



COLLABORATION AREA

# Randwick Place Strategy



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## Acknowledgement of Country

The Greater Sydney Commission acknowledges the Gadigal people of the Eora Nation, the traditional owners of the lands that include the Randwick Collaboration Area, and the living culture of the traditional custodians of these lands.

The Commission recognises that the traditional owners have occupied and cared for this Country over countless generations and celebrates their continuing contribution to the life of Greater Sydney.

## List of shortened terms

ATC	Australian Turf Club	DPE	Department of Planning and Environment
CO2-e	Carbon dioxide equivalent (standard unit for measuring greenhouse gas emissions)	HI	Health Infrastructure NSW
DoE	NSW Department of Education	LAHC	Land and Housing Corporation
DFSI	Department of Finance, Services and Innovation	NBN	National Broadband Network
DOI	Department of Industry	NSW Health	Representing the Health Cluster
DPC	Department of Premier and Cabinet	OEH	Office of Environment and Heritage
		RMS	Roads and Maritime Services
		UNSW	University of New South Wales

# Foreword

**Maria Atkinson AM**  
Eastern City District  
Commissioner



The Randwick Collaboration Area is anchored by major health and education institutions, with the University of NSW Kensington Campus and the Randwick Hospitals' Campus combining to create a dynamic area within reach of green open spaces and eastern beaches, diverse neighbourhoods and convenient access to the Harbour CBD.

The Collaboration Area is renowned for outstanding learning, research, innovation and discovery across dramatic science, engineering, digital, technical and the diagnostic, therapeutic and direct health services. UNSW offers facilities for students and the public, including theatre and music venues and a fitness and aquatic centre.

What this Place Strategy aims to do is optimise the area's reputation and assets, and bring together the many organisations that have a stake in its future, so that Randwick can mature into a globally recognised innovation district.

All of us involved in the Collaboration Area process believe that planning for Randwick as an innovation district will help to create new and engaging places for people – places where people can socialise and interact, and places that will attract the knowledge workers of the future.

This future does require a step up, however. Bringing stakeholders together allows us to address issues such as

improving physical connections, addressing the need for greater public transport coverage to the Harbour CBD, across south-east Sydney and to Strategic Centres including Green Square, Bondi Junction and Maroubra. We can work together to prioritise walking and cycling connections and bring greater vibrancy to every area of the Collaboration Area, at all times of the day.

We can look at solutions for affordable local housing – a vital element for a burgeoning health and education community of key workers and students. Added to that mix, we want to encourage the innovative businesses of the future, and create spaces for start-ups and scaleups that can take advantage of physical connections with knowledge-intensive industries.

As the area grows, the resultant investment in new energy, water, waste and transport infrastructure gives us an opportunity to introduce precinct-wide energy, water and waste efficiency solutions, replace inefficient infrastructure and enable new utility models and technologies.

We have all the right building blocks at Randwick – this Place Strategy takes this foundation, and looks at how we can all work, plan and invest collaboratively to create an innovation district for the future.

## 1

# Introduction

This Randwick Collaboration Area Place Strategy was collectively designed by the stakeholders involved in planning for the future of the Collaboration Area. Specifically, it:

- establishes a vision for the Randwick Collaboration Area, based on the community's vision expressed in the *Eastern City District Plan*
- identifies impediments and opportunities
- sets priorities for the Collaboration Area
- identifies actions to deliver the vision.

This Place Strategy will inform both public and private policy and investment decisions by identifying and recognising complex, place-specific issues. It has brought multiple and diverse stakeholders together to identify the complexity and interrelatedness of various challenges and opportunities, and allow priorities for growth.

## 1.1 Defining Randwick

*A Metropolis of Three Cities* identifies Randwick as a centre within different planning contexts.

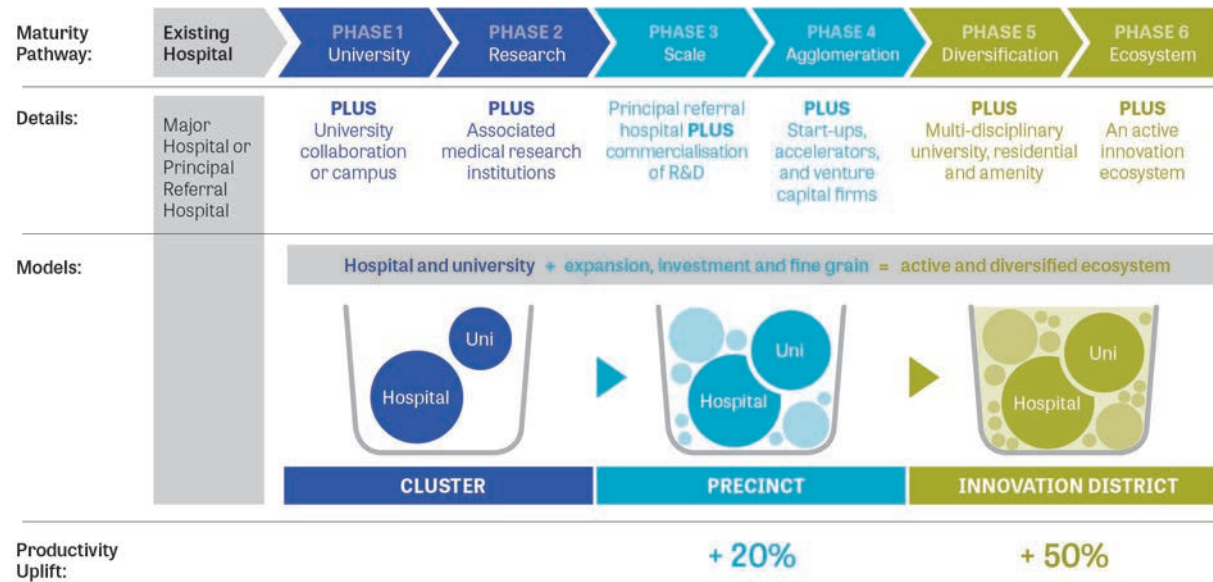
It is a **strategic centre**, defined as a location that is expected to accommodate high levels of private sector investment, enabling businesses to grow and evolve. Strategic centres will become increasingly important parts of the Eastern City's structure, particularly as a part of the Eastern Economic Corridor.

It is also defined as a **health and education precinct**, which can form parts of centres and include major hospitals, universities and medical research institutions. These precincts connect the community to health and education services while acting as drivers of export services and major employment hubs. They generally contain a principal referral hospital and tertiary education campus.

Health and education precincts evolve and progress along a 'maturity pathway' (see Figure 1). As precincts evolve, the economic productivity of the precinct increases substantially. This Place Strategy facilitates a maturity pathway from a health and education precinct towards an innovation district.

Randwick is also defined as a **Collaboration Area** – a place-based, multi-stakeholder approach to solving complex urban issues, that the Commission facilitates over a 12-month period. This Place Strategy represents the outcomes of the Collaboration Area process.

**Figure 1:** Maturity pathway for health and education precincts





## 1.2 Randwick's complex urban challenges

Growing the Randwick health and education precinct towards an innovation district, with diversified uses, a mix of dwellings and a level of research, innovation, enterprise and infrastructure appropriate for its role, requires a deliberate and coordinated effort to resolve impediments to growth, and leverage opportunities.

Challenges include:

- anticipated growth in students, staff, key workers, beds and start-ups over the next 10–15 years
- transport access to and from the University of NSW (UNSW) Kensington Campus and the Randwick Hospitals' Campus to other parts of Greater Sydney
- provision of diverse and affordable housing including student and key worker housing, and short to medium-term accommodation to serve the health and education precinct
- optimising potential for cross-hospital/UNSW initiatives through the future expansion and integration of the UNSW Kensington Campus and the Randwick Hospitals' Campus.

Randwick's health, education and research assets include:

- Health: Randwick Hospitals' Campus with the Prince of Wales public and private hospitals, Sydney Children's Hospital, Eastern Suburbs Mental Health Services and Royal Hospital for Women
- Education: UNSW Kensington and Randwick Campuses, TAFE NSW Randwick Campus, Randwick Boys' and Girls' High Schools and Rainbow Street Public School

- Research: The Kirby Institute, Scientia Clinical Research, Lowy Cancer Research Centre, The Bright Alliance, Translational Cancer Research Network, Children's Cancer Institute of Australia, National Drug and Alcohol Research Centre, The Ageing Research Centre, Prince of Wales Medical Research Centre, Black Dog Institute, Eastern Heath Clinic, NeuRa (Neuroscience Research Australia), SEALS North Randwick Campus, Southern Radiology Randwick Neuroscience Building, Southern Radiology Nuclear Medicine and Black Dog Institute.

Randwick's many opportunities include:

- NSW Government investment in the CBD and South East Light Rail
- \$720 million investment to redevelop the Randwick Hospitals' Campus
- the \$2 billion redevelopment of the UNSW Kensington Campus over the next 10 years
- the town centres of Kensington, Kingsford, Randwick Junction and The Spot
- Royal Randwick Racecourse as an important green space, sports and entertainment facility
- nearby open space and recreation facilities such as Centennial Park, Moore Park, Queens Park, the Australian and Eastlakes golf courses, David Philips Field and Rowland Park sports grounds, and the eastern beaches and coastline
- proximity to Sydney Airport and Harbour CBD and corresponding future connections to Greater Sydney via mass transit.

**Figure 2:** The Randwick Collaboration Area key sites



1	Kensington Town Centre	5	UNSW Randwick Campus	9	The Spot
2	Kingsford Town Centre	6	Future Campus Expansion		Light rail and stations (under construction)
3	TAFE NSW Randwick	7	Randwick Hospitals' Campus		Collaboration Area
4	UNSW Kensington Campus	8	Randwick Junction Town Centre		Health and Education Precinct (core activity)



## 2

# The vision for the Randwick Collaboration Area

By 2036, Randwick has matured into an innovation district of engaging places, with a highly integrated university and health campus. Town centres, residential, employment, recreation and community areas are interconnected, allowing people to move, interact and share knowledge and ideas.

## 2.1 Shared objectives to achieve the 2036 vision

The Randwick Collaboration Area stakeholder group has agreed to six shared objectives to guide Randwick's growth and change. These objectives act as markers so that future projects build towards the realisation of the vision.

The Randwick Collaboration Area is a place that:

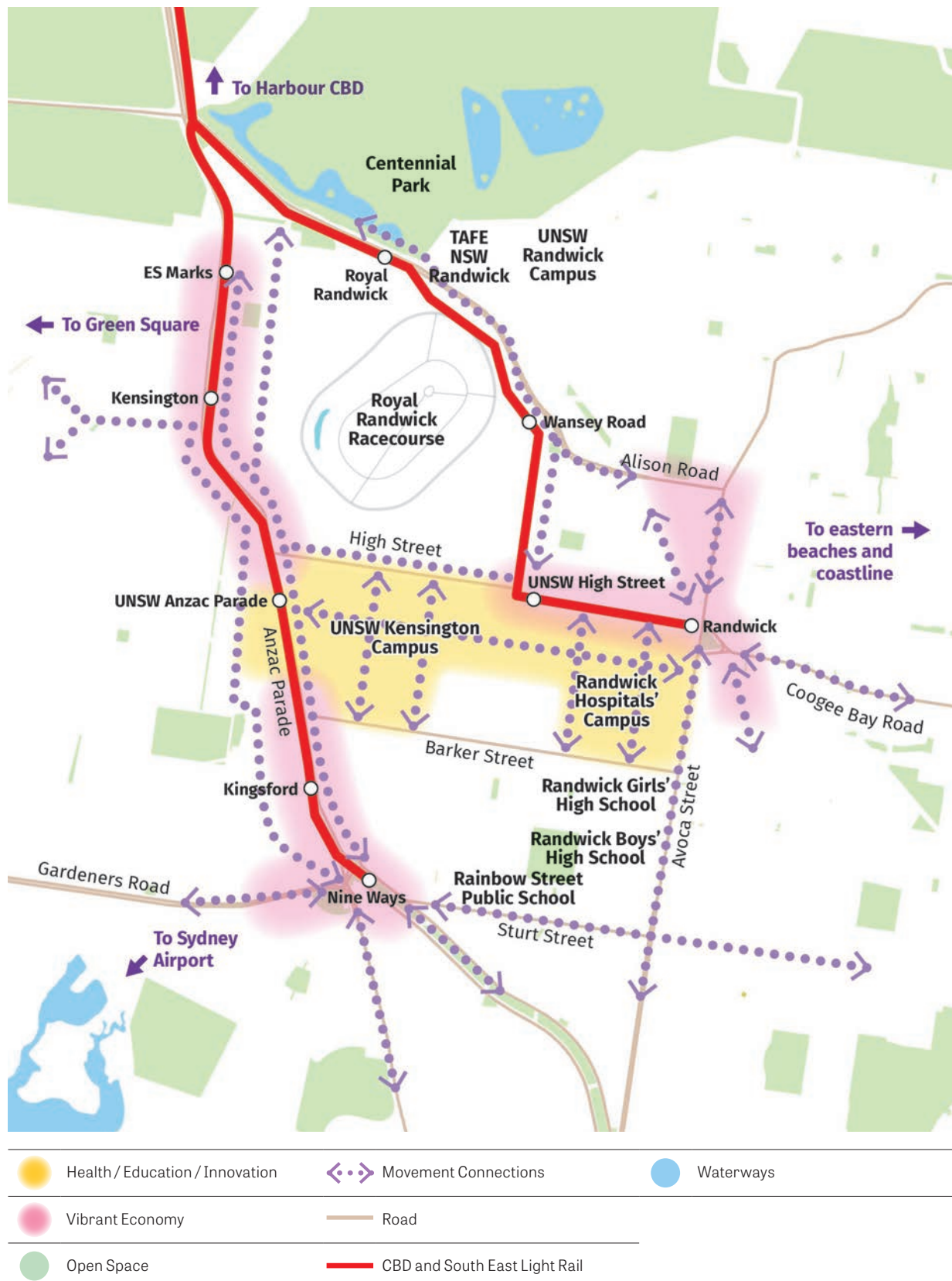
- is one of Australia's premier health, education and innovation districts
- is well connected to the rest of Greater Sydney by public transport
- prioritises walking and cycling connections and vibrant centres of activity, including the night-time economy

- has a reputation as a leader in renewable energy research to provide a low-carbon sustainable environment
- supports formal and informal partnerships between the education, health, research and private sectors
- has innovative solutions and a diverse housing provision including affordable housing that meet the needs of the community.

The future expansion of the Randwick Hospitals' Campus, integrated with the redevelopment of the UNSW Kensington Campus, will create a leading integrated centre for health, education, research, innovation and enterprise to drive economic growth.



**Figure 3:** A Place Strategy for Randwick



## 2.2 Understanding the challenges

The Collaboration Area process has explored and uncovered the challenges and opportunities facing Randwick through the following strategic plans. These documents should be consulted alongside this Place Strategy to understand the wider policy context for the Collaboration Area's future:

- *A Metropolis of Three Cities*: the NSW Government's 40-year vision and 20-year plan to rebalance growth and deliver benefits more equally and equitably to residents across Greater Sydney
- *Future Transport Strategy 2056*: focusing on the decisions the NSW Government needs to make now to address Greater Sydney's growth and change over the next 40 years
- *State Infrastructure Strategy 2018–2038*: setting out the NSW Government's priorities for the next 20 years and, combined with the *Future Transport Strategy 2056* and *A Metropolis of Three Cities*, bringing together infrastructure investment and land use planning for cities.
- *Eastern City District Plan*: translating the metropolitan-level objectives set out in *A Metropolis of Three Cities* to inform local planning.
- *Sydney's Cycling Future 2013*: sets out the NSW Government plan to prioritise and provide for cycling in Sydney.

Other strategies and assessments that have informed the Place Strategy include:

- Greater Sydney Commission: *Exploring Net Zero Emissions for Greater Sydney*
- Health Infrastructure NSW: *Randwick Campus Redevelopment (Stage 1) Traffic Assessment*
- Randwick City Council's bicycle route construction priority list
- Randwick City Council: *Kensington–Centennial Park Flood Study*
- Randwick City Council: *Kensington to Kingsford Town Centres Draft Planning Strategy*
- Randwick City Council: *Draft Smart City Strategy*
- UNSW: *Kensington Campus 2016 Travel Survey*
- UNSW: *2025 Strategy*.

Stakeholders also provided valuable input through seven workshops between July 2017 and May 2018.







## 3

## Summary of priorities and actions

	Connectivity				Liveability		
Priorities:	<b>Priority 1:</b> Create an integrated and connected innovation district	<b>Priority 2:</b> Improve public transport to and from the Randwick Collaboration Area	<b>Priority 3:</b> Improve walking and cycling connections	<b>Priority 4:</b> Improve digital connectivity	<b>Priority 5:</b> Provide diverse housing	<b>Priority 6:</b> Strengthen Randwick's local economy	<b>Priority 7:</b> Provide social and civic infrastructure for current and future generations
Actions:	<b>Action 1:</b> Complete the Randwick masterplan to progress the health and education precinct towards an innovation district that: <ul style="list-style-type: none"> <li>integrates UNSW Kensington Campus and the Randwick Hospitals' Campus</li> <li>links to Randwick Junction, The Spot, and Randwick Racecourse</li> <li>promotes public permeability and provision of community and cultural infrastructure</li> <li>promote more efficient use of parking</li> </ul>	<b>Action 2:</b> Improve public transport capacity and frequency to support more services arriving and departing from Randwick and to improve connections to key destinations such as the CBD, Sydney Airport, Bondi Junction, Green Square-Mascot, Eastgardens-Maroubra Junction and La Perouse  <b>Action 3:</b> Develop a strategy for transport investigations and initiatives in the south-eastern suburbs of Sydney, including potential for mass transit to the Collaboration Area  <b>Action 4:</b> Improve pedestrian legibility and network usability to enhance wayfinding and access to public transport hubs	<b>Action 5:</b> Enhance accessibility and permeability within the Collaboration Area for people walking and cycling  <b>Action 6:</b> Prioritise key cycling routes (including Todman Avenue and Lenthall Street) for the delivery of high quality separated cycling connections  <b>Action 7:</b> Improve cycling connections to key destinations surrounding the Collaboration Area	<b>Action 8:</b> Prioritise the connection of high-speed broadband throughout the Collaboration Area  <b>Action 9:</b> Investigate a standardised approach to data management, sharing and intellectual property across key institutions, to promote the growth towards an innovation district	<b>Action 10:</b> Investigate strategies for short to medium-term visitor accommodation including hotel and serviced apartments  <b>Action 11:</b> Provide diverse housing including affordable housing for key workers and students  <b>Action 12:</b> Explore partnership opportunities with LAHC, community housing providers and short-term accommodation providers to provide student accommodation and key worker affordable housing close to and within the Collaboration Area while ensuring a net increase in social and affordable housing near public transport	<b>Action 13:</b> Develop and implement an integrated Collaboration Area retail strategy that considers the context of the wider local economy and opportunities for an expanded night-time economy, while supporting arts and cultural activities	<b>Action 14:</b> Investigate opportunities to share space at Randwick Racecourse, as well as primary, secondary, TAFE and tertiary education establishments  <b>Action 15:</b> Develop a public domain plan for the area that creates great places for people, and coordinates projects to match growth
<b>Immediate imperatives</b> <ul style="list-style-type: none"> <li><b>Action 25:</b> Establish a Collaboration Area Governance Group</li> <li><b>Action 26:</b> Identify funding to operate the Collaboration Area Governance Group</li> </ul>							



Productivity	Sustainability			Governance	
<p><b>Priority 8:</b> Invest in Randwick health and education precinct</p>	<p><b>Priority 9:</b> Protect environmental assets and open space to a high standard</p>	<p><b>Priority 10:</b> Create an efficient place</p>	<p><b>Priority 11:</b> Create a resilient place</p>	<p><b>Priority 12:</b> Develop an enduring precinct-level governance structure to support the vision</p>	<p><b>Priority 13:</b> Develop a coherent funding mechanism for the Collaboration Area</p>
<p><b>Action 16:</b> Utilise best practice principles to facilitate affordable and adaptable floor space for start-ups, corporate partners and creative industries</p> <p><b>Action 17:</b> Ensure appropriate floor space provision for commercial interests and partnerships in new developments</p> <p><b>Action 18:</b> Strengthen the TAFE NSW Randwick presence by increasing vocational training related to health and innovation through co-location opportunities or multi-function buildings</p> <p><b>Action 19:</b> Create an international brand and story emphasising the success of the innovation district and strategies to attract further investment</p>	<p><b>Action 20:</b> Increase street tree canopy across the Collaboration Area with redevelopment and public domain improvements</p> <p><b>Action 21:</b> Implement opportunities for Green Grid connections, including east-west connections from the coast to the Mill Stream and Botany Wetlands Open Space Corridor</p>	<p><b>Action 22:</b> Prioritise low-carbon initiatives in future developments such as adaptive building designs and use of renewable energy generation</p> <p><b>Action 23:</b> Investigate Randwick as a potential pilot project for a low-carbon high-efficiency precinct</p>	<p><b>Action 24:</b> To improve energy, waste and water efficiencies through future development, proponents must utilise design excellence principles and design competitions to:</p> <ul style="list-style-type: none"> <li>• introduce best-practice environmental and sustainable design to buildings and public domains</li> <li>• incorporate smart technology and water sensitive urban design features</li> </ul>	<p><b>Action 25:</b> Establish a Collaboration Area Governance Group to:</p> <ul style="list-style-type: none"> <li>• strengthen and promote Randwick's evolution- towards an innovation district</li> <li>• create opportunities for private sector investment, start-ups and commercialisation of research</li> <li>• develop economic development strategies, planning frameworks and infrastructure plans</li> </ul> <p><b>Action 26:</b> Identify funding to operate the Collaboration Area Governance Group</p>	<p><b>Action 27:</b> Identify a range of funding sources (such as sponsorships, grants, contributions, planning agreements or agency budgets) to deliver this Place Strategy</p>

## 4

# A collaborative process

The Commission established the Randwick Collaboration Area stakeholder group in July 2017. The Commission chairs the stakeholder group, which includes:

- Randwick City Council
- UNSW
- NSW Health (representing the Randwick Hospitals' Campus)
- Transport for NSW
- TAFE NSW Randwick
- Department of Planning and Environment.

This stakeholder group works under a Collaboration Area Agreement that sets out the shared vision and purpose, outputs and membership of the Randwick Collaboration Area. Other stakeholders have also provided input:

- Roads and Maritime Services
- Jobs for NSW
- Land and Housing Corporation
- Sydney Water
- Airbnb
- National Broadband Network
- Ausgrid
- Australian Turf Club.

The Collaboration Area stakeholder group has:

- agreed on a vision
- documented six shared objectives
- identified existing infrastructure and current capacity
- highlighted the requirements for, and roadblocks to, future growth of the area
- documented growth and infrastructure needs (including public transport and pedestrian connections)
- detailed opportunities to improve liveability and environmental performance of the broader Collaboration Area
- developed this Place Strategy.

## 4.1 Growth profile

The Department of Planning and Environment's Land Use 2016 forecast shows that the Collaboration Area accommodated 26,975 jobs, 31,846 residents and 12,144 homes.

The Collaboration Area is **undergoing significant growth**. For example:

- UNSW student and staff headcount within the Collaboration Area is expected to grow from 68,116 students and 8,070 staff in 2016 to 74,754 students and 8,771 staff by 2025.
- Expansion of the Randwick Hospitals' Campus will provide additional beds and full-time staff.
- *Kensington to Kingsford Planning Strategy* allows for additional housing and employment.

## 5

# Framework and response

To deliver on the vision and six shared objectives, this Place Strategy proposes 13 priorities and 27 actions. To align with *A Metropolis of Three Cities* and *Eastern City District Plan*, the priorities and actions are set around five themes:

- connectivity
- liveability
- productivity
- sustainability
- governance.

Two actions identified as immediate imperatives are:

- **Action 25:** Establish a Collaboration Area Governance Group to:
  - strengthen and promote Randwick’s evolution towards an innovation district
  - create opportunities for private sector investment, start-ups and commercialisation of research
  - develop economic development strategies, planning frameworks and infrastructure plans
- **Action 26:** Identify funding to operate the Collaboration Area Governance Group.

Implementing this Place Strategy requires a governance arrangement that gives industry, institutions, State agencies and other partners a gateway for interactions, investment and development.

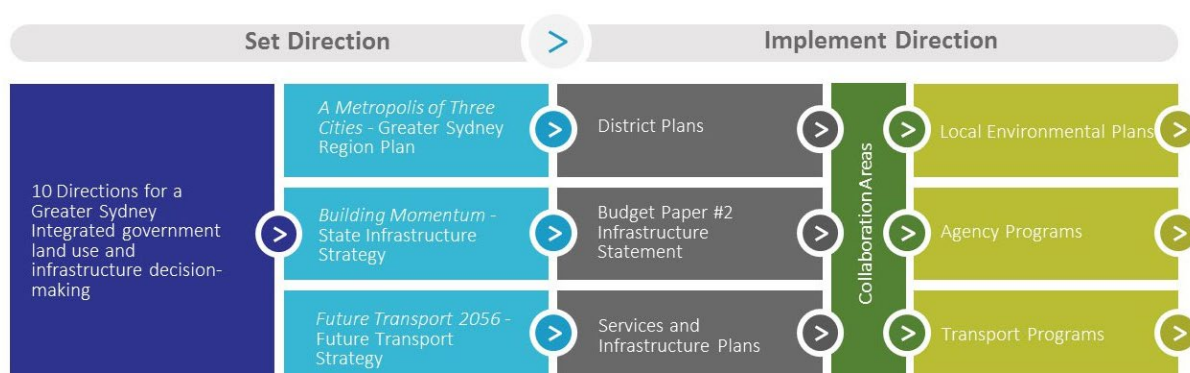
The Place Strategy uses the following terms:

- **Priority:** the most important focus areas to progress *A Metropolis of Three Cities* and *Eastern City District Plan* as they apply to the Randwick Collaboration Area
- **Outcome:** what the realised priority will achieve by 2036
- **Actions:** initiatives and projects allocated that stakeholders will lead to realise the outcome.

These priorities, outcomes and actions are outlined in the following chapters. They should be considered in addition to those set out in *A Metropolis of Three Cities* and *Eastern City District Plan*. Current legislation and NSW Government-endorsed policies will apply to all projects and initiatives (see Figure 4).

The Place Strategy also identifies the next steps required to bring the vision to reality.

**Figure 4:** Framework for the State Plans



## 6

# Connectivity – priorities and actions

## 6.1 Analysis of opportunities and impediments

The Collaboration Area is generally bound by Anzac Parade, Alison Road, Wansey Road, High Street, Avoca Street and Barker Street. It comprises an **established yet constrained road network and pedestrian infrastructure**, limited by the size of key sites. There are a number of shared path facilities and on-road bicycle routes for bike riders, with few separated cycleways. Bus services link to many destinations from Anzac Parade, Alison Road, Barker Street, Belmore Road and High Street, with Anzac Parade providing approximately 80 services an hour northbound in the peak.

The **CBD and South East Light Rail** (currently under construction), is a 12-kilometre route from Circular Quay to Central Station terminating at Randwick and Kingsford. Its completion in 2019 will provide several light rail stops within the Collaboration Area, and trigger the reconfiguration of the road and bus networks.

The Collaboration Area is a **collection of key sites** that serve various functions with diverse and growing numbers of transport customers. UNSW is a high-performing tertiary institution that attracts students and staff from around the world. Randwick Hospitals' Campus is one of Sydney's most advanced and busiest health facilities and accompanied by ground-breaking medical institutes. Randwick, Kingsford and Kensington town centres serve the Collaboration Area and surrounding population and Randwick Racecourse attracts visitors from Greater Sydney and overseas throughout the year.

The geographic layout and multiple stakeholder management of these places, however, **limits their cooperative potential**. UNSW Kensington Campus and the Randwick Hospitals' Campus look inward, limiting through-movement and greater integration with surrounding uses.

The Collaboration Area's mix of uses and high degree of specialisation means that it **has the potential to become an integrated, multi-functional innovation district**, connected locally and regionally and recognised globally.

The **surrounding road network** of Alison Road, Anzac Parade, High Street, Belmore Road and Gardeners Road serves a high proportion of trips, with trips generated from UNSW, Randwick Hospitals' Campus, TAFE, Randwick Racecourse or from local residents.

In 2016, 18.8% of staff and students **travelled in private vehicles** to UNSW, and most commonly from areas south and east of UNSW Kensington campus, often within 15 kilometres<sup>1</sup>. Similarly, at the Hospitals' Campus, 58% of staff and 77% of visitors and outpatients travel by car<sup>2</sup>. There is an opportunity to decrease private vehicles through a combination of public transport improvements and parking constraints.

Light rail will provide reliable, turn-up-and-go public transport with services every eight minutes to and from Randwick and Kingsford between 7am and 7pm. The light rail will create the opportunity for better bus services and will be complemented by peak express bus services, some all-stops buses and new cross-regional routes as well as some new services to the light rail interchanges.

<sup>1</sup> UNSW travel survey 2016

<sup>2</sup> Traffix Group 2017



Current planning would see a combined light rail and bus network deliver city-bound morning peak capacity increases of more than 10% from Kingsford and 30% from Randwick, and a doubling of morning peak capacity from the CBD to UNSW and the Randwick Hospitals' Campus. This could increase the number of hospital employees and UNSW staff and students travelling by public transport. Currently 59.8% of UNSW staff and students travel by public transport<sup>3</sup>. Further connections to other parts of Greater Sydney via mass transit are needed.

**Walking and cycling connections** through and around UNSW Kensington and the Randwick Hospitals' Campus are poor, often congested with parking, disconnected and subject to steep inclines, with limited end of trip cycling facilities. Wayfinding is also inconsistent across the Collaboration Area. The proportion of staff and students cycling from their destination to UNSW, while higher than 2007, remains low at 4.1%<sup>3</sup>.

NSW Government investment in light rail and expansion of the Randwick Hospitals' Campus will support walking and cycling connections and safety between UNSW, the Campus, town centres and residential development in Kensington and Kingsford. Wherever possible, improved pedestrian and cycling links should be provided to access the light rail and the key nodes of activity.

Metropolitan freight is forecast to grow by almost 50% over the next 20 years, with total freight (inbound and outbound) in the Eastern City projected to increase by 28% and outbound waste by 32%<sup>4</sup>. Freight trips in heavy and light vehicles serve major institutions, retail centres, residential areas, and construction and waste needs. As the area grows, freight must be moved efficiently in a way that balances the needs of the area and of other transport customers.

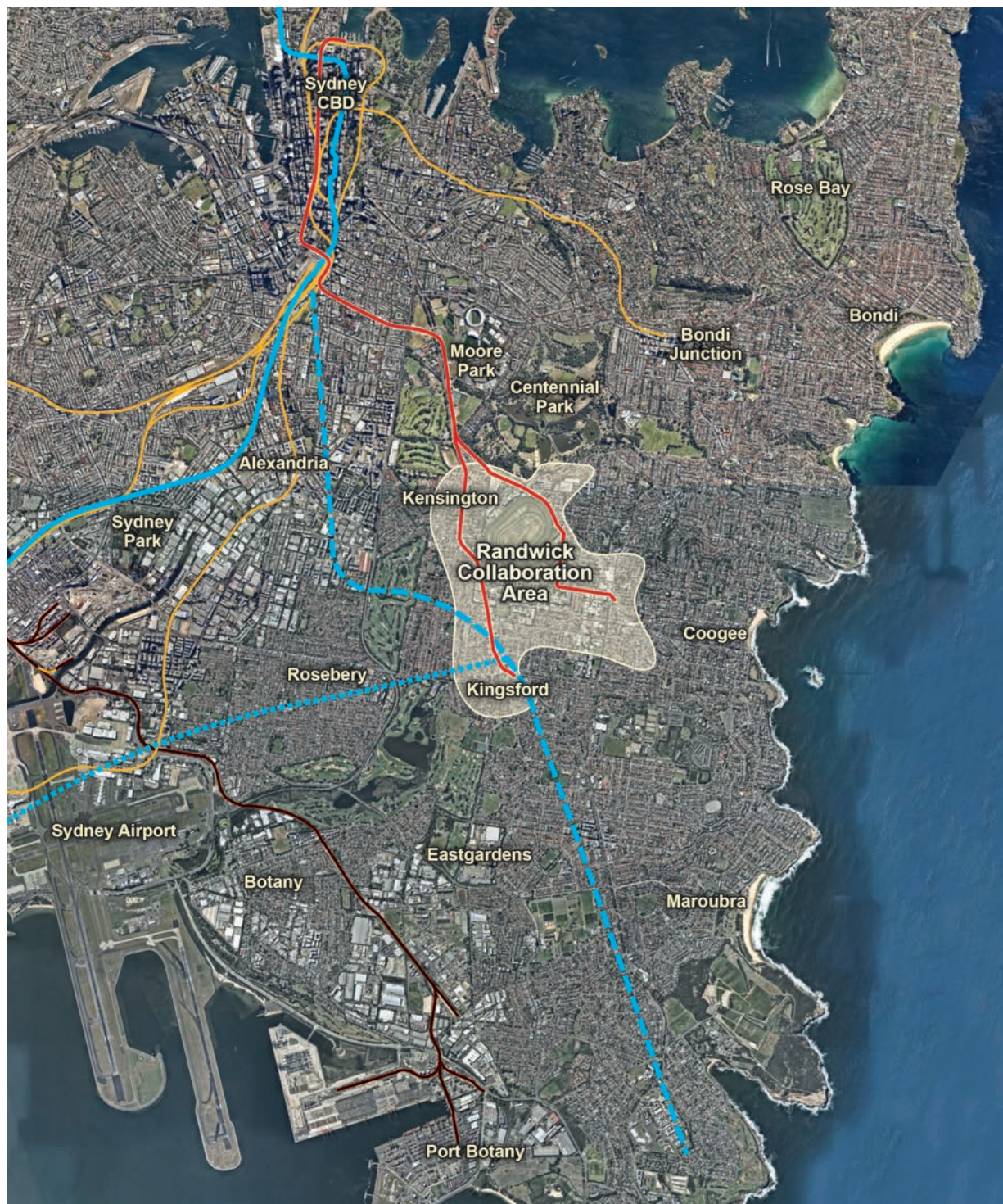
Over time, transport initiatives will need to serve travel demand in more efficient ways. This presents the opportunity to provide a level of service in the transport system that helps to achieve Collaboration Area's innovation and agglomerative potential.

For the Randwick Collaboration Area to evolve into an innovation district, it will also need to be **digitally connected to support the growth of businesses, start-ups and innovation**. Initiatives focused on the connection of high-speed broadband throughout the Collaboration Area will be required.

<sup>3</sup> UNSW travel survey 2016

<sup>4</sup> NSW Draft Freight and Ports Plan 2017

Figure 5: Transport connections



<span style="color: blue;">—</span> Sydney Metro City and Southwest	<span style="color: orange;">—</span> Rail (existing)
<span style="color: blue;">- - -</span> Train Link/Mass Transit Investigation 10–20 years	<span style="color: brown;">—</span> Freight (existing)
<span style="color: blue;">. . . . .</span> Train Link/Mass Transit Visionary	<span style="color: red;">—</span> Light rail (under construction)



## 6.2 Connectivity priorities


The following priorities and actions are important to achieving the vision for the Randwick Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

### Priority 1

Create an integrated and connected innovation district

#### Outcome

The innovation district will be known for its seamless integration of health, education, research, recreational and surrounding commercial facilities.


 Actions	Primary stakeholder	Supporting stakeholder
<p><b>Action 1:</b> Complete the Randwick masterplan to progress the health and education precinct towards an innovation district that:</p> <ul style="list-style-type: none"> <li>• integrates UNSW Kensington Campus and the Randwick Hospitals' Campus</li> <li>• links to Randwick Junction, The Spot, and Randwick Racecourse</li> <li>• promotes public permeability and provision of community and cultural infrastructure</li> <li>• promote more efficient use of parking.</li> </ul>	UNSW and NSW Health	RCC, ATC and Create NSW

### Priority 2

Improve public transport to and from the Randwick Collaboration Area

#### Outcome

More students, key workers and people live or work within a 30-minute trip to Randwick, accessing jobs and services and further strengthening Randwick as an innovation district.


 Actions	Primary stakeholder	Supporting stakeholder
<p><b>Action 2:</b> Improve public transport capacity and frequency to support more services arriving and departing from Randwick and to improve connections to key destinations such as the CBD, Sydney Airport, Bondi Junction, Green Square-Mascot, Eastgardens-Maroubra Junction and La Perouse.</p>	TfNSW	RMS
<p><b>Action 3:</b> Develop a strategy for transport investigations and initiatives in the south-eastern suburbs of Sydney, including potential for mass transit to the Collaboration Area.</p>	TfNSW	RMS and Sydney Metro Authority
<p><b>Action 4:</b> Improve pedestrian legibility and network usability to enhance wayfinding and access to public transport hubs.</p>	UNSW, NSW Health and RCC	TfNSW

**Priority 3**

Improve walking and cycling connections

**Outcome**

Randwick is a permeable and accessible area with walking and cycling links to surrounding open space, centres and places of interest.


 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 5:</b> Enhance accessibility and permeability within the Collaboration Area for people walking and cycling.	UNSW, NSW Health and RCC	RMS
<b>Action 6:</b> Prioritise key cycling routes (including Todman Avenue and Lenthall Street) for the delivery of high quality separated cycling connections.	TfNSW, RMS and RCC	
<b>Action 7:</b> Improve cycling connections to key destinations surrounding the Collaboration Area.	TfNSW, RMS and RCC	

**Priority 4**

Improve digital connectivity

**Outcome**

Randwick is digitally connected to support businesses, start-ups and innovation.

 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 8:</b> Prioritise the connection of high-speed broadband throughout the Collaboration Area.	RCC, DOI and NBN	UNSW and NSW Health
<b>Action 9:</b> Investigate a standardised approach to data management, sharing and intellectual property across key institutions, to promote the growth towards an innovation district.	Collaboration Area Governance Group	



## 7

# Liveability – priorities and actions

## 7.1 Analysis of opportunities and impediments

The Collaboration Area has a mix of housing types with medium to high density housing close to Kensington, Kingsford, Randwick Junction and The Spot.

These town centres attract **night-time activities**, adding a new level to the economy that could be supported in the Randwick Hospitals' Campus and UNSW without negatively influencing existing night-time uses. The growing population will create demand for retail – any increase in retail demand should not compete with or compromise existing mixed-use precincts. The increased night-time economy must be **dynamic and safe for all users**.

Randwick is surrounded by **open space and various recreation facilities** such as Centennial Park, Moore Park, Queens Park, the eastern beaches and coastline. Links to open spaces and recreational facilities could be improved, particularly from UNSW and Randwick Hospitals' Campus.

There are no open space areas in the Randwick Hospitals' Campus. Open space is dispersed throughout UNSW Kensington Campus, located behind boundary fences, limiting approachability for people who do not attend the University. Randwick Racecourse's open space creates an opportunity for future shared use. The planned upgrades to Randwick Boys' High School and Randwick Girls' High School may also provide opportunities for shared open space and other community or education uses.

Randwick's **high land values and cost of living** makes it unaffordable for students and key workers. Housing stress and displacement of key workers is expected to worsen with trends showing a decline in affordability.

Many new developments within Randwick Local Government Area provide **minimal affordable housing options**. Randwick City Council's inclusion in State Environmental Planning Policy No. 70 – Affordable Housing will help to alleviate this issue. However, a greater effort is required to tackle housing affordability and the provision of affordable housing.

Randwick requires **short to medium-term visitor accommodation**. For example, the approximately 700 active Airbnb listings in Randwick welcomed nearly 9,000 guests in the past 12 months. Close to a fifth (19%) of stays were for trips of more than 30 days – nearly double the Greater Sydney proportion. This high proportion of long stays stems from:

- key health worker housing requirements
- out-of-area patients receiving treatments or tests and not requiring hospitalisation
- visiting friends and families of patients
- visiting academics
- students needing accommodation for a short course.

Land and Housing Corporation (LAHC) **social housing assets** at Gardeners Road (Eastlakes), Daceyville, South Coogee, Coral Sea, Soldiers Settlement and Bilga provide a mix of low to medium rise social housing on large plots. These estates are generally more than 45 years old and will inevitably need to be renewed. These estates provide opportunity for multi-tenure development, maintaining social housing and opportunities for affordable housing provision in the area, while reducing social displacement. This opportunity will only be realised with mass transit.

Greater **higher density development** in the Eastern City District will increase and diversify the population. More families will move to high quality apartments in well-designed areas, underpinning the creation of new precincts and communities.


*Future Transport 2056* identifies a new mass transit corridor for investigation from the CBD to Malabar via Randwick which may offer the potential to renew existing areas and provide access to more affordable housing opportunities.

Arts and culture can help to make the Randwick Collaboration Area a dynamic and liveable area. This can be delivered through existing places and events

such as The National Institute of Dramatic Art, the Spot Festival, Kensington Noodle Markets and by artists and creative industries.

## 7.2 Liveability priorities


The following priorities and actions are important to the vision for the Randwick Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

Priority 5 Provide diverse housing		
<b>Outcome</b> Randwick offers a mix of accessible and affordable key worker and student housing close to major health and education assets, with good access to public and active transport and open space.		
 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 10:</b> Investigate strategies for short to medium-term visitor accommodation including hotel and serviced apartments.	RCC, UNSW and NSW Health	DPE and private sector
<b>Action 11:</b> Provide diverse housing including affordable housing for key workers and students.	RCC, LAHC and community housing providers	DPE, UNSW and NSW Health
<b>Action 12:</b> Explore partnership opportunities with LAHC, community housing providers and short-term accommodation providers to provide student accommodation and key worker affordable housing close to and within the Collaboration Area while ensuring a net increase in social and affordable housing near public transport.	LAHC, community housing providers and short-term accommodation providers	DPE, RCC, UNSW and TfNSW

### Priority 6 Strengthen Randwick's local economy

#### Outcome


Randwick's strong local economy offers a range of activities and retail options for people during the day and at night, making it a desirable place to live and to work.

 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 13:</b> Develop and implement an integrated Collaboration Area retail strategy that considers the context of the wider local economy and opportunities for an expanded night-time economy, while supporting and cultural activities.	RCC	UNSW, NSW Health and Create NSW

### Priority 7 Provide social and civic infrastructure for current and future generations

#### Outcome

Randwick offers the right level of community services, schools and other critical social infrastructure. Public domain improvements include a mix of new open spaces and better pedestrian access to key destinations.

 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 14:</b> Investigate opportunities to share space at Randwick Racecourse, as well as primary, secondary, TAFE and tertiary education establishments.	DoE, Schools Infrastructure NSW, TAFE NSW, ATC and UNSW	RCC
<b>Action 15:</b> Develop a public domain plan for the area that creates great places for people, and coordinates projects to match growth.	RCC	UNSW and NSW Health

8

# Productivity – priorities and actions

## 8.1 Analysis of opportunities and impediments

The UNSW Kensington Campus and the Randwick Hospitals’ Campus are the anchors for the health and education precinct. The precinct is renowned for outstanding learning, research, innovation and discovery across science, engineering, medicine and allied health areas. To meet the vision of this Place Strategy, the health and education precinct will mature into a globally recognised **innovation**

**district** that creates new and engaging places for people to support social interactions and attract and retain knowledge workers.

Innovation is increasingly a process of convergence and collaboration between large companies, hospitals, entrepreneurs, universities, small firms, research and development labs, intermediaries and spin offs<sup>5</sup>. In 2018, the Brookings Institution outlined essential elements for an innovation district:

Economic assets:	<ul style="list-style-type: none"><li>• university facilities and programs</li><li>• company and corporation facilities</li><li>• accelerators</li><li>• incubators</li><li>• spaces for start-ups and scaleups</li></ul>
Physical assets:	<ul style="list-style-type: none"><li>• public transport</li><li>• walkable street grid</li><li>• park and open spaces with programming</li><li>• ground floors, repurposed as public spaces in a variety of ways</li></ul>
Networking assets:	<ul style="list-style-type: none"><li>• accelerator programs</li><li>• incubator programs</li><li>• support and mentoring for financing</li><li>• ability to test prototypes outside</li><li>• coffee shops and restaurants become meeting / networking spaces</li><li>• range of activities in public spaces to draw people together.</li></ul>

The **global impact** of UNSW for innovation is enormous. UNSW is continuing to support corporate partners, start-ups and multifaceted collaboration between research and industry, expanding its partnerships and building on its existing platform by creating innovation hubs across the Kensington Campus. While UNSW has ambitions to expand this global impact, this will require more floor space including increased densities and varied land uses to accommodate academia and research facilities,

enterprise needs and quality amenity to attract the best students, staff, industry and corporate partners.

To **attract and maintain start-ups**, the Collaboration Area also needs the many elements that make great places, including a diversity of housing, with affordable housing; a mix of transport and digital connections; and access to arts, dining, culture, sports and nightlife.

5 Brookings Institution 2018



The co-located UNSW Kensington Campus and Randwick Hospitals' Campus is leading to a **seamless and well-connected destination** for employment, living and community to intensify knowledge and exchange between the various institutions, commerce and industry.

There is also potential for **TAFE NSW to grow its presence** and deliver vocational courses with UNSW and NSW Health.

The stakeholder group indicates there is limited awareness or collective branding to illustrate how the Collaboration Area's assets contribute to the local community and economy. Attracting

commercial interest and partnerships will grow the local economy and move the Collaboration Area towards its future as an innovation district.


## 8.2 Productivity priorities

The following priorities and actions are important to the vision for the Randwick Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

### Priority 8 Invest in Randwick health and education precinct

#### Outcome

Randwick matures from a health and education precinct to an innovation district, an integrated and well-connected destination for research, innovation, enterprise, living and community.

 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 16:</b> Utilise best practice principles to facilitate affordable and adaptable floor space for start-ups, corporate partners and creative industries.	RCC, UNSW and NSW Health	Private sector
<b>Action 17:</b> Ensure appropriate floor space provision for commercial interests and partnerships in new developments.	RCC, UNSW and NSW Health	Private sector
<b>Action 18:</b> Strengthen the TAFE NSW Randwick presence by increasing vocational training related to health and innovation through co-location opportunities or multi-function buildings.	TAFE NSW	DoE, DOI, UNSW and NSW Health
<b>Action 19:</b> Create an international brand and story emphasising the success of the innovation district and strategies to attract further investment.	Collaboration Area Governance Group	DOI

## 9

# Sustainability – priorities and actions

## 9.1 Analysis of opportunities and impediments

Randwick Collaboration Area has an abundance of surrounding **scenic landscapes, recreational facilities, coastline and parklands**. These include:

- Centennial Park and Moore Park
- Royal Randwick Racecourse
- Queens Park
- the Great Coastal Walk
- The Australian Golf Course and Eastlakes Golf Course
- David Phillips Sports Fields
- Rowland Park.

The **surrounding waterways** support coastal marine and groundwater-dependent ecosystems and threatened ecological communities, and accommodate the disposal of stormwater and waste water. The Collaboration Area sits within the Botany Bay Basin waterway catchment and is close to:

- the Mill Stream and Botany Wetlands Corridor from Centennial Park to Botany Bay, which is home to two regionally rare vegetation communities: the Sydney Freshwater Wetlands and the Eastern Suburbs Banksia Scrub
- the 13-hectare Randwick Environment Park, containing parkland, bushland and wetlands, indigenous plant species and approximately 3.6 hectares of Eastern Suburbs Banksia Scrub.

These natural assets must be protected and maintained.

While Randwick also has relatively **high levels of tree canopy cover** compared to other parts of

Greater Sydney, this varies across the Collaboration Area. There are opportunities to improve connectivity of ecological corridors and open space areas, and to reduce heat island effects.

Parts of the Randwick Collaboration Area are susceptible **to flooding due to**:

- urbanisation altering the nature of drainage
- low points.

Randwick City Council's *Kensington – Centennial Park Flood Study* covers most of the Collaboration Area. An opportunity exists to accelerate the completion of the flood risk management plan.

The NSW Government has an aspirational long-term objective of **achieving net-zero emissions by 2050**. The *Eastern City District Plan* (Action 74) supports initiatives that contribute to achieving this objective through the establishment of low-carbon precincts in Collaboration Areas.

The total emissions for the Randwick Collaboration Area is 255,738 tonnes of CO<sub>2</sub>-e. This is approximately 28% of the total emissions of the Randwick Local Government Area<sup>6</sup>.

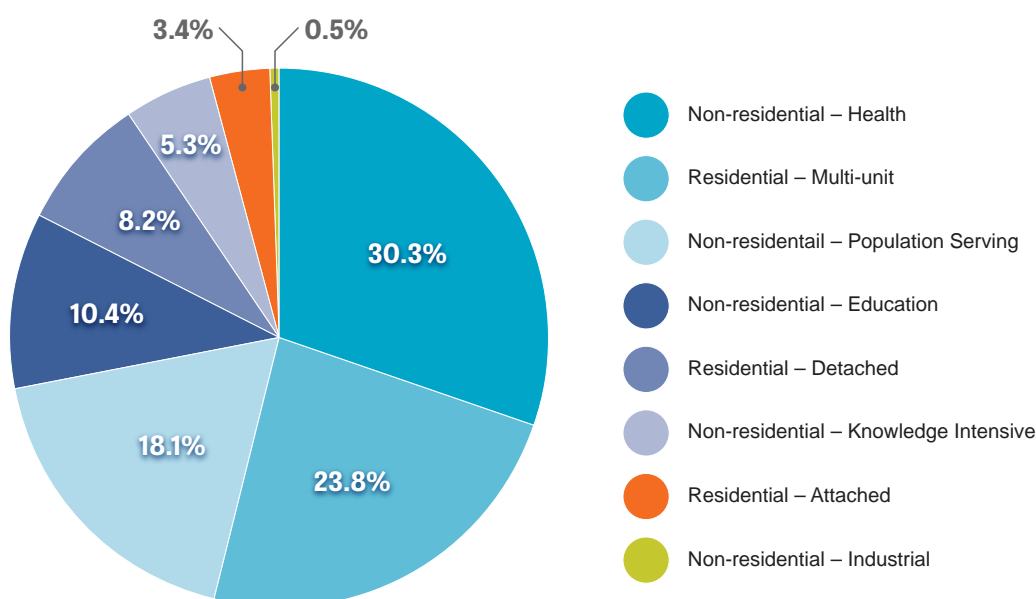
The largest individual CO<sub>2</sub>-e contributors per sector for the Collaboration Area are:

- health facilities
- multi-unit residential areas
- population serving jobs such as retail trade.

The health and education precinct within the Collaboration Area, electricity is the major source of emissions, whereas in residential multi-unit areas, emissions are caused by electricity, followed by transport and gas.

6 Greater Sydney Commission 2018

**Figure 6:** Percentage of emissions by subsector in the Randwick Collaboration Area



Land use, transport and infrastructure planning policy can significantly contribute to reductions in greenhouse gas emissions. There are opportunities through<sup>7</sup>:

- planning controls and design standards
- integration of renewable energy in master planning
- improvements to transport access
- parking strategies that encourage the use of public transport
- increased waste diversion from landfill, with a focus on waste minimisation.

The anticipated growth in homes, students and key workers in the Collaboration Area will require investment in **new energy, water, waste and transport infrastructure** and well as investment in new buildings. This creates an opportunity to invest in low-carbon high efficiency measures across the Collaboration Area. The significant growth and development planned will mean that demand for energy and water and the generation of waste will increase - as will greenhouse gas emissions.

The Collaboration Area has an opportunity to include **precinct-wide energy, water and waste efficiency** solutions for its renewal including replacing inefficient infrastructure and enabling new utility models and technologies. The Commission will release an Efficient City thought leadership paper to start the conversation about why and how to initiate such changes. The Collaboration Area Governance Group should consider the Efficient City paper once released.

## 9.2 Sustainability priorities

The following priorities and actions are important to the vision for the Randwick Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).


<sup>7</sup> Kinesis 2017

**Priority 9**

Protect environmental assets and open space to a high standard

**Outcome**

Randwick Collaboration Area sets benchmarks for place-based planning that protects environmental assets and open space.


 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 20:</b> Increase street tree canopy across the Collaboration Area with redevelopment and public domain improvements.	RCC	RMS, Sydney Water and TfNSW
<b>Action 21:</b> Implement opportunities for Green Grid connections, including east-west connections from the coast to the Mill Stream and Botany Wetlands Open Space Corridor.	RCC	OEH, Sydney Water and DPE

**Priority 10**

Create an efficient place

**Outcome**

Randwick Collaboration Area is a low-carbon high-efficiency place.

 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 22:</b> Prioritise low-carbon initiatives in future developments such as adaptive building designs and use of renewable energy generation.	Collaboration Area Governance Group	OEH and DPE
<b>Action 23:</b> Investigate Randwick as a potential pilot project for a low-carbon high-efficiency precinct.	Collaboration Area Governance Group	GSC, OEH, Sydney Water, EPA and Ausgrid




### Priority 11

#### Create a resilient place

#### Outcome

A resilient Randwick adapts to future environmental shocks and stresses, future technology and design demands.

 Actions	Primary stakeholder	Supporting stakeholder
<p><b>Action 24:</b> To improve energy, waste and water efficiencies through future development, proponents must utilise design excellence principles and design competitions to:</p> <ul style="list-style-type: none"> <li>• introduce best-practice environmental and sustainable design to buildings and public domains</li> <li>• incorporate smart technology and water sensitive urban design features.</li> </ul>	Collaboration Area Governance Group	DFSI

## 10

# Governance – priorities and actions

There is no single governance structure currently responsible for the Randwick Collaboration Area as a ‘place’ – many government and non-government partners are responsible. A viable and efficient governance structure to evolve Randwick Collaboration Area’s maturity from a health and education precinct to an innovation district.

## 10.1 Analysis of opportunities and impediments

Randwick City Council is a **proactive council** supporting the growing health and education precinct and revitalising Randwick Junction, Kensington and Kingsford town centres. It has developed a vision and strategies for these areas. The Collaboration Area process and Place Strategy will inform Council’s decision-making by providing a framework for aligned investment as the area evolves.

NSW Health is expanding and redeveloping the Randwick Hospitals’ Campus in **collaboration** with the Sydney Children’s Hospital, medical research institutes and universities. The redevelopment is a catalyst to deliver a world-class centre for health and wellbeing, integrating health services with research, education and teaching to drive innovation.

The UNSW Kensington Campus is growing rapidly with a 10-year program for redevelopment and expansion. Through **strategic partnerships** with industry, government, health and other education institutions it aims to become a magnet for the most talented researchers and research students worldwide.

The presence of health, research and education

providers and the potential for additional providers to participate in the development of the Collaboration Area requires a **place-based governance arrangement** that focuses on economic development, uses a coordination function that relies on influence rather than directives and creates strong relationships across sectors. The governance body will be responsible for delivering the Collaboration Area vision.

## 10.2 Governance priorities

Action 14 in *A Metropolis of Three Cities* requires the Commission to develop indicators, in consultation with State agencies and councils. This process is underway. The Governance Group will need a place-based monitoring and evaluation framework for the Collaboration Area that aligns with the Greater Sydney Indicators Framework.


The following priorities and actions are important to the vision for the Randwick Collaboration Area, while also giving effect to *A Metropolis of Three Cities* and the *Eastern City District Plan* (including its planning priorities and actions).

**Priority 12**

Develop an enduring precinct-level governance structure to support the vision

**Outcome**

An inclusive and cohesive approach to Randwick's development and evolution to an innovation district optimises assets, planned investment and transport connections while creating an attractive and sustainable urban environment.

 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 25:</b> Establish a Collaboration Area Governance Group to: <ul style="list-style-type: none"> <li>• strengthen and promote Randwick's evolution towards an innovation district</li> <li>• create opportunities for private sector investment, start-ups and commercialisation of research</li> <li>• develop economic development strategies, planning frameworks and infrastructure plans.</li> </ul>	GSC	All
<b>Action 26:</b> Identify funding to operate the Collaboration Area Governance Group.	GSC	Collaboration Area Governance Group

**Priority 13**

Develop a coherent funding mechanism for the Collaboration Area

**Outcome**

Randwick Collaboration Area's transition and renewal are supported by a coordinated mix of funding mechanisms aligned to infrastructure and public domain projects.

 Actions	Primary stakeholder	Supporting stakeholder
<b>Action 27:</b> Identify a range of funding sources (such as sponsorships, grants, contributions, planning agreements or agency budgets) to deliver this Place Strategy.	Collaboration Area Governance Group	DPE

## 11

# Next steps

Implementing the Randwick Collaboration Area Place Strategy requires collective action and joining of resources from all the stakeholders, various levels of government and the private sector. The Strategy is a support tool for stakeholders to guide decision-making towards the vision.

## 11.1 The role of the NSW Government

The Place Strategy identifies projects that can only be implemented with the support of the NSW Government. The Collaboration Area process directly involves State agencies to understand issues, articulate the vision and identify projects that might address the impediments to growth. The NSW Government will:

- consider the timing, costs and benefits of the projects and initiatives to achieve the Collaboration Area vision in the context of the *State Infrastructure Strategy* and respective programs
- where necessary, consider the preparation of business cases to support investment
- continue to collaborate with the Commission, Randwick City Council and State agencies to identify opportunities for improved investment decisions that deliver infrastructure supporting the vision.

## 11.2 The role of the Greater Sydney Commission

The Greater Sydney Commission facilitates whole-of-government coordination, partnerships with councils and the stakeholder-driven governance arrangement to oversee the long-term implementation of Collaboration Area Place Strategies. The Commission will:

- transition the leadership role, and establish the Collaboration Area Governance Group to continue planning and development for the Randwick Collaboration Area
- recognise the District Commissioner's strategic oversight so the Place Strategy continues to align with the *Eastern City District Plan*
- include the Place Strategy's priorities and actions in future updates to the *Eastern City District Plan*, giving them a statutory basis
- assure the progress and continued collaboration around the vision and associated projects through local planning processes such as updated local environmental plans
- elevate strategic issues and/or decision-making to the Infrastructure Delivery Committee where appropriate.



### 11.3 The role of Randwick City Council

Randwick City's Council's ongoing leadership in the Collaboration Area is critical. Council will:

- act as the key point of contact for coordination and implementation of the Place Strategy
- help establish the Collaboration Area Governance Group
- help identify and facilitate opportunities for partnerships, particularly with the business community
- lead the local strategic planning process with State agencies, NSW Health, UNSW and stakeholders
- provide opportunities for community engagement as the Place Strategy is implemented
- leverage community and local stakeholder input to decision-making to achieve better outcomes
- help implement the Strategy's actions through further place-making, identifying funding mechanisms and supporting advocacy with the Collaboration Area Governance Group to deliver the vision.

### 11.4 The role of anchor institutions

UNSW and the Randwick Hospitals' Campus (represented by NSW Health) will:

- help establish the Collaboration Area Governance Group
- support investment in activities, particularly research/innovation, that leverage existing and new partnerships with health, education and the private sector to help achieve the Place Strategy's priorities and actions
- work with other anchor institutions and key stakeholders, particularly Council
- help implement the Strategy's actions through further place-making, identifying funding mechanisms and supporting advocacy with the Collaboration Area Governance Group to deliver the vision.

### 11.5 The role of the community

This Place Strategy reflects the community's input into the development of the *Eastern City District Plan*. The community will be offered further opportunities to have their say into planning for the Randwick Collaboration Area through:

- future updates of the *Eastern City District Plan*
- Council's community strategic plan, local strategic planning statement and local environmental plan
- individual government agency programs and projects.

## 12

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