

Sydney's Western Harbour Precinct

A CHARTER FOR THE WORLD'S BEST WATERFRONT

**Better together,
for good.**

October 2023

Acknowledgement of Country

New Sydney Waterfront Company and Urbis acknowledge the Gadigal people of the Eora nation as the Traditional Custodians of the bamal (earth) and badu (waters) on which this project is located. We also acknowledge all Traditional Custodians of the land and waters throughout Australia and pay our respects to them and their cultures, and to Elders past, and present.





*Embedded Artwork:
Aborigines spearing fish. Others diving for crayfish, a party seated beside a fire cooking fish,
by Joseph Lycett. National Library of Australia.*



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Better together, for good.

This Charter was born out of the 2022 New Sydney Waterfront Summit, that embraced the challenge for Sydney’s Western Harbour Precinct, with the benefit of \$12 billion further transformational investment over the next decade, to become “the World’s Best Waterfront.” It responds to the obvious next question... “What would make it so?”

The Charter is an evidence-based framework for collaboration to inspire and guide the business members of the New Sydney Waterfront Business Improvement District (BID) to invest and collaborate with each other, the community, the City of Sydney and NSW Government, in a collective aspiration to make a great waterfront precinct even better.

It invites a shared response to the challenge and opportunity presented by one of Sydney’s most wonderful, but yet-to-be optimised places. The Charter is based on the findings of an Urbis research study into the success factors of global waterfront precincts. Urbis and the BID applied this research to develop a set of Principles applicable to the western harbour.

Consultation with private and public sector stakeholders over the past 12 months has informed a set of Shared Values and Pillars for Partnership that reflect these Principles and are outlined in this Charter.

The Charter has been developed within the context of various approved plans and other commitments of business members, and various policies or programs of state and local government that relate to some or all of the western harbour. The Charter is not intended to act as a replacement for any of these.

The Charter, values and pillars are intended to serve as a framework to guide the BID’s efforts and investment to make a great waterfront precinct even better, in partnership with all stakeholders.



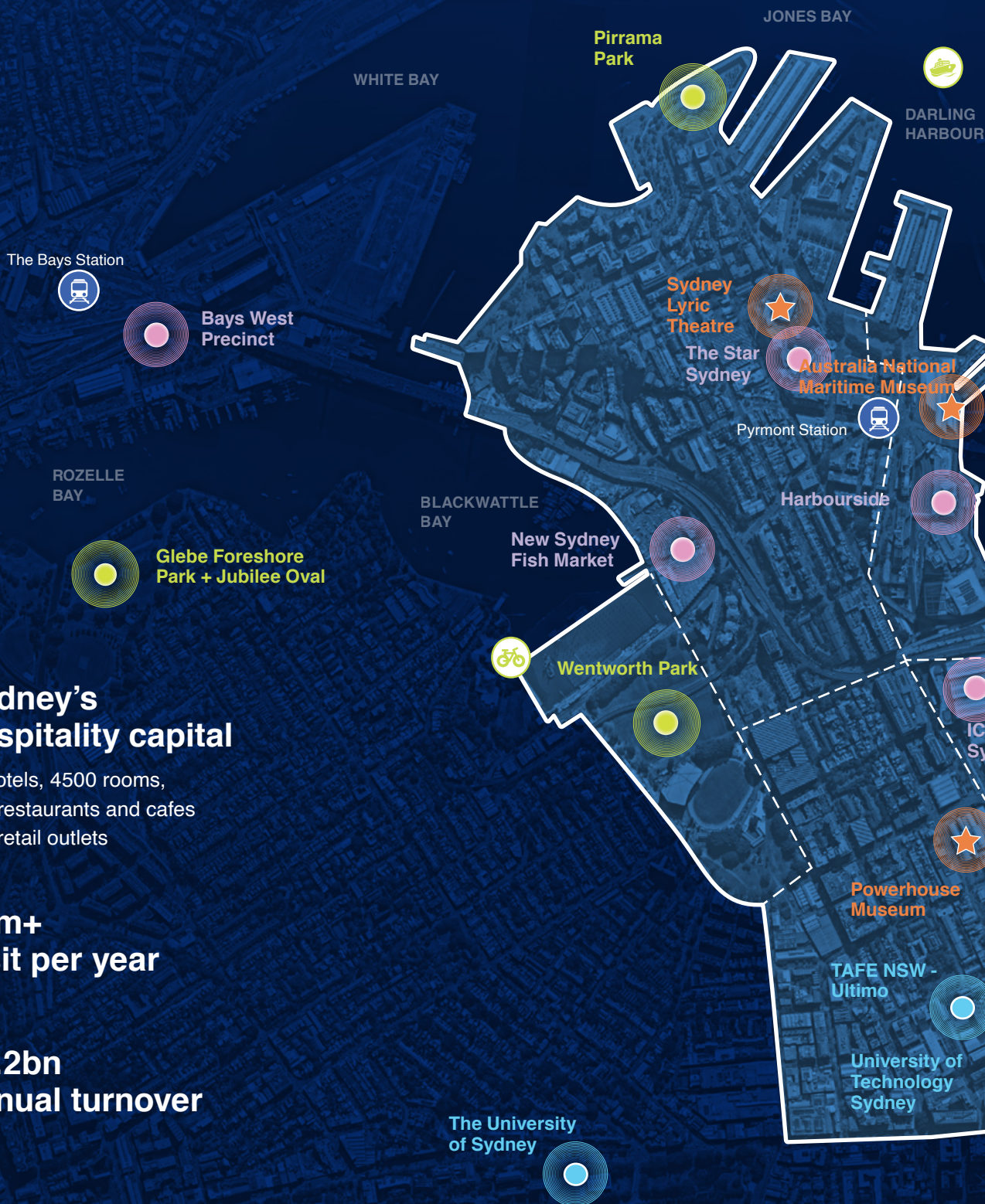
An aerial photograph of a waterfront precinct, likely in Auckland, New Zealand. The image shows a large body of water with several ships, including a large ferry and several smaller vessels. A prominent bridge with a steel truss structure spans across the water. In the foreground, there are modern buildings with curved roofs. The background shows a city skyline and hills under a hazy sky. A solid blue vertical bar is on the left side of the page.

An evolving waterfront precinct



Sydney's Western Harbour Precinct

Barangaroo Reserve



Sydney's hospitality capital

15 hotels, 4500 rooms,
300 restaurants and cafes
500 retail outlets



80m+
visit per year



\$4.2bn
annual turnover



Global business hub

50,000 workers APAC headquarters



11 Live entertainment venues

Energising Sydney's 24-hour economy



Over 25ha parklands

For events and enjoyment



10 cultural facilities

Arts, theatre, creative industry



7km prime waterfront foreshore

Connecting the city



BID Boundary



Key Commercial & Destination Assets: Places and schemes that drive economic performance and global attractiveness



Key Cultural Assets: City Destinations that help enrich the precinct's place experience



Major Educational Assets
Tertiary Education



Green Assets: Places that encourages discovery and play



Sydney Metro Stations

A Global Destination Undergoing Ambitious Regeneration

KEY

Under Active Consideration

Renewal Plans/ Under Development

Approved



\$12b further precinct investment

A powerful pipeline

Artist's Impression of Central Barangaroo



Plymouth Metro Station



Bank Street Park

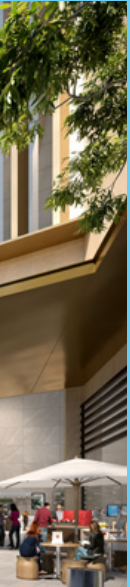


The Cutaway Project



The W Hotel Darling Harbour

NSW Government, W Sydney



Barangaroo Metro Station Northern Entrance



KEY

Under Active Consideration

Renewal Plans/ Under Development

Approved

Artist's impression of Blackwattle Bay



The Bays Metro Station



Artist's Impression of Harbourside



Artist's Impression of New Sydney Fish Market



Artist's Impression of New Sydney Fish Market



Powerhouse Ultimo Renewal

Create NSW



Artist's Impression of Central Barangaroo

Artist's Impression of the Cockle Bay Park



Design by Henning Larsen



Opportunities and challenges



Opportunities and challenges

Sydney's Western Harbour has been a meeting place of people, commerce and culture for generations and a place of congregation for First Nations Australians for millennia. The Precinct exists in a diverse and continually changing part of Sydney that still maintains a rich history of making a life by the water; a place of fishing and feasting; a place of firsts in ingenuity, design and innovation; a place of diverse cultures riding waves of change and transformation.

In more recent times, the area has evolved organically into a precinct made up of a number of parts, with a diverse mix of complementary but disconnected uses and experiences often within dense residential amenity. It finds itself positioned in the heart of a new Sydney centre, a connector between the traditional Sydney CBD and the Bays, Inner West and beyond. Before COVID, it welcomed over 100 million visits a year, with signature attractions, a world-leading convention and exhibition centre, an international destination for commerce and tourism, and associated accommodation, hospitality, entertainment and leisure offerings. It has become a significant contributor to the City, the NSW and Australia's GDP.

However, the Precinct faces structural changes, economic headwinds and social shifts all impacting the area's capacity to remain globally competitive, and a place for all people.

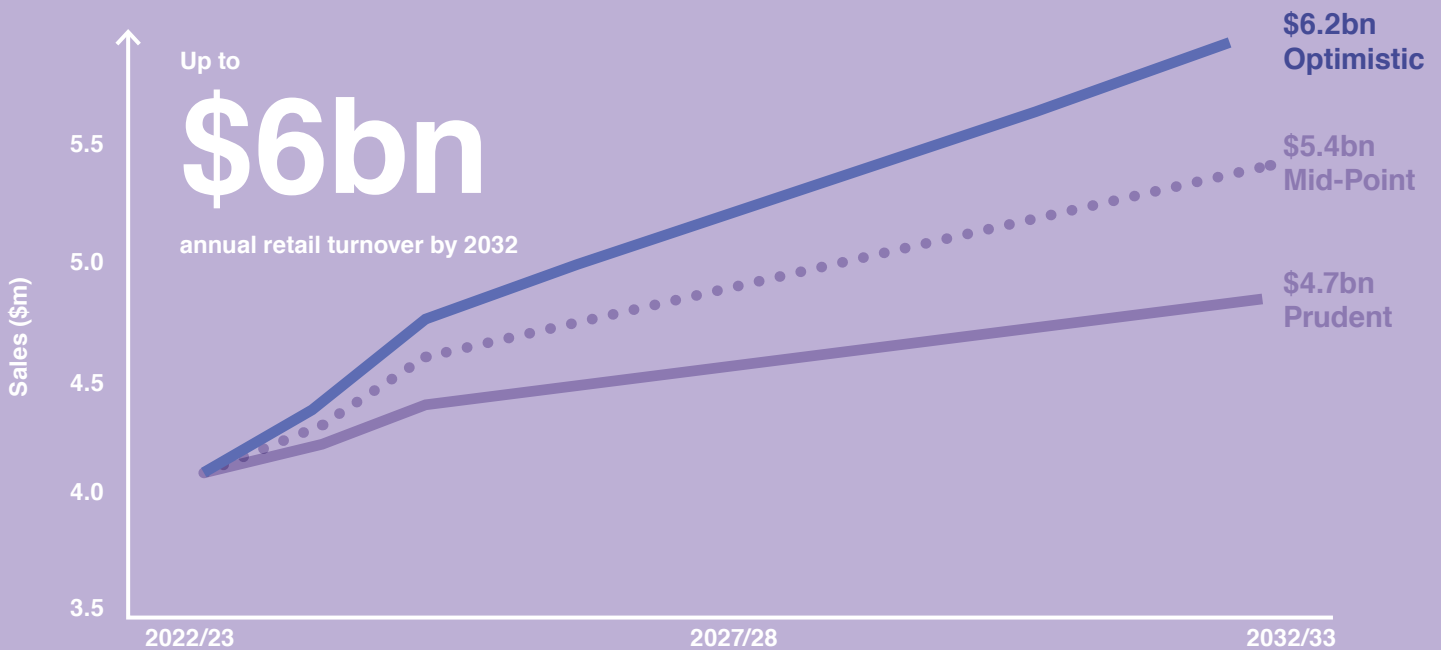
Following a comprehensive review of global waterfronts, analysing visitor data and trends over the past three years, engaging over 100 different stakeholders and organisations across Sydney, and surveying over 2,000 users of the area; some confronting insights and challenges are consistently apparent:

Scoping the Opportunity

Environmental & Social Impact Opportunity

With a significant number and variety of businesses and organisations across the precinct, there is an opportunity to collectively leverage ESG benefits. Working together, the precinct can identify shared areas of interest, and facilitate a joined up approach to unlock benefits through collaboration.

Economic & Job Creation Opportunity



Source: Colliers

Strategic Harbour Front Precinct for Sydney and Australia, comprising

\$100bn

in assets & business.

+10,000

additional jobs.

(Pymont Peninsula Economic Analysis for NSW Government)

\$20bn

of potential additional economic activity over ten years unrealised (PwC).

Challenges

Visitor Perceptions, Demand and Movement

No cohesive or recognised identity

70%

of locals support the concept of a singular, cohesive "Western Harbour Precinct" concept. Yet only 37% are aware of the term.

(Community Attitudes Towards Western Harbour Precinct, Newgate research, August 2018)

Multi-venue visitation on a single trip is rare

78m Visits in 2022

78% on 2019 levels

52 visits a year on average driven significantly by local worker population

Average only of

1.3 sub-precincts visited per trip

Out of the 10 available

NPS

 (Net Promoter Score)

varies between parts of the Precinct from

+33 to +52

Underperforming precinct

~ **80%** of precinct visitors are 'non-commercial'

< **10%** of international arrivals in Sydney spend money in the Precinct

< **25%** of transacting visitors returned to spend money on a second occasion

*PwC Pilot Visitor Analysis (2022 - 15% Precinct Business participated);
Colliers Precinct Baseline Analysis (2019-2022)*

Connectivity remains the overarching issue and the key to unlocking the Precinct's full potential.

CONNECTING:
People & Place

CONNECTING:
Country & Environment

CONNECTING:
Commerce, Culture & Community

CONNECTING:
Uses & Activities

CONNECTING:
Movement & Infrastructure

CONNECTING:
Experience & Identity

One Waterfront Precinct



Blockage rather than dynamic connection between CBD and Bays and the Innovation Corridor



Connection with Country is inconsistent



Disconnected Foreshore

water edge doesn't legibly connect, lack of meaningful use of water



Incoherent Wayfinding

Wayfinding (including maps, digital assets, signage) inconsistent in logic and appearance



Limited Diversity

of night-time and cultural offer

Global Benchmark Waterfront Study





3

Principles for High Performance

Learning from the Great Waterfronts of the World

Sydney is a world-famous harbour city, its marine estate providing a source of competitive advantage and underpinning both its quality and way of life. Like any well-loved asset, it experiences periods of intense investment and renewal; and at these junctions we are presented with the opportunity to consider once again the hallmarks of a world-class urban waterfront and consider what more we can do to celebrate, protect, and enhance its environment and experience.

The accompanying study report, *Great Waterfronts*, explores examples of world-class waterfronts, providing guidance about the characteristics that propel their sustained success in social and economic terms, irrespective of geopolitical or social context.

Sydney has an extensive marine estate comprising coastal, riparian and harbourside ecosystems each of which contributes UNIQUE environmental, social, and economic value to the city, its community and visitors. The inner harbour is considered by many to be Sydney's most iconic waterfront address, consequently this study will focus on exploring case studies that are relevant to its intense inner urban context. New York-based Project for Public Spaces suggests that there are 200 examples of urban waterfronts to choose from and from these, a long list of 35 was developed.

To narrow the selection, these examples were further classified by reference to their inner urban location, working harbour or leisure water orientation, and mixed commercial, cultural, and civic functionality – thereby halving the long-list. The final consideration was the maturity of these exemplars and therefore the extent to which they represented legacy (generations one and two waterfront) or future thinking (next generation waterfront).

“ A city that invests in the dynamic reinvention of its Waterfront is consciously creating social and economic value for its future.

(Kate Meyrick, Urbis)



SHORTLISTED CASE STUDIES

- Strategic Significance Case Studies: Urban Waterfront Ecosystem
- Precinct-Specific Case Studies

The Long List Of Great Waterfronts (A-Z) and The Shortlisted Great Waterfronts

AARHUS HARBOUR BATH AARHUS, DENMARK	ABANDOIBARRA WATERFRONT BILBAO, SPAIN	AKER BRYGGE OSLO, NORWAY	ANTWERP EILANDJE ANTWERP, BELGIUM	BROOKLYN BRIDGE PARK NEW YORK, USA	CANARY WHARF LONDON, U.K.
CHICAGO RIVERWALK CHICAGO, USA	DOMINO PARK BROOKLYN, USA	ELIZABETH QUAY PERTH, AUSTRALIA	EMBARCADERO, SAN FRANCISCO SAN FRANCISCO, USA	GRANVILLE ISLAND VANCOUVER, CANADA	HAFEN CITY HAMBURG HAMBURG, GERMANY
HALIFAX HARBOUR WATERFRONT HALIFAX, CANADA	HOWARD SMITH WHARVES BRISBANE, AUSTRALIA	HUDSON RIVER PARK NEW YORK, USA	HUNTER'S POINT SOUTH LONG ISLAND CITY, QUEENS USA	LA MARINA DE VALENCIA VALENCIA WATERFRONT, SPAIN	LIVERPOOL DOCKS LIVERPOOL, U.K.
1 LONDON CITY UNITED KINGDOM	3 MARINA BAY SINGAPORE	MERWE VIERHAVENS + RDM STADHAVEN ROTTERDAM	3 MINATO MIRAI YOKOHAMA, JAPAN	2 NEW YORK CITY UNITED STATES	NORRA ÄLVSTRANDEN GOTHENBURG, SWEDEN
10 PORT ADELAIDE MASTER PLAN ADELAIDE, AUSTRALIA	SAN DIEGO WATERFRONT CALIFORNIA, USA	SAN PEDRO DOWNTOWN WATERFRONT LOS ANGELES USA	WEST KOWLOON CULTURAL DISTRICT HONG KONG, CHINA	SEAPORT DISTRICT NEW YORK, USA	9 SOUTH BANK & THE DOCKLANDS MELBOURNE, AUSTRALIA
SOUTHBANK LONDON LONDON, U.K.	TARANAKI WHARF WEST WELLINGTON WELLINGTON, NEW ZEALAND	5 TORONTO WATERFRONT ONTARIO, CANADA	8 VIADUCT HARBOUR AUCKLAND, NEW ZEALAND	VANCOUVER WATERFRONT PARK WASHINGTON, USA	7 XUHUI WEST BUND, THE BUND SHANGHAI, CHINA

Principles of World Class Waterfront

Sydney waterfront that unites Care for Country, Climate, Culture and Community Coalesce

01

GENUINE CONNECTION TO PLACE

Proudly reflects its story and portrays the culture of our city.



02

DESIGN FOR AND CONNECT WITH COUNTRY

Caring for Country and respecting the living cultures of First Nations peoples.



03

SHOWCASES CONTEMPORARY SYDNEY

Celebrate its creativity and soul; powerfully portrays the values and resonates with audiences.

04

COLLECTIVE ENDEAVOUR

that unites all stakeholders in a 'one waterfront' approach.



05

BALANCE

of environmental, social and economic uses and outcomes.



06

FUTURE FOCUSED AND PROGRESSIVE

Leveraging data-led decision making.

07

MICRO DESTINATIONS

A diverse and eclectic collection of environments and experiences, reflecting many moods.



08

DEMOCRATIC & INCLUSIVE

Inclusive and equitable. Connecting people with the water physically and emotionally –at every opportunity.



09

FUN - FOR EVERYONE

(But not necessarily everywhere).



10

FLOW

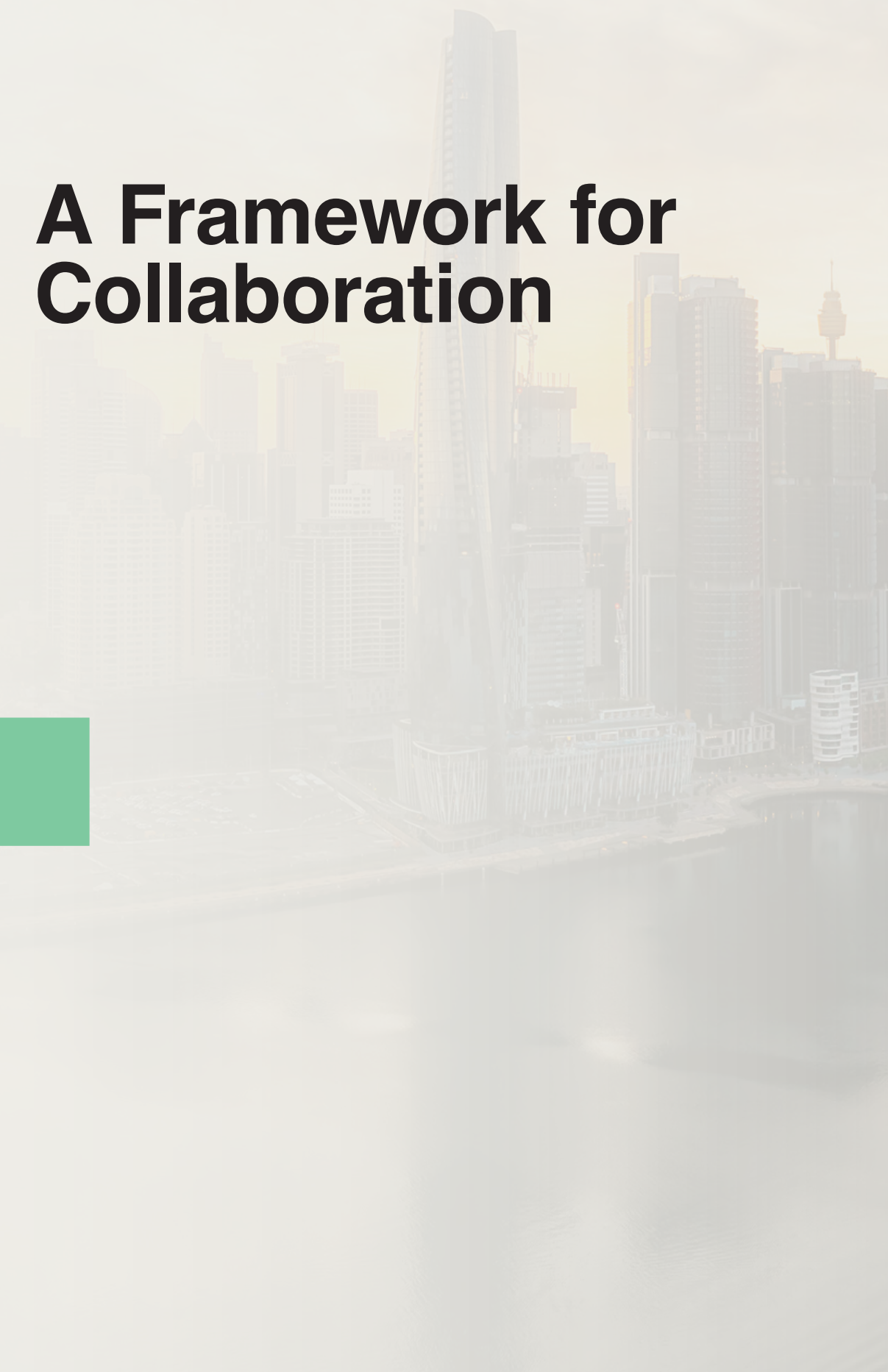
easy, safe and seamless to move around

=

**Commercially successful,
high performing,
world's best waterfront**



A Framework for Collaboration





What will make Sydney's Western Harbour the World's Best Waterfront

The Principles for creating the world's best waterfront have culminated in the development of a set of Shared Values and Pillars for Partnership that seek to guide all stakeholders in a collective and collaborative aspiration to create “world's best” in the Western Harbour Precinct.

Our Shared Values

These Shared Values reflect an approach to collaboration that endeavours to deliver meaningful commercial, social, community and environmental benefits. The values are based on extensive consultation with stakeholders across business, not for profits, community, City of Sydney, NSW Government and other private and public sector groups.



Diversity and Inclusion

A precinct that is welcoming, safe and offers something for everyone – from diversity of places and spaces to diversity of experiences.



Connection to Country

Acknowledging and respecting First Nations peoples' culture and stories in precinct programs and initiatives that strengthen the connection between past, present and future.



Enterprise and Innovation

Aspiring to innovate, ideate and establish new benchmarks in the development of precinct-scale collaboration opportunities.

Pillars for Partnership

These Pillars for Partnership are a set of focus areas to guide and prioritise investment and initiatives in the precinct.

1

Fully connected and accessible:

Comprehensive connectivity – physical, conceptual and operational – is the key to unlocking the Precinct’s full potential.

- Connection to Country
- Active, walkable, sustainable and attractive physical connections
- Connecting people to place and businesses to each other

The Waterfront’s hundreds of new and existing venues, activities and attractions will be connected to each other and to the surrounding Sydney suburbs, so that they can be experienced and enjoyed much more easily together.

2

Our Harbour – A precinct for all:

Locally and globally loved. A place of authenticity, creativity and vibrancy.

Complementing and contrasting the spectacular Eastern Harbour, this is a place where people of all cultures and backgrounds and beliefs – residents, workers, businesses, investors, local visitors and tourists – feel welcome to come and share in one of the most diverse and inclusive harbour waterfronts in the world.

Whether it is through improved and connected events and activations, supported by lots of always-on fine grain creative and cultural activity; or Australian seafood, from the spectacular new Sydney Fish Market across every part of the Precinct; Precinct-wide curated retail or the workplaces of the future; the world will feel at home on the Waterfront.

3

Ambitious & integrated regeneration:

Over the next decade, the remaining bicentennial parts of the precinct will be fully redeveloped. More than \$12bn will be spent to create Australia's finest new attractions, amenities and experiences, to complement both the heritage sandstone and terraces of Pyrmont, and the modern architecture of Barangaroo and Darling Square.

Investors, developers and Government (Local and State) partners working together to take a Precinct wide and user centric approach to deliver diverse and inspiring overall experiences, with a unique mix of offer and integrating this with the built form and Sydney's Harbour.

4

A place of collaboration:

**Commerce, community
and culture working
together with government
to innovate and drive
economic, social and
environmental outcomes.**

Working with shared data and insights, shared values and shared aspirations, the Western Harbour will recognise, embrace and unleash the power of collaboration.





A Future Opportunity for Sydney's Western Harbour Precinct

This document has been developed and written by Urbis, Cultural Capital, Colliers and Excalibre.

Published by Urbis.

The accompanying study report – **Great Waterfronts** can be found at www.newsydneyprecinct.com.au

This report contains details and analysis of Australian and International Waterfront Precincts as case studies of the New Sydney Waterfront's competition.

Study Partners:



Commissioning Group/New Sydney Waterfront Company Board:



NEW SYDNEY WATERFRONT^{CO}

WALSH BAY – BARANGAROO – KING STREET WHARF
COCKLE BAY WHARF – DARLING HARBOUR – PYRMONT
JONES BAY – BLACKWATTLE BAY

