

An aerial photograph of Sydney, Australia, showing the harbour bridge, city skyline, and surrounding green spaces. The image is used as a background for the report cover.

# THE BAYS PRECINCT SYDNEY

# TRANSFORMATION PLAN

October 2015

[www.thebayssydney.com.au](http://www.thebayssydney.com.au)





# THE OPPORTUNITY FOR SYDNEY

**The NSW Government's ambition for The Bays Precinct is:**

“To drive an internationally competitive economy, through the creation of great destinations on Sydney Harbour that will transform Sydney, New South Wales and Australia.”



# THE BAYS PRECINCT, SYDNEY IS ONE OF THE HIGHEST POTENTIAL URBAN TRANSFORMATION SITES IN THE WORLD.

Sitting just two kilometres west of the Sydney CBD, The Bays Precinct comprises 5.5 kilometres of harbourfront, 95 hectares of largely government-owned land and 94 hectares of waterways in Sydney Harbour.

Since being tasked to lead the transformation of The Bays Precinct just over 12 months ago, UrbanGrowth NSW has encouraged public participation in the transformation process and has received ideas and feedback from the public and experts alike. This input has informed this *Transformation Plan: The Bays Precinct, Sydney*.

The transformation of The Bays Precinct is an opportunity to create stunning waterfront destinations and to deliver the kind of public spaces, promenades and workplaces that we can all be proud of.

But it is potentially much more than that: it represents a once-in-a-generation opportunity to deliver innovation and attract the jobs of the future for Sydney and NSW, equipping Sydney for the future and reinforcing its reputation as an internationally-competitive, resilient and prosperous global city to live, work and visit.

# AN AMBITIOUS PLAN: THE TRANSFORMATION AT A GLANCE

## AMBITION

**“To drive an internationally competitive economy, through the creation of great destinations on Sydney Harbour that will transform Sydney, New South Wales and Australia”.**

## IMAGINE THE BAYS PRECINCT IN 20 YEARS...

A waterfront promenade connects all The Bays Precinct's Destinations via Pyrmont to the CBD and restores visual and physical links to Sydney Harbour. It is full of activity night and day – people enjoying a mix of 'pop-ups' or events alongside permanent restaurants, small bars, cafés, garden areas or on the waterways.

The Bays Precinct uses its natural resources and renewables to power its buildings, places and spaces; reuses most of its waste; and is built around a cleaner, less polluted Harbour.

A transport and mobility network connects each Destination, dramatically reducing private car dependency.

The Bays Precinct drives international competitiveness and attracts industries and people from all over the world, while providing great places for residents, workers and visitors from all over Sydney.

The restored White Bay Power Station and its surrounds buzz with cool places to live and work, galleries and safe, friendly places; a modern, village-like hub of shops and restaurants; and a new waterfront plaza to people-watch and enjoy the breeze off Sydney Harbour.

A world-renowned, vibrant fresh food and fish market – the Bays Market District at Blackwattle Bay – is loved by Sydneysiders and international guests.

## SEVEN KEY ACTIONS

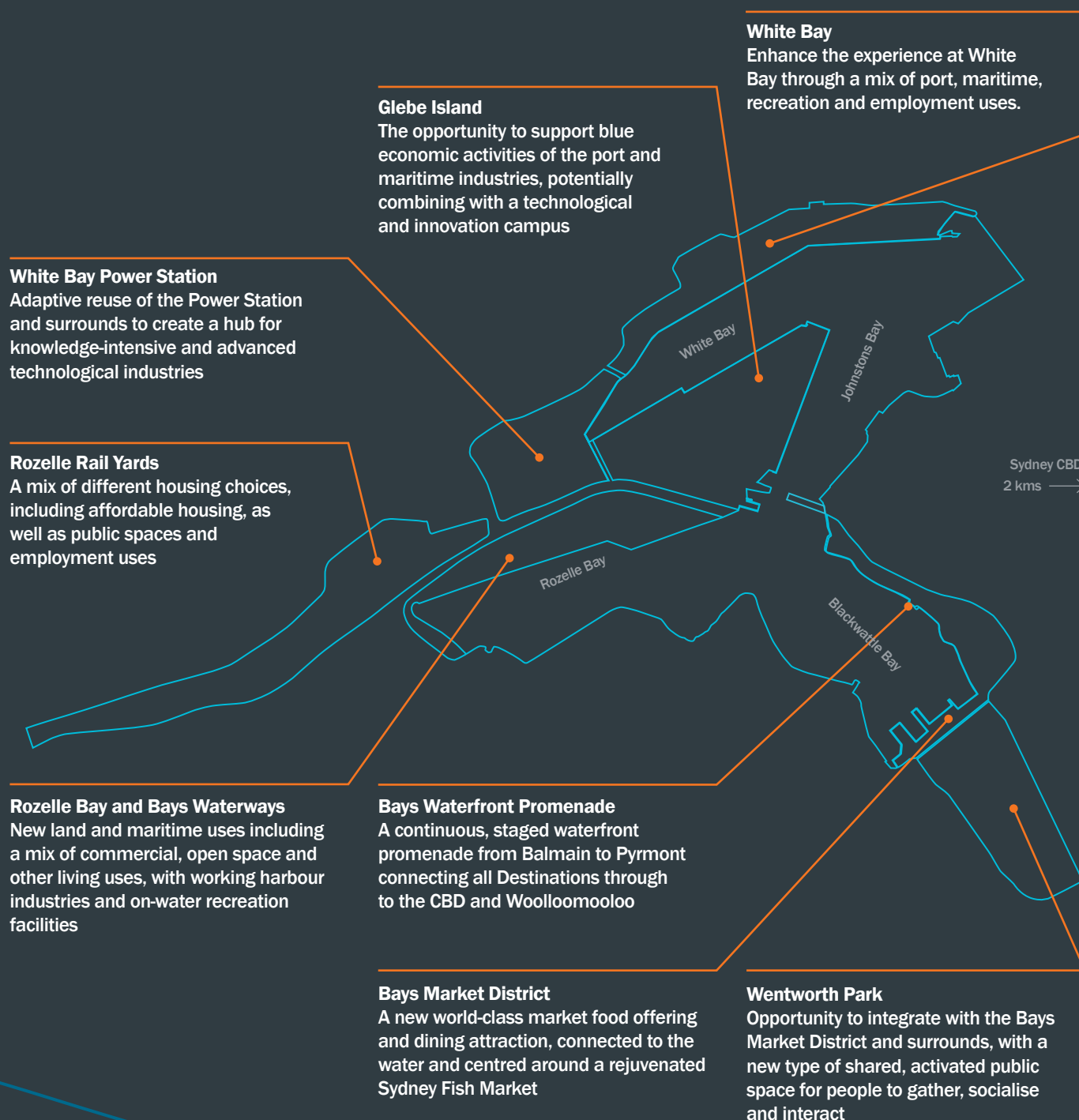
Seven key actions are proposed to shape The Bays Precinct Transformation Program. They are:

- 1 Divide The Bays Precinct into eight distinct but linked Destinations
- 2 Introduce the Bays Waterfront Promenade
- 3 Recover and repurpose the White Bay Power Station
- 4 Create the Bays Market District incorporating a rejuvenated Sydney Fish Market
- 5 Include Wentworth Park in the Program area
- 6 Work towards repurposing Glebe Island Bridge
- 7 Introduce water quality initiatives in the Bays Waterways

**THIS TRANSFORMATION PLAN: THE BAYS PRECINCT, SYDNEY REPRESENTS A BLUEPRINT TO TRANSFORM THE BAYS PRECINCT INTO A BUSTLING HUB OF ENTERPRISE, ACTIVITY AND BEAUTIFUL SPACES. LOCATED WITHIN THE ICONIC SYDNEY HARBOUR, THE AREA WILL BE ENJOYED BY SYDNEYSIDERS AND THE GLOBAL COMMUNITY ALIKE.**



## DESTINATIONS









# CONTENTS

<b>The opportunity for Sydney</b>	i
<b>An ambitious plan: The transformation at a glance</b>	iii
<b>1</b> About this document	1
<b>2</b> About The Bays Precinct	3
<b>3</b> Why transform The Bays Precinct?	7
<b>4</b> From ambition to delivery: achieving the transformation	11
<b>5</b> The Bays Precinct and its network of Destinations	19
<b>6</b> What the transformation means	45
<b>7</b> Stakeholder engagement	53
<b>8</b> Towards a globally competitive and resilient transformation	57
8.1 Planning and urban design	59
8.2 Living in The Bays	67
8.3 Transport and getting around	69
<b>9</b> Thank you	71



# ABOUT THIS DOCUMENT

**THE TRANSFORMATION PLAN: THE BAYS PRECINCT, SYDNEY BUILDS ON EXTENSIVE WORK OVER THE LAST 15 OR SO YEARS AND PROVIDES A GUIDING DIRECTION FOR THE BAYS PRECINCT'S FUTURE.**

This Transformation Plan has been developed by UrbanGrowth NSW, the NSW Government agency tasked with transforming The Bays Precinct. It establishes a strategy for how The Bays Precinct can build on its heritage, support its local communities, provide safe and exciting places and spaces, optimise maritime uses and develop social capital to support the growth of Sydney as an internationally competitive and globally relevant city.

This Transformation Plan sets out priorities, timing and uses for the Precinct by:

**including an overall ambition for The Bays Precinct on which we have consulted widely**

**including a clear policy framework to take the Plan from ambition to reality while instilling accountability in delivery**

**outlining a high-level spatial planning framework for immediate, medium-term and longer-term use and activity.**

This Transformation Plan is a living strategic document that will be updated as priority Destinations evolve or as needs arise to adapt to future challenges. During this process, Sydneysiders will have many more chances to be involved through engagement on each of The Bays Precinct's unique Destinations.

The *Transformation Plan: The Bays Precinct, Sydney* is informed by feedback received from Sydneysiders, local government, industry and State agencies, as well as the exciting concepts from the Call for Great Ideas. It draws on international expertise, emerging trends for 21st Century global cities, and advice on critical considerations.

Our work also sits within the context of a wider NSW Government policy agenda for Sydney and for the state of NSW, set out in *A Plan for Growing Sydney* and the NSW *Making it Happen State Priorities*.

UrbanGrowth NSW's approach to transforming city living is guided by our *City Transformation Life Cycle™* methodology (see Figure 1).

This methodology starts in a completely different place to major development projects. Before contemplating built form, we first need to reflect on the strategic significance of the site, its context economically and culturally, and its potential uses and beneficiaries. In summary, we need to start with **Thinking Cities**.

**Thinking Cities** is the first element of the Life Cycle. It brings together our ideas, ambitions, aspirations and needs to define what we want Sydney to be. The second element is **Funding Cities**. Again, this is a departure from usual practice. It is an iterative process to seek innovative funding and finance ideas.

The third element, the usual starting point for major projects, is **Building Cities**. Importantly though, this is not solely about design; instead, it is about the integration of uses and infrastructure and the best and highest-value use of the land.



Of course it deals with design, but our methodology establishes diversity of design, enables world-class developments and, most of all, enables smart delivery through transparent market engagement processes.

The fourth element is **Living Cities**. This is the creation of great places, great spaces and great opportunities and is fundamental to produce a global Sydney that is resilient, happy and prosperous.

The Life Cycle anchored discussions at The Bays Precinct, Sydney International Summit in November 2014, a unique undertaking that brought together 350 local and international experts to collaborate on the best ideas for urban transformation. The Summit generated a Statement of 20 high-level Principles that have guided the aspirations included in this Transformation Plan.

We released the *Transforming City Living: The Bays Precinct Discussion Paper* in May 2015 at The Bays Precinct Sydneysiders Summit and Leadership Forums. The Discussion Paper presented initial ideas and ambitions for The Bays Precinct and served as the basis for this Transformation Plan. More than 1,200 people attended the Summit and Forums and we received more than 4,000 comments or submissions to the Discussion Paper.

We also launched the Call for Great Ideas in May 2015, inviting people to submit innovative ideas on four Destinations: Bays Waterfront Promenade, Bays Market District, White Bay Power Station and White Bay.

The Call for Great Ideas captured innovative thinking from local and global communities and industry on how The Bays Precinct's future should unfold.



Figure 1: UrbanGrowth NSW: City Transformation Life Cycle™



# ABOUT THE BAYS PRECINCT

**THE BAYS PRECINCT IS MADE UP OF THE WATERWAYS AND FORESHORES OF JOHNSTON'S BAY, WHITE BAY, ROZELLE BAY AND BLACKWATTLE BAY. JUST TWO KILOMETRES WEST OF THE SYDNEY CBD, IT IS NESTLED WITHIN AND AROUND PYRMONT, ULTIMO, ANNANDALE, GLEBE, ROZELLE, LILYFIELD AND BALMAIN.**

At the moment, some of the land and water that makes up The Bays Precinct is used for a range of important maritime, port and commercial uses. Much of it cannot be accessed by the public. Many significant heritage items are not being used to their potential.

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**Uniquely, almost all The Bays Precinct's land and water is owned by the NSW Government.**

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## CURRENT USES

Some of The Bays Precinct is used for port and maritime uses. Integrating port and maritime uses as The Bays Precinct is transformed is essential:

- Glebe Island feeds our city's demand for sugar, gypsum and cement.
- White Bay operates as Sydney's second cruise ship terminal, supporting around 1,500 jobs, and more than 100 cruise ships and 200,000 passengers each year.

Other busy areas include Blackwattle Bay, home to the Sydney Fish Market, one of Sydney's biggest tourism drawcards and a busy hub of retail and wholesale suppliers. Nearby sites include a concrete batching plant and recreational uses such as dragon boat storage. Rozelle Bay hosts a range of maritime industries including waterways maintenance, a Heritage Fleet and the Sydney Superyacht Marina.

Glebe Island has transitioned from the former car import terminal to its current role as the temporary site of the Sydney Exhibition Centre. The area is one of the few places boasting views of both the Sydney Harbour and Anzac Bridges. The Glebe Island Bridge is heritage listed, and, with repurposing, could be used once again.

Other areas, such as the land surrounding the White Bay Power Station and the Rozelle Rail Yards, sit idle and the Power Station buildings are empty and derelict. Nearby uses include mixed industries, some working harbour uses and transport connections.



94

HECTARES OF  
SYDNEY HARBOUR

8

DESTINATIONS

5.5

KILOMETRES OF  
WATERFRONT

95

HECTARES  
OF LAND





## HISTORIC USES

The Bays Precinct has always been a place of transformation. For the Cadigal and Wangal clans of the Eora nation, who settled the area we now think of as The Bays Precinct for thousands of years before European settlement, it was abundant in natural food supplies and allowed trading with other clans and movement on creeks and waterways. These clans established a rich and thriving Aboriginal culture that gradually disappeared after the arrival of the First Fleet.

When new settlers arrived, The Bays Precinct was again transformed, this time supporting the essential maritime trade that fed the new colony. By the late 1820s, abattoirs were established on land around Blackwattle Swamp before they were relocated to Glebe Island in the 1850s.

As trade increased, industrial uses such as a timber mill and detergents factory were established at White Bay, and in 1862 a bridge was built connecting Glebe Island to Pyrmont, replaced in 1903 by a new swing bridge.

As well as commerce, the area also became home to recreational areas

– harbour baths were established at Pyrmont in 1875, Blackwattle Swamp and Creek were filled in to create Wentworth Park in 1876, and in 1879 the Glebe Rowing Club was established at Blackwattle Bay, with its first regatta held in 1883.

Some of the imposing structures that define The Bays Precinct's identity played a part in Sydney's significant transformation in the 20th Century: the White Bay Power Station, which opened in 1913, powered Sydney's vital train and



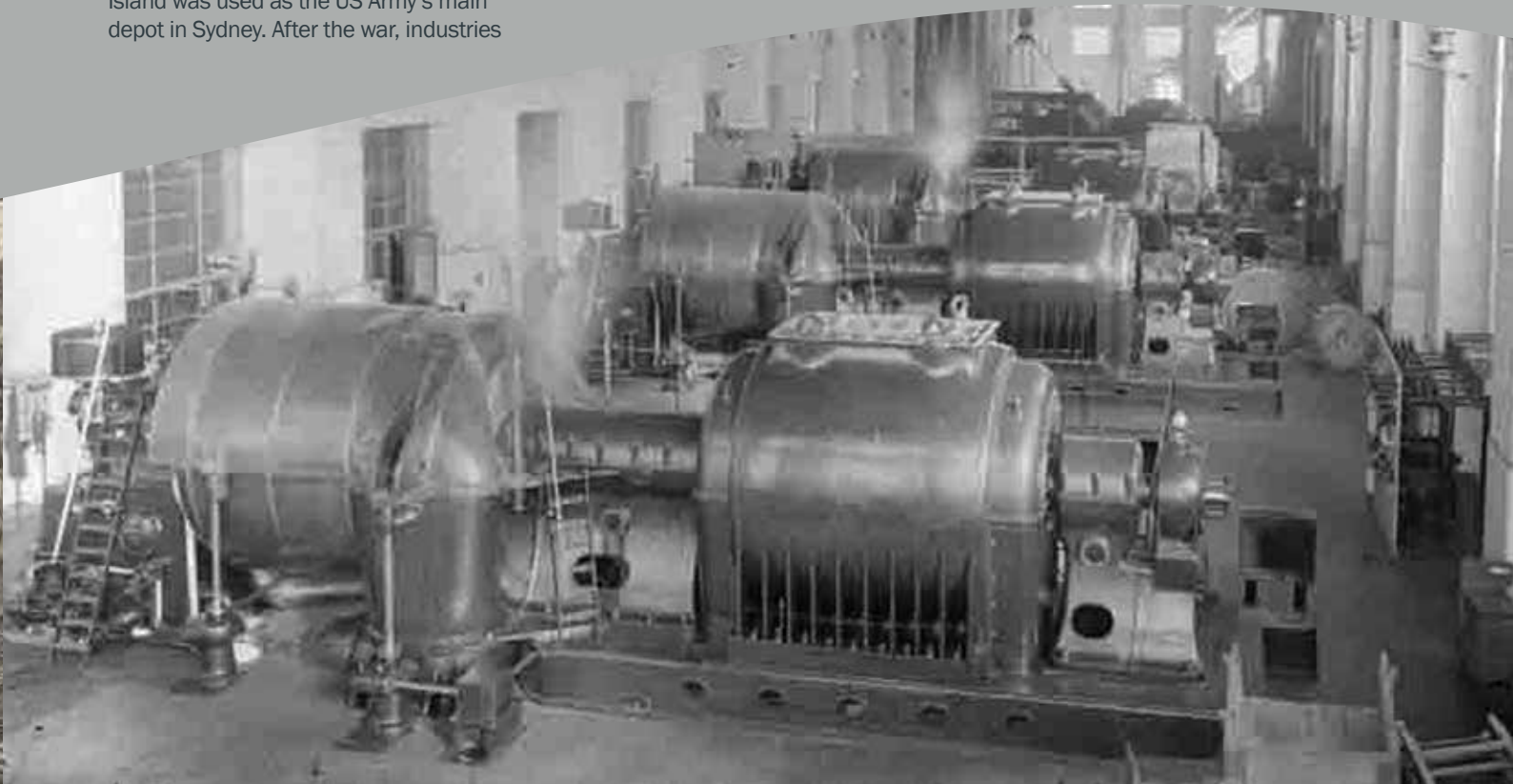
tram network (this was decommissioned in 1983); the grain silos were built at Glebe Island in 1975; and the Rozelle Rail Yards became a marshalling area for trains when the Metropolitan Goods railway line opened in 1922.

During the Second World War, Glebe Island was used as the US Army's main depot in Sydney. After the war, industries

continued to flourish in the area. The Sydney Fish Market moved to its current site in 1966 and the first NSW container terminal opened at White Bay in 1969. Glebe Island's former role as a terminal for imported cars began in the early 1990s, the eight-lane Anzac Bridge

opened in 1995 and a new super yacht marina opened at Rozelle Bay in 2000.

The most recent change in the area was the opening of the White Bay International Passenger Terminal in 2013.





# WHY TRANSFORM THE BAYS PRECINCT?

## THE TRANSFORMATION OF THE BAYS PRECINCT IS AN OUTSTANDING OPPORTUNITY FOR 21<sup>ST</sup> CENTURY SYDNEY

This transformation can rejuvenate 5.5 kilometres of Sydney Harbour foreshore and create new contemporary and dynamic places for cultural, maritime, recreational, retail, residential, research and development, education, and commercial uses while drawing on the authenticity and local charm of the well-established nearby suburbs.

The transformation will also meet *A Plan for Growing Sydney's* goal to transform The Bays Precinct's "currently underused areas for the economic, cultural and social benefit of Sydney and the state."

### SHAPING PROSPERITY

*A Plan for Growing Sydney* forecasts that another 1.6 million people will be living in Sydney by 2031 and economic output is expected to almost double to \$565 billion a year, requiring an additional 689,000 new jobs.

The transformation of The Bays Precinct will provide the kind of places, spaces and connections that support economic development and growth, encourage innovation and attract the jobs of the future. It will contribute to Sydney's international competitiveness and meet the needs of a growing population.

We cannot achieve this scale of transformation with a business-as-usual approach. Instead, we need to place as much emphasis on improving the social and environmental life of the local area as we do on unlocking the drivers of productivity, such as knowledge-intensive jobs, new transport options and cutting-edge digital connections.

The Bays Precinct's primary role will be as a generator of social and economic transformation – a place whose successes and benefits filter through to many industries, workers and communities and to Sydney as a whole. This will in turn drive the creation of Destinations with unique functions.

The Bays Precinct will be a major contributor to the NSW economy. The Sydney CBD already contributes \$100 billion to Australia's Gross Domestic Product every year, and The Bays Precinct offers the scale and scope to create a location for the knowledge-intensive jobs of the future. This follows a growing global trend of cities taking the lead in building national prosperity – essential in an Australian economy that's shifting away from its reliance on resources.

This has been recognised federally with the creation of a new Federal Minister for Cities and the Built Environment in September 2015.









# THE POTENTIAL OF THE BAYS PRECINCT AS AN URBAN TRANSFORMATION PROJECT IS UNSURPASSED

## Global competitiveness

The Bays Precinct can contribute to Sydney's role as a globally competitive city, while retaining all the elements that make the city a great place to live.

## Proximity and scale

The Bays Precinct sits just two kilometres west of the CBD, enabling an integration with the CBD and the potential to make a real contribution to the city's economic future with appropriately staged transport solutions.

## Government ownership

Government ownership of most of the land enables us to stage the transformation and to do so with support right across government. This guarantees our commitment to fearlessly pursue public benefit.

## Sydney Harbour location

The Bays Precinct sits within an internationally renowned natural asset, Sydney Harbour, and includes 5.5 kilometres of Sydney Harbour foreshore. We can unlock public access to the Harbour's edge early, getting more Sydneysiders into, around, and engaged in The Bays Precinct.

## Existing enterprises

We can harness the success of existing enterprises such as the port, Sydney Fish Market and maritime uses to help re-energise The Bays Precinct's commercial activities.

## Culture and history

The Bays Precinct has a rich cultural history, including Aboriginal and maritime history, with heritage assets that include the White Bay Power Station and the Glebe Island Bridge. We can honour this heritage and create great places and connections around these assets, developing new ways to allow port uses and public uses to operate side by side.

## Market attractiveness

The Bays Precinct's location and potential will attract private sector investment. Open and transparent procurement processes will provide the best possible public outcomes.

## Consistency with government policy

The Bays Precinct is identified as a critical precinct in *A Plan for Growing Sydney*. The proposed staged approach to transformation is consistent with the planning and delivery of WestConnex, the CBD and South East Light Rail and the long-term considerations for The Bays Precinct's port uses.



# FROM AMBITION TO DELIVERY: ACHIEVING THE TRANSFORMATION

## THE BAYS PRECINCT TRANSFORMATION PROGRAM MARKS A NEW APPROACH IN THE PRECINCT'S EVOLUTION.

### A COHESIVE AND WORKABLE POLICY FRAMEWORK

The Transformation Plan translates the NSW Government's ambition for The Bays Precinct into a policy framework (see Figure 2) that will guide UrbanGrowth NSW in collaboration with State agencies and other entities.

The framework illustrates the relationships that will help us to deliver

The Bays Precinct's ambition and includes an action-oriented plan to deliver results and provide accountability.

It also includes a complementary series of principles, objectives, policies and management actions. Objectives are linked to timeframes and targets to focus resources.

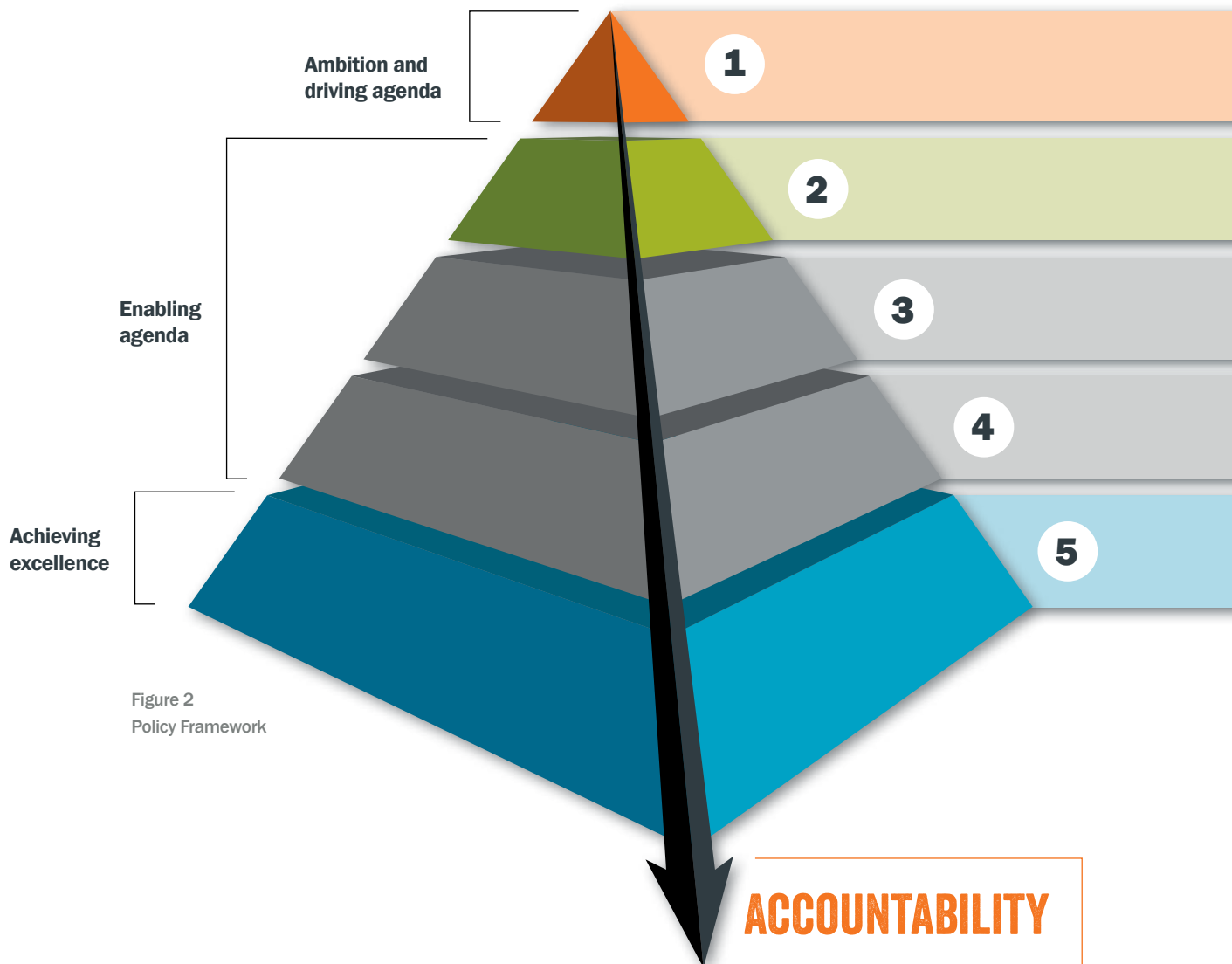


Figure 2  
Policy Framework

## AMBITION

‘To drive an internationally competitive economy, through the creation of great destinations on Sydney Harbour that will transform Sydney, New South Wales and Australia.’

## PRINCIPLES

Statement of Principles informed by national and international best practice that underpins and guides the transformation.

See page 13.

### The Bays Precinct Transformation Program:

brings together the many requirements of different State agencies to align the transformation to a single, clear ambition

- draws on the *UrbanGrowth NSW: City Transformation Life Cycle™* which will require us to:
  - think about the strategic, economic and cultural significance of each Destination, their best uses and the benefits they can provide (**Thinking Cities**)
  - concentrate on innovative funding and finance ideas to secure financial certainty (**Funding Cities**)
  - address not only design, but also how we integrate different uses with infrastructure, what is the best use or function for the land, and how we can use transparent processes to achieve diverse outcomes and smart delivery (**Building Cities**)
  - create great places, great spaces and great opportunities in transformed Destinations that are resilient, happy and prosperous (**Living Cities**).
- works towards outcomes that serve the needs of entire communities rather than providing benefits to a limited few.

## BAYS PRECINCT OBJECTIVES

See page 13.

## DESTINATION OBJECTIVES

See page 14.

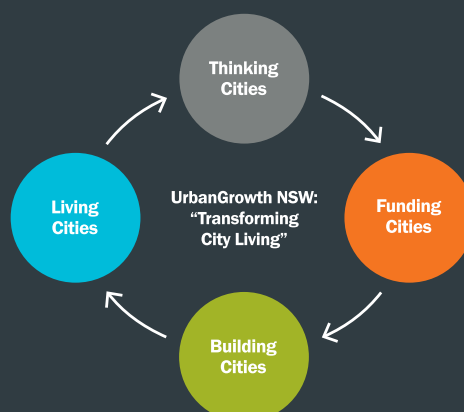
## SEVEN KEY ACTIONS

See page 15.

## IMMEDIATE ACTIONS

See page 17.

Further action, targets and indicators will form part of the Bays Precinct Planning and Urban Design Strategic Framework (page 60). These will be fully documented once studies and analyses are completed.





## STATEMENT OF PRINCIPLES

The Bays Precinct, Sydney International Summit in November 2014 generated 20 high-level Principles that underpin our approach to land and waterways uses, development and governance as we work to ensure the primacy of the public good throughout The Bays Precinct's transformation.

Our processes mean Sydneysiders can shape how the transformation takes place through an ongoing program of engagement and participation.

1

**Build on the unique history of The Bays Precinct.**

2

**Establish a powerful and enduring governance model based on whole-of-government collaboration that fearlessly pursues public benefit.**

3

**Be transparent and communicate the issues and challenges we face and the investments needed to realise the Precinct's potential.**

4

**Allow the time to invest in genuine and early engagement with, and broad acceptance of our plans from, all categories of the public, government and industry.**

5

**Unlock public access to the Harbour's edge and waterways along the entire coastline.**

6

**Develop an overall Bays Precinct Transformation Program to prioritise major projects and define the staging for integrated development and land use.**

7

**Establish a whole-of-precinct transport infrastructure plan early, based on connectivity, accessibility and active transport.**

8

**Prioritise planning for public spaces, White Bay Power Station and Sydney Fish Market.**

## OBJECTIVES FOR TRANSFORMING THE BAYS PRECINCT

These objectives will deliver a Bays Precinct for the 21<sup>st</sup> Century: a place that drives our economy; a place enriched by easy access, wonderful green spaces, environmental excellence and a mix of activity for everyone; a place that enjoys a true diversity in housing types and building design; and a place that contributes to Sydney's global standing and local authenticity. The objectives, derived from the Statement of Principles and informed by public feedback, are the next step in achieving the NSW Government's ambition.

### The NSW Government's objectives for the transformation of The Bays Precinct are:

- 1 To deliver a hub of export-oriented knowledge-intensive jobs that can increase Sydney's global competitiveness.
- 2 To deliver enduring, socially inclusive and great places to benefit Sydneysiders and national and international communities.
- 3 To deliver housing choices, including affordable housing options, through design, finance and construction excellence.
- 4 To deliver a world-class mass and active transit solution that unlocks the economic and human potential of The Bays Precinct and demonstrates a model of environmental excellence.
- 5 To achieve building design excellence and quality urban design in all Destinations.
- 6 To provide ecological and marine water quality improvements to enable abundant biodiversity.
- 7 To deliver integrated utilities solutions that enable advanced energy generation and technologies.
- 8 To apply integrated planning within a land and water context that considers strategic policy decisions and the interrelationships between biophysical, social and economic aspects.
- 9 To celebrate heritage and culture by creating new experiences throughout The Bays Precinct.

**9**

Generate optimal housing supply outcomes based on a model of diverse housing options, the highest design principles and activated public spaces.

**10**

Ensure the land use and associated development is diverse, beautifully designed and creates 'great places and great spaces'.

**11**

Build the capacity for The Bays Precinct to be a place that contributes to healthy, prosperous and resilient lifestyles.

**12**

Support economic development and growth that can drive a strong, digitally-connected, innovative and diverse knowledge economy.

**13**

Plan for future generations by being open to new ideas and embracing emerging trends.

**14**

Adopt world-class energy generation systems that maximise efficiency and establish The Bays Precinct as the exemplar for 'big city' energy provision.

**15**

Introduce environmental and ecological systems to improve water quality, address ongoing sources of water pollution and encourage public recreation.

**16**

Support the economic activities of maritime industries and celebrate the authenticity of the working harbour.

**17**

Provide the platform for investment from Australia and abroad, and from public and private sectors.

**18**

Incorporate a strong funding and financial strategy to enable innovative, leading-edge and productive investment vehicles that promote investor appetite.

**19**

Seek broad sources of funding for urban transformation across a range of investors, including superannuation and pension funds, and philanthropy.

**20**

Employ an ethical procurement process that optimises value for government and taxpayers while being attractive to investors.

## Objectives for the immediate priority Destinations are:

- 1 For the first time, to deliver a continuous, staged, waterfront promenade from Balmain to Pyrmont, connecting right through to the CBD and beyond.
- 2 To unlock the potential of the White Bay Power Station and recognise its history in an authentic way.
- 3 To rejuvenate the Sydney Fish Market (wholesale and retail), and expand the fresh food offering, creating a world-class Bays Market District connected to the water.
- 4 To seamlessly integrate Wentworth Park with the Bays Market District and surrounds.



## SEVEN KEY ACTIONS

Providing an early focus on the 25-year Bays Precinct Transformation Program, seven key actions are proposed to shape the Program. They are illustrated in Figure 3.





Figure 3



## IMMEDIATE ACTIONS (2015 – 2019)

The following actions will kick-start the transformation of The Bays Precinct by focusing on the immediate Priority Destinations. Beyond this, we will take the time to engage with partners across government and industry, and with Sydneysiders, so that we have wide acceptance of our plans, and a clear, staged program of activity through the 25-year Transformation Program. This will keep us open to new ideas and emerging trends.

- 1 Start work on the Bays Waterfront Promenade (Stage 1 Pyrmont to Blackwattle Bay) as soon as possible
- 2 Initiate the development of the Bays Market District by rejuvenating the Sydney Fish Market (wholesale and retail) and creating a new world-class marketplace
- 3 Unlock the potential of White Bay Power Station by proceeding quickly with a call for proposals to transform the Power Station and its surrounds
- 4 Commence planning to integrate Wentworth Park into the Bays Market District and surrounds
- 5 Complete the Bays Precinct Comprehensive Transport and Mobility Plan and make it consistent with the staging of the Priority Destinations
- 6 Establish an Early Temporary Activation Program to enable short-term experimental, cultural and recreational opportunities such as pop-ups, mobile food trucks on the land and water or a community boat shed
- 7 Establish storytelling of The Bays Precinct's heritage and culture through new trails on land and water
- 8 Investigate water quality improvements that maintain or enhance water quality, with Blackwattle Bay and Rozelle Bay as a priority
- 9 Investigate integrated utilities solutions to enable energy generation and advanced technologies
- 10 In partnership with the Port Authority of NSW, engage stakeholders on innovative solutions to the environmental and operational issues at the Cruise Terminal.

## PRIORITISING THE DESTINATIONS

The division of The Bays Precinct into eight distinct but linked Destinations will be prioritised as per below. Much of the schedule is based on existing uses – for example, Glebe Island is a longer-term Destination, as it will be used as the temporary site of the Sydney Exhibition Centre until around 2017 and later as a potential temporary construction logistics site for major infrastructure projects. The grain silos are subject to longer-term leases, whereas the Sydney Fish Market, which will be the centrepiece of the Bays Market District, is ready for an immediate refresh.

### Immediate Priority Destinations (works commencing 2015 – 2019)

- Bays Waterfront Promenade (Stage 1 Pyrmont to Blackwattle Bay and future stages consistent with medium and longer-term priorities)
- White Bay Power Station (including surround)
- Bays Market District (Sydney Fish Market and world-class market offering)
- Wentworth Park (2016)

### Medium-term Priority Destination (works commencing 2019 – 2022)

- Rozelle Bay and Bays Waterways (Blackwattle and Johnstons Bays)

### Longer-term Priority Destinations (works commencing 2022 and beyond)

- Rozelle Rail Yards
- Glebe Island
- White Bay (2025)

## KEYS TO SUCCESS

The success of The Bays Precinct Transformation Program will depend on effective participation by decision-makers and stakeholders.

### Leadership

In July 2014, the NSW Government directed UrbanGrowth NSW to lead transformation of The Bays Precinct. We will do this by implementing this Transformation Plan.

### Whole-of-government partnership

We will work with partners across government to find the best ways to facilitate the transformation of The Bays Precinct.

### Public engagement

We will continue to engage with Sydneysiders throughout the transformation through extensive engagement programs, liaison with councils and targeted programs for school and university students.

### Industry

We will work with industry to identify practical and economically-feasible solutions, including the provision of infrastructure that can be a catalyst for capital investment.

### Assuring excellence

The UrbanGrowth NSW Design Directorate, led by the NSW Government Architect and other eminent design professionals from Australia and overseas, will oversee excellence in public domain, urban, landscape and building design.

### Holistic placemaking

Our commitment to a holistic approach to placemaking will integrate The Bays Precinct's waterfront and waters within Sydney Harbour and within The Bays Precinct's regional context.

### Transport and mobility

Recognising that an efficient transport system is an enabler to urban transformation, our transport solutions will integrate with planning for a growing Sydney and consider opportunities from surrounding land and waterway uses and existing transport systems.

### Funding

A Precinct-wide funding and finance model will include:

- developer contributions
- private, public partnerships to fund infrastructure
- balance sheet funding by UrbanGrowth NSW
- an investigation of value capture
- opportunities where private land will benefit from The Bays Precinct investment or rezoning.

### Procurement at major project stages

Our approach to procurement is predicated on open and transparent public processes. Rather than an inflexible procurement process with fixed objectives for an entire project, our processes will reflect the stage at which a project has progressed before an opportunity is brought to market. Given our commitment to involve Sydneysiders in every stage of each Destination's transformation, this will also help us to integrate relevant and timely community feedback into each project's procurement processes.

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**“[We need] greater recognition and promotion of the fact that a proportion of the funds required for the delivery of the plans will have to be generated by development within The Bays Precinct and that, at some point in the future, the community will be required to make trade-offs between actions within the plans and development required to fund them.”**

– **Leichhardt Municipal Council**

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# THE BAYS PRECINCT AND ITS NETWORK OF DESTINATIONS

## THE LOCATION AND SCALE OF THE BAYS PRECINCT MAKES IT A HIGH POTENTIAL URBAN TRANSFORMATION PROPOSITION

Encompassing 95 hectares of mostly government-owned land and 94 hectares of harbour waterways, The Bays Precinct includes many unique areas that serve different communities, are valued differently by these communities, and offer different opportunities for transformation. For this reason, we're taking a 'Destination approach' to the transformation, where 'Destination' describes an area of The Bays Precinct with a distinct context and ambition. Each Destination's opportunities and features will contribute to the sense of place and experiences created.

We have identified eight Destinations for transformation (see Figure 4), with a schedule of immediate, medium-term and longer-term activity.

The possible mix of uses across public realm, housing and employment for these Destinations is summarised in Table 1.

As The Bays Precinct Transformation Program evolves, it may become necessary to expand the Program Area to take advantage of natural synergies and further development opportunities. Any expansion would be subject to detailed stakeholder engagement.

Table 1 – Possible mix of uses in the Bays Precinct

• • • Major focus • • Moderate focus • Minor focus – None

Destination	Public Realm	Housing	Employment
Destination: Bays Waterfront Promenade	• • •	–	•
Destination: White Bay Power Station (including surrounds)	• • •	• •	• • •
Destination: Bays Market District	• • •	• •	• • •
Destination: Wentworth Park	• • •	–	•
Destination: Rozelle Bay and Bays Waterways	• • •	• • •	•
Destination: Rozelle Rail Yards	• •	• • •	•
Destination: Glebe Island*	Strategic deep-water port and potential technological and innovation campus		
Destination: White Bay	• • •	–	• • †

**White Bay Power Station**  
(Immediate Priority 2015 – 2019)

**Rozelle Rail Yards**  
(Longer-term Priority 2022 and beyond)

**Rozelle Bay and Bays Waterways**  
(Medium-term Priority 2019 – 2022)

\*Subject to planning processes that will guide future uses

†Includes strategic deep-water port

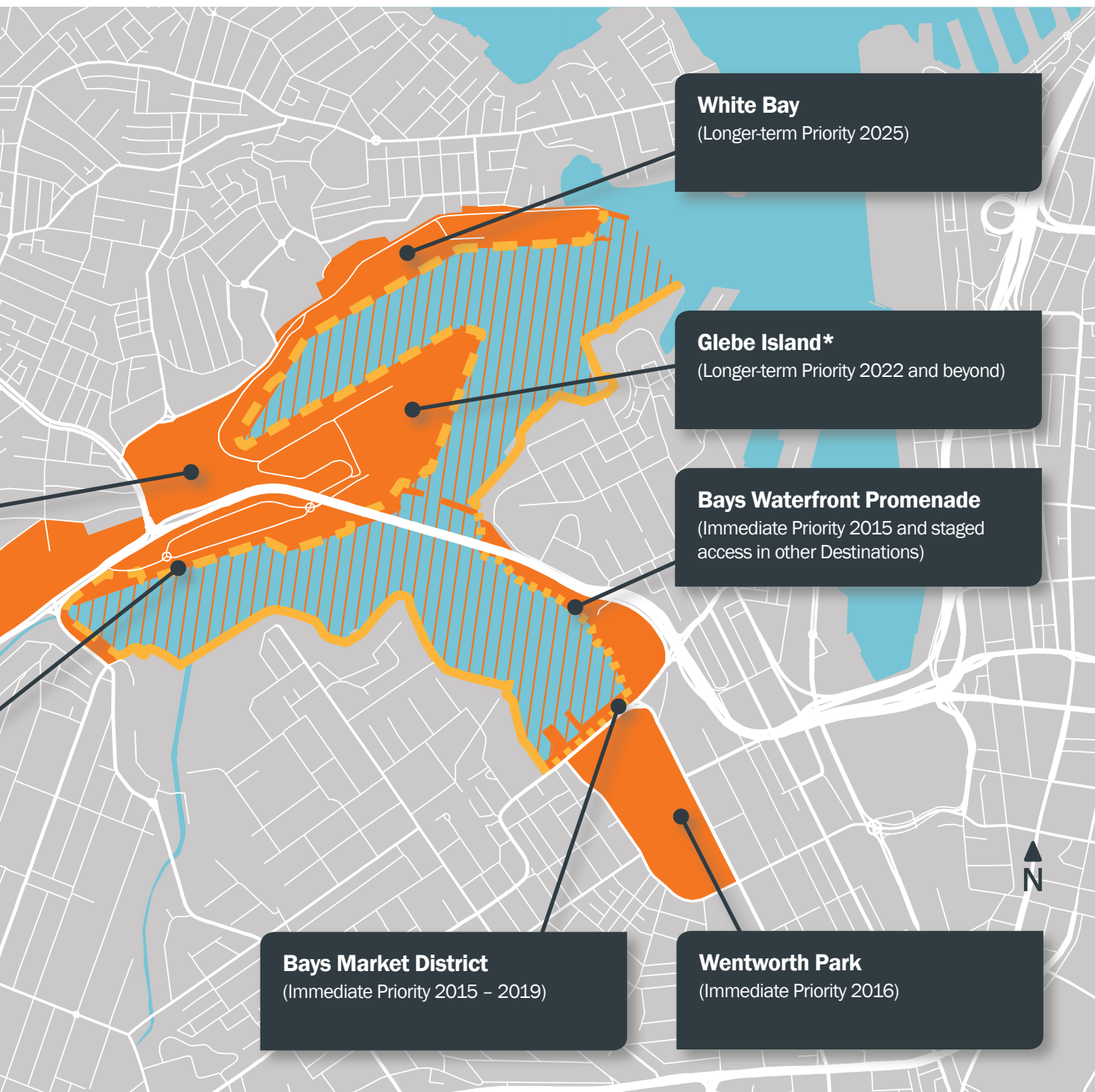


Figure 4



# DESTINATION: BAYS WATERFRONT PROMENADE



## PRIORITY: IMMEDIATE



The Bays Waterfront Promenade will provide the opportunity to safely walk or cycle along the Sydney Harbour waterfront, all the way from Balmain through to the Sydney CBD and Woolloomooloo – a trip that follows the beautiful Sydney Harbour, with opportunities to sit by the foreshore with a coffee, enjoy a long lunch at a waterside café, access the Harbour for water-based activities, admire locally-produced sculptures or art, gaze at amazing views and even pop in to see the busy activity of a local community garden.

## OBJECTIVE

For the first time, to deliver a continuous, staged, waterfront promenade from Balmain to Pyrmont, connecting right through to the CBD and beyond.

## FEATURES

- Providing a 5.5 kilometre continuous public foreshore access
- Staging public access to previously excluded areas
- Starting with Stage 1 linking Blackwattle Bay to Pyrmont
- Providing benefits for existing and future businesses exposed to new pedestrian trade
- Reconnecting Balmain to Pyrmont by working towards the adaptive re-use of Glebe Island Bridge
- Increasing visual and physical links to Sydney Harbour and The Bays Precinct
- Providing a mix of green shorelines and living sea walls





The Bays Waterfront Promenade will deliver a continuous, shared waterfront promenade from Balmain to Pyrmont that opens up direct harbour frontage. This will be delivered incrementally, with priority locations to unlock access. It will build on the popular access that Sydneysiders already have along the water in areas such as Blackwattle Bay Park and Bicentennial Park and throughout the Harbour.

While the Bays Waterfront Promenade will be an essential connector within The Bays Precinct and to surrounding suburbs, it will be more than just a pathway that links people between great places – it will be planned as a new must-see Destination

for every visitor to Sydney; a waterfront playground to bring communities together. It will be designed to seamlessly connect the urban coastal and marine context with both green shorelines and living sea walls. A variety of trails will link the Promenade including cultural, recreational and “blue waterway trails”.

The Promenade’s evolution will be guided by The Bays Precinct Planning and Urban Design Strategic Framework (refer to Section 8), to ensure fully integrated planning with both the local and wider context. Innovative design will include future-proofing measures to provide flood protection and storm resilience.

Unlocking waterfront access will also provide opportunities to better connect with the water. Ecological restoration activities, efforts to improve marine water quality and new waterway infrastructure such as wharves, moorings and jetties with opportunities for transient berthing, will allow more people to enjoy activities on the water in The Bays Precinct or connect to the wider Harbour.







# DESTINATION: WHITE BAY POWER STATION



## PRIORITY: IMMEDIATE



The White Bay Power Station and the surrounding lands to White Bay foreshore are the most recognised of The Bays Precinct's landmark areas. By creating a new landmark for Sydney that draws on the whole Precinct's working heritage, we can enshrine the area's history while demonstrating a resilience and flexibility to adapt for the future.

## OBJECTIVE

To unlock the potential of the White Bay Power Station to recognise its history in an authentic way.

## FEATURES

- Providing a hub for knowledge-intensive and advanced technological industries
- Adaptively re-using the State-listed heritage of the White Bay Power Station
- Providing housing choices to support and attract talent for a knowledge-intensive destination
- Merging with the Bays Waterfront Promenade in a new activated forecourt that provides access to the water
- Reviewing opportunities for a new ferry service





Vacant and derelict buildings open a window to the past, and in many cases represent classic architecture and design that stand the test of time. We will work with Sydneysiders and the Power Station's ultimate users to remediate and rehabilitate the structures and create a destination alive with jobs, community areas and places to socialise, learn and relax.

We envisage a new activated forecourt that forms part of the Bays Waterfront Promenade, linking White Bay Power Station to White Bay, Balmain and the CBD. Possibly for the first time, the landmark buildings and chimneys could offer visitors and workers access to views across the Harbour to the CBD.

### **“Global vision, local win”**

– Jack Ma, founder of Alibaba Group

We want White Bay Power Station to be the best example in Sydney of how living, working and learning can be woven together to create a prosperous and thriving economy. This requires us to think about the most appropriate mix of uses, including residential, for the Power Station and surrounding land and how this can benefit nearby areas, activate the Destination outside working hours, position the Power Station at the heart of The Bays Precinct, and draw on international examples that have returned industrial spaces to their cities.

A global and regional destination within the Asia-Pacific that co-locates research, business, education, science, academia, technology and start-up incubators to drive global competitiveness and innovation is part of our vision for The Bays Precinct.

A potential new technological and innovation campus at the nearby Glebe Island in emerging industries such as:

- medical and biomedical research;
- international education;
- digital disruptors;
- infrastructure and engineering; and
- maritime technology,

may complement the knowledge-intensive industries of White Bay Power Station with the potential to spur export-focussed entrepreneurship and support the growth of Sydney's future generations and the New South Wales economy.

We aspire to create the southern hemisphere's first dynamic knowledge and innovation hub. Good planning, combined with smart public and private sector-led initiatives and contributions, talent and embracing opportunities will bring this vision to reality.





**Decay to Destination: The global examples that will inspire the transformation of White Bay Power Station and surrounds**

#### **London's Battersea Power Station**

will be a new global urban destination for Londoners and visitors. At 92 hectares on the banks of the Thames, it is intended to supply land for 26,000 jobs, a new hotel, 3,500 homes, and a riverside walkway linking to the 200-acre Battersea Park.

#### **Roosevelt Island in New York**

exemplifies 60 hectares of land regeneration by connecting industry with curriculum and research, potentially creating 8,000 new jobs and a new applied sciences and engineering campus that will catalyse entrepreneurship and business.

**Toronto Waterfront** will position Toronto for the intense urban competition and realities of the 21<sup>st</sup> Century and includes 800 hectares of land with 46 kilometres of waterfront.





# DESTINATION: BAYS MARKET DISTRICT



## PRIORITY: IMMEDIATE



One of the emerging global trends in the 21<sup>st</sup> Century world of food is a return to the basics – friendly, community-based farmers' markets. In Sydney, there are already many weekly produce markets and it is envisioned that the Bays Market District will become a global exemplar market offering.

## OBJECTIVE

To rejuvenate the Sydney Fish Market (wholesale and retail), and expand the fresh food offering, creating a world-class Bays Market District connected to the water.

## FEATURES

- Creating a new world-class market food offering and dining attraction
- Reimagining the Sydney Fish Market, including wholesale and retail functions
- Allowing the Bays Waterfront Promenade to seamlessly connect with a bustling and thriving place that brings residents and visitors back to the water
- Providing compatible housing suitable to living on the edge of the CBD
- Improving access and public transport





The Bays Market District will widen Sydney's food and dining offering. Our ambition is to create a new world-class food and dining attraction for Sydney – in the way that Borough Markets in London and La Boqueria in Barcelona attract day-to-day shoppers as well as tourists. It will draw on the activity and spirit of both the wholesale and retail operations at Sydney Fish Market.

A rejuvenated Sydney Fish Market will be the centrepiece of the Bays Market District. As the largest market of its kind in the southern hemisphere and already visited by more than 2.5 million people every year, the Sydney Fish Market wants to double visitor numbers over the next 10 years – an aspiration that could deliver more than \$4 billion to the NSW economy.

The Bays Market District will generate significant improvements to access and public transport as well as environmental activity and better connections with Blackwattle Bay and Wentworth Park.

The renewed Sydney Fish Market will be supported by a new expanded fresh food marketplace – a community and economic hub for Sydney's fresh food industry. Just as the seasons and the produce will change, so too could this part of the Bays Market District – we could think about a semi-permanent market like Marché Monge in Paris that uses purpose-designed structures to set up a market of quality providers a few days a week.

The Bays Market District will provide an opportunity for the public to understand, experience and interact with the business of catching, auctioning and selling fish and other fresh produce.

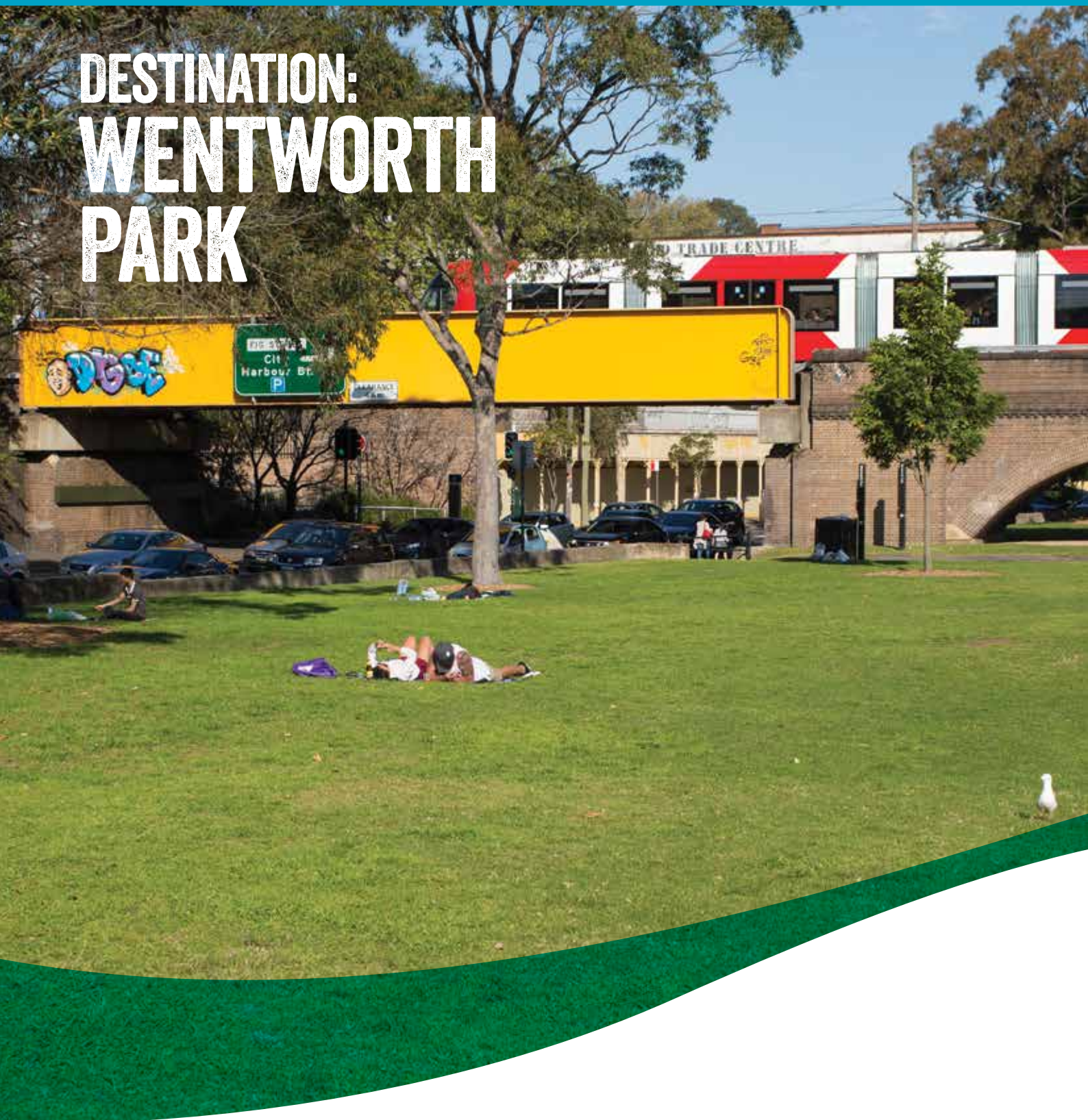
Sitting at Blackwattle Bay, where the working city meets the living city on the western edge of inner city Pyrmont and the northern edge of suburban Glebe, the Bays Market District will be a busy hub for residents, workers and visitors. The diverse offering will include permanent restaurants, markets and seafood and other suppliers and combine this with 'pop-ups' served from "food trucks, vessels or containers" and outdoor events to showcase Australian cuisine.







# DESTINATION: WENTWORTH PARK





## PRIORITY: IMMEDIATE



The feedback we've received throughout 2015 has made it clear that The Bays Precinct Transformation Program offers an opportunity to seamlessly integrate Wentworth Park with the Bays Market District, creating lovely connections from green open space to the new fresh food marketplace. We could retain the land in public ownership and provide a new type of shared, activated public space as well as improve sporting and recreational facilities for people to gather, socialise and interact.

## OBJECTIVE

To seamlessly integrate Wentworth Park with the Bays Market District and surrounds.

## FEATURES

- Commencing 2016
- Providing a new type of shared, activated public space for people to gather, socialise and interact
- Improving recreation and sporting facilities
- Taking advantage of stronger open space connections to the Bays Market District
- Improving visual and physical connectivity to the Bays Market District and the water





Some of the world's greatest cities have green open spaces at their heart – both London and Sydney have their own Hyde Parks, New York has Central Park, and many healthy, active cities draw on parks, fields, gardens and reserves to bring people together for exercising, socialising and relaxing.

It would be a missed opportunity to transform The Bays Precinct without thinking about how we can integrate Wentworth Park with the waterfront.

Wentworth Park sits between the dense, inner city suburb of Pyrmont and the inner west suburb of Glebe. It is separated from Blackwattle Bay by Bridge Road with its northern sector dissected by a viaduct that services the Inner West Light Rail.

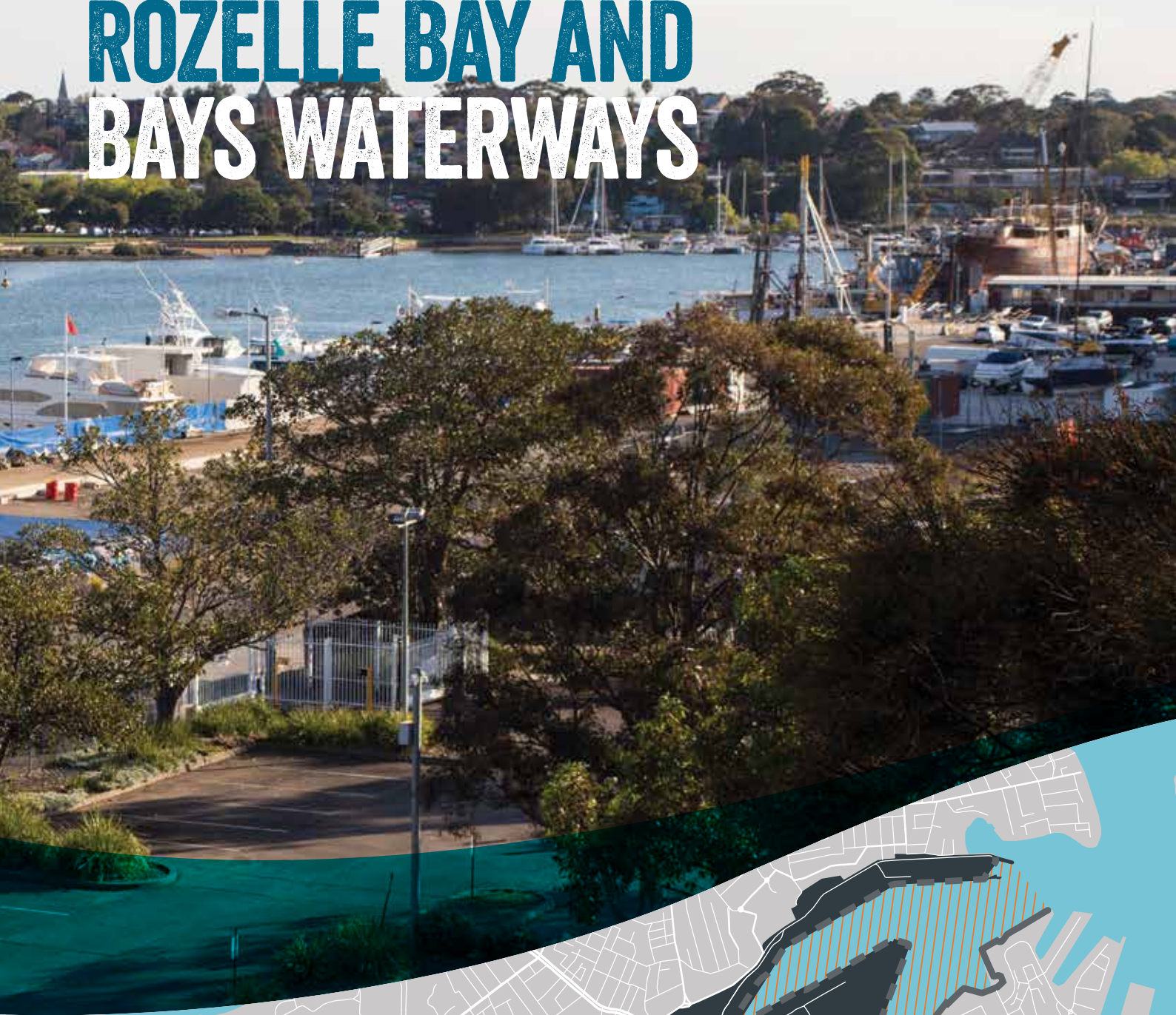
Wentworth Park is a popular community asset that could be made better through The Bays Precinct's transformation. By connecting Wentworth Park with the new Bays Market District we can create a place of real mixed activity, where we can watch the Saturday morning football game before heading off to the new Bays Market District to buy organic food for the weekend or enjoy lunch with friends or family.







# DESTINATION: ROZELLE BAY AND BAYS WATERWAYS







The Rozelle Bay and Bays Waterways Destination is home to many maritime and harbour industries. The foreshore and waterways are actively used for recreational fishing, private recreation craft, including superyachts, NSW Government patrol vessels and maritime industries including the Heritage Fleet.

## POSSIBILITIES

The transformation has the potential to integrate a viable mix of new land and maritime uses including a mix of commercial, open space and other living uses, with working harbour industries and on-water recreation facilities. It would also include better public access to the waterfront and waterways. Improvements to water quality are also a key objective.

## FEATURES

- Integrating living and working side by side with maritime uses
- Providing new and upgraded maritime infrastructure
- Providing staged public waterfront access
- Improving water quality



# DESTINATION: ROZELLE RAIL YARDS







Rozelle Rail Yards sit next to major road infrastructure. Land that fronts Lilyfield Road is leased for light industrial uses or is privately owned. Parts of Rozelle Rail Yards are subject to proposals for future CBD and South East Light Rail stabling yard and WestConnex.

The area is serviced by two light rail stops (Lilyfield and Rozelle Bay) and cycleways to the CBD via Anzac Bridge.

## POSSIBILITIES

The transformation has the potential to reconnect areas to the north and south of the Rail Yards, and to improve connections from Lilyfield to the water.

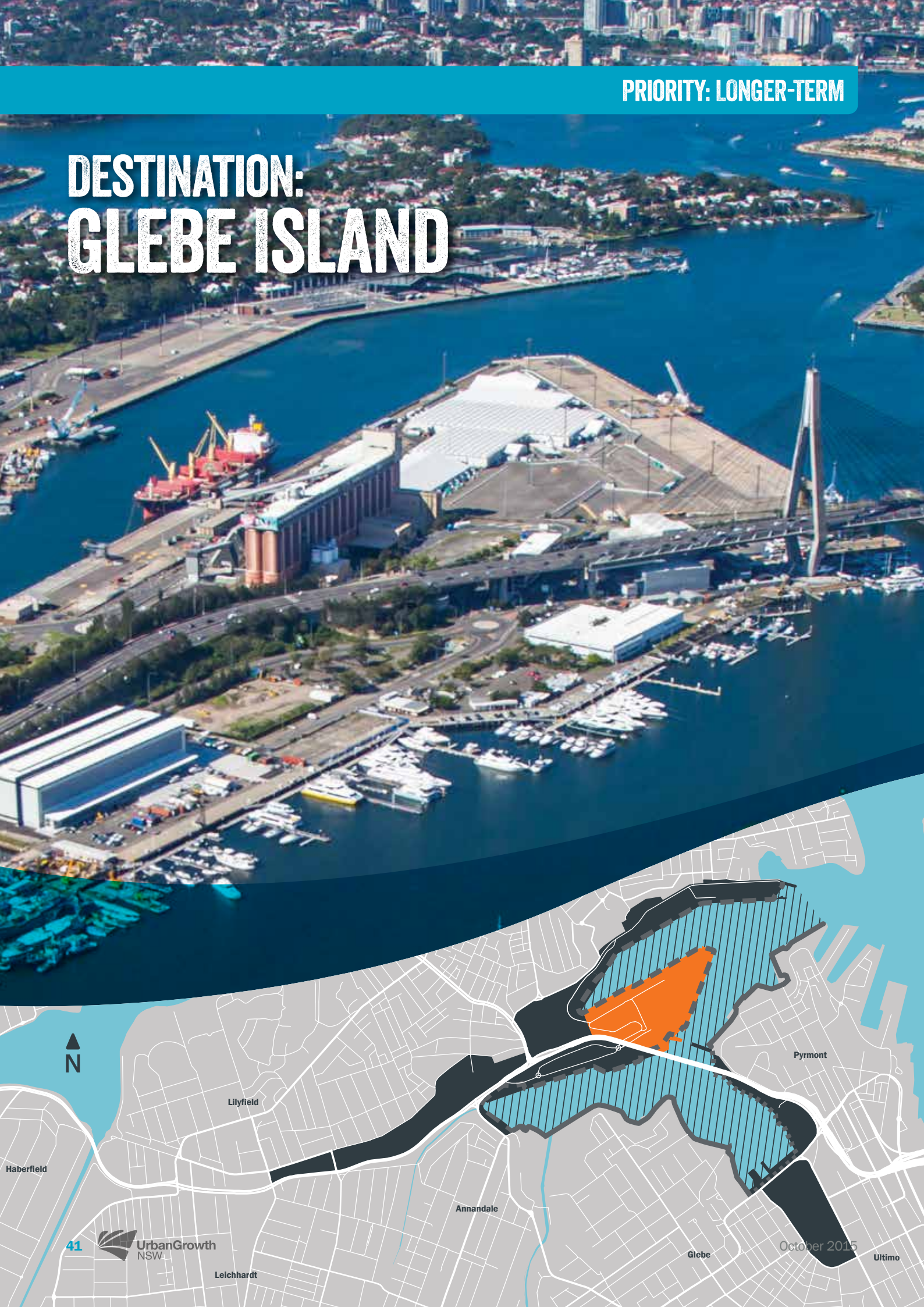
Future uses could include a mix of different housing choices, including affordable housing, as well as public spaces and employment uses.

## FEATURES

- Intersecting with major infrastructure
- Providing greater housing choice
- Creating new open space and nature reserves to link to the Harbour
- Integrating and reconnecting communities
- Providing new pedestrian and cycle links between Lilyfield and Rozelle
- Raising awareness of and interpreting heritage of rail transport



# DESTINATION: GLEBE ISLAND







Glebe Island is a strategic deep-water port. It is actively used for deep-water wharfage, including bulk vessel loading and unloading. Glebe Island and White Bay are the only deep-water wharves west of the Sydney Harbour Bridge. The former car import terminal is now home to the temporary Sydney Exhibition Centre until 2017.

## POSSIBILITIES

The transformation of The Bays Precinct offers the opportunity to support blue economic activities of port and maritime industries, potentially combined with a technological and innovation campus. Equally, it enables the NSW Government (following the relocation of the temporary Sydney Exhibition Centre) to position the Destination for the future by considering its strategic position on Sydney Harbour and within the wider regional and global economic context.

## FEATURES

- Employing planning processes that will consider future uses of this Destination
- Port and maritime industries complemented by a potential new technological and innovation campus that anchors the knowledge-intensive industries of White Bay Power Station
- Anticipated as a potential temporary construction logistics site for major infrastructure projects



# DESTINATION: WHITE BAY



N

Lilyfield

Pymont

Annandale

Glebe

October 2015

Ultimo

43



UrbanGrowth  
NSW

Leichhardt





White Bay is one of only two deep-water wharves west of the Sydney Harbour Bridge. It is used for a variety of port uses, including bulk vessel loading and vessel repairs. The White Bay Cruise Terminal sits at the base of the Balmain escarpment. It is Sydney's second cruise terminal to the Overseas Passenger Terminal at Circular Quay. The Destination offers extensive views towards the Sydney CBD, Pyrmont and Anzac Bridge.

## POSSIBILITIES

White Bay has the potential to be transformed with a diverse offering of working uses designed to complement all that is enjoyed in the existing neighbourhoods that sit next to White Bay. Integration of port and maritime industries with other employment uses could enhance the experience at White Bay for both Sydneysiders and visitors.

## FEATURES

- Commencing 2025
- Connecting Balmain Peninsula to the Bay
- Developing in a way that is sympathetic to, and integrated with, the environment in which it sits
- Integrating port, maritime, employment and recreation uses
- Providing staged public waterfront access
- Employing planning processes that will consider future uses of this Destination



# WHAT THE TRANSFORMATION MEANS

**THE TRANSFORMATION OF THE BAYS PRECINCT PROVIDES THE OPPORTUNITY TO TURBO-CHARGE SYDNEY'S ECONOMY, DELIVERING NEW PUBLIC SPACES; JOBS AND EMPLOYMENT OPPORTUNITIES; AND HOUSING, INCLUDING AFFORDABLE HOUSING, ON THE EDGE OF THE SYDNEY CBD.**



The Bays Precinct is being planned as a resilient and sustainable place that builds on its history and delivers a global exemplar in the achievement of social, cultural and environmental benefits.

Guided by the *UrbanGrowth NSW: City Transformation Life Cycle™*, The Bays Precinct Urban Transformation Program will include every aspect of how a place should and could be, and what a place can provide for the people who live, work and visit there.

Our plans will be guided by the knowledge we gain from ongoing stakeholder participation, and the unique outcomes of the Call for Great Ideas, as well as a global, ten-year alliance of local and international experts that was forged at the International Summit in 2014.

## A NEW DESTINATION FOR KNOWLEDGE-INTENSIVE JOBS

The Bays Precinct will provide the space for new jobs in world-class knowledge-intensive industries, as well as academic institutions and start-up businesses. It could be a hub for creativity and innovation in medical research, science, engineering, education and tourism, while also retaining its traditional maritime industries.

A clear focus on The Bays Precinct's employment potential represents a different approach to usual – traditionally, the development of a site of this size is driven by residential land uses; instead, The Bays Precinct will be prioritised for jobs for the future, especially as it sits so close to CBD. It will be supported by the appropriate mix of residential and other uses, integrated in a way that creates lively and attractive new communities.

## NEW GLOBAL ATTRACTIONS

The transformation of The Bays Precinct will create new places to attract people from all over the world.

The waterfront Bays Market District, incorporating the Sydney Fish Market, will be a world-class “foodie” destination. Rivaling the world's best markets, the District could open up opportunities for restaurants, cafes, bars; gardens and active green spaces; and attractive places to showcase Australian produce and dining to the world.

Winding its way from one end of The Bays Precinct to the other, the Bays Waterfront Promenade will be more than just a waterside footpath. It could be filled with activity, events and places to relax, linking to a new plaza around the White Bay Power Station, the defining landmark of The Bays Precinct, and a new must-see destination for Sydney.



## CONNECTING TO THE WATER, THE CBD AND BEYOND

People moving around The Bays Precinct or into the Sydney CBD and surrounding suburbs should be able to choose the type of transport to best suit their needs. Walking and cycling paths would be a safe way to get active, and higher-capacity transport options could allow larger numbers of people to live, work and visit The Bays Precinct, supporting its future competitiveness. Ultimately, we want The Bays Precinct to be a place where you have many more options than a car.

In keeping with the idea of a connected city where you can access some type of public transport or the services and facilities you need within a short walk, our transport and mobility program should think about every aspect of moving to, from and within The Bays Precinct: walking, cycling, all forms of public transport (ferries, buses and light and heavy rail), driving and freight movements.

## OUTSTANDING AND DIVERSE DESIGN

As The Bays Precinct evolves, cutting-edge design principles could create a new type of neighbourhood for Sydney. We don't want to see a one-size-fits-all approach in The Bays Precinct – we want to see an array of housing designs; imaginative and sustainable buildings and structures; and safe, leafy outdoor spaces to support healthy lifestyles. This inspiring built form would underpin The Bays Precinct's appeal to tourists, employers, residents and local visitors.

We will use an open and transparent procurement model to involve a variety of designers, landscapers and developers in the development and treatment of each Destination, so that building types and structures show diversity and difference within and between Destinations.

## CELEBRATING A RICH SENSE OF HISTORY

From the early trading of the clans of the Eora Nation, to the maritime trade of the European settlers, The Bays Precinct is rich in history and we will draw on this heritage as we plan for The Bays Precinct's future.

This could be a place where visitors, residents and workers feel The Bays Precinct's history in every Destination. We would do this by drawing on the highest design and development standards to appropriately treat and incorporate The Bays Precinct's history.



## DIGITAL CONNECTIONS

In a future of knowledge-intensive industries and workers, The Bays Precinct should run on a world-class digital platform. Digital connections would be 'amplifiers' of human capacity, allowing instant access to markets, collaborations, social forums and offering new ways to deliver health and education services.

A transformed Bays Precinct with 'digital inclusion' at its heart would create connections to boost economic productivity and efficiency. This could be the catalyst for a place that exports lifestyle, learning and jobs to the world. Visitors and residents could also have access to connections to help them share, learn and collaborate. People and communities would feel empowered in a future that experts believe will be shaped by digital connections and collaborations.

## THRIVING PUBLIC SPACES AND PLACES

New places for events and gatherings, including around the Bays Market District and White Bay Power Station, will be the type of places that make people feel like they 'belong' – they would be open to everyone, no matter their background, age or status. These places would be linked by safe walking and cycling links.

The Bays Precinct could be home to a calendar of new experiences, activities and celebrations that invite participation – imagine Vivid on The Bays, for example, or a new place to enjoy the New Year's Eve fireworks or the Australia Day ferry race. And, just as our open spaces and places will be fun and activated, there could also be quiet zones to 'wilfully disconnect' and relax.

## CULTURALLY RICH AND VIBRANT PLACES AND SPACES

Sydney is home to many cultural facilities that attract people from all over the world and that contribute to a real sense of place. Culturally rich and vibrant places could be created within The Bays Precinct to:

- celebrate local culture and local identity
- acknowledge both Aboriginal and European heritage
- adaptively re-use heritage assets
- invest in arts, cultural and creative learning facilities
- host or support events
- explore options for temporary and longer-term activation projects ('meanwhile uses')
- encourage and support creative and innovative businesses and start-ups.



## DIVERSITY OF HOUSING

The transformation of The Bays Precinct could become a global exemplar that tests new parameters in housing types, how housing is delivered, and what kind of innovative models can deliver new housing choices.

This could bring a true diversity of housing to The Bays Precinct, providing a high quality of life for people from all income levels, people at various stages of their lives, people of all abilities and people from a range of household types. Housing would be designed to suit The Bays Precinct as a knowledge-intensive destination that attracts and retains workers, investors, students and entrepreneurs.

The subsequent diversity in the people who live and work in The Bays Precinct could help to give these compact, mixed-used neighbourhoods an inclusive, intimate, cosmopolitan atmosphere.

## TRADE, TOURISM AND INVESTMENT

Making The Bays Precinct a destination for investment capital, innovation and tourism will benefit all of those who interact with The Bays Precinct – from the occasional visitor, to the business owner, nearby resident, or the new household that comes to call the Precinct home.

This requires a mix of effort right across the Life Cycle – a need to allow The Bays Precinct to evolve and mature while also:

- encouraging economic and cultural clusters
- shaping social, digital and economic connections with the existing CBD and beyond
- maximising the 'value proposition' of The Bays Precinct
- creating mixed-use walkable neighbourhoods and active spaces that attract global talent and domestic and overseas visitors.



## LIFELONG LEARNING

Lifelong learning is critical to being competitive in the global knowledge economy, so in equipping The Bays Precinct to be part of knowledge economy, it is imperative that we also equip the people who will live and work there to fully participate. A lifelong learning framework encompasses opportunities for learning and the application of knowledge throughout one's lifetime and in different learning environments.

We could consider a Sydney Institute of Ideas to deliver a totally new dimension to lifelong learning – some kind of place that acts as a forum to generate thinking, creativity and intelligence, providing opportunities for everyday learning, creative expression, vocational and experiential learning, ethical community leadership and service, as well as formal education.

## ENVIRONMENTAL, ECOLOGICAL AND ENERGY SOLUTIONS

The transformation of The Bays Precinct could present a model for world-leading sustainable development, with consideration of strategies at both a precinct-wide scale and destination scale.

The transformation should also ensure a sustainable co-existence between the natural and built environments. These efforts will create visible and accessible green space networks – parks, gardens, landscaping, trees that will encourage the return of native wildlife. Our environmental, ecological and energy solutions will include:

- protecting natural landscapes and employing the most appropriate mechanisms to protect biodiversity
- providing access to and an appreciation of natural areas including the land areas and marine areas of Sydney Harbour and beyond
- encouraging local food production
- implementing renewable energy solutions.



## A MARITIME PLAYGROUND

Sydney has one of the best climates in the world and the transformation will take advantage of this. As the water quality throughout The Bays Precinct improves, opportunities could open for more people to get out onto the water. The Bays Precinct's waterways should be safe, accessible and attractive to everyone.

As the Bays Waterfront Promenade develops, new watercraft ramps, safe and open foreshore edges, piers and wharves will promote the water as a space to connect people, just like its pathways and bikeways. For all on-water uses, from charter boats to recreational boat users, The Bays Precinct's waterways could contribute to healthier, more active lifestyles and open up a whole new maritime playground for Sydneysiders.

## PUBLIC PARTICIPATION

Transparent communication and genuine stakeholder engagement are fundamental to successful urban transformation. These concepts are embodied in the Statement of Principles that underpins the Transformation Plan.

We are committed to engaging with stakeholders throughout the transformation. We will develop an engagement and communication program for each stage of the project and, as the transformation evolves, each stage will be informed by stakeholder feedback.

We recognise that a strong and inclusive public engagement program is essential to achieving the project's ambition and objectives. We'll be clear about the purpose of engagement at each stage, identify shared goals and aspirations, be open and accountable in decision-making, listen and adapt as needed, and communicate about opportunities and constraints.









## THE BAYS PRECINCT COMMITMENTS

**THE DELIVERY OF THE BAYS PRECINCT, SYDNEY'S TRANSFORMATION INCLUDES COMMITMENTS TO FOCUS IMPLEMENTATION RESOURCES AND INSTILL ACCOUNTABILITY IN THE PROCESS. THIS IS PART OF THE TRANSFORMATION PLAN'S POLICY FRAMEWORK PRESENTED ON PAGE 11.**



### DIVERSE AND SOCIALLY INCLUSIVE

Build on The Bays Precinct's unique history by creating a place that is diverse and socially inclusive and that contributes to healthy, prosperous resilient lifestyles.

- Achieve early activation through meanwhile uses to increase public accessibility
- Provide diverse housing (including affordable housing) and ensure high quality design
- Undertake regular and ongoing engagement with stakeholders



### GLOBALLY COMPETITIVE

Catalyse knowledge-intensive, globally competitive industries that will attract talent and create new jobs to help drive a prosperous and resilient economic future for the nation. Plan for future generations by being open to new ideas and embracing emerging trends.

- Provide workspaces for thousands of potential new jobs in emerging and knowledge-intensive sectors, including energy, education, health, technology and creative industries
- Support new enterprises through incubator facilities
- Support the economic activities of maritime industries



### CONNECTED

Create new places that blend with their neighbours, supported by physical, social and digital infrastructure to achieve optimal levels of connectivity, inclusivity and productivity.

- Deliver new community infrastructure that supports whole-of-life community needs and healthy living
- Deliver new solutions that enable development potential, with a focus on active and public transport
- Optimise waterway connections for transport and recreation
- Plan for housing to be in close proximity to public transport and open space



## HERITAGE AND CULTURE

Celebrate The Bays Precinct's authentic industrial, maritime and market-based history.

- Restore and adaptively re-use the White Bay Power Station
- Regenerate the Bays Market District including a new Sydney Fish Market
- Work towards operationalising Glebe Island Bridge for active and public transport
- Integrate public art and cultural activities



## BUILT ENVIRONMENT

Ensure that the built environment achieves leading-edge sustainability standards, drawing on viable technologies to create well designed, inviting and safe mixed-use places.

- Achieve carbon neutrality in operation
- Ensure all building design optimises energy-efficient passive design
- Capture and recycle stormwater on site
- Maximise black-water recycling
- Divert 95 per cent of construction and 80 per cent of operational waste from landfill
- Provide 5.5 kilometres of continuous public foreshore promenade
- Aim for all new public domain, urban, landscape and building design to be endorsed by the new Design Directorate



## NATURAL ENVIRONMENT

Improve the quality of the environment to increase biodiversity and recreation opportunities while being resilient to the disruptive risks of climate change.

- Develop a plan to increase the biodiversity of Blackwattle and Rozelle Bays, including mangrove development
- Ensure any work associated with Glebe Island Bridge minimises abutments to improve flushing
- Prioritise the use of species indigenous to the locality
- Create a 'green grid' which integrates with surrounding open space corridors
- Provide new and upgraded maritime infrastructure for waterfront access and recreation on the water
- Create an integrated water quality management plan



# STAKEHOLDER ENGAGEMENT

**WE ARE COMMITTED TO GENUINE AND EARLY ENGAGEMENT THROUGHOUT THE BAYS PRECINCT'S TRANSFORMATION. THE FOUNDATIONS FOR THE BAYS PRECINCT WERE DISCUSSED AND SET THROUGH HIGH-LEVEL PRINCIPLES GENERATED AT THE INTERNATIONAL SUMMIT IN NOVEMBER 2014. THIS WAS FOLLOWED BY A STAKEHOLDER AND COMMUNITY ENGAGEMENT PROGRAM FROM MAY TO JULY 2015.**

## THE INTERNATIONAL SUMMIT

The Bays Precinct, Sydney International Summit in November 2014 brought together local and international experts to discuss world-leading ideas for urban transformation. The Summit generated the Statement of Principles.

## DISCOVERY DAY

Large areas of normally inaccessible waterfront land were opened to the public in April 2015 to give Sydneysiders a chance to see close up what The Bays Precinct is like today, and to learn about its past and its future. Around 25,000 Sydneysiders attended the full day of family activities and entertainment.







International Summit

## SYDNEYSIDERS SUMMIT AND LEADERSHIP FORUMS

The Sydneysiders Summit and Leadership Forums in May 2015 aimed to build public knowledge, understanding and participation in The Bays Precinct's transformation. More than 1,200 people attended across the four days to hear about our thinking and to share views and ideas. We heard from community groups, local residents, school students, businesses and industry.

## WORKSHOP WITH REPRESENTATIVE GROUP OF SYDNEYSIDERS

A workshop with a random selection of 140 people from Greater Sydney included a high representation of 18 to 25 year olds given the long-term nature of the Transformation Program. The group shared their views on the future of The Bays Precinct.

## ENGAGEMENT WITH COUNCILS

We held briefings and three joint workshops with the City of Sydney and Leichhardt Municipal Councils. Two workshops focused on the Bays Waterfront Promenade, and one focused on the Bays Market District.



Sydneysiders Summit





## FEEDBACK ON THE DISCUSSION PAPER

In addition to the feedback received through the engagement events, people also submitted their views through an online survey on the *Transforming the Bays* website, emailed their comments and submissions and posted in their feedback and views on the UrbanGrowth NSW Facebook page. The feedback on the Discussion Paper included more 4,000 comments or submissions.

## CALL FOR GREAT IDEAS

The Call for Great Ideas was an opportunity for everyone to submit innovative ideas for the immediate priority Destinations in The Bays Precinct. The Bays Precinct project team held briefings with the community, industry and universities on The Call for Great Ideas, including two workshops where an independent planner, architect and writer were available to assist people with preparing their submissions. We received 213 submissions.

## CONSIDERATION OF FEEDBACK AND EVALUATION OF THE GREAT IDEAS

Submissions to the Call for Great Ideas were evaluated in July and August 2015. An Independent Assessment Panel was chaired by the former Mayor of Christchurch, Sir Bob Parker, who oversaw the rebuilding of the city after the 2010-2011 earthquake sequence. Dr Simon Longstaff AO, Executive Director of the St James Ethics Centre, was appointed as the Fairness Advisor.

The Panel assessed submissions after they were reviewed by a Community Advisory Panel and a Technical Advisory Panel. The Community Advisory Panel comprised local and Greater Sydney representatives. The Technical Advisory Panel comprised representatives of UrbanGrowth NSW and other State agencies.

This robust and fair process allowed us to assemble the very best of ideas from across Sydney, Australia and beyond.

The Call for Great Ideas will be separately published so that all Great Ideas can be openly considered by the NSW Government, community and industry as the Destinations are progressed.

The evaluation of the Call for Great Ideas and the Discussion Paper feedback have informed this Transformation Plan. For further details, refer to Consultation Report which is available on UrbanGrowth NSW's website.



Evaluation of The Great Ideas



## ONGOING INVOLVEMENT

Our commitment to ongoing engagement throughout the Program will include engagement with Sydneysiders, councils, State agencies and other stakeholders.

Our program includes a reference group that meets quarterly, open community forums (also held quarterly), site open days, online forums and other formal and informal events and activities.

Check our website for further information and to register for regular updates:  
[www.thebayssydney.com.au](http://www.thebayssydney.com.au)



# TOWARDS A GLOBALLY COMPETITIVE AND RESILIENT TRANSFORMATION







**A CITY'S RESILIENCE AND SUSTAINABILITY LIES IN ITS ABILITY TO ENDURE ECOLOGICAL, SOCIAL OR MARKET SHOCKS WITHOUT LOSING ITS SENSE OF IDENTITY OR ENTHUSIASM.**

The transformation of The Bays Precinct provides the opportunity for Sydney to become a model of how to create a globally competitive and resilient waterfront transformation.

This section identifies the key components of the transformation, and, in particular, acts as a reference and guiding document for practitioners over the life of the Transformation Program.

Recognising that standards, capabilities and expectations over the 20 to 30 years of the Program's delivery will evolve, this section does not seek to be prescriptive – rather, it will be a living strategic document that outlines a high-level spatial planning framework for immediate, medium-term and longer-term use and activity.



**GOOD PLANNING AND URBAN DESIGN DEMANDS INTEGRATION, COORDINATION AND HOLISTIC THINKING. IT MUST CONSIDER BOTH PRESENT AND FUTURE CHALLENGES TO REFLECT THE AMBITION, VALUES, PRINCIPLES AND ASPIRATIONS OF STAKEHOLDERS AND SYDNEYSIDERS.**

It also demands evidence-based analysis of competing agendas and associated challenges such as population growth, infrastructure provision, housing demand, employment and biodiversity.

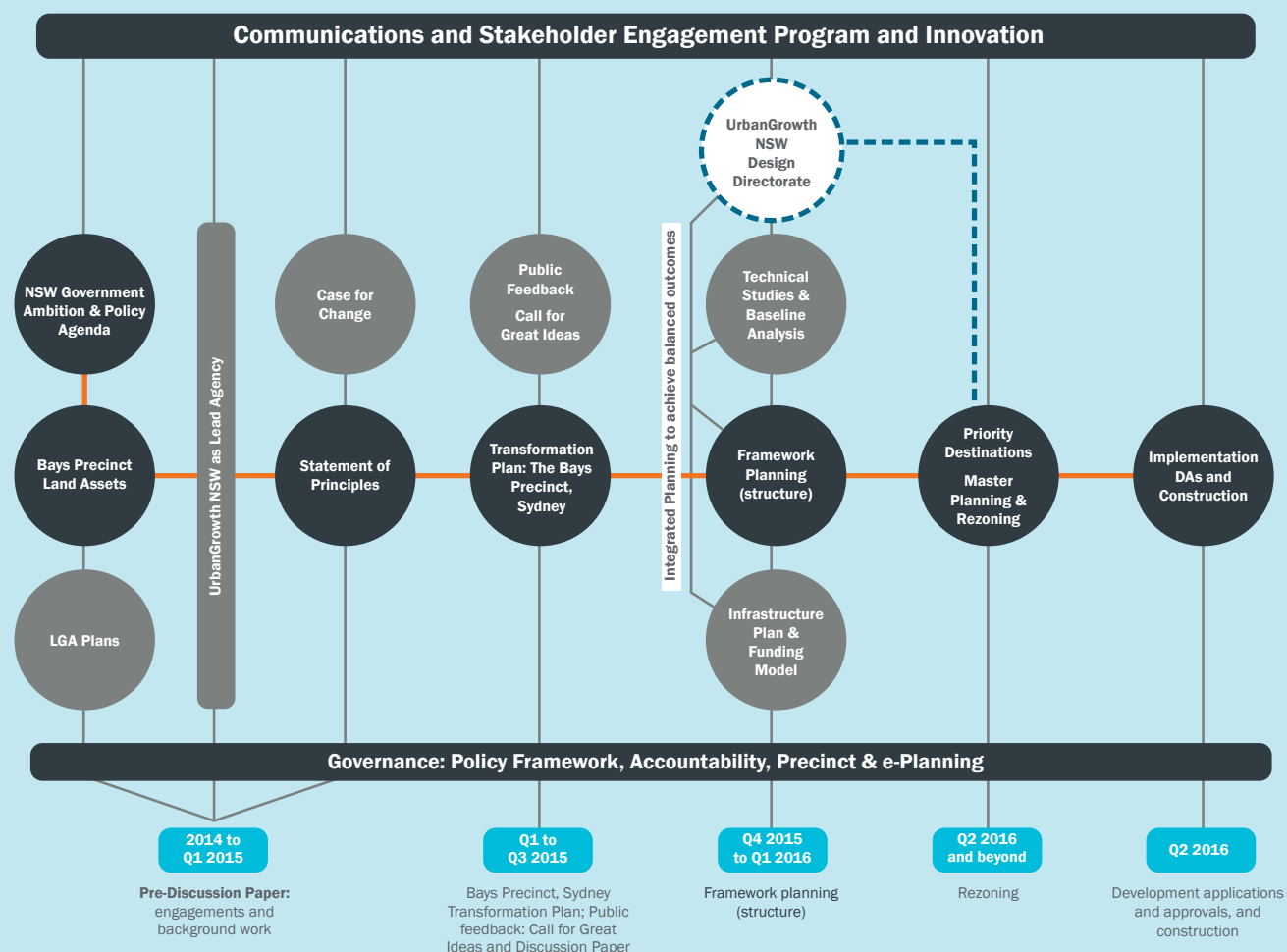
*The Transformation Plan: The Bays Precinct, Sydney* recognises the primacy of *A Plan for Growing Sydney* as a guiding framework. In order to ensure planning and urban design for The Bays Precinct is holistic and aligns with existing planning tools, we have developed a Strategic Planning and Urban Design Framework. It integrates policy, plans and actions with existing national, state, regional and local strategic planning (refer to Figure 5).

Under Goal 1, 1.1.3, *A Plan for Growing Sydney* states that: “UrbanGrowth NSW will lead the revitalisation of The Bays Precinct as a world-class, iconic foreshore destination” and that: “The Bays Precinct Urban Transformation Program will transform these currently underused areas for the economic, cultural and social benefit of Sydney and the state. The Bays Precinct’s heritage values, proximity to the city and foreshore position present exciting new opportunities for residential, retail and commercial development and entertainment and leisure facilities. Expanding the range of arts activities in this precinct is also core to growing the Cultural Ribbon activities”.

*A Plan for Growing Sydney* has a goal to “Grow a more internationally competitive Sydney CBD” (Goal 1, Direction 1.1). This is inextricably linked to the policy framework for The Bays Precinct. *A Plan for Growing Sydney* also integrates with the *NSW Long Term Transport Master Plan* and *Rebuilding NSW - State Infrastructure Strategy 2014*.

Integrated planning will guide the decisions about different land uses and the built environment, including public spaces. These integrated decisions will help us achieve The Bays Precinct’s objectives.

Figure 5  
Bays Precinct Planning and Urban Design Strategic Framework Process





## URBAN DESIGN

How we design our built environment shapes the way we live. The environment we create is more than just a shelter, amenity and services – it can be a reflection of our values and aspirations, and a driver and enabler of productivity and prosperity.

The UrbanGrowth NSW Design Directorate provides independent, strategic, expert, high-level advice and design direction to achieve design excellence and quality public domain, urban, landscape and building design outcomes. It will also have a coordination role to ensure seamless integrated land-water planning across The Bays Precinct. It will consider how opportunities, constraints and possible impacts interrelate and will seek to improve the quality of strategies, places and buildings for the benefit of the public.

The Directorate will assess the evolution of the urban design as part of Destination planning. It will also be a ‘sounding board’ in the further assessment of Great Ideas. Detailed building and public domain design will be addressed under site-specific development applications, and will be subject to the relevant consent authority’s design review processes. The Directorate will have due regard to national, state and local planning policies, relevant guidance documents and this Transformation Plan. Ultimately, the aim of the Directorate is to support UrbanGrowth NSW to create productive and sustainable places for people.

## PLANNING PATHWAY

The Bays Precinct and its network of Destinations need appropriate and updated planning provisions within a planning instrument that enables both the implementation of the Transformation Plan and ongoing detailed planning and decision making for Destinations.

It is anticipated that the future transformation of The Bays Precinct will be governed under the provisions of a State Environmental Planning Policy.

Detailed development controls will be prepared for each Destination through collaboration between State agencies, councils and Sydneysiders.

## OPEN SPACE

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**“Great places are about what people do in them, and how they feel, use and ‘own’ those places [...] about personality, destinations, activities, connections between people.”**

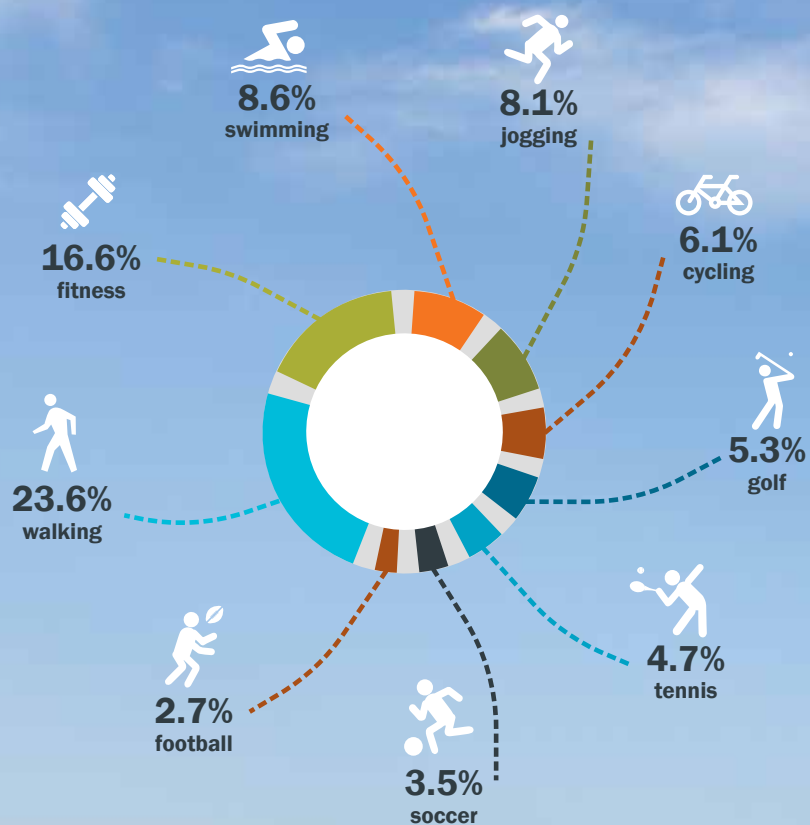
– Fred Kent, Project for Public Spaces

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Public open space includes parkland, recreation and sport areas, conservation and natural areas, foreshore, linear parks, trails and paths. The provision of high quality open space in The Bays Precinct will be key element of the transformation. While a certain quantity of open space is necessary to meet community needs, the quality of open space is equally important. Planning for open space in The Bays Precinct will consider the current, future, regional and visitor community and be based on projections and participation trends. It will require a needs-based approach that looks at community needs and existing gaps in the surrounding area, and will be driven by the context of the site.

A network of shared open spaces will provide walking and cycling tracks, relaxation or contemplation spaces, places that encourage social interaction, pocket parks, fitness, indoor recreation, and parks designed for the young and old and those people living with disabilities. This is in line with current trends as shown in Figure 6.

Figure 6  
Getting active: How do people use open space?



Source: Elton Consulting, 2015



## PUBLIC FORESHORE ACCESS

Given The Bays Precinct's waterfront location, the network of quality open space and parks must be interlinked with the extension of public foreshore access that will ultimately link Balmain to Pyrmont and beyond to Woolloomooloo. This is a key NSW Government and community aspiration.

UrbanGrowth NSW will work in collaboration with State agencies to integrate land and water planning.

The positive relationships between someone's proximity to "blue spaces" in coastal areas and their sense of wellbeing and self-reported health are well documented. The Bays Precinct's transformation can optimise value from its naturally beautiful harbour and inner urban city setting.

## THE POTENTIAL CHARACTERISTICS OF THE BAYS PRECINCT FORESHORE:

An integral part of the flood protection solution to futureproof The Bays Precinct against the effects of climate change

New, temporary and permanent cultural and recreational experiences for everyone by suitably accommodating co-located and shared-use water and land-based infrastructure and utilities such as ferry stops or jetties

A continuous land-water space including green shorelines and living sea walls to enhance biodiversity and improve water quality

The provision of natural protection and aesthetics by planting endemic species that will adapt to rising sea levels and increased salinity from climate change

Visual and physical links to Sydney Harbour

A key connector to the surrounding areas and an integral linear open space link

A catalyst to boost trade in various Destinations along the Bays Waterfront Promenade and at the land-water interface

A link to green open space at White Bay, the Bays Market District, Wentworth Park, Rozelle Bay and Rozelle Rail Yards

A safe access route to and from the waterfront and waterways, and along the waterfront

A place to experience heritage such as the potential repurposing of the Glebe Island Bridge

A reinforcement of varied foreshore character and increased recreational and cultural activities

An ability to minimise potential land-water conflicts





## BLUE URBANISM

The four bays within The Bays Precinct have global, regional and local links with boundaries that extend beyond the immediate “place”. This includes an operating port at White Bay and Glebe Island, the Cruise Terminal, Sydney Fish Market, superyachts at Rozelle Bay, marine contractors and repair facilities, bridges spanning the waters, as well as other working, recreational and tourism-related harbour uses. These all add life and varied experiences to The Bays Precinct, and also create some challenges for the transformation.

We aim to set a benchmark for integrated land and water planning that adopts national and international best practice. Planning in The Bays Precinct will fully integrate with waterways and land-based place management. We will balance multiple objectives and prevent use conflicts. We will seek to improve marine ecology, marine water quality and develop a strategy to adapt to climate change. The transformation will be commensurate with relevant NSW Government initiatives.



# WATERFRONT DEVELOPMENT EXCELLENCE AND PLACEMAKING CHECKLIST

The Bays Precinct waterfront land and surrounds require transformative elements and features that befit the Sydney Harbour location. Water adds value and creates amazing opportunities not available on other development sites. Excellence on the waterfront will be a principle against which all development will be assessed.

This checklist provides the opportunity to progress the ambition for The Bays Precinct and prompts consideration of quantifiable aspects. If we can answer “YES” to thinking about and addressing criteria then we are on the correct path to achieving a benchmark transformation.

## KEY CRITERIA:

### “Sensitivity of the design to water”<sup>2</sup>

- ☐ Does the development use the “water” itself to draw attention to the greatest asset of the Sydney Harbour waterfront location and add value?
- ☐ Does it provide “active public enjoyment of the waterfront”<sup>2</sup> and respond to the land-water character?
- ☐ Do developments connect physically and psychologically to the water and minimise walls to the waterfront?

### “Quality and harmony of design”<sup>2</sup>

- ☐ Do the buildings harmonise, contribute to and enhance the setting in which they sit be they natural or man-made?
- ☐ If the site is appropriate for an iconic building, then does it serve a variety of functions rather than just being one-dimensional? Is it a good neighbour?
- ☐ Are the three-dimensional aspects of “space” considered to achieve spatial optimisation, rationalisation, flexibility and co-location on prime inner city waterfront land? (for example, parks, infrastructure, bridges, paths connecting the ‘green grid’, shared use facilities)

### Balanced mix of land-water use and activity

- ☐ Is there a mix of public and private uses integrated and is excessive privatisation avoided?
- ☐ Is there a balance of residential uses in Destinations and surrounds that are compatible? Is residential development not dominating?

- ☐ Is there a balance of maritime, public waterways use and activity and are conflicts minimised?
- ☐ Is there “a diversity of uses from passive public parks to vibrant attractions”<sup>2</sup>?
- ☐ Has the authenticity been retained and areas not become “too clean” and sterile at the expense of waterfront uses?

### Environmental excellence and resilience

- ☐ Are there highlighted environmental values? Has thinking on resilience been applied?

### Civic, heritage, cultural and educational contribution

- ☐ Are creative amenities, public art and temporary uses proposed for people’s comfort and enjoyment and social interaction?
- ☐ Is local identity showcased by making the most of history, culture to create a unique sense of place, experiences, richness and community togetherness around the waterfront?
- ☐ Is equity fundamental? Will people of all incomes, ages and cultures feel welcome?
- ☐ Is the “dynamism of the private sector, the stewardship of public agencies and the energy of the community captured”<sup>2</sup>?

Sourced from:

- 1 The Waterfront Centre, Washington The Urban Waterfront Manifesto,
- 2 The Waterfront Centre, Washington, The Excellence on the Waterfront Awards criteria
- 3 The Project for Public Spaces 10 Qualities of Great Waterfront Destinations

## HERITAGE, CULTURAL AND CREATIVE AMENITY

### HERITAGE, CULTURAL AND CREATIVE AMENITY

Authentic integration of cultural and creative amenity for residents and visitors is an important element of major urban developments.

The Bays Precinct includes heritage items with both local and State significance including the White Bay Power Station, Glebe Island Bridge and Glebe Island silos.

Innovation, conservation and interpretation will be applied to the other land-based and maritime heritage to ascertain socio-economic value from these assets.

The Bays Precinct may cluster small and large-scale cultural amenity to create a series of “creative places, where connected public places engage communities through a diversity of cultural experiences that can be leveraged through tourism efforts, enhanced with the right business and retail mix along the route, and made more legible through coordinated way-finding and urban design” (City of Sydney).

Different types of experiences and the fusion of elements is what creates a “Sense of Place”. What does this mean? It is an approach to environmental perception, cognition and place-making (Stephens Planning and Design).

Guidance to generate a “sense of place” in the Destinations (see Figure 7) will consider:

- 1 existing activity in areas to capitalise on existing cultural assets in area from the onset of the transformation
- 2 creativity in the public domain including temporary, unplanned and special event use
- 3 the importance of co-located cultural and commercial activities
- 4 the fine grain activity that creates unexpected experiences in city living
- 5 new large-scale cultural infrastructure
- 6 spaces for participatory activity by the public.

Figure 7  
Sense of Place: An approach to environmental perception/cognition and placemaking



Adapted from a design by Stephens Planning and Design



## CREATING COMMUNITIES

The Transformation Plan envisages a socially-mixed and diverse population base that is seamlessly integrated within the Destinations.

We will require innovation through quality design in the form of medium and higher density living areas. This is especially important given The Bays Precinct's city location, its proximity to planned major infrastructure and transport systems, as well as the public and private capital investment that is needed to bring the ambition to reality.

New Destinations with a balance of mixed uses, interrelated with their history, public realm, the public transport network and focal areas of activity, will help to stimulate redevelopment with opportunities for unique contemporary communities, distinctive characteristics and connections to evolve.

Good planning should address safety, surveillance and privacy through urban design and building orientation providing public surveillance of public places and recreational spaces while ensuring visual and acoustic privacy for residents.

Good planning should also consider the Sydney Harbour waterfront context and transformation benefits for existing and future communities extending way beyond The Bays Precinct's immediate boundaries.

## HOUSING CHOICE

We need to produce more housing if we are to accommodate the needs of the community, with projections in The City of Sydney and Leichhardt Municipal Council local government areas (LGAs) indicating demand for an additional 59,650 dwellings over the 20 years to 2031. A structured approach to maximise the

supply of diverse and affordable housing to meet the requirements of The Bays Precinct will be implemented via a Bays Precinct Housing Diversity and Affordability Strategy.

The Strategy will consider:

- local household demand
- housing stock supply
- income data
- household projections.

This information will direct the possible supply and mix of housing responses to contribute to housing diversity in The Bays Precinct. It will identify mechanisms to leverage the private sector, community and government partnerships to enhance delivery, development and ongoing management.



## A SNAPSHOT OF HOUSING AVAILABILITY AND SUITABILITY

### Availability

The City of Sydney LGA has an implied dwelling projection between 2011 and 2031 of 53,700 additional dwellings; this is a 53 per cent increase on 2011 stock. During the same time period the Leichhardt LGA projection is for

an additional 5,950 dwellings which represents a 23 per cent increase on 2011 stock (source: Department of Planning and Environment (DP&E) NSW and LGA Population, Housing and Dwelling Projection: 2014 Final).

### Suitability

In 2011 the housing stock in both LGAs included less studios and one bedroom apartments than the number of one or two person households would suggest are needed as shown in Figure 8.

Figure 8

Household formation and housing stock in City of Sydney and Leichhardt Municipal Local Government Areas.



\*(sources: DP&E NSW and LGA Population, Household and Dwelling Projections: 2014 Final; 2011 Census of Population and Housing, Basic Community Profile - LGA Sheet B36)



## WITHOUT AN INTEGRATED STRATEGY THAT CONSIDERS ALL ASPECTS OF MOVEMENT, THE TRANSFORMATION WILL NOT ACHIEVE ITS AMBITION.

From a planning perspective, an efficient transport system is an enabler to urban transformation – with strong connections and different transport options in place, as well as a staged approach to transport provision, The Bays Precinct can support the kind of economic clusters that will contribute to Sydney's economy and its international standing.

Economic clusters can only thrive with a critical mass of employment. A complete transport solution will be one of the many elements of a transformed The Bays Precinct that will attract the new workers to provide this critical mass.

### CONNECTED CITY

The Bays Precinct Comprehensive Transport and Mobility Plan will be based on the idea of the connected city, where there are short distances between housing, workplaces and public transport, bike paths, walkways, water, public spaces, public buildings and commercial facilities.

This requires us to think not just about transport connections but also what kind of capacity each transport service should carry, the different uses in each Destination and how we might create hubs of mixed uses throughout The Bays Precinct so that people don't always have to travel long distances for day to day tasks.

Solutions will be based on an integrated transport system that is consistent with the staged rollout of the priority Destinations – this is considered vital to support the ambition of job creation and economic development in The Bays Precinct.

We will also look at opportunities to increase walking and cycling and to make active and public transport so efficient that it is a first-choice option. Changing travel behaviour will have practical benefits such as fewer cars on the road, and social benefits such as healthier lifestyles, cleaner air, safer, more attractive access between spaces and places, and a key to attracting knowledge-intensive industries.

The transport solutions for The Bays Precinct will need to integrate with *A Plan for Growing Sydney* and the *NSW Long Term Transport Master Plan*. The Master Plan identifies eight objectives for the NSW transport system that must be met in The Bays Precinct:

#### Improve quality of service

What solutions are needed for people travelling around The Bays Precinct now, and what is needed to give future passengers going to and from the Precinct the best choice and highest quality experience?

#### Improve liveability

How will our transport planning shape The Bays Precinct of the future, and how can it improve connectivity, support jobs growth and make it easier to move to, from and around The Bays Precinct?

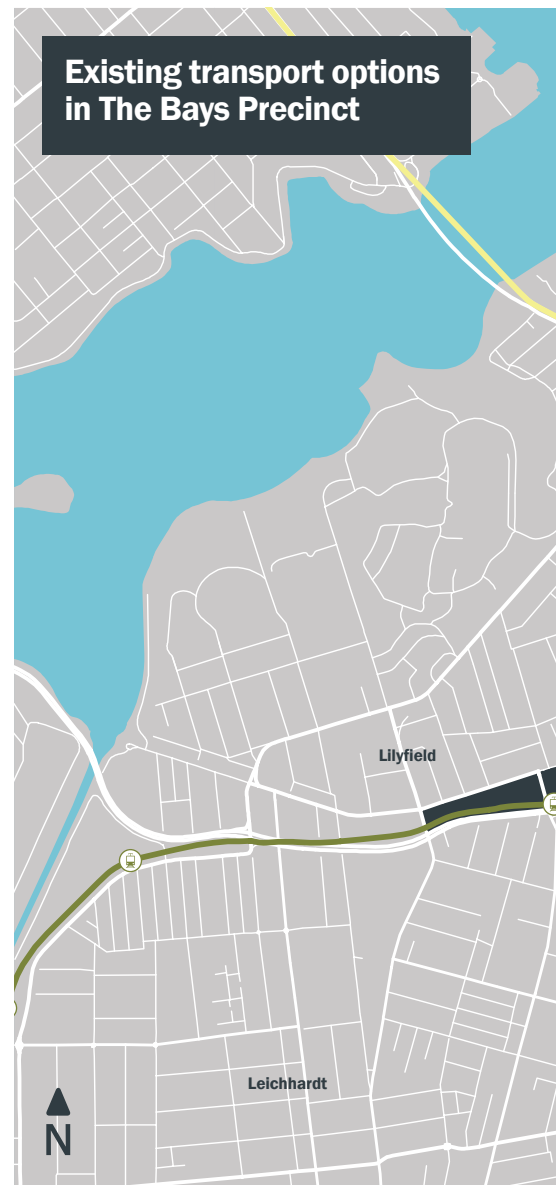
#### Support economic growth and productivity

How can the Comprehensive Transport and Mobility Plan achieve a customer-focused, efficient transport system that improves the connectivity and accessibility of people to other people, opportunities, goods and services?

#### Support regional development

What options are required to improve access to jobs, services, people and goods across the entire Sydney Region?

### Existing transport options in The Bays Precinct



#### Improve safety and security

How can our transport solutions address the causes and risks of transport accidents and security incidents?

#### Reduce social disadvantage

How can we improve access to The Bays Precinct's goods, services and employment and education opportunities for all Sydneysiders?

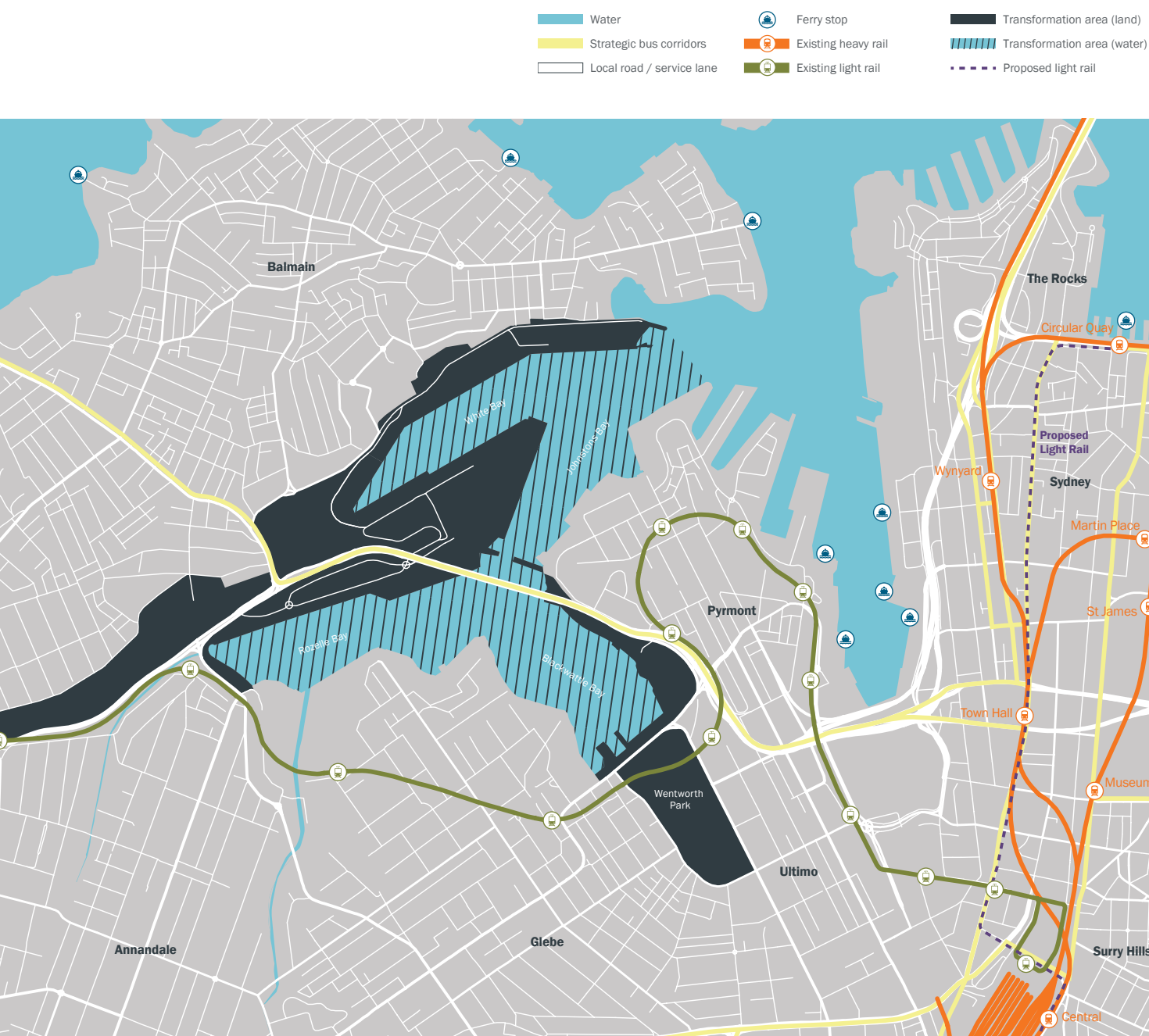


Figure 9

## Improve sustainability

How can a transport solution for The Bays Precinct reduce congestion on the wider network, encourage a larger proportion of public transport, walking and cycling and be more energy efficient?

## Strengthen transport planning processes

How should the Comprehensive Transport and Mobility Plan fully integrate transport planning processes with land use planning, and can it contribute to better governance and administration of the transport system?

We don't have the solution yet, but transport solutions are being investigated as part of The NSW Government's Bays Precinct Comprehensive Transport and Mobility Plan. This will develop an integrated package of public transport, walking, cycling and road network improvements to serve The Bays Precinct Destinations as well as port functions.



# THANK YOU

## URBANGROWTH NSW WOULD LIKE TO THANK ALL THOSE WHO HAVE PARTICIPATED IN THE DEVELOPMENT OF THIS TRANSFORMATION PLAN BY CONTRIBUTING THEIR IDEAS AND FEEDBACK, INCLUDING THROUGH:

- **The Bays Precinct, Sydney International Summit**  
November 2014
- **The Bays Precinct Sydneysiders Summit and Leadership Forums**  
May 2015
- **The Call for Great Ideas**  
May 2015

## ABOUT URBANGROWTH NSW

UrbanGrowth NSW is the NSW Government's city transformation agency. We have a mandate from the NSW Government to deliver the Major Urban Transformation Portfolio. We will do this by working collaboratively with other parts of government, the private sector and community stakeholders to plan and coordinate delivery of city transformation projects.

Five imperatives drive and direct our activities. These are to:

- 1 Increase the supply of housing and create jobs
- 2 Strengthen the NSW economy by delivering world-class centres that attract investment and boost productivity
- 3 Maximise public investment in infrastructure
- 4 Operate on a commercially astute basis
- 5 Promote collaboration across government, the private sector, community and industry.

UrbanGrowth NSW has been appointed by the NSW Government as the agency to lead the transformation of The Bays Precinct.

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