TRANSFORMING CITY LIVING: THE BAYS PRECINCT

Ideas to drive Sydney’s global success by transforming The Bays Precinct

A Discussion Paper
THE OPPORTUNITY FOR SYDNEY

WE ARE ASKING YOU TO IMAGINE WHAT KIND OF PLACE THE BAYS PRECINCT CAN BE.

We’re blessed in Sydney – surrounded by outstanding natural assets, from the coastline in the east, in and around the harbour and rivers that intersect the city, to the national parks at the city’s boundaries. As the city has grown, our suburbs, shops, workplaces, retail strips and transport now interact with parks, sports grounds, cultural facilities, places to eat out or meet up, walking and cycling paths, and clean, safe spaces.

These are the places and spaces that make our city one of the most liveable and attractive in the world.

The Bays Precinct has the potential to go a step beyond this. Sitting on the CBD’s edge, offering 80 hectares of largely government-owned land nestled in 94 hectares of waterways... this is a unique chance to transform an area that is underused and largely run-down into stunning waterfront destinations that offer the kind of architecture, heritage, parks, promenades and workplaces that we can all be proud of.

It’s a place for our future, and for the next generation: in the context of a CBD that is constrained by its harbour but needs space for world-class jobs, The Bays Precinct can shape Sydney’s international competitiveness by being an active and exciting hub for leading-edge, innovative and creative workplaces.

At the moment, much of this land can’t be accessed by the public, and some of it has been closed off for decades. We have set out a proposed approach to create a new living, breathing part of Sydney – one that can attract export-oriented, knowledge-intensive jobs, while offering unique places and spaces to bring people in from all over the city and all over the world.

We want The Bays Precinct to be a place that all Sydneysiders value – that’s why we want to see all of Sydney participating in our plans through activities such as our Call for Great Ideas. This involvement will shape this world-class urban transformation site and help us build a place that is globally significant and locally cherished.

Transforming City Living: The Bays Precinct outlines our initial ideas and ambitions for The Bays Precinct and also launches our new Call for Great Ideas. It will be the first of many opportunities for you to get involved in the future of The Bays Precinct.

Have a read through the following pages, imagine how you see the future of this major transformation and let us know your thoughts.
Space for the knowledge-intensive jobs of the future.

A well connected, efficient network of links for movement.

A carbon-neutral, ecologically pristine Precinct that drives a new vernacular for eco-city planning and design.

Meeting the requirements of a competitive, global city while still delivering all that is loved locally.

A continuous public waterfront promenade.

A diverse offering of housing choices including affordable housing.

A transformation to support the growth of global Sydney.

Valuing the Precinct’s heritage and cultural assets.

New and improved public spaces.
The Bays Precinct offers great potential for all of Sydney. This discussion paper shares ideas for how we can meet the ambition for the Precinct. It:

→ describes The Bays Precinct as it is now, the rationale behind its transformation and the detailed work that has influenced our ideas

→ sets out what a transformed Bays Precinct could mean for all of us, and for Sydney’s future, setting a vision for a precinct of great places and spaces

→ focuses on the importance of transport and mobility to The Bays Precinct – the diversity of connections that will make The Bays Precinct a global exemplar for sustainable travel and mobility.

We’re also launching a Call for Great Ideas: for the first time ever, we’ll be asking every single Sydneysider to tell us what they think can shape the areas of The Bays Precinct. These Great Ideas will be assessed against clear criteria and should complement the proposed schedule to transform The Bays Precinct over the next 15 years.

The Great Ideas, as well as the feedback we receive on this discussion paper, will inform the Transformation Plan that will go to the NSW Government later this year.

As the Precinct transforms, public participation and emerging environmental, social and economic trends, as well as new ideas and technologies, will continually transform the Precinct. We intend to keep talking with you and hearing your ideas on the Precinct’s future throughout its transformation.

You can find out more about how you can get involved in this transformation on page 3.
<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. About this document</td>
<td>2</td>
</tr>
<tr>
<td>2. Where is The Bays Precinct?</td>
<td>4</td>
</tr>
<tr>
<td>3. About The Bays Precinct</td>
<td>6</td>
</tr>
<tr>
<td>4. Why transform The Bays Precinct?</td>
<td>8</td>
</tr>
<tr>
<td>5. Objectives for the Precinct</td>
<td>10</td>
</tr>
<tr>
<td>6. The story so far</td>
<td>12</td>
</tr>
<tr>
<td>7. Transport and getting around</td>
<td>14</td>
</tr>
<tr>
<td>8. Environmental excellence</td>
<td>16</td>
</tr>
<tr>
<td>9. What The Bays could become</td>
<td>18</td>
</tr>
<tr>
<td>10. Bays Destinations</td>
<td>20</td>
</tr>
<tr>
<td>11. What the transformation could mean</td>
<td>32</td>
</tr>
<tr>
<td>12. How we’ll plan the transformation</td>
<td>36</td>
</tr>
<tr>
<td>13. Thank you</td>
<td>38</td>
</tr>
<tr>
<td>14. Statement of Principles</td>
<td>39</td>
</tr>
</tbody>
</table>
TRANSFORMING CITY LIVING: THE BAYS PRECINCT PROPOSES A NEW APPROACH TO TRANSFORM THE BAYS PRECINCT INTO A BUSTLING HUB OF ENTERPRISE, ACTIVITY AND BEAUTIFUL SPACES ON THE EDGE OF SYDNEY HARBOUR TO BE ENJOYED BY SYDNEY SIDERS AND THE WORLD.

We have used the existing and extensive feedback already provided by Sydneysiders about the Precinct’s future as the basis for our ideas. We’ve built on these aspirations by drawing on international expertise and emerging trends for 21st Century global cities to create ideas for the Precinct’s future.

Our work is also guided by the UrbanGrowth NSW: City Transformation Life Cycle™, a new approach to transforming city living (see page 12).

We’re also working within the context of a wider NSW Government vision for Sydney and for the state of NSW. These ideas are set out in A Plan for Growing Sydney and will be consistent with NSW 2021 – meaning that our plans meet broader objectives for our city and our State.

The discussion paper sets out our approach around priorities, timing and possible uses for the Precinct. It suggests an overall ambition for The Bays Precinct, allowing us to consult widely and meaningfully on the Precinct’s future. As the area transforms, Sydneysiders will have many more chances to be involved through more specific engagement on each of the Precinct’s unique Destinations.

The feedback we receive from Sydneysiders, local government, industry and other government agencies, as well as the concepts drawn out through the Call for Great Ideas, will inform The Bays Precinct Transformation Plan. We’ll aim to present this Plan to the NSW Government for adoption later in 2015.

The Transformation Plan will be the guiding document for The Bays Precinct’s future – it will represent 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 DISCUSSION PAPER HAS BEEN DEVELOPED BY URBAN GROWTH NSW, THE NSW GOVERNMENT AGENCY TASKED WITH TRANSFORMING THE BAYS PRECINCT.
Your feedback on this discussion paper will inform The Bays Precinct Transformation Plan that we intend to present to the NSW Government later in 2015. You will also be able to provide your own ideas for the Precinct’s immediate priority Destinations through the Call for Great Ideas later in May 2015.

Please give us your feedback online at www.thebayssydney.com.au

At this website you’ll find information about The Bays Precinct and a number of surveys for you to give us your feedback on this discussion paper. If you don’t have internet access you can visit your local public library where internet access is free.

If you have questions or need help giving feedback, please call, email or write to us using the details shown on the right.

This phase of feedback closes on 30 June 2015.
WHERE IS THE BAYS PRECINCT?

1. Bays Waterfront Promenade
2. Bays Market District
   (Sydney Fish Market wholesale and retail functions and Blackwattle Bay)
3. White Bay Power Station
4. White Bay including
   White Bay Cruise Terminal
5. Rozelle Bay and
   Bays Waterways
6. Rozelle Rail Yards
7. Glebe Island
About the Bays Precinct

The Bays Precinct is made up of the waterways and foreshores of Johnstons 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 that makes up The Bays Precinct is used for a range of important maritime and port uses. Much of it cannot be accessed by the public.

Given its position right on Sydney Harbour and next to the CBD, The Bays Precinct is not reaching its potential.

Uniquely, almost all the lands are owned by the NSW Government. To give some perspective, in terms of government-owned land, The Bays Precinct is around two-thirds the size of Melbourne’s Docklands.

The transformation of The Bays Precinct can rejuvenate 5.5 kilometres of Sydney Harbour foreshore. It offers an opportunity to create new contemporary and dynamic places for cultural, maritime, recreational, retail, residential and commercial uses while drawing on the authenticity and local charm of the well-established nearby suburbs. The transformation will also
meet the Plan for Growing Sydney objective to transform the Precinct’s “currently underused areas for the economic, cultural and social benefit of Sydney and the state.”

**Current uses**

Some of The Bays Precinct is used for port and maritime uses. Integrating port and maritime uses as the Precinct transforms is important:

- 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 passenger 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 waterway maintenance, 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. Its silos greet Sydneysiders as they travel across the Anzac Bridge, and 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 remediation, could be used once again.

Other areas, such as the land surrounding the White Bay Power Station and the Rozelle Rail Yards, are not reaching their potential, with the Power Station buildings empty and derelict. Nearby uses include mixed industries, some working harbour uses and transport connections.

**Historic uses**

The Bays Precinct has always been a transformational place. 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 Precinct was again transformative, this time supporting the essential maritime trade that fed the new colony. By the late 1820s, land around Blackwattle Swamp was used for abattoirs – these were eventually moved to Glebe Island by the 1850s.

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

Aside from 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 the Glebe Rowing Club established at Blackwattle Bay in 1879, with its first regatta held in 1883.

Some of the imposing structures that define the Precinct’s identity played a part in Sydney’s significant transformation into 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 Metropolitan Goods railway line opened in 1922, using the Rozelle Rail Yards for marshalling trains.

After the Second World War, when Glebe Island was used as the US Army’s main depot in Sydney, industries continued to flourish. 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 an imported cars terminal began in the early 1990s, while in the lead up to the 2000 Sydney Olympics, the eight-lane Anzac Bridge opened (1995) and a new super yacht marina opened at Rozelle Bay (2000).

The most recent change in the area was the opening of the White Bay International Passenger Terminal in 2013. Just as the Precinct has transitioned and transformed for thousands of years, this won’t be the last major change to a Precinct of authentic, historic uses that will continue to support Sydney as it grows and increases its presence on the world stage.

80 hectares of land
5.5 kilometres of waterfront
7 destinations
94 hectares of Sydney Harbour

**Transforming City Living: The Bays Precinct**
THE TRANSFORMATION OF THE BAYS PRECINCT IS AN OUTSTANDING OPPORTUNITY FOR 21ST CENTURY SYDNEY.

We see it as the kind of place that can have the same impact as the Sydney Harbour Bridge and the Opera House when they were conceived last century for a young and growing Sydney – a world-class project that can transform the city and rejuvenate local areas to benefit Sydney, NSW and Australia for generations.

Shaping prosperity

The Bays Precinct can contribute to Sydney’s international competitiveness and meet the needs of a growing population. A Plan for Growing Sydney estimates that another 1.6 million people are forecast to live in Sydney by 2031 and economic output is expected to almost double to $565 billion a year with an additional 689,000 new jobs.

The Bays Precinct can provide the kind of places, spaces and connections that support economic development and growth, encourage innovation and attract the knowledge-intensive jobs of the future.

To achieve this, we must move away from a business-as-usual approach. The Bays Precinct can lead a new form of urban transformation that places as much emphasis on improving the social and environmental life of a local area as it does on unlocking the drivers of productivity, such as knowledge-intensive jobs, new transport options or cutting-edge digital connections. The Precinct’s primary role could be as an economic generator – a place whose success filters through to many industries, workers and communities and to Sydney as a whole.

The Bays Precinct can also be a major contributor to the NSW economy, and with the Sydney CBD contributing $100 billion to Australia’s Gross Domestic Product every year, The Bays Precinct offers the scale and scope to meaningfully expand the CBD and assure Sydney’s ongoing competitiveness. This responds to the 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.
THE POTENTIAL OF THE BAYS PRECINCT AS AN URBAN TRANSFORMATION PROJECT IS UNSURPASSED — AND NOW IS THE RIGHT TIME TO GET STARTED.

SYDNEY HARBOUR FOORESHORE
The Bays Precinct interfaces with 5.5 kilometres of Sydney Harbour foreshore, yet the majority of this is not accessible to the public. Unlocking public access to the Harbour’s edge is something we can do early, getting more Sydneysiders into, around, and engaged in The Bays Precinct.

EXISTING ENTERPRISES
We can harness the success of enterprises such as the ports, Sydney Fish Market and maritime uses to help re-energise the Precinct’s commercial activities.

CULTURE AND HISTORY
The Bays Precinct has a rich cultural history, including the White Bay Power Station and the Glebe Island Bridge, as well as Aboriginal and maritime history. We can make the most of the authenticity of this heritage, create great places and connections around them and develop new ways to allow port uses and public uses to operate side by side.

WORLD-CLASS, GLOBAL SYDNEY
The Bays Precinct can contribute to Sydney’s role as an internationally competitive city, while also retaining all the elements that make the city a great place to live.

PROXIMITY AND SCALE
The Precinct sits on the edge of Sydney’s highest intensity economic outputs. It can be a seamless expansion to the CBD and make a real contribution to the city’s economic future with appropriately staged transport solutions.

MARKET ATTRACTIVENESS
The Precinct’s location and potential will attract private sector investment. Ethical procurement processes will provide the best possible public outcomes while being attractive to investors.

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 ports.

GOVERNMENT OWNERSHIP
Government ownership of most of the land gives us the ability to stage the transformation and do so with support right across government. This guarantees our commitments to fearlessly pursue public benefit.
WE ARE SEEKING YOUR FEEDBACK ON THE TRANSFORMATION OF THE BAYS PRECINCT. WE HAVE DEVISED OBJECTIVES THAT APPLY TO THE WHOLE TRANSFORMATION, AND SPECIFIC OBJECTIVES FOR EACH OF THE IMMEDIATE PRIORITY DESTINATIONS.

These objectives will shape responses to the Call for Great Ideas – you can find out more on page 37 – and will drive all of our work throughout the transformation.

We think the objectives will deliver the right kind of Bays Precinct for Sydney in the 21st 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 NSW Government’s objectives for the transformation of The Bays Precinct are:

→ To deliver a hub of export-oriented knowledge-intensive jobs that can increase Sydney’s global competitiveness.

→ To deliver enduring, socially inclusive and great places to benefit Sydneysiders and national and international communities.

→ To deliver housing choices, including affordable housing options, through design, finance and construction excellence.

→ To deliver a world-class mass and active transit and infrastructure solution that unlocks the economic and human potential of The Bays Precinct and demonstrates a model of environmental excellence.

→ To achieve building design excellence and quality urban design in all Destinations.
For the first time, to deliver a continuous, staged, waterfront promenade from Balmain to Pyrmont, connecting right through to the CBD and beyond.

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

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

In partnership with the Port Authority of NSW, to engage stakeholders on innovative solutions to the environmental and operational issues at White Bay Cruise Terminal and consider longer-term future uses of White Bay.
In addition to several reports and engagement exercises by the City of Sydney, Leichhardt Municipal Council and a number of NSW Government agencies, the future of The Bays Precinct was looked at in detail by The Bays Precinct Taskforce, established in May 2011. The Taskforce provided strategic advice on the land use issues within the Precinct. It reviewed earlier engagement processes and drafted a number of principles to guide the future planning. After it reported to the NSW Government in mid-2012, UrbanGrowth NSW was appointed to lead The Bays Precinct Urban Transformation Program and used much of the Taskforce’s work as its base. The Taskforce’s report, related documents and other studies are on The Bays Precinct website at www.thebayssydney.com.au

The Urban Transformation Program will include close engagement with local government, Sydneysiders and industry. From a NSW Government perspective, we will be working with:

- Department of Premier and Cabinet
- The Treasury
- Department of Planning and Environment
- Transport for NSW (including Roads and Maritime Services)
- Government Property NSW
- NSW Trade & Investment
- Infrastructure NSW
- Port Authority of NSW
- Sydney Harbour Foreshore Authority.

A new approach

The Urban Transformation Program marks a new approach in the Precinct’s evolution. It:

- 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™ - see page 3 for an illustration.
What does the Life Cycle mean in practice? Unlike the traditional practice of thinking about new buildings as the primary motivator behind major development projects, the transformation of The Bays Precinct under the Life Cycle will:

- 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).

We will look at the requirements for the entire Bays Precinct and work towards outcomes that serve the needs of entire communities rather than providing benefits to a limited few.

The International Summit

The Life Cycle anchored discussions at The Bays Precinct Sydney International Summit in November 2014. This unique undertaking brought together 350 local and international experts to collaborate on the best ideas for urban transformation. The Summit generated 20 high-level Principles (see Section 14) that have guided the aspirations included in this discussion paper.

The Principles will underpin our approach to land and waterways uses, development and governance as we work to ensure the primacy of the public good throughout the Precinct’s transformation.

Next steps

Pages 20 and 21 set out a proposed schedule of priorities for the Precinct’s transformation. The schedule includes plans for seven ‘Destinations’ of The Bays Precinct that will be transformed over the immediate, medium and longer-term.

Throughout this schedule, we will be calling on the expertise of Sydneysiders, the business community, local government and other experts to help us shape the transformation of each Destination, as well as The Bays Precinct as a whole.

This activity will include a program of workshops, meetings and other activities. We’ll include news on all our events and opportunities on The Bays Precinct website (www.thebayssydney.com.au) and through social media.

IMMEDIATE
(works commencing 2015 - 2019)

- Bays Waterfront Promenade
- Bays Market District
- White Bay Power Station
- White Bay including White Bay Cruise Terminal

MEDIUM TERM
(works commencing 2019 – 2022)

- Rozelle Bay and Bays Waterways

LONGER-TERM
(works commencing from 2022)

- Rozelle Rail Yards
- Glebe Island
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 Bays Precinct that will attract the new workers to provide this critical mass.

We don’t have the solution yet, but we will work in partnership with Transport for NSW to develop a Bays Precinct Comprehensive Transport and Mobility Plan – a longer-term strategy that will have benefits beyond The Bays Precinct.

**Seven-minute city**

The Bays Precinct Comprehensive Transport and Mobility Plan will be based on the idea of the seven-minute 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 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.
TRANSPORT IN THE BAYS PRECINCT: A PREREQUISITE TO SUCCESS

The transport solutions for The Bays Precinct will need to integrate with planning for a growing Sydney. We need to think about what is possible, taking account of surrounding land and waterway uses and existing transport systems.

The Long Term Transport Master Plan identifies eight objectives for the NSW transport system – solutions should meet these objectives.

**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?

**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 Precinct’s goods, services and employment and education opportunities for all Sydneysiders?

**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?
The transformation of The Bays Precinct provides the opportunity for Sydney to lead the world in the sustainable transformation of a major city precinct. We’ve noted in the previous section how important a comprehensive response to transport and mobility will be for The Bays Precinct. New transport infrastructure is essential to any world-class city, and our thinking about transport will go beyond just the Precinct itself – it will look at ways that we can optimise the existing transport networks and make improvements to nearby congested roads such as Victoria Road and Bridge Road.

Our approach to a comprehensive transport solution will drive our objective for the Precinct to be a model of environmental excellence.

What other considerations can drive this objective? What do we need to do to make The Bays Precinct the kind of place that generates its own energy and resources, that places less of a burden on existing networks, and that can withstand any kind of external shocks?

UrbanGrowth NSW is committed to ‘Transforming City Living’ – this means creating places that are more diverse, exciting, connected and healthy for all. It means working to be carbon neutral, reducing our waste and creating ecologically pristine areas. This commitment ensures that our projects create internationally acclaimed liveable places – the kind of places that strive to improve the wellbeing of both people and the planet.

This requires us to think about the kind of infrastructure we need. We want our cities to be resilient – by this, we mean future-proofing our cities so that we can respond to future environmental, social or economic shocks. This requires us to consider a number of leading-edge sustainable infrastructure options.

Given the Precinct’s location, we could also bring in the right environmental and ecological systems to improve water quality, reduce pollution, reduce the risk of flooding and treat stormwater. This will require us to consider how we should optimise nearby flood-prone areas – usually filled in to create the green spaces that we all love – that can play a part in our objective to improve the Harbour’s marine environment.
Environmental excellence means being strategic and thinking beyond just the Precinct’s infrastructure requirements – and we can contribute effectively to Sydney’s sustainability and resilience.
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.**

This ambition will shape our ongoing engagement with Sydneysiders. But what does this mean in practice? Our current thinking is to deliver a Bays Precinct that:

- adds to the social and environmental life of the local area, through proposed initiatives such as a network of shared, active open spaces and unlocking public access to the water
- boosts Sydney’s international competitiveness by creating a new CBD hub of knowledge-intensive, easily accessible, diverse and innovative jobs and workplaces – the workplaces of the future
- supports new knowledge-intensive jobs with a diversity of housing, including affordable housing, that attracts a range of people and markets.
A world-renowned, vibrant fresh food and fish market – the Bays Market District at Blackwattle Bay – is loved by Sydneysiders and international guests.

The restored White Bay Power Station buzzes with cool workplaces, galleries and safe, friendly places; a modern, village-like hub of shops and restaurants; and new waterfront plaza to people watch and enjoy the breeze off the water.

The Precinct’s interesting maritime and port industries sit side by side with other uses, providing a cosmopolitan and unpredictable atmosphere.

A waterfront promenade connects all the Precinct’s Destinations via Pyrmont to the CBD. It is full of activity night and day – people wandering along enjoy a mix of ‘pop-ups’ or events alongside permanent restaurants, small bars, cafes or garden areas.

The Precinct drives international competitiveness and attracts industries and people from all over the world, while providing great places that are used and enjoyed every day by residents, workers and visitors from all over Sydney.

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

IMAGINING THE BAYS PRECINCT IN 20 YEARS
This land, surrounding 94 hectares of water, consists of many unique areas that serve different communities, are valued differently by these communities, and offer different opportunities for transformation.

We believe it will be critical to focus on outcomes for each area of The Bays Precinct. For that 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.

We have identified seven Destinations for transformation, and propose a schedule of immediate, medium-term and longer-term activity for these Destinations.

We have also thought about a possible mix of uses across public realm, housing and employment for consideration (see Figure 2).

All of this activity will be supported with a variety of engagement exercises to ensure the transformation meets the current and future needs of Sydneysiders.

Much of the schedule is based on logistics – for example, Glebe Island is a longer-term Destination, as it is being used as the temporary site of the Sydney Exhibition Centre till around 2017 and 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 actively ready for a refresh.
**Immediate priority**
We’re proposing four Destinations to kick-start the transformation of The Bays Precinct. We believe that through working with our partners across government, industry and Sydneysiders, we can have plans in place for the transformation to begin at these Destinations in the next four years – and we’d like to see on-ground work commencing on Destination 1: Bays Waterfront Promenade as soon as possible.

**WORKS COMMENCING 2015 - 2019:**
- **Destination 1:** Bays Waterfront Promenade (Stage 1 from Balmain to Pyrmont, future stages consistent with medium and long-term priorities)
- **Destination 2:** Bays Market District (Sydney Fish Market and Blackwattle Bay)
- **Destination 3:** White Bay Power Station
- **Destination 4:** White Bay including White Bay Cruise Terminal

**Medium-term priority and longer-term priority**
We don’t intend to pre-determine the ambition for the medium and longer-term Destinations at this stage. As The Bays Precinct evolves – and as our collaborations with Sydneysiders, industry and across government continue – we expect to see the ambitions for these areas shaped by emerging environmental, social and economic trends, as well as new ideas and technologies.

**WORKS COMMENCING 2019 - 2022:**
- **Destination 5:** Rozelle Bay and Bays Waterways (Glebe, Blackwattle and Johnstons Bays)

**WORKS COMMENCING 2022 AND BEYOND:**
- **Destination 6:** Rozelle Rail Yards
- **Destination 7:** Glebe Island

<table>
<thead>
<tr>
<th>Destination</th>
<th>Public Realm</th>
<th>Housing</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination 1: Bays Waterfront Promenade</td>
<td>• • •</td>
<td>—</td>
<td>•</td>
</tr>
<tr>
<td>Destination 2: Bays Market District</td>
<td>• • •</td>
<td>• •</td>
<td>• • •</td>
</tr>
<tr>
<td>Destination 3: White Bay Power Station</td>
<td>• • •</td>
<td>• • •</td>
<td>• • •</td>
</tr>
<tr>
<td>Destination 4: White Bay including White Bay Cruise Terminal</td>
<td>• • •</td>
<td>• •</td>
<td>•</td>
</tr>
<tr>
<td>Destination 5: Rozelle Bay and Bays Waterways</td>
<td>• • •</td>
<td>• •</td>
<td>•</td>
</tr>
<tr>
<td>Destination 6: Rozelle Rail Yards</td>
<td>• •</td>
<td>• • •</td>
<td>•</td>
</tr>
<tr>
<td>Destination 7: Glebe Island</td>
<td>•</td>
<td>• • •</td>
<td>—</td>
</tr>
</tbody>
</table>

---

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

*Figure 2: Possible mix of uses in the Bays Precinct*
Imagine the ability to safely walk or cycle along the waterfront, all the way from Balmain through to the Sydney CBD - a trip that takes you along our beautiful harbour, with opportunities to sit by the foreshore with a coffee, enjoy a long lunch at a waterside café, admire locally-produced sculptures or art, or 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**
- A 5.5 kilometre promenade from Balmain to Pyrmont
- Options for walking and cycling by the water
- A new must-see destination peppered with activity
For the first time, we want to deliver a continuous, shared waterfront promenade from Balmain to Pyrmont that opens up the direct harbour frontage. Our proposal will see this delivered incrementally, with priority locations to unlock access identified this year. It will build on the popular access that Sydneysiders already have along the water in areas such as Blackwattle Bay Park and Bicentennial Park.

While the Bays Waterfront Promenade will be an essential connector within The Bays Precinct and to surrounding suburbs, we want it to be more than just a pathway that links people between places – we think it can be a new must-see Destination for every visitor to Sydney; a waterfront playground to bring communities together.

We want to think about how we can activate this long-closed off area to provide the best possible outcomes. Should it be a linear park, like New York’s High Line, or more of a peaceful area to stroll, like Paris’s La Promenade Planteée? Do we want to see constant activity – restaurants, shopping, exhibitions and music, like those we see along the South Bank in London – and should we encourage a program of festival and events to bring people back to the water?

We also need to consider the connections with the water that this new access can provide – by improving water quality in the area and providing new waterway infrastructure such as moors and jetties, more people will be able to enjoy activities on the water. We’ll combine this work with a Joint Working-Port Development Plan so that we can optimise public land and port uses in the long term.
One of the emerging global trends in the 21st Century world of food is a return to the basics – friendly, community-based farmers’ markets. In Sydney, we’re blessed with the Eveleigh Farmers’ Market at Carriageworks, the Hawkesbury Harvest Farm Gate Trail, and many weekly organic markets in places like Frenchs Forest and Marrickville.

**OBJECTIVE**

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

**FEATURES**

- A rejuvenated Sydney Fish Market
- A new fresh food and produce market
- Restaurants, cafes and Sydney’s best dining destination
The Bays Market District will build on these emerging trends and 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 or 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 renewed Sydney Fish Market could be supported by a new 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 Paris’s Marché Monge that uses purpose-designed structures to set up a market of quality providores a few days a week.

We want to draw on international, national and local ideas as we create this new city-side Destination. 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 would be a busy hub for residents, workers and visitors. What kind of diversity would attract the most people? Should all offerings be permanent, or should we draw on a mix of permanent restaurants, markets and seafood and other suppliers and combine this with ‘pop-up’ food trucks and outdoor events to showcase Australian cuisine and regular festivals?
Destination 3: WHITE BAY POWER STATION

THE WHITE BAY POWER STATION IS THE MOST RECOGNISED OF THE PRECINCT’S BUILDINGS, AND WE SEE IT AS A STATEMENT OF THE ONGOING TRANSFORMATION AND EVOLUTION OF THE BAYS PRECINCT. BY CREATING A NEW LANDMARK FOR SYDNEY THAT DRAWS STRONGLY 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
A hub for knowledge-intensive industries
Restoration of State-listed heritage
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 want to 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 extends to the water and 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.

If 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, we need to think about the most appropriate uses for the Power Station and how this can benefit nearby areas, think about its position at the heart of The Bays Precinct, and draw on international examples that have returned industrial spaces to their cities.

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.

Hudson Yards in New York represents 10.5 hectares of land over rail infrastructure that has the potential to accommodate 10,000 new residents, 30,000 workers and generate 23,000 construction jobs.

Toronto Waterfront will position Toronto for the intense urban competition and realities of the 21st Century and includes 800 hectares of land with 46 kilometres of waterfront.
Objective
In partnership with the Port Authority of NSW, to engage stakeholders on innovative solutions to the environmental and operational issues at White Bay Cruise Terminal and consider longer-term future uses of White Bay.

Possibilities
White Bay has the potential to be transformed with medium density living designed to complement all that is enjoyed in the existing neighbourhoods that sit next to White Bay. These many different uses could exist alongside smaller scale working harbour activities.
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.
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, including affordable housing, as well as public spaces and employment uses.

Destination 6:

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 good cycleways to the CBD via Anzac Bridge.
Destination 7:

**GLEBE ISLAND**

Glebe Island 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 economic activities of maritime industries and celebrate the authenticity of the working harbour.
What the transformation could mean

Guided by the UrbanGrowth NSW: City Transformation Life Cycle™, the Bays Precinct transformation will include every aspect of how a place should 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 as well as a global, ten-year alliance of local and international experts that began with the International Summit in 2014.

A new destination for knowledge-intensive jobs

The Bays Precinct could 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 creative and innovative hub for leading health, education or tourism jobs, while also retaining its traditional maritime industries.

A clear focus on the 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, all integrated in a way that creates lively and attractive new communities.

New global attractions

The transformation of The Bays Precinct could create new places to attract people from all over the world to experience Sydney as a growing, global, 21st Century city.

The Bays Market District, incorporating the Sydney Fish Market, could be a world-famous 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.

Threading from one end of the Precinct to the other, the Bays Waterfront Promenade could be more than just a waterside footpath. It would be filled with activity, events and places to relax, linking to a new plaza around the outstanding White Bay Power Station, the defining landmark of The Bays Precinct, and a new must-see destination for Sydney.
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 in, work in and visit the Precinct, supporting the Precinct’s future competitiveness. Ultimately, we want the Precinct to be a place where you have many more options than a car.

In keeping with the idea of a ‘seven-minute’ 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 Precinct: walking, cycling, all forms of public transport (ferries, buses and light and heavy rail) and driving.

As The Bays Precinct evolves, cutting-edge design principles would 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 Precinct’s appeal to tourists, employers, residents and local visitors.

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

From the early trading of the clans of the Eora Nation, to the maritime trade of the European settlers, The Bays Precinct has been shaped by Australia’s ups and downs – we should draw on this heritage as we plan for the Precinct’s future.

This could be a place where visitors, residents and workers feel the 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 Precinct’s history.

In a future of knowledge-intensive industries and workers, The Bays Precinct would 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.
The transformation of The Bays Precinct could be a global exemplar that tests new parameters in housing types, how housing is delivered, and what kind of public and/or private 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 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 Precinct could help to give these compact, mixed-used neighbourhoods an inclusive, intimate, cosmopolitan atmosphere.

Making The Bays Precinct an irresistible 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 who comes to call the Precinct home.

This requires a mix of effort right across the Life Cycle – a need to allow the 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.

New places for events and gatherings, especially around the Bays Market District or White Bay Power Station for example, could 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 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.

New places for events and gatherings, especially around the Bays Market District or White Bay Power Station for example, could 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 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.
Transparent communication and genuine stakeholder engagement are fundamental to successful urban transformation. These concepts are embodied in the Strategic Principles that will underpin 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 your feedback.

We recognise that a strong and inclusive public engagement program is essential to achieve 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.
We will be working with local government to gain their insights on the Precinct’s transformation. Our aim is to use the feedback we receive from Sydneysiders, industry and government to inform a Transformation Plan that we will present to the NSW Government later in 2015.

Our ethical procurement processes will mean that the way the transformation takes place is shaped by Sydneysiders, as will our ongoing program of engagement and participation.

But we don’t claim to have all the answers yet. As we receive feedback on this discussion paper, the proposed schedule and our ideas on the immediate priority Destinations; and as we evaluate the innovative concepts we expect through the Call for Great Ideas, we will also be working with partners across government to find the best ways to facilitate the transformation:

- We will be working with the Department of Planning & Environment to find a workable planning pathway to support a seamless approach to rezonings.
- We will be working with Transport for NSW, including Roads and Maritime Services, on a Comprehensive Transport and Mobility Plan.

How we’ll plan the transformation

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>January – April</td>
</tr>
<tr>
<td></td>
<td>Development of ideas for Transforming City Living: The Bays Precinct</td>
</tr>
<tr>
<td>November</td>
<td>Discovery Day in April</td>
</tr>
<tr>
<td>December</td>
<td>May</td>
</tr>
<tr>
<td>UrbanGrowth NSW appointed to lead Transformation Program</td>
<td>Sydneysiders Summit and Leadership Forums</td>
</tr>
<tr>
<td>The Bays Precinct Sydney International Summit</td>
<td></td>
</tr>
<tr>
<td>Release of 20 Strategic Principles</td>
<td></td>
</tr>
</tbody>
</table>

These ideas build on extensive work over the last 15 or so years and provide us with a suggested direction for the Precinct’s future.
CALL FOR GREAT IDEAS

Imagine having the opportunity to have a say on the future of a place that you love, or the prestige of helping to shape Sydney’s biggest transformation project since the Olympics.

That’s what the Call for Great Ideas is all about. It’s an opportunity for Sydneysiders, the business community and professionals to present innovative ideas for The Bays Precinct.

The Call for Great Ideas allows us to capture the best thinking from global and local communities and industry on how the future of the immediate priority Destinations should unfold.

This rich intelligence will inform the Transformation Plan, our procurement processes and shape the Precinct’s transformation.

Initial details about the Call for Great Ideas will be released at the Sydneysiders Summit. The full Call for Great Ideas will be released on The Bays Precinct website later in May: visit www.thebayssydney.com.au

May – June
- Public comment on ideas presented in Transforming City Living: The Bays Precinct
- Call for Great Ideas
- Stakeholder Workshops

July – August
- Consideration of feedback on Transforming City Living: The Bays Precinct
- Assessment of Great Ideas

From August
- Presentation of Transformation Plan to NSW Government

From September
- Start of planning for priority Destinations
- Ongoing public participation in all stages
We would like to thank all those who have contributed to the ideas presented in this discussion paper.

**External organisations**
- EY
- Flux Consultants
- Geoff Roberts
- GTA Consultants
- Investment Locations
- Services Associates
- JSD
- Leta Webb
- McKinsey & Company
- People for Places and Spaces
- PWC
- REA Consulting
- Red Bean Republic
- TopDeck Communications
- University of Sydney
- WiteKite

**Government partners**
- Government Architects Office
- Port Authority of NSW
- Roads and Maritime Services
- State Library of NSW
- City of Sydney

**Project Control Group**
- Department of Premier and Cabinet
- The Treasury
- Department of Planning and Environment
- Transport for NSW
- Government Property NSW
- NSW Trade and Investment
- Infrastructure NSW
- Port Authority of NSW
- Sydney Harbour Foreshore Authority

**UrbanGrowth team**
- Bob Hamilton
- Karen Penrose
- Ken Maher

**Core Team:**
- David Pitchford (CEO)
- Alexandra Vella
- Dan Bright
- Eric Brodie
- Stuart Carr
- Sarah Duignan
- Julian Frecklington
- Justin Hatchett
- Paul Hourigan
- Belinda Lewis
- Andrew Mossie
- Nick Nathans
- Andrew Nichols
- Simon Pagett
- Anna Petersen
- Matt Plumbridge
- Mark Redmond
- Lisa Rippon-Lee
- Nick Sellars

**We also acknowledge the written submissions received after the International Summit**
- Australian Institute of Landscape Architects
- Balmain Association, Carolyn Allen
- Bays Community Coalition (Coalition of Annandale Residents Precinct Committee, Balmain Residents Precinct Committee, Birchgrove Residents Precinct Committee, Leichhardt Residents Precinct Committee, Pymont Action Inc., Pymont Community Group, Rozelle/Iron Cove Residents Precinct Committee, Rozelle/Lilyfield Residents Precinct Committee, Rozelle/White Bay Residents Precinct Committee).

Contributors: Jennifer Aaron, Penny Alexander, John Brooks, Teena Clerke, Ian Cranwell, Nathan English, Gretchen Gamble, Richard Gould, Kath Hacking, Michele Hacking, Damien Hawcroft, Christina Ritchie, David Springett, Jean Stuart, Mark Wallis

The Bays Precinct People’s Campaign: Carolyn Allen, John Brooks, Dr Lesley Lynch, Professor Jane Marceau

Bella Creative: Belinda Lightfoot

Council of Ultimo/Pymont Associations: Mary Mortimer

Ecotransit Sydney: Nathan English and Matthew Hounsell

Green Building Council of Australia: Romilly Madew

School of Built Environment, DAB, UTS: Heather McDonald

Grosvenor Group: Kate Brown

City of Melbourne: Kathy Alexander

Professional Property Services Group: Nicholas & Margaret Brooke

Leichhardt Council: Peter Head

Curtin University: Professor Peter Newman AO

Places Victoria

Pymont Action Inc.: Elizabeth Elenius

University of Sydney: Roderick Simpson, Peter Phibbs, Julie Walton, Mike Harris

St George Community Housing

Sydney Business Chamber: The Hon Patricia Forsythe, James Mabbott

Urban Land Institute: Peter Holland, John Fitzgerald

The Warren Institute for Advanced Engineering: Richard Dinham

White Bay Joint Steering Committee: Jane Marceau

**Photography**
- John Fuchs

---

**About UrbanGrowth NSW**

UrbanGrowth NSW is the NSW Government’s urban transformation delivery organisation.

UrbanGrowth NSW has 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.

---

**Disclaimer**

While every effort has been made to ensure that this document is correct at the time of printing, UrbanGrowth NSW (including its agents and employees) makes no warranties as to the accuracy or completeness of the information in the document. Not all concepts considered in these papers reflect government policy or are under active consideration. UrbanGrowth NSW disclaims any and all liability to any person in connection with anything done or committed to be done in reliance upon the whole or any part of the document.
14. STATEMENT OF PRINCIPLES

The imagination at the heart of the 2014 Bays Precinct Sydney International Summit generated 20 high-level Principles that guided and underpinned much of the thinking included in this discussion paper.

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.
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.