Acknowledgement of Country

The Department of Planning, Industry and Environment acknowledges that it stands on Country which always was and always will be Aboriginal land. We acknowledge the Traditional Custodians of the land and waters, and we show our respect for elders past, present and emerging.

We are committed to providing places in which Aboriginal people are included socially, culturally and economically through thoughtful and collaborative approaches to our work.
Agenda

• Introductions
• Recent publicity
• Why are we doing a Place Strategy?
• How are we preparing a Place Strategy?
• 10 Directions Feedback and Actions
• Next Steps
• Q&A
Welcome and introductions
Steve Driscoll/Jo Kelly
Recent publicity
Steve Driscoll
Why are we doing a Place Strategy?
Greater Sydney Commission findings (summarised, emphasis added)

- Comprehensive detailed planning is required across the whole Peninsula to prioritise place-based, not project-based, outcomes (4 findings)
- Existing transport networks/movements impact the area adversely affecting pedestrian networks (2 findings)
- Community infrastructure facilities are in high demand and serve a broad community base including residents, workers, tertiary students and visitors (1 finding)
- The community expects to be engaged in planning for the future (1 finding)
- Planning processes have become increasingly complex and difficult to understand (1 finding)
- The economic attributes of the review area are not supported by a co-ordinated economic strategy (1 finding)
Recommendations (summarised)

- Align planning in the area with the Greater Sydney Region Plan and Eastern City District Plan to help achieve the wider objectives for the area.

- Develop a Place Strategy (economic strategy, master plan, planning framework and governance).

- Prepare the Place Strategy within 9-12 months.

Government accepted all three recommendations made by the Commission.

The Department of Planning, Industry and Environment is leading the delivery of the Place Strategy.
Recommendation 1: Alignment with the Greater Sydney Region Plan and Eastern City District Plan

In the Western Harbour Precinct, including Pyrmont Peninsula, actively support the consistent delivery of objectives of the Greater Sydney Region Plan – A Metropolis of Three Cities and the planning priorities and actions of the Eastern City District Plan across infrastructure and collaboration, liveability, productivity and sustainability. This particularly includes the Innovation Corridor role of the Review Area set out in Planning Priority E7, Growing a Stronger and More Competitive Harbour CBD.

This should involve the consistent and holistic consideration of the Greater Sydney Region Plan and Eastern City District Plan in both Local and State contexts so that cumulative benefits can be realised for the Harbour CBD.
Recommendation 2: Develop a Place Strategy (planning framework, master plan, economic strategy and governance)

A Place Strategy should be developed for the Western Harbour Precinct, including the Pyrmont Peninsula, encompassing:

• A simplified planning framework that co-ordinates the delivery of the Western Harbour Precinct and Pyrmont Peninsula Place Strategy

• The development of a place-based master plan that addresses the planning priorities and actions of the Eastern City District Plan, including identification and characterisation of the sub-precincts, including: Ultimo, Darling Harbour, Blackwattle Bay/Wentworth Park and Pyrmont and Harris Street Village

• Development of principles to respond to the individual character and potential of the sub-precincts

• The development of an economic strategy and industry attraction program that recognises the potential of the Western Harbour Precinct and Pyrmont Peninsula in growing a stronger and more competitive Harbour CBD

• The establishment of collaborative and inclusive governance arrangements that include State Government, industry, council and community representation. These arrangements should focus on master planning and land use controls in the short term and on the transition to ongoing collaborative curation-of-place in the medium to long term.
Recommendation 3: Implementation of the Place Strategy

Within one month of a decision by the NSW Government to prepare a Western Harbour Precinct Place Strategy (Recommendation 2) the following actions are to be undertaken:

• Finalise Terms of Reference and the 9 - 12 month program for delivery of a Place Strategy that addresses the requirements of the Greater Sydney Region Plan and Eastern City District Plan across the themes of infrastructure, liveability, productivity and sustainability

• Confirm the most effective and efficient collaborative governance model to manage development of the Place Strategy and its implementation. Options include:
  - a Commission-led Collaboration Area;
  - a Department of Planning, Industry and Environment planned or collaborative precinct;
  - the Sydney Innovation and Technology Precinct Advisory Board; or
  - a bespoke arrangement specific to the Place Strategy area.

• Establish the collaborative governance arrangements

• Confirm the required resources and source of funding.
How are we preparing a Place Strategy?
Our timeline for preparing the Place Strategy

Establishment and scoping
Oct-Dec ‘19

Data assembly and gap analysis
Jan-Mar ‘20

Extending evidence-base
Apr-Jun

Exhibition of draft place and draft economic strategy
Jul-Aug

Refinement
Aug-Sept

Adoption and ongoing implementation
Oct

??? COVID_19 impacts
A summary of our process for preparing the Place Strategy

1. Early engagement on the 10 Directions
   - March 2020

2. Develop the draft economic development strategy

3. Develop the draft place strategy

4. Ensure alignment between economic and place strategies (iterative)

5. Public exhibition

6. Finalise the strategy based on feedback
   - October 2020
A summary of our process for preparing the Place Strategy

Early engagement on the 10 Directions

1. Set an early reference point for the development of the Place Strategy based on what we have already heard validated by feedback

10 Directions available for feedback 29 March – 24 April

Engagement report; what we heard and what you will see from us next
A summary of our process for preparing the Place Strategy

1. Develop the economic development strategy

   An economic vision for what the Peninsula could be in the future, the type of jobs (industries) and a forecast of future floor space demand based on a range of possible outcomes

2. Industry engagement workshop

3. Government interagency economic working group

   Final draft Economic Development Strategy for feedback during exhibition
A summary of our process for preparing the Place Strategy

Develop the draft place strategy

Understand the unique character and those place attributes that should be protected and enhanced, analyse the infrastructure required to accommodate future growth and change to unlock opportunities identified in the economic strategy.

10 Directions and early feedback
- Economic analysis
- Transport analysis
- Urban design analysis
- Sustainability analysis
- Infrastructure (social, cultural, other)
- Indigenous heritage
- European heritage
- Affordable housing

Integration of all technical inputs in an iterative manner

Evidence-base

The evidence-base including technical studies and reports will be available for review and comment during exhibition.
<table>
<thead>
<tr>
<th>Specialisation/key deliverable</th>
<th>Service providers</th>
<th>Directions</th>
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</thead>
<tbody>
<tr>
<td>Economic development strategy</td>
<td>PWC (Christiana Gailey and Drew Butterworth)</td>
<td>2 - Jobs and industries of the future&lt;br&gt;3 – Centres for residents, workers and visitors&lt;br&gt;6 – Creativity, culture and heritage (particularly creative industries)&lt;br&gt;10 – A collaborative voice</td>
</tr>
<tr>
<td>Urban design framework and master plan</td>
<td>Hassell (David Tickle, Sharon Wright*, Thomas Hale and Josh Young) *Landscape architect expertise</td>
<td>1-10 inclusive</td>
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<tr>
<td>Place-based transport strategy</td>
<td>VIAE Consulting (Iwan Smith and Steve Konstas)</td>
<td>3 – Centres for residents, workers and visitors&lt;br&gt;7 – Making it easier to move around</td>
</tr>
<tr>
<td>Demographic profile and social infrastructure analysis</td>
<td>Cred Consulting (Sarah Reilly)</td>
<td>5 – A tapestry of greener public spaces and experiences&lt;br&gt;6 – Creativity, culture and heritage</td>
</tr>
<tr>
<td>Community engagement specialist</td>
<td>People, Place and Partnership (Jo Kelly)</td>
<td>4 – A unified planning framework&lt;br&gt;10 – A collaborative voice</td>
</tr>
<tr>
<td>Affordable housing (and feasibility testing)</td>
<td>Atlas Economics (Esther Cheong)</td>
<td>9 – Great homes that can suit the needs of more people (specifically affordable housing)</td>
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<tr>
<td>Indigenous heritage</td>
<td>Kellerher Nightingale Consulting (Matthew Kellerher)</td>
<td>1 – Development that enhances or complements the area&lt;br&gt;6 – Creativity, culture and heritage</td>
</tr>
<tr>
<td>European heritage</td>
<td>GML Architects (Sharon Veale and Minna Muhlen-Shulte)</td>
<td>1 – Development that enhances or complements the area&lt;br&gt;6 – Creativity, culture and heritage</td>
</tr>
<tr>
<td>Infrastructure Delivery Plan</td>
<td>GLN Planning (Greg New and Jonathon Carle)</td>
<td>3 – Centres for residents, workers and visitors&lt;br&gt;7 – Making it easier to move around&lt;br&gt;9 – Great homes that can suit the needs of more people</td>
</tr>
<tr>
<td>Utilities capacity assessment</td>
<td>Infrastructure &amp; development consulting (Chris Avis and Rachel Higgisson)</td>
<td>Supports a number of directions by identifying infrastructure capacity issues</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Kinesis (Bruce Taper and David Holden)</td>
<td>8 – Building now for a sustainable future</td>
</tr>
</tbody>
</table>
A summary of our process for preparing the Place Strategy

1. Ensure alignment between economic and place strategies (iterative)
   - Integrate all economic, place and infrastructure analysis, strategies and recommendations into a spatial plan to guide future growth and change

2. Set out a vision for the Pyrmont Peninsula in 2040

3. Describe the context and drivers of change

4. Integrate economic, place and infrastructure analysis, forecasts, strategies and directions into preferred spatial plans based on two scenarios (with and without metro)

5. Identify pathways to guide future growth and change to help deliver the vision

6. Consider future place governance

Engagement report; what we heard and what you will see from us next
A summary of our process for preparing the Place Strategy

Public Exhibition

Opportunity for all stakeholders to have their say and help shape the Place Strategy

Phase 2 Engagement Report

The community and stakeholders are encouraged to have their say to help shape the Place Strategy (within Government COVID-19 restrictions that may apply at the time)

A Phase 2 Engagement Report will be published after the end of exhibition and used to review and refine the final Place Strategy
A summary of our process for preparing the Place Strategy

**Finalise the strategy based on feedback and technical work**

All feedback received will be considered in the refinement and finalisation of the Place Strategy.

Implementation of the Place Strategy commences
The 10 Directions
1. Development that complements or enhances the area
2. Jobs and industries of the future
3. Centres for residents, workers and visitors
4. A unified planning framework
5. A tapestry of greener public spaces and experiences
6. Creativity, culture and heritage
7. Making it easier to move around
8. Building now for a sustainable future
9. Great homes that can suit the needs of more people
10. A collaborative voice
Early directions
Creating places for people involves many decisions by many parties. We must look at the many elements that make a city a great place to live, work and visit.
These 10 directions are our starting point for a robust, workable Pyrmont Peninsula Place Strategy.
We expect these directions will evolve as our work progresses. In formulating them, we have considered the Greater Sydney Region Plan, Eastern City District Plan and the themes of infrastructure and collaboration, flexibility, productivity and sustainability woven through those plans.
We welcome feedback on the 10 directions so that our work addresses the things that really matter to people.

Development that complements or enhances the area
New or upgraded buildings fit with the Peninsula’s evolving character.
Pyrmont Peninsula’s major commercial, entertainment, residential and retail buildings sit comfortably with terrace housing, smaller shops and heritage areas. New development, including taller buildings, must be in the right locations designed to enhance Pyrmont’s dynamic, interesting and intimate places.

Jobs and industries of the future
Investment and innovation to boost jobs, creativity, tourism and night life.
Pyrmont Peninsula’s mix of innovative industries can be better linked physically and economically with adjoining areas of economic activity to create a successful innovation district. Emerging technology clusters in the Sydney Innovation and Technology Precinct, creative industries in Ultimo, busy tourism and entertainment hubs from Darling Harbour to Barangaroo and Walsh Bay (part of the Western Harbour) and University of Technology, Sydney (UTS) present an outstanding foundation to work from.

Centres for residents, workers and visitors
New, lively and attractive centres for everyone to enjoy.
Better public transport and community facilities could bring greater energy to more areas across the peninsula. Beyond the hubs around UTS, TAFE, ABC and the ICC in the peninsula’s south, and Pyrmont village and the waterfront in the north. The Place Strategy could consider various concentrations of shops, services, cultural areas and work environments that attract more people and investment to exciting, busy centres that are safe, day and night.

A unified planning framework
Clearer rules delivering greater certainty and investment.
Pyrmont Peninsula is subject to different planning frameworks administered by the City of Sydney or the NSW Government. This complexity has created confusion and uncertainty for residents and businesses. The Place Strategy should consider a unified and contemporary system of planning controls that is fair, transparent, easy to use and easy to administer.

A tapestry of greener public spaces and experiences
Better spaces, streets and parks; a rich canopy of trees; and access to the foreshore.
Beyond Pyrmont Peninsula’s open spaces, libraries, museums, places and forecourts is the draw of the foreshore. Opening the foreshores from Blackwattle Bay to the new Sydney Fish Market could create a new destination for Sydney, not unlike New York’s High Line. Better links across the peninsula along shaded, pleasant streets should connect with new or existing parks, squares or facilities.

Creativity, culture and heritage
Celebrating Pyrmont Peninsula’s culture, heritage and connections to Country.
Pyrmont Peninsula’s arts, culture and heritage brings the area to life. The Place Strategy should emphasise this history and the area’s constant evolution. The hub of creative industries in Ultimo and links to the ABC and UTS can set a foundation for dynamic and engaging new uses. Exploring and celebrating the area’s Aboriginal heritage and industrial past will reinvigorate more areas.

Making it easier to move around
Sales, greener streets integrating with new public transport.
By its very nature, the peninsula is not easy to traverse. The escarpment created by former industrial activity and the Western Distributor frustrate people’s ability to travel around, especially on foot or by bike. These constraints also limit the ability to adopt an already busy road network. The Place Strategy should aim to make it easier for people to walk, cycle or access public transport.

Building now for a sustainable future
An adaptive, sustainable and resilient built environment.
The Pyrmont Peninsula of today will be very different to the peninsula of the future. Just as the 19th century wool stores have been adapted as offices or homes, the buildings that will be developed as the Place Strategy is implemented must be adaptable as technology and society change. This direction applies not only to buildings, but also to the infrastructure that serves the peninsula.

Great homes that can suit the needs of more people
A diversity of housing types, tenure and price points.
Pyrmont Peninsula is home to social housing, affordable housing and housing that people can privately rent or buy. This diversity is important and should be a focus of the Place Strategy. It means long-term residents can stay in the places they know, and a greater mix of people—with different skills, backgrounds or needs—can be part of a socially diverse Pyrmont Peninsula.

A collaborative voice
A cohesive, agreed approach to bring about the best outcomes for Pyrmont Peninsula.
Pyrmont Peninsula could be an innovation district—a place that facilitates entrepreneurship, creativity, startups, new jobs and great places. Successful innovation districts are governed collaboratively, with local, state, not-for-profit and private sector agreement on priorities, funding and programs. The Place Strategy should consider contemporary governance models for the area.
2.2 Support for the 10 Directions

Participants were asked to give each of the 10 Directions for the Pyrmont Peninsula Place Strategy a rating: “not at all important”, “of minor importance”, “neutral”, “important” or “very important”. The directions ranked as very important are included in the word bubbles. These include the place experience, green public spaces, development that enhances the area and improved accessibility.

Each of the 10 directions was ranked either important or very important by the majority of participants, with just 1% of participants on average ranking any of the directions as “not at all important” or “of minor importance”. A detailed graph indicating how participants ranked each direction is illustrated on page 12.
1. Development that complements or Enhances the area

What are we exploring?
Understanding the Pyrmont Peninsula as a place by:

• Engaging early (on the 10 Directions) and throughout the planning process with community, stakeholders and the City of Sydney Council

• Examining the place attributes; the things you told us you like or can be improved, great places and how you move around

• Understanding the history, heritage and culture (Aboriginal and European), public spaces and built form, traffic, transport and access and the local economy of the Peninsula

• Exploring what makes the area and its sub-precincts unique

What are we doing?

• The areas of the Peninsula that are suitable to accommodate new jobs and homes

• The areas of the Peninsula that that are either not suitable or suitable for a smaller amount of growth and change

• The streets, places, services and infrastructure that require enhancements and improvements to accommodate future growth or changes
2. Jobs and industries of the future

What are we exploring?

• Engaging with Government agencies and industry on the nature, mix and projections of future jobs and the local economy

• Understanding how jobs and industries of the future can be delivered without compromising the important place attributes of the Peninsula

• Exploring different building types that could deliver space for existing and new businesses and employees, such as researchers and start-ups, creative industries (makers, designers, dancers and actors) as well as tourism and visitor economy and office-based workers

What are we doing?

• The number of future jobs that could be expected in the Peninsula under two scenarios (with a metro and without a metro)

• Where any future jobs would be best located

• The amount of additional floor space required to accommodate those jobs taking account of uncertainty due to COVID-19

• The types of buildings that could accommodate new, enhanced or expanded space for jobs and industries of the future

• A cohesive spatial plan for how we can deliver the future forecast jobs growth in the Peninsula while protecting important place attributes
### 3. Centres for residents, workers and visitors

<table>
<thead>
<tr>
<th>What are we exploring?</th>
<th>What are we doing?</th>
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<tbody>
<tr>
<td>• Exploring an urban design framework to deliver future jobs in a way that protects</td>
<td>• A social infrastructure analysis based on demographic forecasts that will explore</td>
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<td>the attractive, loveable and unique characteristics of streets, neighbourhoods and</td>
<td>needs now and into the future</td>
</tr>
<tr>
<td>places in the Peninsula</td>
<td>• Analysis of the capacity of existing infrastructure critical to support evolving</td>
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<tr>
<td>• Investigating opportunities to improve how people get to/from, around and within</td>
<td>places</td>
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<tr>
<td>the Peninsula</td>
<td>• Identification of areas, services or infrastructure requiring provision or</td>
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<tr>
<td>• Investigating opportunities to improve the offering of public and open space,</td>
<td>enhancements to deliver new lively and attractive centres for everyone to enjoy</td>
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<tr>
<td>cultural and social facilities</td>
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<tr>
<td>• Considering a framework for how a range of infrastructure can be delivered to</td>
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<td>support change</td>
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4. A unified planning framework

What are we exploring?

- Investigating opportunities to deliver a more unified planning framework that is less complex and easier to understand
- Design new or updated planning controls to deliver the vision and 10 Directions of the Place Strategy

What are we doing?

- Recommendations to unify the planning framework and deliver the Place Strategy
- Suggested planning principles and controls to deliver the shared vision and 10 Directions of the Place Strategy
5. A tapestry of greener public spaces and experiences

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<thead>
<tr>
<th>What are we exploring?</th>
<th>What are we doing?</th>
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<tbody>
<tr>
<td>• Investigating opportunities to improve or enhance the offering of and access to public and open spaces, greener spaces including streets, parks, access to and around the foreshore areas</td>
<td>• An approach to complete the harbour foreshore promenade extending from Walsh Bay to the new Sydney Fish Markets and beyond</td>
</tr>
<tr>
<td>• Analysis of existing data to benchmark the Peninsula against key sustainability criteria</td>
<td>• Recommend areas of the Peninsula that require new or enhanced public and open spaces, connections to make existing, enhanced or more accessible and better utilised</td>
</tr>
<tr>
<td></td>
<td>• Strategies to deliver improvements to sustainability outcomes, such as increases in urban tree canopy cover, decreases in urban heat island effect and carbon emissions</td>
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6. Creativity, culture and heritage

What are we exploring?

- Identifying the important connection to Country and the area’s Aboriginal heritage (limited by current Government COVID-19 restrictions)
- Investigating and research the built history, heritage and culture of the Peninsula to appreciate how and why it has become the way it is today
- Explore examples of adaptive re-use of heritage buildings and areas
- Investigating opportunities to improve the offering of cultural facilities

What are we doing?

- An overview of the important connection to Country and the area’s Aboriginal heritage
- Thematic history history of the Peninsula and its stories that contribute to contemporary sense of place and identity
- Case study examples of adaptive re-use of historic and heritage buildings in the area, Sydney and other locations
- An understanding of cultural infrastructure needs for the future
7. Making it easier to move around

What are we exploring?

- Understanding the current transport, traffic and access issues in the area, and as they affect residents, workers and visitors
- Consider opportunities to reduce congestion and private vehicle use, to enhance and grow active transport (walking and cycling), public transport
- Apply the principles of movement and place to guide decision-making now and into the future
- Identify opportunities and challenges facing the transport system in the area now and into the future

What are we doing?

- Place-based transport approach for the Peninsula
- A preferred overall transport scenario and refined movement and place typology for streets in the Peninsula
- Travel demand management plan and sustainable parking strategy
- Identify and prioritise transport initiatives to support the strategy
8. Building now for a sustainable future

What are we exploring?

- Collating an evidence-base to benchmark the area’s current sustainability performance against indicators and best practice case studies
- Scenario modelling of possible sustainability options to establish a sustainability ‘ambition’ for the Peninsula based on policy analysis and community and stakeholder feedback

What are we doing?

- Baseline sustainability report measuring the Peninsula’s performance against sustainability criteria
- Sustainability framework that guides the delivery of outcomes in the Place Strategy across planning control, infrastructure delivery, place making and management and performance-based solutions
9. Great homes that can suit the needs of more people

What are we exploring?
- Understanding existing social and affordable housing provision in the area
- High-level review of affordable housing approaches and practice to inform options for delivery
- Determining future affordable housing needs based on evidence

What are we doing?
- The viability of affordable housing contributions in the area
- Potential affordable housing contribution rates
- Implementation, staging and prioritisation of the delivery of affordable housing in the area
10. A collaborative voice

What are we exploring?

- Investigating contemporary models of governance for the area

What are we doing?

The Place Strategy will include:

- A shared vision to guide future growth and change in the Peninsula to 2040
- Potential model/s of planning, design and place governance for consideration