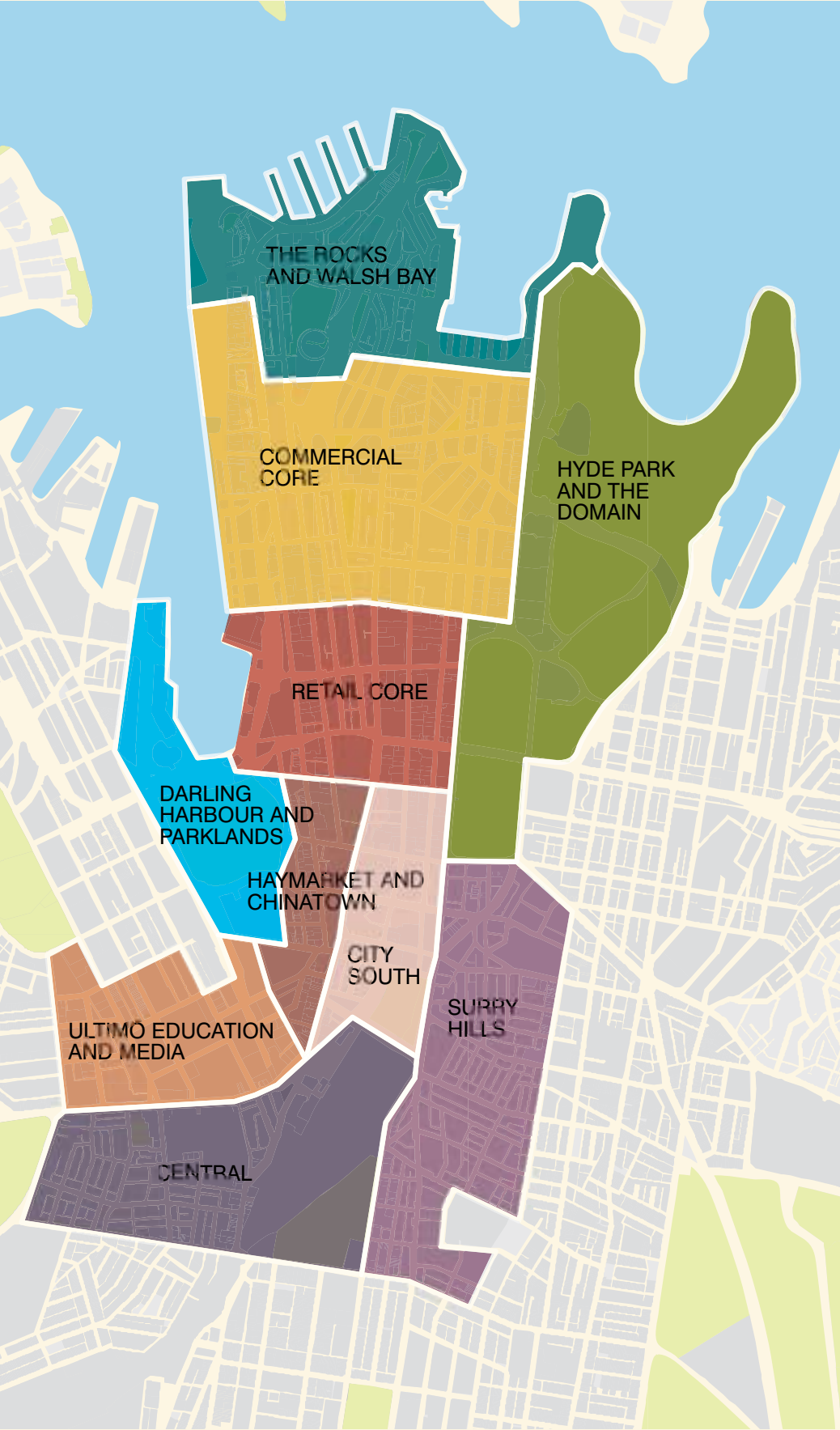
- Preserve the fine grain and intimate scale by considering a prohibition of site amalgamations and performance based heights (with no additional overshadowing).
- Within these constraints, investigate further development potential.
- Build on the character of the accommodation and 'backpacker' quarter, between Liverpool and Hay Streets on Pitt Street.
- Encourage additional visitor accommodation developments.
- Encourage pedestrian access to Hyde and Belmore Parks.
- Consider Goulburn Street car park for commercial offerings for smaller business and including a cyclist station/car share hub.
- Reinstate active street frontages as development occurs and protect the existing arcades and lanes.

## COMMERCIAL CORE

This precinct is at the heart of global Sydney and contains the most valued commercial property sites in Australia. This status must be protected. Notwithstanding this, ground level activation is typically poor and a greater mix of commercial and retail activities could be encouraged.

### Development aims

- Ensure residential does not 'squeeze out' commercial floorspace. Options include prohibiting residential or at least ensuring that development controls favour commercial. Hotels and serviced apartments are appropriate accommodation options.
- Consider additional commercial development capacity and extend this to the southern end of Barangaroo.
- Require commercial developments to include ground level and external facing activity.
- Activate laneways where possible by, for example, working with owners, providing grants or incentives to young entrepreneurs or better utilising City of Sydney property where available.
- Provide for connections to the waterfront, particularly at Barangaroo.



## THE ROCKS AND WALSH BAY

This precinct contains the major cultural icons of the Sydney Theatre, and finger wharf destinations on Hickson Road, MCA and Sydney Opera House and tourist and visitor destinations in the Rocks and Circular Quay. The residential areas of Millers Point and Walsh Bay will be extended with proposed residential development at the northern end of Barangaroo. Currently, proposed residential development is modest and may not be sufficient to deliver the retailing and other services that would create a lively and vibrant community in the area.

### Development aims

- Ensure that new residential development at Barangaroo is sufficient to support an Activity Hub, including new retail, markets and services. This will provide a lively focus not just for Barangaroo, but, with appropriate links, also for Walsh Bay and Millers Point.
- Provide a mix of housing, including affordable housing.
- Develop the precinct's cultural attractions including better connections to and from Barangaroo, the Sydney Theatre, the finger wharves, MCA, and Sydney Opera House with improved lighting, signage, transport and walking connections. Barangaroo can provide an activity, service and restaurant focus for this cultural precinct.
- Enhance waterfront access.
- Ensure retention of headland park and enhance access to the waterfront, linked to an expansion of parklands at Darling Harbour.

## RETAIL CORE

This precinct is the retail destination in the City Centre. East of the Town Hall hub contains the mainstream retail offerings. The western area is typically lower rise and includes heritage buildings and a more intimate scale. Niche retail and restaurant offerings are emerging. This area has perhaps the best solar access to streets in the City Centre. This character should be protected and extended.

### Development aims

- Preserve the fine grain (the small scale, generally lower cost spaces providing for a diverse range of activities and users with street access) and intimate scale, particularly west of George Street, south of Erskine Street to Haymarket. This could involve prohibiting site amalgamations and maintaining existing height controls.
- Extend the retail character toward the waterfront with improved connections. 'Entertainment' retailing should be encouraged in the waterfront areas.
- Fill gaps in recent waterfront development with fine grain extensions.
- Promote residential development above the ground level to develop a Greenwich Village (New York) feel.
- Develop the hub role of the Town Hall and develop community and civic services.



**ACTION 1.1.3** Plan for long-term increased development opportunities and improved connections to the Western waterfront.

The development of Barangaroo for high-end business activities will consolidate the western shift of the commercial core begun by Lend Lease at The Bond and Westpac in Sussex Street. However, significant long-term potential remains in the western corridor.

The Western Distributor system of freeways was developed when this part of the City contained apparently redundant industrial and port activity. Gehl Architects Public Spaces, Public Life Sydney 2007 report for the City of Sydney has identified that these freeways disconnect the water from the City, depriving it of a better relationship with its major physical asset, the harbour.

FIGURE 1.2  
NEW WATERFRONT AND MORE  
SPACE FOR GLOBAL SYDNEY



**“The City is effectively cut-off from the water. The walking links to and from are of poor quality either in terms of the visual quality or in terms of the walking quality.**

**The Western Distributor has a severe downgrading effect on the western part of the City Centre. The streets here are turned into service corridors for the freeway and generally the public realm is under-developed compared to other parts of the city. Effectively the City Centre is divided into two separate city parts—a western and an eastern City Centre, quite different in character and ambience.”<sup>4</sup>**

#### Gehl Architects’

Undergrounding the Western Distributor is a significant task which would bring significant benefits. As well as restoring connectivity to the western waterfront, including between the commercial core and Barangaroo, it could open up significant development opportunities.

The sale and development of new sites could generate some of the funds to undertake the works. Significant analysis and consultation would be required to realise such a scheme, but early planning could commence in the life of Sustainable Sydney 2030.

Increasing development potential in the existing commercial core and opening up Barangaroo for development represent the initial stages of this agenda to provide more development capacity.

Later stages would involve creating new development opportunities in the western spine as part of a major project to ground the Western Distributor.



Hyde Park

**ACTION 1.1.4** Advocate for a new foreshore precinct at Barangaroo with a lively waterfront parks, boardwalks, cafes, culture and entertainment.

The development of Barangaroo is a once in a generation opportunity to create a new waterfront activity area in the City Centre. A mix of activities complementing the commercial development should be planned for and provided. Cafés, restaurants, tourist activities and new businesses should be encouraged to create a lively foreshore precinct, offering day and night time leisure and entertainment opportunities.

**ACTION 1.1.5** Establish a Precinct Management Team to work with landowners, businesses and other stakeholders to strengthen precincts.

A Precinct Management Team could be established to assist the growth of precincts within the City Centre, balancing the fine line between boosting organic growth and intervening to the point where the dynamics of natural growth and change are lost.

The City of Melbourne funded part-time precinct managers in the mid 1990s from outside local government but with some connection to the precinct. They were the link between Council and the businesses, residents and users of the precinct. Their connections into Council allowed them to put the appropriate people in touch for particular projects such as footpath widening for more café tables, or to target new businesses.

**ACTION 1.1.6** Establish development strategies in the precinct west of George Street to activate the street level with cafés and retail and upper floor apartments and small workplaces, in the European tradition.



# Strengthen globally competitive clusters and networks and develop innovative capacity

CITY NOW  
✕

Insufficient knowledge about Sydney’s competitive attributes and industry clusters.

The mass of firms, highly skilled workers and infrastructure in the City is a source of competitiveness. Global competitiveness is driven from the sub-national level around clusters at the regional and city level, rather than at a national level or individual business level.<sup>5</sup> This perspective focuses on industry clusters and networks.

Clusters are concentrations of competitive and complementary firms, usually geographically based, where constant interaction and learning from each other drives competitiveness.

Clusters reduce transaction costs, improve efficiency, and stimulate innovation in the form of new products and services.

Networks are groupings of businesses and organisations including training institutions that constantly exchange knowledge and information, and promote learning.

The City is the focal point for a number of significant clusters in globally traded activities, including finance and business services, tourism and recreation, and creative industries including culture, design and multimedia, as well as environmental products and services.

Other clusters can be identified in retail, transport and logistics, manufacturing and education and health. There is insufficient knowledge about City’s underlying competitiveness and the factors which drive industry attraction and the development of clusters in key sectors.

Lack of formal networks and cluster development strategy.

Economic development and industry attraction initiatives in NSW have not been structured around clusters and networks. The focus is typically on attracting firms through incentives and promoting lifestyle attributes and low business costs.

Local agencies are well positioned to develop and implement strategies to build links between local players. By building social capital, clusters and networks expand opportunities for knowledge exchange and innovation; the building and maintenance of formal and informal networks is as important as continually developing infrastructure capability.

CITY IN 2030  
➔

Strategies and actions for cluster development based on a strategic vision.

The City of Sydney will articulate a strategic vision for a globally competitive City, and identify, map and investigate the prospects of industry clusters to drive competitiveness and prosperity in the short, medium and long term.

There will be a need to work with a range of participants to develop strategies and actions around selective clusters with good prospects.

CITY IN 2030  
➔

Industry and activity clusters developed through partnerships with business, research and educational institutions, unions and other tiers of government.

Sustainable Sydney 2030 involves a commitment from the City of Sydney to work in partnership to develop globally competitive clusters within the City, and, where geographic clusters are identified across the metropolitan area, with other Councils in Inner Sydney.

Successful partnerships involve a high degree of participation by business. Policies could include building links through networks, planning for new magnet infrastructure, research and marketing.

ACTION  
1.2.1

Investigate the establishment of ‘Sydney Partnership’ with the private sector, research and educational institutions.

The City of Sydney could establish a high-level partnership—Sydney Partnerships—between the City of Sydney, business and research and educational institutions to promote economic and social development, provide advice to the City of Sydney on major strategic opportunities and threats and to monitor Sustainable Sydney 2030.

The group would bring together City leaders with expertise to formulate initiatives, lobby and advocate a City-wide perspective to other tiers of government, better promote Sydney to the world, and take action to implement major projects.

Global cities are developing new forms of partnerships between city governments and major business and educational organisations to champion and guide change, not only in relation to City-wide visions, but also in relation to major strategic precincts and projects.

These partnerships take different forms. Some, such as the New York Economic Development Corporation and Joint Venture Silicon Valley Network, have a strong private sector focus. The London Development Agency plays a central role in implementing the vision and priorities of the Mayor of London.

Some cities have established statutory vehicles to oversee renewal of strategic precincts such as Spain’s 22@barcelona, which is responsible for the transformation of the Poblenou District, and the Portland Development Commission, which has overseen 20 urban renewal plans.

The proposed initiative builds on and recognises the Sydney Chambers’ Sustainable Sydney Alliance and the City’s Business Forum. It could be small and comprised of leaders who represent and can make decisions on behalf of larger constituents.

**Sydney Partnerships** could be supported by a secretariat and resources for research, with partners expected to contribute resources to strengthen the partnership.

CASE STUDY  
Montreal Metropolitan Community

Many metropolitan agencies, local governments, or groupings of councils in global cities have played critical roles in building globally competitive clusters. Montreal Metropolitan Community, for example, identified a number of types of clusters and developed action plans and regional innovation strategies for each cluster. To coordinate the cluster development plans, each cluster is assigned a secretariat ‘to activate the cluster, safeguard the common vision, make good use of the competitive capital, see that the project is carried out and in the process, and help improve the economic growth of the metropolitan region.’<sup>61</sup>





**ACTION 1.2.2** Develop the City's strategic economic development and research capabilities.

Strategic action-based research into innovation, infrastructure, services and lifestyle requirements could be expanded in the City of Sydney. The proposed City of Sydney Economic Development Strategy should provide a detailed quantitative and qualitative analysis of the structure and dynamics of industry clusters.

The Economic Development Unit could be strengthened and seek partnerships to undertake action-based research with research and education organisations, industry, unions, other metropolitan and capital city councils, and other tiers of government.

**ACTION 1.2.3** Foster economic collaboration and knowledge exchange with other national and global cities.

The City should be a strong participant in the emerging Global Cities Network in the Asia-Pacific to strengthen economic, cultural and social relationships between these cities and to encourage exchange of knowledge of major challenges confronting global cities such as climate change.

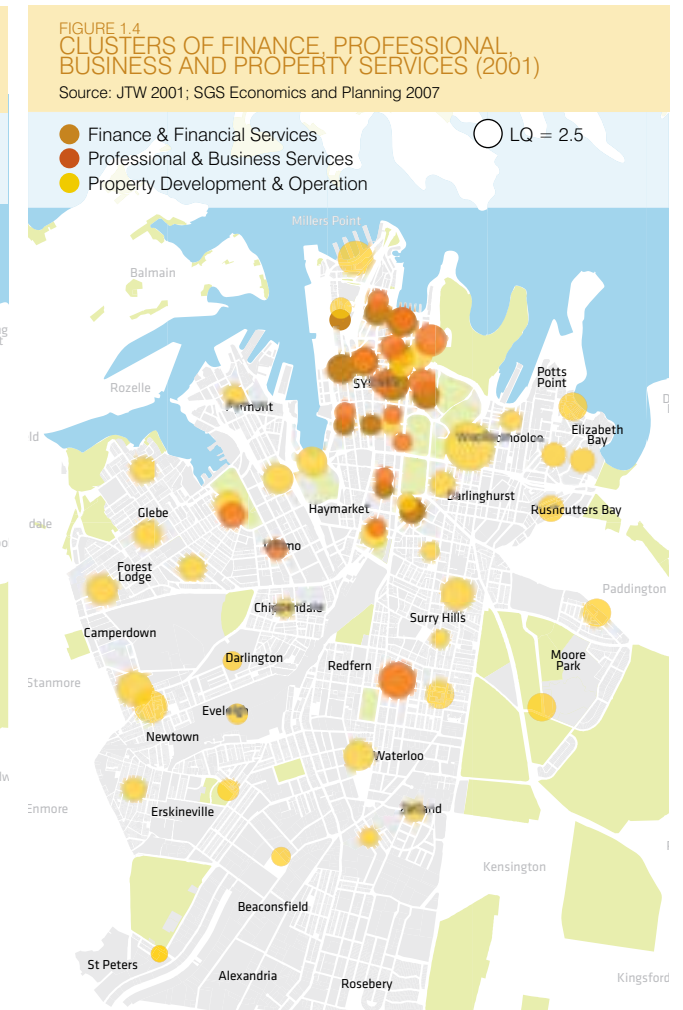
Globalisation is opening up new relationships between cities and this brings substantial economic and social benefits. Cities can be more responsive, and assemble business and cultural networks more effectively than other tiers of government.

Undertaking research, establishing partnerships such as productive Sister City relationships, and continually promoting multiculturalism in City precincts through new languages, arts and festivals is critical to the City's global competitiveness.

**ACTION 1.2.4** Foster industry networks in a selected group of high growth globally competitive industries.

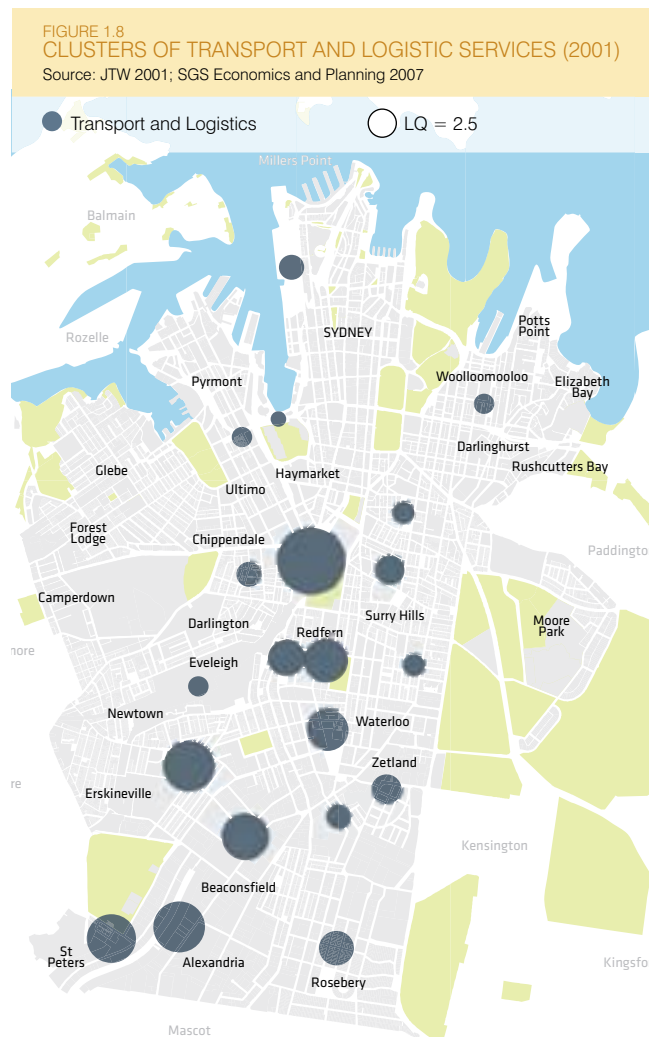
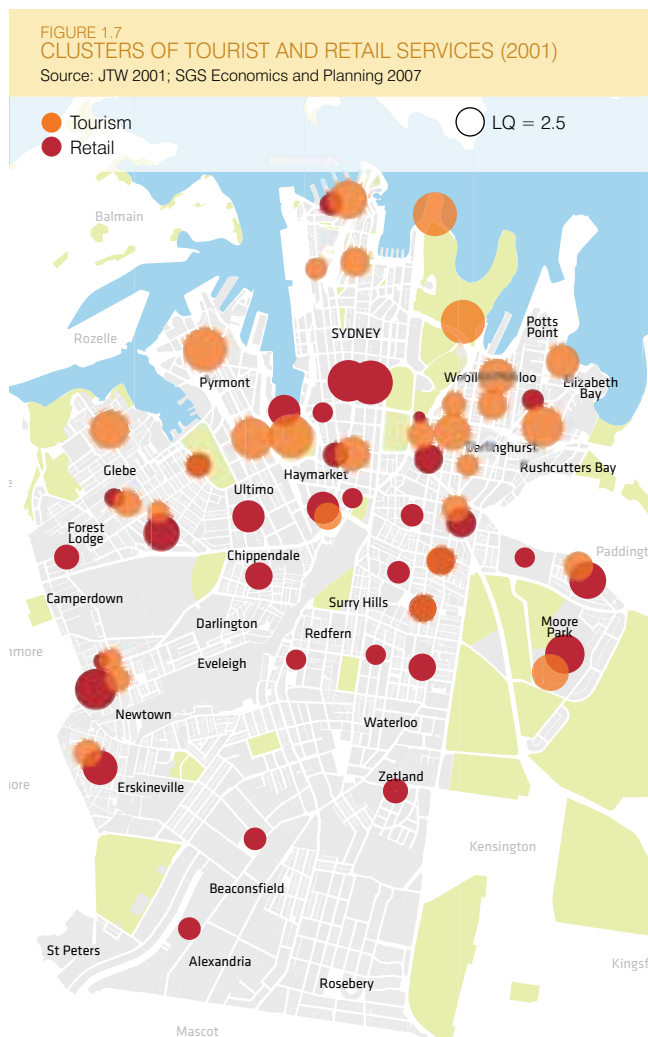
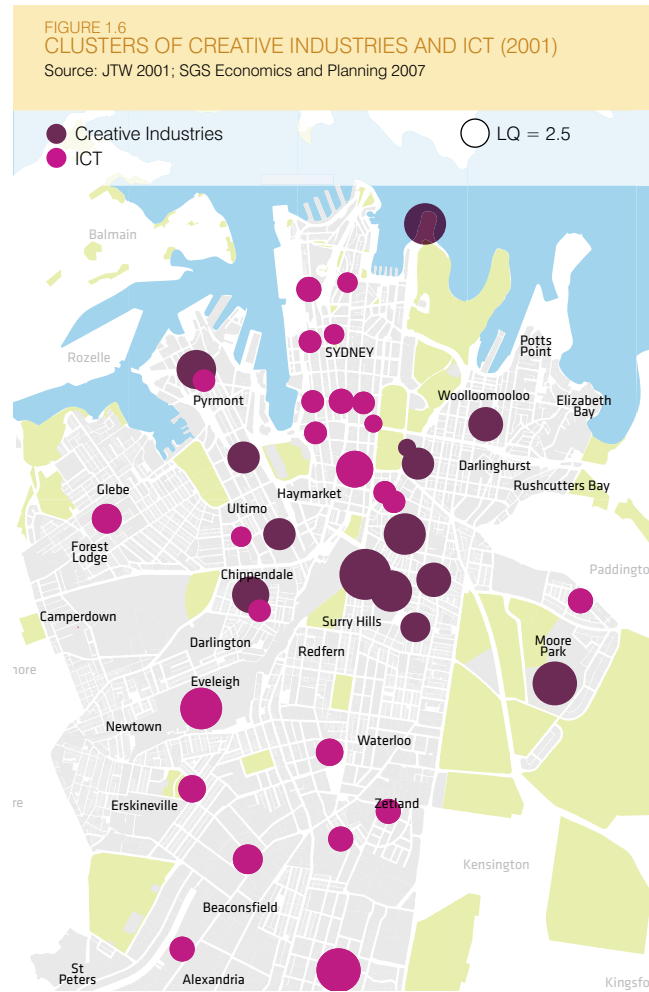
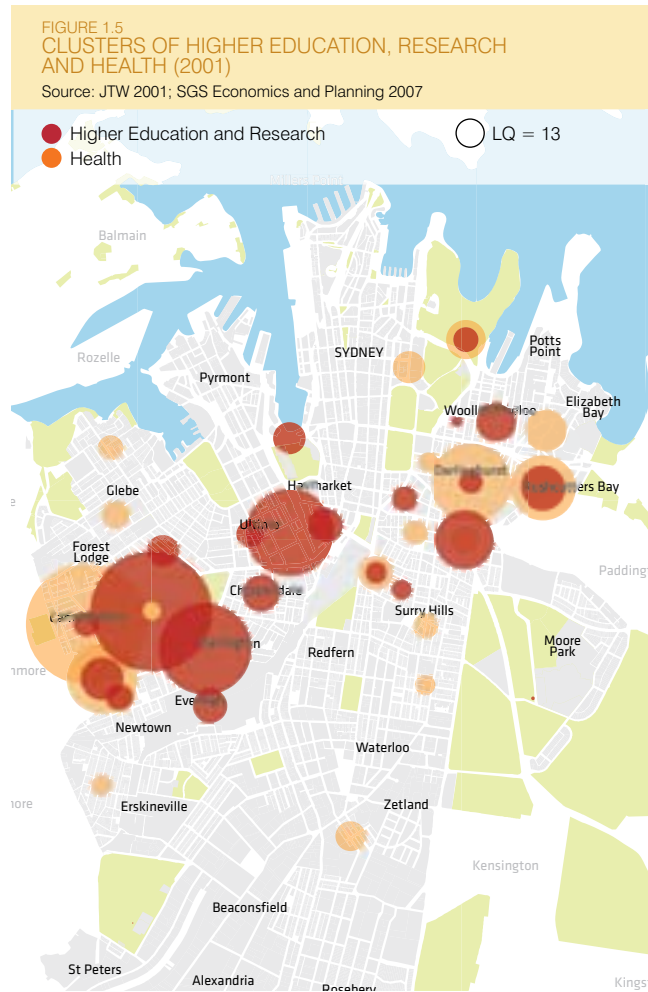
The most successful urban economies have well established networks where constant interaction between suppliers, researchers, organised workers and customers enhances learning and innovation. The City of Sydney could support networks that enhance the global competitiveness of the City and the Sydney Region. The most significant existing clusters are in finance and business services, tourism and recreation, and cultural industries. Emerging clusters include creative industries, such as multimedia, design and environmental management products and services.

The City of Sydney should seek to better understand these clusters and facilitate and contribute to research which would enhance information and collaborative exchanges. These initiatives should be included in the proposed economic development strategy.



○ Location Quotient is a means of examining the relative concentration of various industries from area to area.





OBJECTIVE  
1.3

## Plan for global city support functions

### CITY NOW



#### Lack of coherent direction for critical City support area in City's South.

The southern mixed employment area contains warehousing and storage activities as well as other economic functions including local light industry, urban services, and manufacturing activities. The area also contains airport and port related activities focused on transport and logistics.

Many of the area's activities support City Centre businesses or retailing (storage, warehousing or routine business services) and reduce transaction costs because of their proximity to the City Centre. Recent planning directions have promoted pure office, retailing and residential development activities, which have the potential to reduce space for legitimate warehousing, light industry and logistics activities and undermine the important support role this area plays.

#### Uncoordinated planning for airport and port activities.

A further challenge in this area is the lack of planning authority over the Airport by Local and State Governments. The owners of Sydney Airport are focused on commercial office and retail development on the Airport site, which may conflict with planning for commercial office development at Green Square, Mascot and Cooks Cove. However, the Airport also depends on effective off-site transport planning to support its growth.

### CITY IN 2030



#### Sufficient development potential for Global City support activities is available.

Sufficient opportunities for local light industry, urban services (such as council depots, postal distribution, support warehousing) and strategic economic activities need to be provided in locations with good quality freight and transport access. This includes areas around Bourke and O'Riordan Streets west of Botany Road. Further retailing and pure office development in this area will be resisted.

#### Areas in transition to residential and other uses are well planned and support public transport.

Opportunities for new industries compatible with residential development could be provided around Green Square and Rosebery. New development in the Danks Street (Waterloo) area illustrates what these activities might look like. Otherwise it can be expected that some manufacturing, light industry and other 'land hungry' activities may continue to decentralise to outer urban locations, freeing up land for different economic and residential uses. In the longer term the area east of Botany Road in Rosebery can be expected to transition to residential with business and commercial on Botany Road, supporting a transit corridor linking to Green Square and the City Centre, and south to the town centres of Mascot and Botany.

#### A robust planning and governance framework for the areas around Sydney Airport is established.

The proximity of Sydney Airport provides a competitive advantage for the City but it comes with some negative impacts—land is relatively constrained, given the anticipated significant growth in passenger and air freight numbers. Sydney Airport itself may not be able to accommodate all airport-related activities on site; hence these spill over into surrounding areas, particularly air freight handling and distribution facilities.

The ability of the employment lands to accommodate these activities into the future needs to be assessed, and planning put in place to secure required land or development capacity.

The impact of airport operations on City residents also needs to be managed. The City of Sydney supports the Federal Government's decision to re-establish the Sydney Airport Community Forum (SACF).





Making best use of Alexandra Canal

### ACTION 1.3.1 Undertake precinct and structure planning in the southern mixed use employment area.

Planning and development directions in the southern mixed-use employment area could be better articulated, recognising shifting employment and industry trends and the role this area plays in supporting the local residential population, Global Sydney and Sydney Airport. Precinct and structure planning should:

- protect sufficient sites for light industry and urban services;
- limit the intrusion of retailing and pure office activities in core and strategic industrial lands (particularly around Bourke and O'Riordan Streets west of Botany Road); and
- better accommodate mixed-use development, and employment change and intensification in the mixed employment area south of Green Square, east of Botany Road (ultimately retail, commercial and business activities should be located on Botany Road with higher density residential).

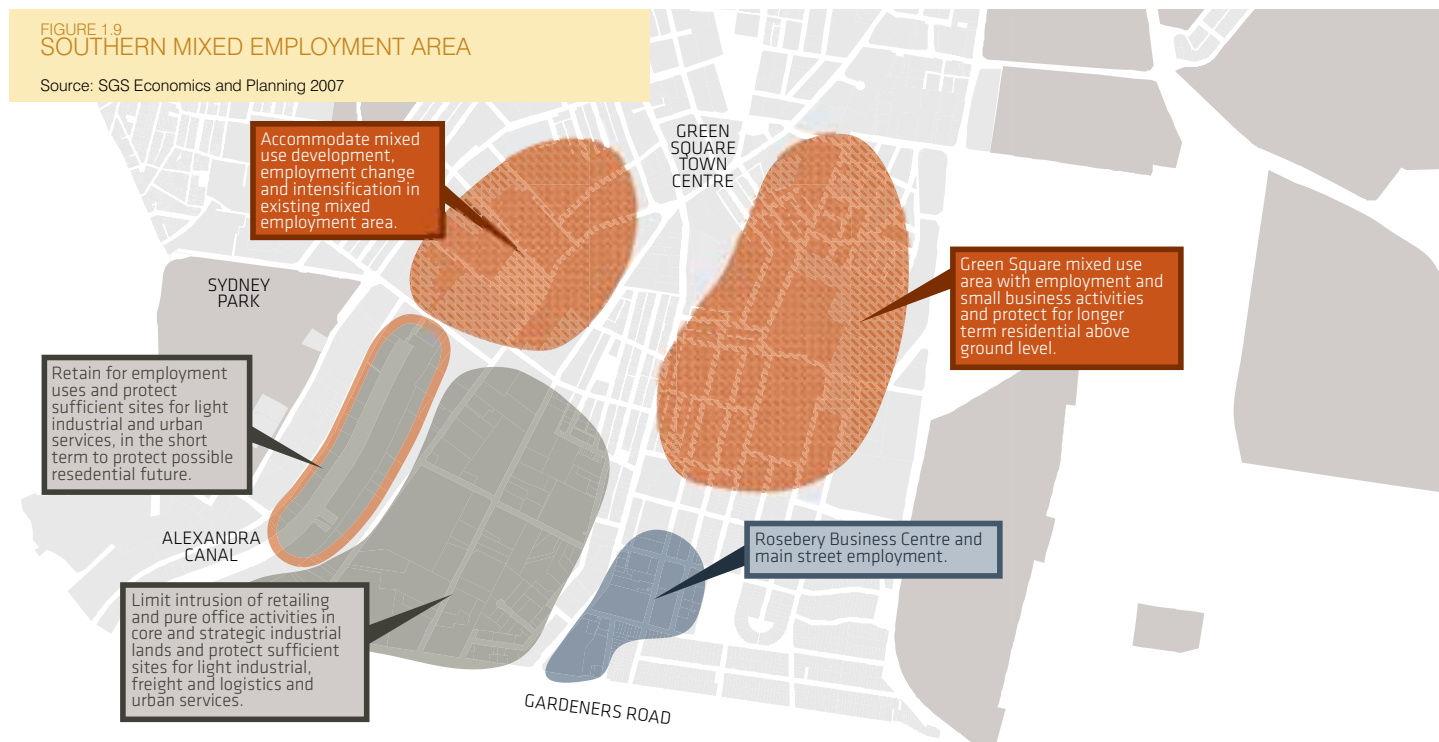
The City of Sydney will work with the Department of Planning on this structure planning.

### ACTION 1.3.2 Work with partners to prepare a planning and development framework for managing the impact of airport growth.

The City of Sydney could encourage the Federal and State Governments to establish a working group to enhance the planning for airport and related growth. The working group could plan for growth in freight and passenger movements, increased transport activity, changing industry and economic demands and increasing residential conflicts and consider accommodating off-site activities and managing transport impacts. The working group could include representation from other local governments, and the owners of the Airport. The recently re-established Sydney Airport Community Forum (SACF) could be the basis for such a group.

FIGURE 1.9 SOUTHERN MIXED EMPLOYMENT AREA

Source: SGS Economics and Planning 2007



## OBJECTIVE 1.4

# Develop the innovative capacity and global competitiveness

## CITY NOW



### Under-utilised locational links between education providers.

The City contains important education institutions including Sydney University, University of Technology Sydney, and Sydney Institute of Technology, as well as Sydney-based branches of other universities and private training colleges, the Sydney Conservatorium of Music, a cluster of English languages providers, and secondary and primary schools. The Australian Technology Park and Fox Studios contain opportunities for innovative businesses. The College of Fine Arts and the National Arts School are located within the City, and Sydney College of the Arts is close by. The relocation of the Australian Film and Television School to Fox Studios will strengthen educational opportunities for film makers.

The physical locational links between these educational assets and their neighbourhoods could be expanded, leading to stronger knowledge precincts.

### Underdeveloped relationships between education institutions and creative and innovative capacity.

A central feature of successful global cities is the knowledge-intensity of economic activities, where new knowledge is constantly being created and old knowledge superseded (known as 'creative forgetting'). In this context individuals and institutions need to renew their competencies more often than before. Facilitating this sort of knowledge infusion is difficult but enhanced understandings of the critical relationships could be developed.

In the City, the potential to leverage off the role of the City's universities as neighbours, environments, and as forums for broader knowledge exchange and interaction, and thereby build innovative capacity, is yet to be realised. Both UTS and Sydney University are beginning to do more in this regard and the City of Sydney could seek to further develop these activities as a partner.

## CITY IN 2030



### A physically and technically linked City.

Strong links between different institutions, businesses and households will be developed. In some cases this includes strengthening physical connections, such as improving links between Redfern and Sydney University, and in other cases it is about developing closer working relationships between universities, training organisations and business.

Education and innovation spaces should be connected, not only physically, but also through contributing to accelerating knowledge exchange between educational and training institutions, and also between these institutions, business and all tiers of government.

### A City with a strong 'innovative milieu'.

Increasingly, growth of innovative small to medium enterprises (SMEs) working in networks will drive economic and job opportunities. Creative, technical and communications skills need to be continually developed. Educational institutions could be more flexible.

Constant interaction between ideas and implementation of results is critical to innovation. In Australia, a number of attempts to establish 'innovative milieu' has involved constant interaction between research, education and business organisations. The Australian Technology Park is an important example.





Sydney Harbour Bridge tourist climb

#### ACTION 1.4.1 Support local community economic development and continuous learning.

The City of Sydney could encourage constructive exchanges at a community level to tap local expertise and concerns regarding opportunities for creative businesses at local and precinct level. Activity Hubs will be locations to test ideas for new business development including streetscapes, festivals and shop-fronts.

Options which could be considered include establishing learning shops in libraries with TAFE and local universities to provide a 'one-stop-shop' for residents navigating their way through a myriad of learning pathways and/or business start-up options. Libraries and community centres could also showcase local innovators and entrepreneurs in areas such as the arts, design and science.

Libraries could also seek partnerships with local schools to provide audio visual and other teaching aids to under resourced schools and to implement creative learning programs and displays after hours and at weekends. Childcare centres could provide support for parents seeking information about working and learning opportunities. Museums and galleries could be catalysts to engage residents in action learning and participative entertainment/ arts events. City Forums and exhibitions could raise the debate about community economic development initiatives and experiences. A number of pilot projects could be undertaken to kick-start creative business opportunities in selective precincts.

#### ACTION 1.4.2 Identify, develop and support the creation of innovation precincts across the City, for example, at Ultimo-Pyrmont Education and Cultural precinct.

A pilot program could be implemented to build on links between the University of Technology, ABC, Powerhouse Museum, Sydney Institute of TAFE and the City of Sydney. Ultimo-Pyrmont could be developed as a major education and cultural precinct, with improved connections to Darling Harbour, Central and the City Centre. More emphasis could be given to urban design and streetscapes, concentrating on pedestrians, public domain spaces and accessible and innovative community facilities with creativity and learning capacities. The City of Sydney could support increased affordable housing opportunities, particularly for students, in this precinct.

#### ACTION 1.4.3 Support the growth of the Australian Technology Park (ATP) and precincts.

The ATP was created as a catalyst for excellence in research with technology-based applications as a partnership between government, industry and universities. It has provided opportunities for a number of technology-based firms, particularly in information technologies and biomedical industries, and has positively impacted the surrounding area. The relocation of Channel Seven to the ATP is likely to have a transformative impact on the precinct and could have a number of spin-offs for small creative and innovative companies clustering around the new development.

Further opportunities could emerge including the possibility of establishing a National Design School, with an emphasis on vocational training and support for creative and innovative firms. Recent surveys of ATP tenants suggest that the emphasis on managing the ATP as a property portfolio has limited the potential for innovative companies to grow.<sup>7</sup> Predominantly research-based activities could be linked with advanced manufacturing industries, particularly through developing prototypes and production. The City of Sydney should work with the Redfern-Waterloo Authority to ensure the built form supports small business development and greater integration between research and production opportunities.

## OBJECTIVE 1.5 Strengthen business competitiveness

### CITY NOW



#### Many businesses are mobile.

Local and State Governments can influence competitiveness through development controls and the efficiency of approval systems. Many governments seek to attract businesses by promoting 'low cost' business environments. The City should ensure that there are no undue or unreasonable costs.

#### Insufficient opportunities for active business leadership.

Sustainable Sydney 2030 has sought greater inputs from business and other community stakeholders in regards to key issues that enhance competitiveness including transport, built form, regulations and development reforms. More platforms for business representatives to actively plan for and implement reforms to strengthen the business environment in the City could be introduced.

### CITY IN 2030



#### Costs kept competitive with other cities.

Sustainable Sydney 2030 will work with other agencies to maintain a competitive business environment. This entails keeping costs competitive and continuously monitoring regulations and planning instruments to foster business opportunities.

#### More opportunities for business leadership in the City Centre.

The City of Sydney will support more opportunities for small businesses within the City Centre. The City of Sydney successfully campaigned to reverse liquor licensing regulations that impeded the growth of small cafes, restaurants and entertainment venues in the City Centre. New approaches could include precinct plans to encourage street level business activity, with major new developments required to provide street level space for small retail and commercial businesses. Mechanisms to encourage a role for business in planning and implementation could be pursued.

#### ACTION 1.5.1 Undertake continuous improvements to approvals and licensing processes.

The City of Sydney is committed to keeping commercial rates competitive with other global cities and to efficiently handle approval processes. Businesses also interact with the City of Sydney in relation to outdoor activities and event licensing. The City of Sydney will ensure it delivers the most efficient and transparent business licensing and assessment processes (including utilising online techniques) and monitoring systems to ensure effective assessment and approval processes.

#### ACTION 1.5.2 Develop mechanisms to strengthen business leadership in the City Centre.

The City of Sydney regularly seeks advice from business organisations regarding strategies and policies. It is committed to identifying ways for businesses to be a partner and leader in economic development, and to take responsibility for specific projects related, for example, to beautification, safety, infrastructure priorities, marketing and maintenance of existing facilities. Through the Lord Mayor's Business Forums, the proposed economic development strategy and 'Sydney Partnerships', opportunities could exist for business to take an active role in planning for a competitive future.

As part of this agenda of sharing and potentially devolving business development responsibilities the City of Sydney could explore options for increased funding and resourcing (also see STRATEGIC DIRECTIONS 10: IMPLEMENTATION THROUGH EFFECTIVE GOVERNANCE AND PARTNERSHIPS).

## Enhance tourism infrastructure, assets and branding of the City

### CITY NOW

#### Unfulfilled tourism promise.

The City's success as a globally competitive city is due to its global recognition and attractiveness to visitors. The City has a cluster of first class hotels, restaurants, cultural, recreational and entertainment facilities including Sydney Harbour Bridge, Sydney Opera House, Cockle Bay Wharf, IMAX Theatre, Star City Casino and King Street Wharf. Visitors to the City also visit nearby attractions and are drawn to the City's major festivals.

In 2006, metropolitan Sydney received around 2.6 million international visitors (half of the national total), with around 75 per cent of these destined for the City Centre.

Despite its success there is a perception that Sydney is not fulfilling its potential. International visitors, for example, have yet to reach the level experienced during the 2000 Sydney Olympics and Paralympics. The volatile movement of the Australian dollar and distance and competition from other destinations are key factors. To compete more effectively, the City's tourist infrastructure and services could be overhauled.

The City lacks capacity and quality of exhibition and convention spaces, which constrains its competitiveness in attracting world events. Signage is poor and some precincts—Circular Quay, Darling Harbour, Pitt Street Mall, Chinatown and Broadway—are poorly connected.

The Asian market represents a significant growth opportunity. The United Nations World Tourism Organisation forecasts outbound tourists from China will increase to 100 million people by 2020, compared with 31 million in 2005 and 20 million in 2003. The City could attract a large share of these prospective visitors.

#### Fragmented marketing and branding of Sydney.

The offer to visitors has to remain fresh and relevant, and effectively sold. Melbourne and Victoria use clever and aggressive marketing campaigns to attract visitors. This has involved a coordinated effort by Local Government and State tourism agencies.

In the City, fragmented and inconsistent marketing, a lack of new cultural experiences and inadequacy of some tourist related infrastructure has impeded growth.

### CITY IN 2030

#### Effective partnerships for delivering world-class tourism and cultural infrastructure and amenities are established.

Other agencies have primary responsibility for transport planning and major tourism and visitor and cultural infrastructure. Nevertheless, the City of Sydney is responsible for City planning, local infrastructure, community amenities and activities with significant impacts on tourism and cultural industries. The City of Sydney will use its own powers and build partnerships with business, government agencies and community stakeholders to identify, plan and implement strategies to ensure infrastructure, accommodation and amenities are world class.

#### Consistent branding for Sydney backed by the State Government and the City of Sydney.

Different tiers of government, including the City, could collaborate to promote and market the City, and highlight and brand Sydney as a global destination. Collaboration could identify what investment and attractions are required to capture new tourism markets.



Improving visitor attractions

#### ACTION 1.6.1 Work in partnership with the Tourism Industry and State Government to develop visitor facilities and attractions, including new hotels and accommodation opportunities.

The City of Sydney needs to plan for growth of tourist and business visitors. The City of Sydney supports industry strategies to increase accommodation, transport and quality and competitive conference, entertainment and exhibition facilities in or near the City Centre.

Accommodation occupancy rates remain high in five star hotels in the City (though demand is concentrated among weekday business visitors rather than weekend holiday makers), but there is insufficient capacity for 3 and 4 star accommodation, particularly with the rezoning of hotels in Kings Cross for serviced apartments. Further work could identify sites and opportunities for the full range of visitor accommodation and consider appropriate planning controls.

Sites favoured for investigation by the City of Sydney for convention facilities include at Central Station (built over the railway), and in Barangaroo. In the medium to longer term the City of Sydney favours open parkland at Darling Harbour, with perimeter housing, business and visitor attractions so expanding the current exhibition and entertainment facilities at Darling Harbour may not be appropriate.

The City of Sydney will provide outstanding public domain and upgraded streets to improve the attractiveness of the City Centre and to support other tourism and visitor infrastructure investments.

The Harbour Islands (including Goat Island, Fort Denison, Shark Island, Rodd Island and Clarke Island managed by Sydney Harbour National Park) are valued assets that could be further promoted in tandem with the applicable State agencies to international and national tourists as well as to Sydney Region day trippers. The great views, landscapes and stories associated with these islands, add to the tourism and recreation assets on Sydney Harbour and contribute to Sydney's culture and natural heritage.

Other regional recreation assets include Sydney Fishmarkets at Pyrmont, the largest seafood market in the southern hemisphere. As well as being a local market for seafood and other fresh produce, the Fishmarkets are an important regional tourist and visitor destination. They should be further supported to continue and enhance this iconic role.

Given the size and centrality of the City Centre, industry and governments should work together to focus on what needs to be done to significantly increase international visitors to Australia's most significant destination. The current approach spreads initiatives across all NSW cities and regional areas, perhaps sending confused messages regarding Australia's largest City.

The aim should be to not only increase numbers but also to increase the length of stay by providing more activities and experiences in the City. Partners could develop a common understanding of the needs of the different sub-markets they attract, including age, income and cultural characteristics. Investment and marketing strategies could be directed to specific markets.

#### ACTION 1.6.2 Work towards a single marketing organisation—Global Sydney—as a partnership between industry and other governments.

To enhance global competitiveness, the City of Sydney will work with other Councils, government tourist organisations and industry towards the creation of a single marketing organisation—Global Sydney—to market the attractions of the City to international markets. This could include identifying and securing high profile events, and developing new packages and programs to attract visitors. The group could undertake market research of growth markets for tourism particularly from China and other Asian countries, and work with local tourist operators, travel agents, hotels and communities to position Sydney in these markets.

#### ACTION 1.6.3 Develop strategies to assist visitor orientation and movement around the City.

There are poor connections between different parts of the City. For example, visitors moving from Circular Quay to Darling Harbour or from Central to Darling Harbour are confused by the links.

The City of Sydney not only proposes to upgrade pedestrian links between spaces; it also proposes to improve communications through better signage, 'wayfinding' information in different languages, and readily available tourist maps.





## PROJECT IDEA

# ➔ WESTERN CORRIDOR

A revitalised western edge of the City Centre

## LOCATION

Darling Harbour & City Centre

## VISION

**Sydney's global and national economic focus will be reinforced by extending the commercial core to connect the City Centre to Barangaroo, positioning Sydney—and Australia—for the next wave of global economic development supported by improved transit, walking and cycling connections.**

The 'fine grain' parts of the City Centre will become desirable destinations for shopping, leisure and urban living. The concept explores a more sustainable future for Darling Harbour, transformed to parklands supporting an expanded residential community, once the current buildings reach the end of their useful life and need upgrading.

## IMPLEMENTATION

- ➊ Partnership between City of Sydney, State Government, Sydney Harbour Foreshore Authority.
- ➋ Initial stages could include increasing the development potential in the existing commercial core and enabling greater development capacity at Barangaroo for additional residential.
- ➌ Later stages could involve creating new development opportunities in the western corridor as part of the major project to underground the Western Distributor.

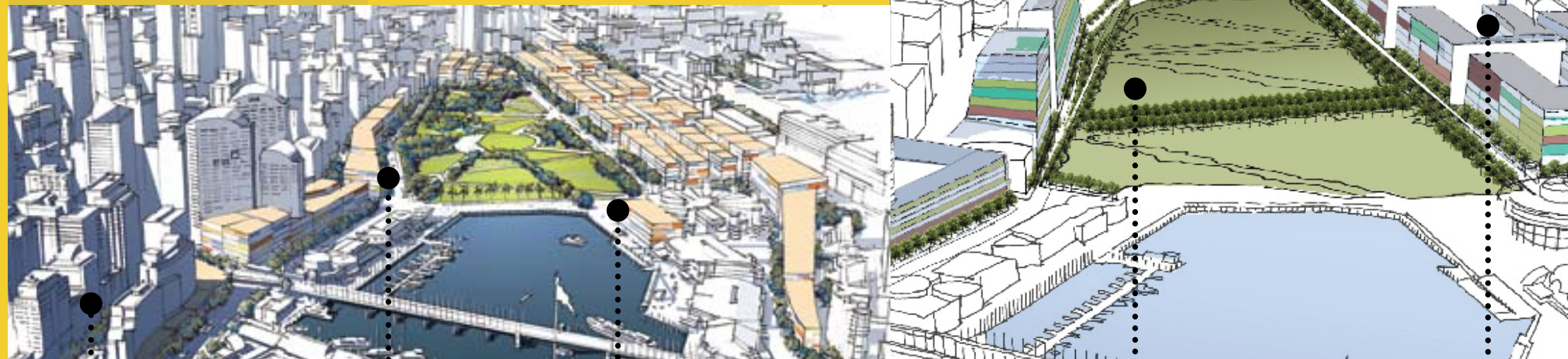
## AIMS

- ➊ Reinforce Sydney's global and national economic focus by integrating Darling Harbour and the Western Corridor with the City Centre.
- ➋ Connect the two peninsulas, the City Centre and Ultimo-Pyrmont by undergrounding the Western Distributor and creating major new parklands at Darling Harbour.
- ➌ Ensure Sydney remains competitive in the international and national event markets by planning for the expansion and potential long-term relocation of the Convention and Exhibition Centres to the airspace at Central Station.
- ➍ Protect the 'fine grain'—small scale, generally lower cost spaces providing for a diverse range of activities and users and a variety of building types—and heritage buildings west of George Street, south of Erskine Street to Chinatown and create desirable destinations for shopping, leisure and urban living.

## BENEFITS TO THE CITY

- ➊ **Greater access to the western waterfront and improved pedestrian permeability and walkability.**
- ➋ **Creates a new urban park, about 80 per cent the size of Hyde Park.**

*MAKE DARLING HARBOUR  
THE LINK BETWEEN  
THE CITY CENTRE  
AND ULTIMO*



Increased residential development at Barangaroo

Greater access to the western waterfront improved pedestrian permeability and walkability

Activate the waterfront

Waterside park at Darling Harbour

In the long-term, buildings of Darling Harbour replaced with a built form that aligns to the street front

## IDEAS

- ➊ Remove barriers that isolate Darling Harbour, the western waterfront and Pyrmont from the City Centre by undergrounding the Western Distributor in stages.
- ➋ Trade-off some open space at Barangaroo to create an expanded City park at Darling Harbour, resulting in a net increase in open space in the corridor and providing upgraded amenity for new residential and mixed-use development.
- ➌ Increase residential and commercial activity in Barangaroo to ensure an active edge and to ensure a threshold population supporting community life and activities.
- ➍ Increase mixed-use activities along the edges of the new urban park at Darling Harbour.
- ➎ Reconnect Ultimo to the City Centre by extending streets.
- ➏ Maintain low-rise development south of Erskine Street.
- ➐ Explore the potential to develop air rights after the undergrounding of the Western Distributor.