


# **Annexure A:**

## Place Vision and Strategy




# SYDNEY OLYMPIC PARK 2050

Draft  
Place Vision & Strategy  
Wangal Country

SydneyOlympicPark 

12 April 2022





The Sydney Olympic Park Authority acknowledges the Traditional Owners, Knowledge-holders and Custodians of the land and pays respect to Elders past, present and future.

We recognise First Nations Peoples' unique cultural and spiritual relationships to place and the rich contribution made to society.

First Nations People take a holistic view of land, sky, water and culture and see them as one, not in isolation from each other. The Sydney Olympic Park Place Strategy is based on the premise upheld by Aboriginal people that if we care for Country, it will care for us.

The lands and waterways of the Wangal extended along the southern side of the Burramattagal waters, the Parramatta River from Gadigal country, Darling Harbour to Baramada today known as Parramatta.

The river continues to have a deep relationship with the Cadigal, Wangal, Toongagal, Wallumdegel, Wategora and the Burramattagal people. All enjoyed the river as an important source of cultural activities, food gathering, spiritual practice and trade over thousands of years. The salt marshes were shelter for the waterbirds. At high tide crabs would be caught and fish easily speared. Ducks inhabited the creeks that fed into the river.

According to the Lore of the Iyura, the people of this place, it is said Biiami was responsible for shaping the land. He created the rivers, creeks, mountains, the bush and forests. Biiami raised up his arms and sang everything into being. He looked about the land he had created and called it Bembul-ra. Then he created Iyura setting humans in his place of creation. Lores were put in place so people lived the right way for the continuation of life. Ceremonies and practices, song, dance and rules of behaviour brought balance and protected a way of life.

***Gawi Mana.***


***Come gather to reimagine Sydney Olympic Park for the future.***

Issue No.	Issued by	Date	Description
01	TH	17.03.22	Draft for PCG Meeting
02	TH	29.03.22	Draft for SOPA Board Presentation





# WELCOME TO WANGAL COUNTRY



*Post 1788, First Nations people, as the “Original” people of this place, the Great Southern land “Terra Australis Incognita”, have experienced a history of non-consent to many events since Europeans came to this continent.*

*We are the First Peoples; we are First in Time and we are the oldest living cultures on the planet. They have always been here and in more recent times, are now being seen and heard. Sydney Olympic Park, as the name suggests, is an internationally-recognised precinct, but for some, there is a very different connection to place and Country. It is Wangal land, and Wangal people continue to have a deep affection and belonging through bloodline to the place, through ancestral and spiritual ties to Wangal.*

*The rights of First Peoples have finally been recognised and enshrined in the United Nations Declaration of the Rights of Indigenous People, 2007. Our relationship to Country, our wisdoms of Country and belonging to Country is now being widely appreciated and sought after. There was and still is a need for change, for collaboration and for co-design. Slowly, voices are being heard like a wave of fresh air, and are finally able to start to breathe a little easier. Now we have allies.*

*We need to foster a greater understanding amongst non-Indigenous Australians of the significance of Wangal country and the way in which we can all connect to it.*

*Such an understanding is essential if we are to develop better relationships between Indigenous and non-Indigenous people, not just for today or tomorrow, but for future generations to come.*

*-Susan Moylan-Coombs*





Sydney Olympic Park Wetlands, NSW



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An aerial photograph of a city, likely London, featuring a large stadium with a distinctive roof and a circular arena in the foreground. The image is overlaid with a semi-transparent green filter.

# **EXECUTIVE SUMMARY**

**01**

# PROJECT BACKGROUND

## Purpose

The Sydney Olympic Park 2050 Place Vision and Strategy ("The vision") sets out an over-arching and ambitious vision for what Sydney Olympic Park will be in 2050. It provides a roadmap that will inform decision-making across Sydney Olympic Park in the coming decades, for government, business and the community. It advocates for a holistic approach to planning for the future that leverages the unique natural, built and governance characteristics of this place.

The vision gives effect to the aspirations outlined within a number of state district and local policies and strategies.

## Process

The Place Vision and Strategy was built upon a process of listening and learning from First Nations leaders, local community, key stakeholders and the existing body of policy and frameworks that have come before.

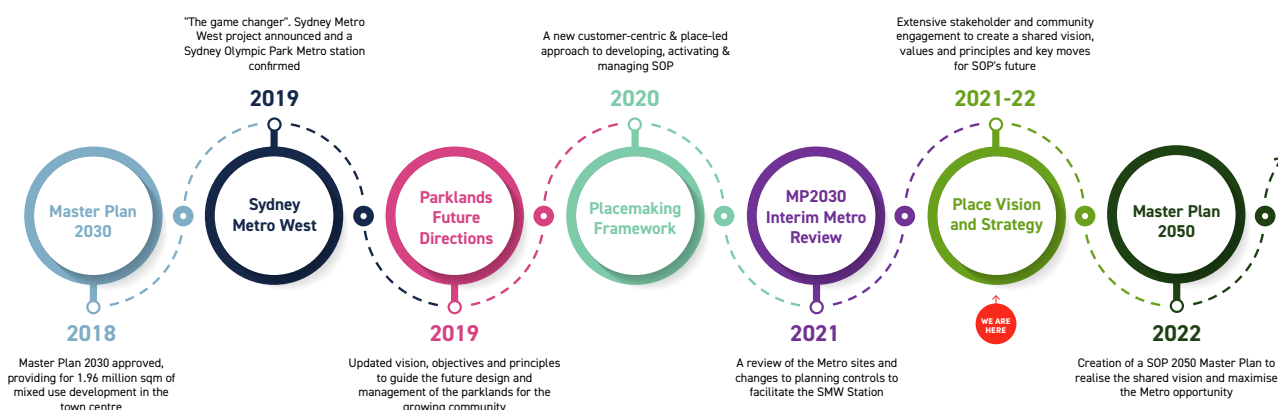
Connection with Country has been embedded in the process of developing the Place Vision and Strategy. First Nations voices have informed every step of the process and can be found throughout each of the Key Directions.

Community engagement is at the heart of this Place Vision and Strategy and central to its development. The vision set out for 2050 is grounded in a strong understanding of the community and and builds upon a wealth of knowledge and experience held by the Sydney Olympic Park Authority (SOPA), residents, businesses, and the project consortia.

A consortia of subject matter experts have worked closely with Sydney Olympic Park Authority to co-develop the Place Vision and Strategy over an eight month process. The consortia has been led by SGS Economics and Planning.

## Timeline of Planning for Sydney Olympic Park

The development of the Place Vision and Strategy is one step in a long term aspiration to shape the future of Sydney Olympic Park. A series of studies, strategies and Master Plans have been undertaken in previous years. The announcement of Sydney Metro West in 2018 was the catalyst for the development of this Place Vision and Strategy as it provides the much needed connectivity that has constrained development to date. This important commitment created the opportunity to look at Sydney Olympic Park and its role in Greater Sydney. This Place Vision and Strategy will inform subsequent stages of planning for Sydney Olympic Park, including a 2050 Master Plan.





# HISTORY AND PLACE

Sydney Olympic Park is situated on Wangal Country, on the southern shore of the Burramattagal waters, known today as the Parramatta River. It is an estuarine landscape, a place where the freshwater of the Parramatta River and its tributaries meets the salt water of Sydney Harbour. For millennia it has been home to the Wangal people and a place of gathering for the First Nations people, who came to Wangal Country to meet, celebrate and trade.

European colonisation of Sydney transformed the landscape of Wangal Country. Since 1788, the land and waterways of the Wangal have been irrevocably altered through land clearing, agriculture and industrialisation.

In 1993, the announcement that Sydney would host the 2000 Olympic Games began the transformation of Homebush Bay into the globally-recognised multi-sports and events precinct it is known as today. The 2000 Olympic Games brought the world to Sydney Olympic Park to celebrate sporting achievements. It also left a lasting legacy beyond sport, particularly from a sustainability perspective, where the 2000 Games have become known as the Green Games for the significant focus on landscape remediation and sustainability initiatives.

The 2000 Olympic Games was the catalyst for re-imagining Sydney Olympic Park from an industrial site to a place for urban renewal. The 2000 Games gifted Sydney with a significant parkland and ecosystem asset in the 430 hectare

Millennium Parklands. These parklands provide a vital recreational resource for the people of Sydney and a habitat for a number of local and migratory species. The remediation of the industrial landscape and the restoration of critical habitats is perhaps best reflected in the rehabilitation of the Green and Gold Bell Frog population, which became a symbol of the Green Games legacy.

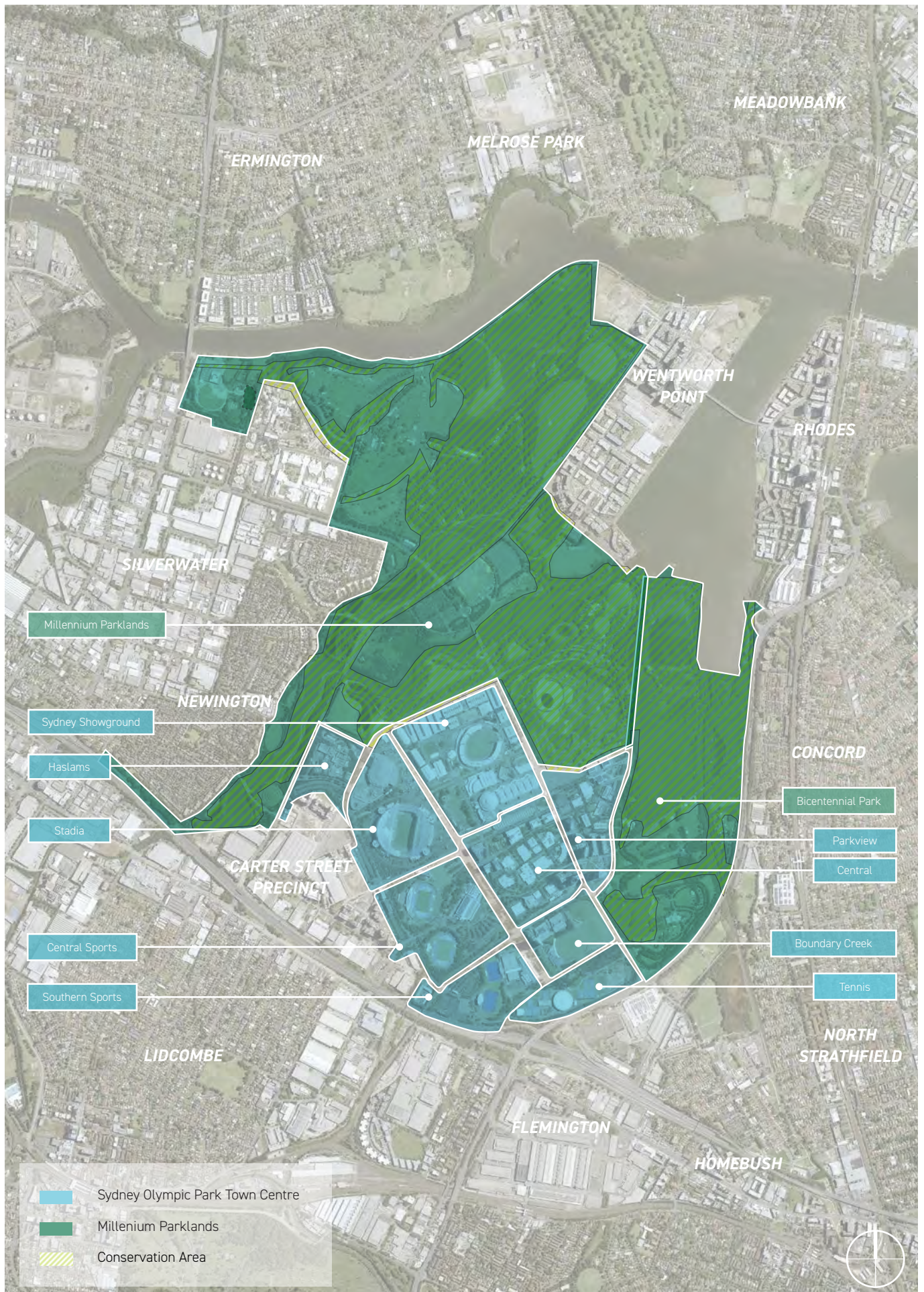
In the years following the Olympic Games, the pace of development has been hampered by a lack of direct connection to the rest of Sydney. Sydney Olympic Park has developed an identity as an 'island' in the centre of Sydney. The announcement of the Sydney Metro West by the NSW Government in 2018 and the confirmation of a station at Sydney Olympic Park is a game changer for the suburb, connecting it to Sydney's wider public transport network and creating the opportunity to re-imagine its role as a centre and a suburb in Greater Sydney.

The re-imagining of Sydney Olympic Park for 2050 comes at a critical moment in time. Beyond public transport investment, Sydney – and cities globally – are grappling with the intractable challenges of affordability, equality, climate change and the COVID-19 pandemic.

The onus is on urban renewal projects of Sydney Olympic Park's scale to address these challenges. Sydney Olympic Park is uniquely positioned to do this, not just because of its scale and size, but because of its ownership. Sydney

Olympic Park is predominantly under single, public ownership, meaning that it can explore approaches to development in a way that few other places can. Sydney Olympic Park's public ownership also provides a platform for it to maximise the public good it can deliver for Greater Sydney more broadly.





Neighbourhoods of Sydney Olympic Park



# ADVANTAGES, CHALLENGES AND OPPORTUNITIES

## Distinct advantages

Sydney Olympic Park has advantages which it can draw on to build a distinct identity, leverage to draw community, research and business interest and address some of Sydney and Sydney Olympic Park's challenges

- **Olympic Legacy - Sport, events and ecologically sustainable development:** The 2000 Olympics gifted Sydney with a cluster of world-class sport and major event infrastructure, operational capacity and significant parklands. While grounded in sport, its legacy extends into its sustainability and connection with Country legacy.
- **The centre of greater Sydney: Sydney Olympic Park is located at the centre of the Central River City:** Commitments to the delivery of Sydney Metro West and potential investment in Light Rail and Faster Rail, may provide opportunities to establish Sydney Olympic Park as a local and regional transport hub.
- **A site unrivalled in scale and unique ownership:** At 640 hectares, Sydney Olympic Park is larger than Sydney CBD. Its scale and public ownership can deliver outcomes with a focus on public good and innovation.
- **Green and blue assets:** These assets are the building blocks for a continued connection with Wangal Country and will be an increasingly critical piece of social and environmental infrastructure.

## Challenges

This Place Vision and Strategy provides an opportunity to address some of Greater Sydney's and Sydney Olympic Park's challenges. These include:

### For Greater Sydney



Providing diverse housing for a growing and changing population



Understanding the impact of the pandemic on economies, places and communities



Lack of housing affordability



A changing climate, with more extreme weather events



Lagging investment in social and community infrastructure



Addressing habitat fragmentation



Reducing carbon emissions



Physical and mental health

### For Sydney Olympic Park



Lack of direct public transport



An island in the centre of Sydney



The strength of the Olympic legacy



Diverse stakeholders



Scale of the public domain



A separation of the parklands and town centre in strategic planning



Unique governance structure



Scale of Sydney Olympic Park

# A STEP CHANGE IN THINKING

The realisation of this vision for Sydney Olympic Park in 2050 requires a series of paradigm shifts in how it is thought of as a place, how it is planned for into the future, and the step change in how it operates today.



Through connectivity investment and the nurturing of a more complex and diverse place, Sydney Olympic Park will no longer be a precinct 'in waiting' for another Olympic and Paralympic Games. It will transform from a place known widely for sports and events to a thriving, high density suburb. This transformation will fundamentally reshape Sydney Olympic Park's identity.



A Country First approach to place-making is an important step forward in the development of place strategies. This requires a more holistic understanding of the social and environmental context that Sydney Olympic Park is shaped by and creates a more balanced and equitable approach to development, where ecological functions are as important as human needs.



With an acute need to continue to supply housing for Greater Sydney's future growth, precinct planning has often focused on planning for growth alone. This vision requires a more comprehensive approach to planning – one which looks to transform Sydney Olympic Park as a place for communities to thrive and as an important and distinctive centre in Greater Sydney's future.



Investment in Sydney Metro West, and potentially future Light Rail and Faster Rail will fundamentally alter Sydney Olympic Park's relationship with the rest of Sydney. This investment radically alters the trajectory of Sydney Olympic Park, placing it at the centre of Greater Sydney. In doing so, it increases the importance of Sydney Olympic Park maximising its potential to deliver public good outcomes.



# THE ASPIRATIONS

The aspirations for Sydney Olympic Park in 2050 is presented in four parts: the Vision, Place Pillars, Strategic Directions and Key Moves.

## The Vision

The vision outlines what Sydney Olympic Park would like to be known as by 2050. It draws together the aspirations outlined within the Place Pillars and Strategic Directions.

## Place Pillars

The place pillars reflect the DNA of Sydney Olympic Park and the foundations from which everything is built upon. The pillars act as values - the lens through which all decision-making will be made as Sydney Olympic Park progresses toward its vision.

## Strategic Directions

These ten Strategic Directions will shape the future of Sydney Olympic Park. These highlight a series of opportunities that leverage Sydney Olympic Park's natural and built features, its engaged community and unique governance structure.

These Strategic Directions are supported by a series of actions that provide a framework for bringing the vision to life.

## SYDNEY OLYMPIC PARK IS SYDNEY'S BEATING GREEN HEART

### Wangal

Respect and care for Country

### Dynamic

A place that adapts to changing needs

### Thriving

A regenerative exemplar

1



A place to call home

2



A liveable and complete community

3



Connected, pedestrianised and intuitive

4



Immersive, rich and unique experiences

5



A thriving public domain day and night

6



A living laboratory for urban innovation

7



An economically productive and distinctive place

8



Carbon positive and circular

9



The green lungs of Sydney

10



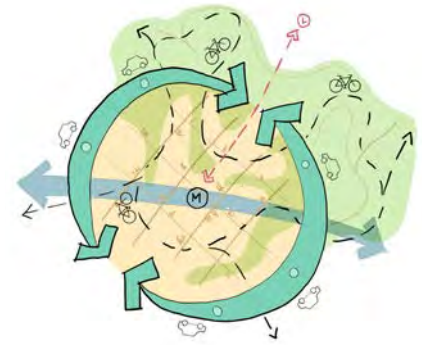
A delivery model fit for the future

## Key Moves

Five key moves are initial steps that can be taken to transition Sydney Olympic Park towards its vision as Sydney's Beating Green Heart. Some of these key moves focus on longer term outcomes while others are more short term interventions which provide opportunities to test, experiment and catalyse change.



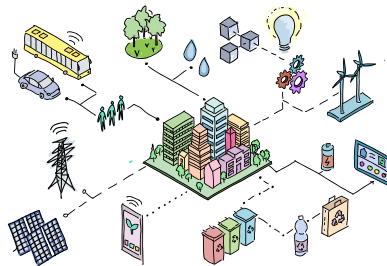
**Neighbourhood Heart**



**Lifestyle Enhancing**



**Nature Positive**



**Future Resilience**



**Living Laboratory**

## How do we achieve the vision?

The preparation of this Sydney Olympic Park 2050 Place Vision and Strategy is one step in a long-term transformation of Sydney Olympic Park from an events precinct to a thriving and multi-faceted suburb. The completion of the Sydney Metro West by 2030 will provide much needed connectivity to unlock Sydney Olympic Park's significant potential.

As a strategic document with a long term view, the 2050 Place Vision and Strategy will inform subsequent stages of planning for Sydney Olympic Park. The delivery of the Place Vision will be realised over years and decades.

Over time, various elements of Sydney Olympic Park will be delivered by the NSW Government, along with a range of stakeholders in the public, private, community and research and education sectors. This collaborative approach will bring to life the 2050 Vision.

Over the long term, through infrastructure delivery, public and private sector investment and a concerted focus on positioning Sydney Olympic Park as an exemplar high density suburb and living laboratory, Sydney Olympic Park will ultimately realise its transformation from an event precinct to a thriving and complex urban neighbourhood.

In the short term, a series of subsequent pieces of work will translate the Place Vision and Strategy into a masterplan that reflects the long term transformation the Vision outlines.

A 2050 master planning process will begin in mid-2022. This will translate the Place Vision and Strategy into a suburb-wide masterplan, providing detail on key design principles, neighbourhood character and layout, direction on density and land use, recommendations on planning controls and indicative staging.

*See the Implementation Plan for more information*



An aerial photograph of the Sydney Olympic Park, showing various sports venues, including the Sydney Cricket Ground and the Sydney Football Stadium, surrounded by greenery and urban infrastructure. The image is overlaid with a semi-transparent green filter.

# INTRODUCTION

*Situating Sydney Olympic Park  
in place and time*

01

# HOW TO USE THIS DOCUMENT

The Sydney Olympic Park Place Vision and Strategy has been designed to be used by a range of stakeholders: from government, business, residents and the wider community.

This document should be used to inform discussions between stakeholders and both long and short term decision-making. While initially prepared in 2021-22, the document should be a living breathing document which is updated across its approximately 30 year lifespan in to reflect the changing context, thinking, technologies and demographics.





# DOCUMENT STRUCTURE

The document is made up of eight chapters which can be grouped into three sections:

## Section A: What we know

This section focuses upon the past and present. It sets the scene for the aspirations outlined within the following chapters.

Chapter

### **1** Introduction

Provides a project background including the subject site, history, key figures and demographics

### **2** The approach

Outlines the process of exploration, analysis and collaboration which informed the preparation of the place vision and strategy

### **3** A case for change

Establishes an argument for the Place Vision and Strategy, why it should be prepared and why it needs to occur now.

## Section B: Our aspirations

This section has a future focus and aims to paint a picture of 2050.

Chapter

### **4** A vision for Sydney Olympic Park

Highlights the high-level aspirations for Sydney Olympic Park in 2050 through a vision statement and place pillars

### **5** Strategic Directions

Outlines 10 key opportunities and a range of supporting actions which unlock opportunities to deliver on the vision and place pillars.

## Section C: How do we achieve the vision?

This section aims to highlight mutually beneficial steps and opportunities for change and collaboration to make real the aspirations outlined in the previous section.

Chapter

### **6** Key Moves

Outlines 5 key moves that can be taken to transition towards the vision. These moves have the potential to deliver on multiple strategic directions.

### **7** Implementation

Sets out the future actions and collaborations required to enable delivery of the Place Vision and Strategy

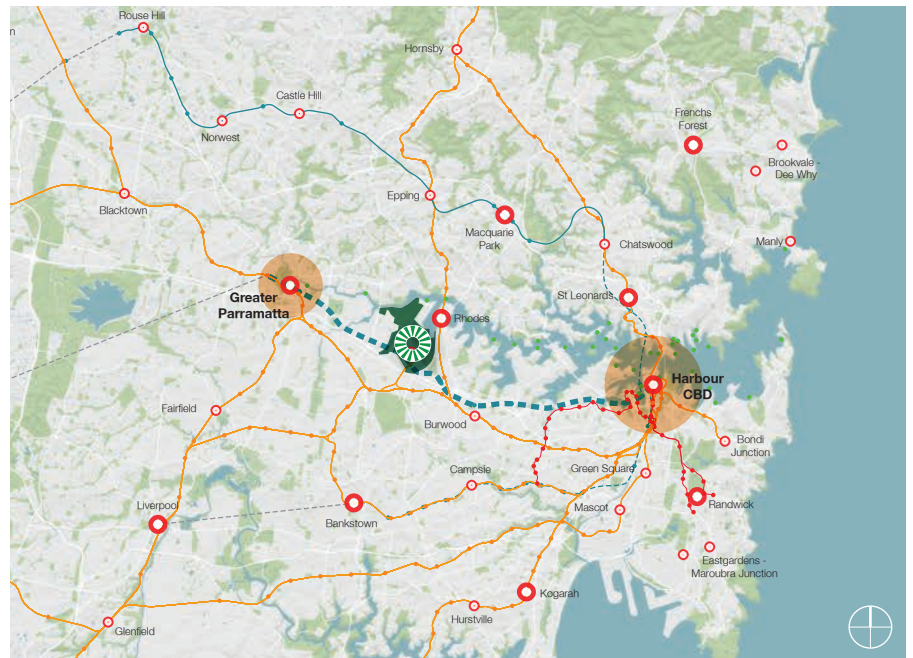
### **8** Appendix

Includes a glossary of key terms and stakeholders

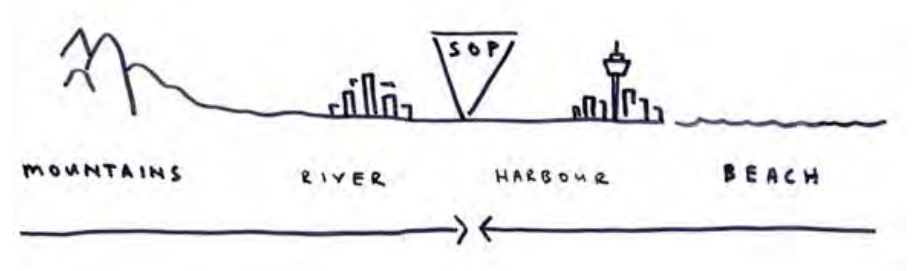
# SYDNEY OLYMPIC PARK IN GREATER SYDNEY

Sydney Olympic Park is Wangal Country, located on the southern shore of the Parramatta River. Sydney Olympic Park marks a transition in Sydney's landscape. It is an estuarine landscape, a place where the freshwater of the Parramatta River meets the salt water of Sydney Harbour. Where the rise and fall of the tides, and the creeks that run through it, have shaped the landscape and the ecosystems it supports. For millennia it has been a place of gathering for Cadigal, Wangal, Toongagal, Wallumdegag, Wategora and the Burramattagal people, who came from across Greater Sydney to meet, celebrate and trade.






Today, Sydney Olympic Park is centrally located between Greater Sydney's two largest employment centres – the Sydney CBD and Parramatta CBD. It is a mix of land uses that include parklands and nature reserves, environmental conservation, public recreation, sports and events, residential and business uses. By 2030, Sydney Olympic Park will be connected by a station on the Sydney Metro West line<sup>1</sup>. This new connectivity created through major infrastructure investment signals a shift in the future role of Sydney Olympic Park.



Regional context



Urban relationships

-  Metropolitan Centre (GSC)
-  Health and Education Precinct (GSC)
-  Rail
-  Planned Metro West
-  Light Rail

<sup>1</sup> Sydney Metro, 'Have your say on Sydney Metro West project', date accessed: 11022022



# SYDNEY OLYMPIC PARK - A BRIEF HISTORY

## Wangal Country

For nearly 70,000 years, the rich estuarine ecosystems in Homebush and Wentworth Bays provided the Wangal people with resources such as food and clothing, as well as access to the wider region travelling by water.

To First Nations people, Country means far more than just the physical landscape. Wangal Country sustained and nurtured life and culture for the Wangal people. Its location on the Burramattagal waters heavily influenced the role of this place for the Wangal and other First Nations people. For many First Nations people in the Sydney basin, the accessibility by water, and connections to paths linking the mountains with sea means that it was a central place of ceremony, trade, hunting and learning. The river at this point where the salt and fresh water meets, that provided food and connection, is central to the story of what is now known as Sydney Olympic Park.

*"The Country now known as Sydney Olympic Park has been known for millennia as a place where two waters and many different ecologies meet. Garigalo (saltwater) washes in on the tides from the ocean and meets Nattaigalo (freshwater) that falls from the mountains and rises from springs under the earth. Where these two waters meet, Biddigalo (sourwater) is created which is characterised by mudflats, swamps and mangroves, where all life begins, nurtured within the nutrient rich mud and protected by the complex structures and shallow estuaries of the mangrove environment."*

- Bangawarra, 2021, Connecting with Country Master Plan Themes



Youth Eco Summit (Source: SOPA)



Youth Eco Summit (Source: SOPA)



## An Industrial legacy

During the twentieth century, Sydney's urban footprint moved west from the European colony on Sydney Harbour. Sydney Olympic Park underwent significant change as a result.

The peninsula, by this stage known as the suburb 'Homebush', was home to industrial uses including the State Brickworks, State Abattoir and the Royal Australian Navy's Armament Depot. An ongoing process of land reclamation was undertaken to create much of the industrial waterfront land along the Parramatta River. This was often done through the filling of mangroves and mudflats with landfill, forever altering the shoreline of Wangal Country along Homebush Bay and impacting the structure of Wangal Country.

The peninsula played a significant role in the development of Sydney. The state brickworks were an important source of construction material for the growing city of Sydney, particularly after World War II when a shortage of bricks led the Government to re-establish the State Brickworks after prior privatisation in 1936 and their subsequent closing in 1940.

While the industrial legacy of the Peninsula was a significant contributor to Sydney's development as a city, it also had a lasting impact on Country. Not only did it dispossess First Nations people of a home, source of food and place of gathering, it stripped the land, altered watercourses and poisoned the

land and water with industrial run-off and waste.

Redevelopment of the Peninsula's industrial legacy was first considered in the early 1970's. However, it was not until 1993 when the announcement was made that Sydney would host the 2000 Olympic Games that the transformation of Homebush into a nationally significant multi-sports and events precinct began.

## From the Olympics to today

Today, the International Olympic Committee (IOC) acknowledges that the Sydney 2000 Olympic Games 'celebrated not only sports achievement but also unity, forgiveness, resilience and innovation'. In particular, four distinct legacies were:

- **Green:** it was the largest remediation, reclamation and regeneration project in Australian history where regeneration of natural areas, parklands and public open space continues to this day, most notably through its innovative recycled water system and the preservation of critical habitat for the Green and Gold Bell Frog.
- **Permanence:** all venues developed for the Olympics are still in use which differs from some other Olympic cities.
- **Inclusive:** the IOC praised the Sydney Olympic Games for its ability to unite, heal and energise the Australian people. A legacy of accessibility was also created

through the Paralympic Games.

- **Celebrating Indigenous culture:** The Sydney Olympic Games have been celebrated as bringing Aboriginal culture to the front and centre of the opening ceremony and placing Aboriginal culture on the global stage.

A series of visions, Master Plans and investments have continued to shape Sydney Olympic Park. This includes the relocation of the Sydney Royal Easter Show (and the Royal Agricultural Society) in 1998, through to the most recent Master Plan for the Central Precinct responding to the Sydney Metro West transport investment. Sydney Olympic Park has evolved as a mixed use precinct, home to residents, workers, students and visitors. It attracts major domestic and international sporting events and global entertainment acts in its multiple venues.

The diverse high density residential communities include leading approaches across innovative housing models such as Build-to-Rent and accessible housing. Sydney Olympic Park is now home to a community of 5,600 residents.

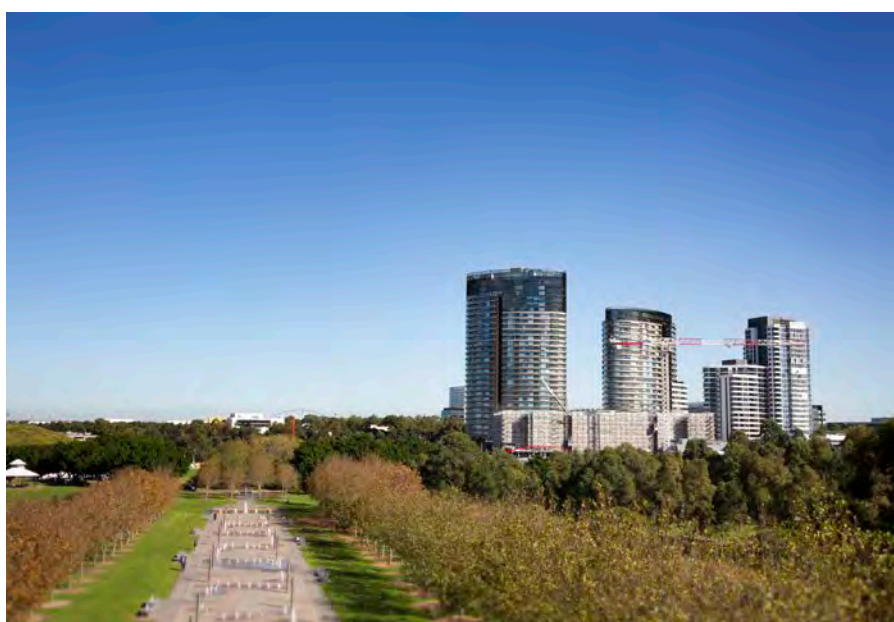
Since the global success and recognition of the 'Green' Games, Sydney Olympic Park has continued to champion high environmental performance. In 2020, it was one of only a select number of neighbourhoods in Australia to have received a Six Star Green Star Communities rating, and the first of this scale.

It has continued its sporting legacy through the continued attraction of high performance facilities for a diverse range of sports. Over eleven elite sporting clubs call Sydney Olympic Park home. Sydney Olympic Park has also built a reputation as the place for entertainment in New South Wales, playing host to some 5,000 events annually, from attracting international drawcard acts such as U2, Adele and Ed Sheeran, to the Sydney Royal Easter Show, Australia's largest annual event.

In 2018, the NSW Government announced the Sydney Metro West Project, an underground Metro that will link the Sydney CBD and Parramatta, with a station at Sydney Olympic Park.



Stadium Australia, 2000 Olympics, Sydney Olympic Park (Source: The Sporting News)



View over Bicentennial Park, Sydney Olympic Park (Source: SOPA)



# HISTORIC OVERVIEW

Indigenous history	Pre 1788
<p>Sydney Olympic Park is situated on the traditional lands of the Wann clan, known as the Wann-gal. The lands of the Wann-gal stretched along the southern shore of the Parramatta River between Cockle Bay (Cadi-gal land) and Rose Hill (Burramatta-gal land). The estuarine ecosystems provided Aboriginal communities with food, clothing and other resources for thousands of years.</p>	

Land development	1797
<p>In 1797, the first grant was issued for land at Homebush Bay, with one of the earliest land owners being Samuel Haslam.</p>	

Newington Armament Depot	1882
<p>Land to the east of Newington House was used for the establishment of a powder magazine, which began operation in 1897. It was later taken over by the Australian Navy and became known as the Royal Australian Naval Armament Depot Newington. The site was transferred to the Government of New South Wales in 2000.</p>	

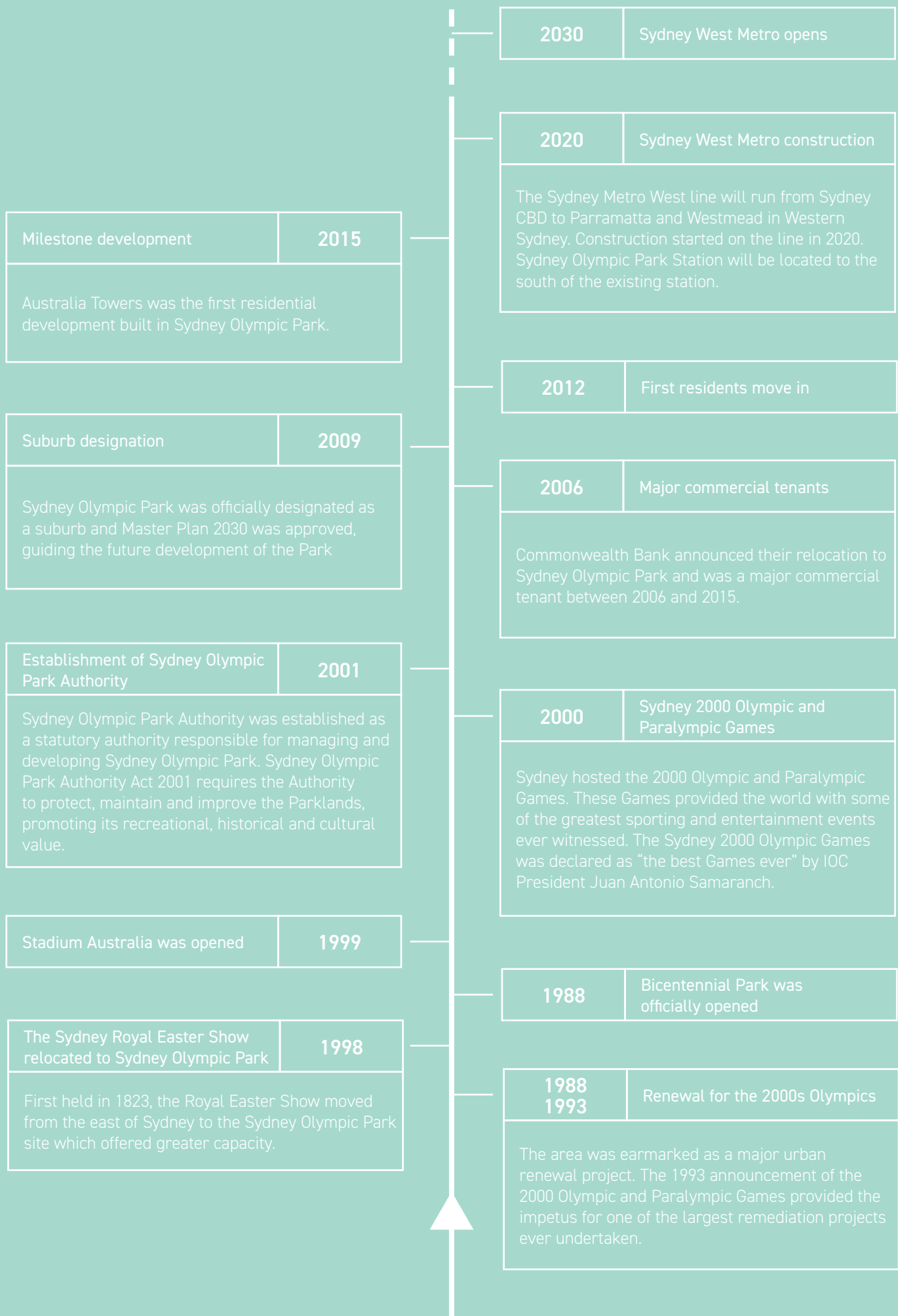
State brickworks	1911
<p>The Government established the State Brickworks at the head of Homebush Bay to control the price of bricks during the building boom. The Brickworks ceased operation in 1988.</p>	

1788	European Settlement
<p>When Europeans arrived in 1788, the area was known as 'The Flats' and consisted of extensive tidal wetlands and thick bush. The area was recorded by Captain John Hunter within 10 days of the arrival of the First Fleet.</p>	

1798 1811	Newington Estate & Home Bush Estate and Racecourse
<p>By 1811, most of the land around Homebush Bay lay within two large estates: the Newington Estate (founded 1807) and the Home Bush Estate (founded 1810).</p>	

1907	State Abattoirs
<p>The New South Wales Government established the State Abattoir. The State Abattoirs was Australia's largest and most modern abattoir during this period. No other facility in NSW has been comparable in scale or impact.</p>	

1960s 1970s	State Abattoirs
<p>The New South Wales Government established the State Abattoir. The State Abattoirs was Australia's largest and most modern abattoir during this period. No other facility in NSW has been comparable in scale or impact.</p>	





# SYDNEY OLYMPIC PARK TODAY

Sydney Olympic Park is located along the southern edge of the Parramatta River. It is bordered on its east and south-east by Homebush Bay Drive and the suburbs of North Strathfield, Concord and Homebush. The Carter Street Precinct and the Western Motorway are located to the south-west of Sydney Olympic Park with Lidcome and Flemington beyond. To the west is Newington and Silverwater and to the north-east is Wentworth Point and Rhodes.

Sydney Olympic Park is located on the eastern-most extent of the City of Parramatta Local Government Area (LGA), on the border with City of Canada Bay, Cumberland and Strathfield Councils.

## Surrounding areas

The Sydney Olympic Park town centre is one of several centres, medium and high density neighbourhoods on and around the Olympic Peninsula.

The suburb of Newington, now a medium-density suburb was originally the athletes' village during the 2000 Olympics. The Carter Street Precinct and Wentworth Point are high density neighbourhoods developed on former industrial land that, together, are forecast to be home to over 25,000 people by 2051. Wentworth Point relies on the parkland located within Sydney Olympic Park and Rhodes to support its population.

Rhodes, on the eastern edge of Homebush Bay, is a high density mixed-use centre, with residential, commercial and retail uses. Rhodes is outlined within the City of Canada Bay Local Strategic Planning Statement as a Strategic Centre. It is expected to be home to nearly 30,000 people and 17,000 jobs by 2051. Despite local council boundaries, Rhodes is the main retail centre servicing both Wentworth Point and Olympic Park.

The Carter Street Precinct, Wentworth Point and Rhodes are still undergoing urban renewal. To the south and east of Sydney Olympic Park, suburbs such as Lidcombe, Strathfield and Concord reflect post-war suburban development.

## Sydney Olympic Park

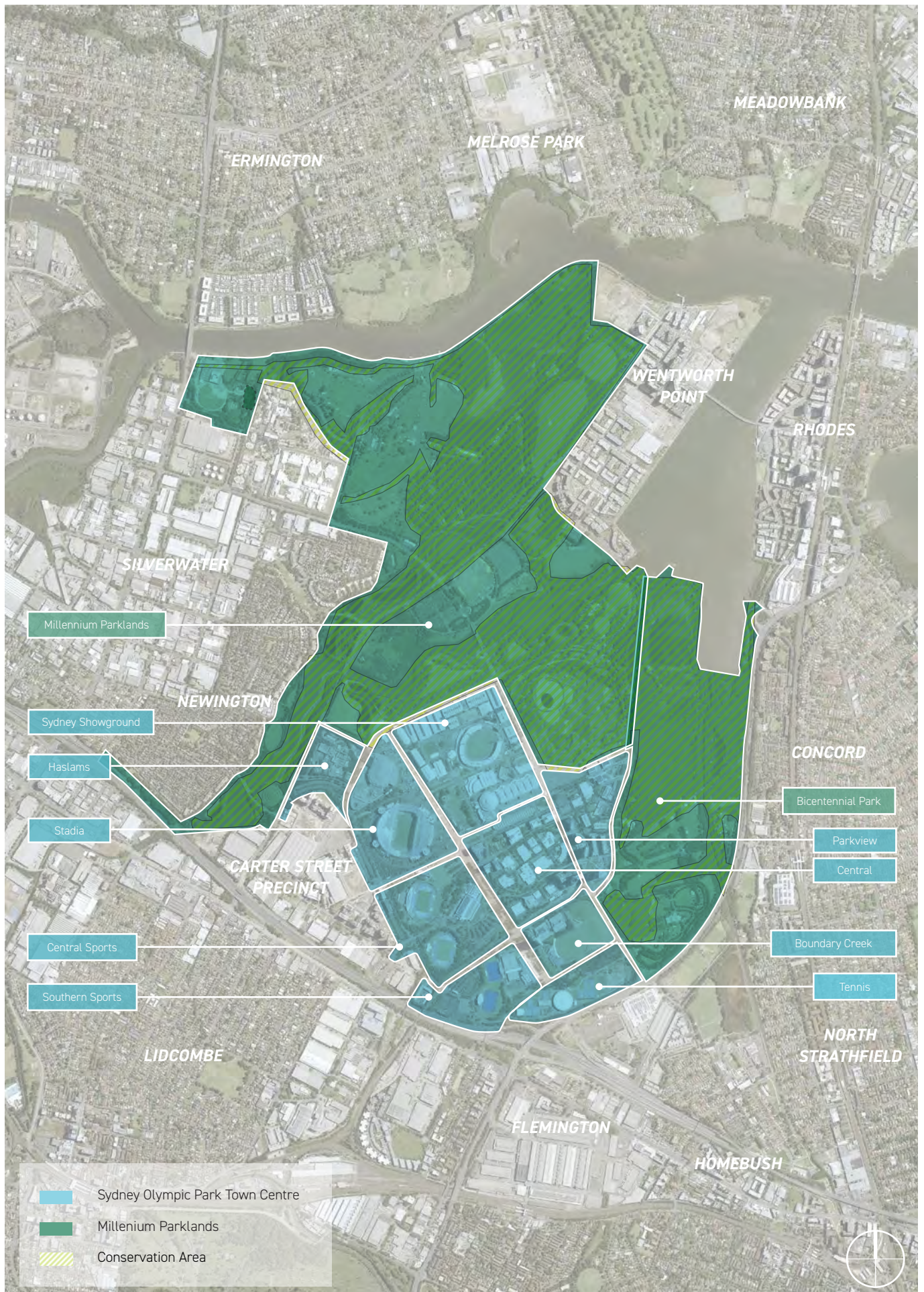
Sydney Olympic Park features a mix of urban environments and natural landscapes.

Previous Master Plans for Sydney Olympic Park identified nine precincts. This Place Vision and Strategy refers to these precincts as 'neighbourhoods' to reflect Sydney Olympic Park's transition from an events precinct to a suburb. Collectively, these neighbourhoods are referred to as the Sydney Olympic Park Town Centre, with the parklands surrounding it and linking it to Homebush Bay and the Parramatta River.

Sydney Olympic Park is home to some of Australia's premier elite sports and entertainment facilities including Stadium Australia, Sydney Showground, the Sydney Olympic Hockey Centre, the Sydney Olympic Aquatic Centre and Qudos Bank Arena.

The northern portion of Sydney Olympic Park is made up of extensive parklands with established habitats for native flora and fauna. Large areas of this parkland are dedicated to environmental conservation and do not permit public access. Bicentennial Park and Blaxland Riverside Park are key attractors for visitors to the park and occupy a significant role in supporting the open space needs of residents in the area.





Neighbourhoods of Sydney Olympic Park



# SYDNEY OLYMPIC PARK TODAY



Stadium Australia, Sydney Olympic Park (Source: Tracey Hau)



Kiosk (Source: SOPA)



Sea eagle (Source: GHUTCHO)



Blaxland Riverside Park (Source: SOPA)



Millenium Parklands (Source: SOPA)





Lunar New Year celebrations (Source: SOPA)



Greater Western Sydney Giants (Source: AFL Media)



Aerial view, Sydney Olympic Park (Source: SOPA)



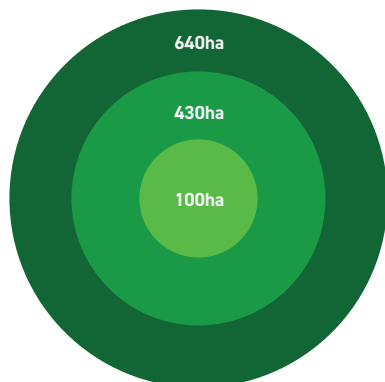
Native lizard (Source: SOPA)



Blackpink Concert, Qudos Bank Arena, Sydney Olympic Park (Source: Qudos Bank Arena)

# PARKLANDS & ENVIRONMENT

## Area<sup>1</sup>



- Sydney Olympic Park
- Parklands
- Public recreation space

## Visitation & Organisations<sup>3</sup>

**1,298** volunteer hours

donated through various organisations to monitor the flora and fauna in 2020-21

**3.26M** parkland visitors

in 2020-21

**23,850** school students

participated in environmental excursions and education events within the parklands in 2018-19

## Flora & Fauna<sup>2</sup>



400+ native plant species



250+ native animal species

**190K** plants propagated and planted in the parklands

## Native species recorded in 2020-21

93 bird species



12 microbat species



6 frog species



2 possum species



13 reptile species



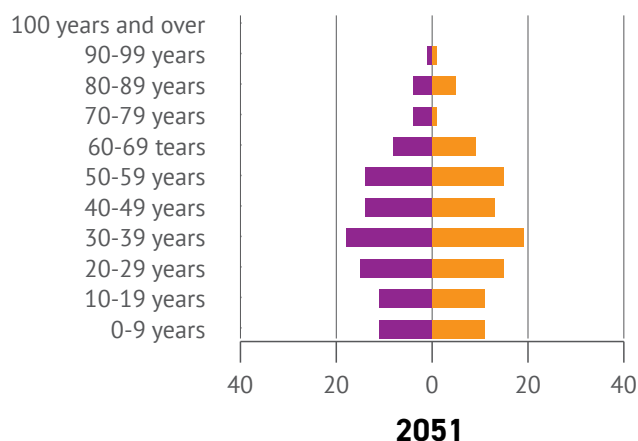
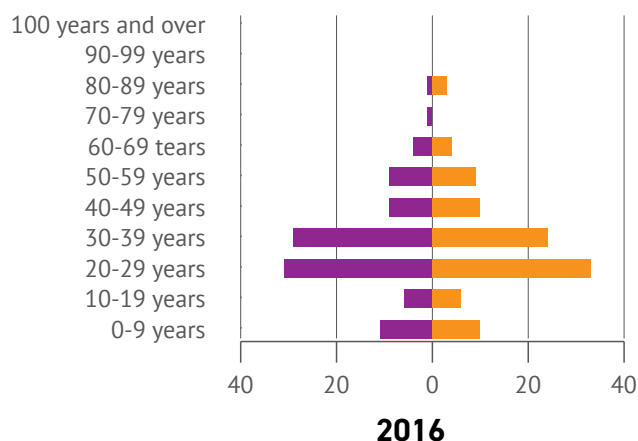
861ML of recycled water produced supplying 82% of total water needs<sup>4</sup>

# LOCAL COMMUNITY & HOUSING

## Population projection<sup>5</sup>

### Estimated resident population percentage by age cohort

Female Male



## Demographics<sup>6</sup>

5,600

residents  
in 2020-21

31 years

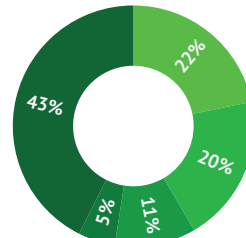
median age

41.7%

of residents aged  
between 25-34 y.o.

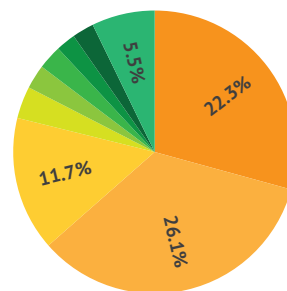
### Resident birthplaces

- Australia
- China
- South Korea
- India
- Other



### Languages spoken at home

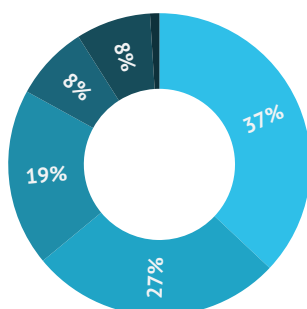
- English
- Chinese
- Korean
- Iranic
- Southeast Asian Austronesian
- Dravidian
- Middle Eastern Semitic
- Iberian Romance
- Indo-Aryan



## Household structure & built form<sup>7</sup>

### Households

- Couple only
- Lone person
- Couples with children
- Single parent
- Group households
- Multiple family (1%)



100% of dwellings are flats or apartments

### Car ownership



17%



69%



12%



# EVENTS & SPORTS

## Major Events<sup>8</sup>



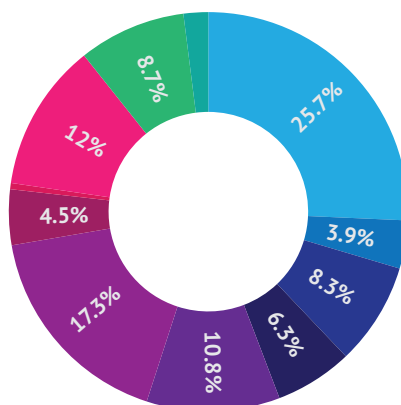
**160**

major event days

**> 10M**

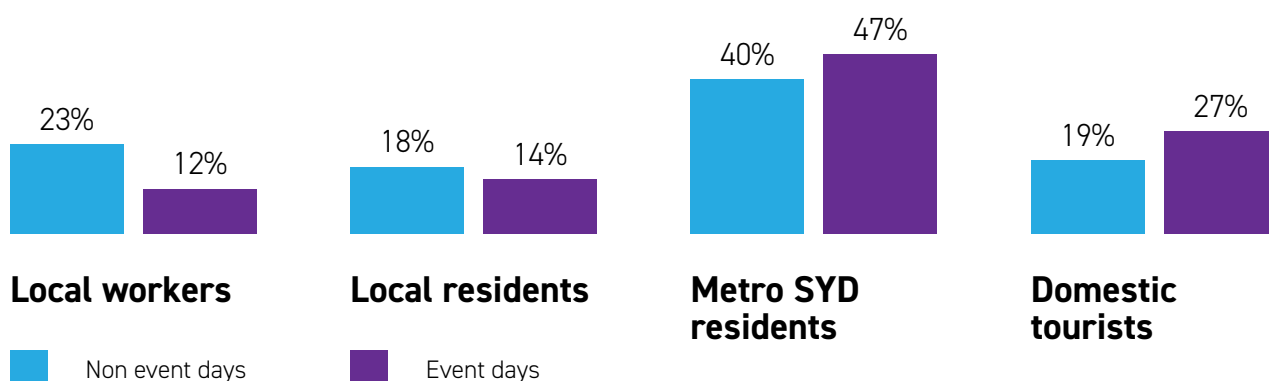
visitors attend over 5,000 events each year

## Purpose of visitation<sup>9</sup>



- Royal Easter Show
- Community events (2%)
- Parkland activities
- Tourism
- Commerce
- Business events
- Sports participation
- Sports events
- Education sports participation
- Education (0.5%)
- Ticketed entertainment

## Electronic spend<sup>10</sup>



## Visitor nights<sup>11</sup>

### Visitor nights annually

2020

**225K**

2031

**400K**

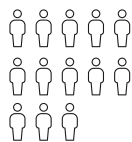
## Sporting cluster<sup>12</sup>



**50+**  
sporting  
organisations

# BUSINESS & EMPLOYMENT

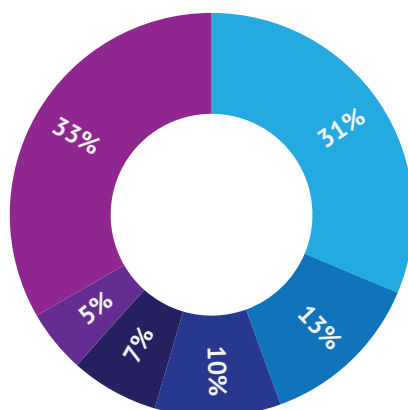
## Workers<sup>13</sup>



**19,500**

**in 2020-21**

## Industries<sup>14</sup>



- Finance & Insurance
- Arts & Recreation
- Professional, Scientific & Technical
- Wholesale Trade
- Accommodation & Food
- Remaining Industries

## Employment Structure<sup>15</sup>



**52%**

knowledge  
intensive  
jobs



**29%**

population  
servicing  
jobs



**14%**

industrial  
jobs



**5%**

health &  
education  
jobs

## Sources

<sup>1</sup> Sydney Olympic Park Authority, Annual Report 2020-21, p.64

<sup>2</sup> Sydney Olympic Park Authority, Annual Report 2020-21, pp.60-63

<sup>3</sup> Sydney Olympic Park Authority, Annual Report 2020-21, pp. 41, 60-69

<sup>4</sup> Sydney Olympic Park Authority, Annual Report 2020-21, p.45

<sup>5</sup> SGS Economics and Planning, 2021, TZP19 small area land use forecasts

<sup>6</sup> Sydney Olympic Park Authority, Annual Report 2020-21, p. 18; ABS Census, 2016

<sup>7</sup> ABS Census, 2016

<sup>8</sup> Sydney Olympic Park & Right Angle Studio, 2021, People Package, p. 17

<sup>9</sup> EY Sweeney, Sydney Olympic Park Knowledge audit, June 2020, citing Sydney Olympic Park Activation report, June 2019

<sup>10</sup> Quantum, 2020, Customer Analysis, analysis period March 2019-February 2020, p. 9 and 21

<sup>11</sup> HillPD, Masterplan 2030 (Interim Metro Review) Annexure 7: Commercial Demand and Feasibility Assessment, p. 20

<sup>12</sup> Sydney Olympic Park, 2021, Sport Placemaking Model, p. 8 and 12

<sup>13</sup> SGS Economics and Planning, 2021, TZP19 small area land use forecasts

Sydney Olympic Park Authority, Annual Report 2020-21, p. 18

<sup>14</sup> ABS 2016, TfNSW TZP19, SGS Economics and Planning 2022

<sup>15</sup> TfNSW, TZP19 (2016)

# THE APPROACH

*Developing the Sydney  
Olympic Park Place Vision and  
Strategy*

02



# OVERVIEW

## Development Process

The Place Vision and Strategy was built upon a process of listening and learning from First Nations leaders, local community, key stakeholders and the existing body of policy and frameworks that have come before.

Connection with Country has been embedded in the process of developing the Place Vision and Strategy. First Nations voices have informed every step of the process and can be found throughout each of the Key Directions.

Community engagement is at the heart of this Place Vision and Strategy and central to its development. The vision set out for 2050 is grounded in a strong understanding of the community and stakeholder aspirations.

## Document Key

### Section A: What we know

This section focuses upon the past and present. It sets the scene for the aspirations outlined within the following chapters.

#### 1 Introduction

#### 2 The approach

#### 3 A case for change

### Section B: Our aspirations

### Section C: How we can get there

# STRATEGIC ALIGNMENT

## Alignment with other strategies

The Place Vision and Strategy gives effect to a number of state, district, local and place-based policies and strategies.

These include, among others:

- Greater Sydney Region Plan
- Central City District Plan
- Future Transport 2056
- Greater Parramatta to Olympic Park Strategy
- Government Architect of NSW's Draft Connecting with Country Framework and Design with Country strategy
- NSW Dept. Planning and Environment Greener Places and Open space guidelines
- Sydney Green Grid strategy
- NSW 2040 Economic Blueprint
- NSW Waste and Sustainable Materials Strategy Stage 1
- City of Parramatta Local Strategic Planning Statement, Community Strategic Plan and Housing Strategies
- Sydney Olympic Park Master Plan 2030, Interim review and all supporting documentation
- Numerous other studies and strategies that relate to Sydney Olympic Park that already shape investment and decision- making across Sydney Olympic Park.

At a macro-level, the Sydney Olympic Park 2050 Place Vision and Strategy draws on the United Nations' 17 Sustainable Development Goals that provide a blueprint for a more sustainable global future. The Place Vision and Strategy's ten Strategic Directions respond to these Sustainable Development Goals.



UN Sustainable Development Goals

The Place Vision and Strategy has been developed in a highly collaborative way. A consortia of subject matter experts have worked closely with Sydney Olympic Park Authority to co-develop the Place Vision and Strategy over an eight month process. The consortia has been led by SGS Economics and Planning, who partnered with five other specialised organisations.

- SGS Economics and planning – Strategic planning, economic development and housing
- Cred Consulting – Engagement and social infrastructure
- SJB – Urban Design
- University of Technology Sydney – Landscape Architecture
- Yerrabingin – Designing and Connecting with Country
- Atelier Ten – Environmental performance

Together, the consortia has co-designed the Sydney Olympic Park 2050 Place Vision and Strategy in partnership with Sydney Olympic Park Authority.

## Building on past work

Sydney Olympic Park may well be the most studied urban precinct in Australia. Since the 2000 Games Master Plan, Sydney Olympic Park has been the subject of many studies, plans and strategies. There has now been 25 years of ongoing management of remediated areas, ecological study, research and management that has brought healing to significant areas of the land. It is also a place with an important body of management plans and guidelines (most notably the Biodiversity Management Plan and Environmental Guidelines originally developed for the Olympic Games that are still used today) that reflect its importance as an ecological refuge of critical importance.

In 2021, Sydney Olympic Park Authority (SOPA) submitted a revised Master Plan 2030 (Metro Interim Review) to the NSW Department of Planning and Environment (DPE), exhibiting a proposed scheme for the Sydney Metro West sites in the Central Precinct to facilitate the development for a station and integrated station development.

Other recent work has explored how to activate the spaces around Stadium Australia, and how to plan for the future of the parklands. Other stakeholders have explored future directions for their sites, from the Royal Agricultural Society's Showgrounds Master Plan to specific venue operators and sporting groups developing future plans.

Beyond Sydney Olympic Park, centres and precincts across Greater Sydney are being re-imagined, with their own aspirations and attributes shaping their future.

The development of the Sydney Olympic Park Place Vision and Strategy takes into account this local and regional work and builds upon it. It has also been cross-referenced with the Greater Sydney Region Plan's Ten Directions to ensure it meets strategic planning aspirations of the Greater Sydney Committee.



State

District

Local

Place



# CONNECTING WITH WANGAL COUNTRY

## Embedding Country into the process of strategy development

Connection with Country has been a foundational part of the development of the Place Vision and Strategy. The Place Vision and Strategy has sought to extend how Connection with Country can shape the vision beyond the future physical outcomes and artefacts. Connection with Country has also deeply influenced the process of developing the Place Vision and Strategy. This work has been led by and informed by First Nations voices and is underpinned by the principle of self-determination.

The Place Vision and Strategy takes a 'Country First' approach, with environmental, social, economic and governance aspects of the strategy rooted in Connection with Country aspirations. These include:

A deep respect for the landscape and water systems of Wangal Country, and an emphasis beyond sustenance to regeneration, to create thriving ecosystems.

- A focus on creating a place that is grounded in the local environmental conditions and responsive to future changes.
- Creating a place of education, where the process of learning happens not just in institutions but in the built and natural environments, and with and at all ages.

- Identifying economic opportunities to embed, support and sustain local Indigenous enterprise.
- Embedding principles of reciprocity and generosity in the way the place is designed and built, as well as the governance and delivery of Sydney Olympic Park.

This 'Country First' approach is vital not only to preserve and celebrate the important environmental and cultural significance of Wangal Country. It also reflects a need to design with the local environmental conditions to ensure that Sydney Olympic Park is resilient and adaptive in the face of climate change.

Adopting a Country First approach means Country is embedded as a priority in the intent of all Directions and Actions within this body of work. It does not require a specific set of Actions as Country is at the heart of this thinking.

*"Our culture is embedded in the landscape, and environmental consciousness. Sharing this tacit knowledge and wisdom through a cultural landscape, at this point in time, when our earth is under threat, must be a principle for all future design approaches."*

- Yerrabingin

## Re-connecting with Country

The impact of European colonisation has had a profound impact on Wangal Country. Prior to colonisation, First Nations people and their culture was intricately bound in a symbiotic relationship with the land. Many Aboriginal groups of Greater Sydney had belief systems, law and practices embedded as part of the landscape and its ecosystems.

Development post-1788 has often taken place at the expense of Country. For over two hundred years, the voice of Country has been missing in the shaping of the Olympic Peninsula. Land administration and planning – particularly that which took place in the decades prior to the 2000 Olympic Games – was extractive or pollutive. The period between European colonisation and the re-imagining of the post-industrial landscape for the Olympic Games is characterised as a period of time where there was a strong dis-connection from Country.

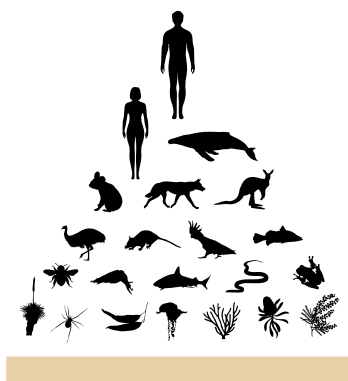
Planning for Sydney Olympic Park's evolution over the coming decades requires a concerted effort to re-connect with Wangal Country through an emphasis on regeneration. The emphasis on ecological restoration was a hallmark of the Green Games and is an important departure point for future development of Sydney Olympic Park. Regeneration extends beyond the ecological to the intention of social and economic regeneration. A regenerative Sydney Olympic Park will be a thriving place in all meanings of

the word – environmentally, socially and economically.

A purposeful re-connection with Wangal Country requires an acknowledgement of how the past two centuries have impacted on Wangal Country. It also requires purposeful design and planning that actively contributes to ecological restoration. A fundamental re-think of how we see ourselves in relation to the wider environment – one which moves from a human-centred to an eco (or Country)-centred viewpoint is imperative.

Successfully re-connecting with Wangal Country requires a reciprocal relationship between those who live work and visit the place, as well as those who invest, develop and activate the future Sydney Olympic Park and Wangal Country on which it lies. The process of development and evolution of Sydney Olympic Park must be grounded

in the aspiration to respect, restore and regenerate Wangal Country.



Human centered versus Country-centred ( Source: NSW Government Architect's Office, 2020, Draft Connecting with Country Framework)

Reconnecting with Wangal Country becomes a golden thread that runs through this Place Vision and Strategy. It is built on several aspects of Connection with Country:

### Moving from sustaining to regenerating

Moving from a position of 'sustaining' towards an Indigenous lens of 'regenerating' is a mindset shift that embraces the challenge to restore rather than simply maintain landscapes and ecosystems. It provides a framework to implement landscape-related policies and landscape-management strategies that are adaptive. It is founded upon a regenerative planning paradigm that places culture, climate and ecosystem needs at the heart of decision-making.

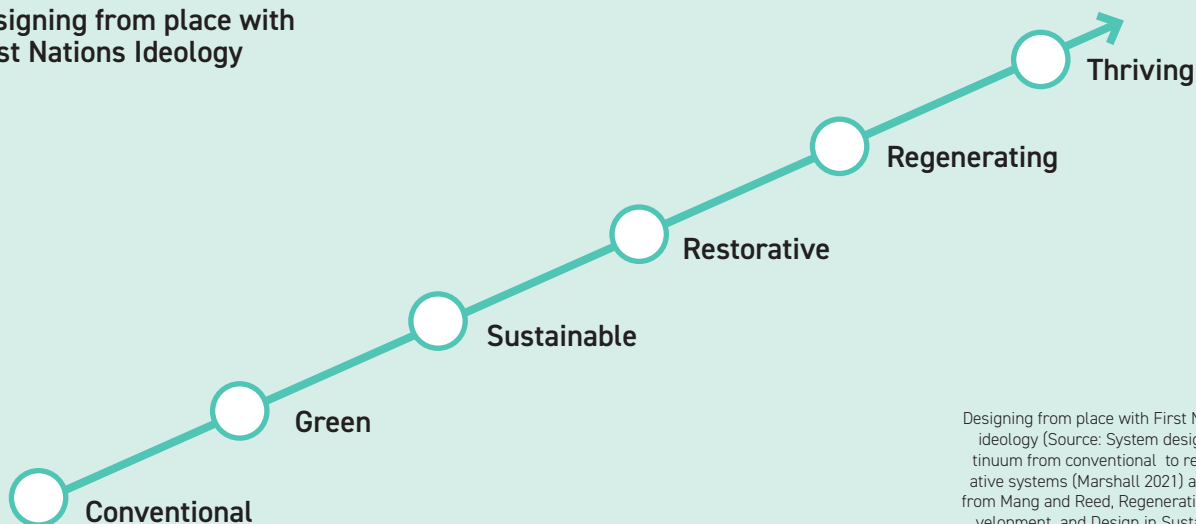
### Reciprocity

Reciprocity is the exchange of goods, services and ideas with others for mutual benefit. This may be person to person, business to business or between people and the environment. From a First Nations perspective, the concept of reciprocity is based on a deep understanding of how the environment exists and our relationship to and with it. It is reflected in the saying 'If we care for Country, then Country will care for us'.

### Adaptive capacity for change

Country is dynamic and resilient – it retains immense capacity to adapt to change. Adaptive capacity has sustained Indigenous cultures, the species they provided custodianship for and the environment they were caretakers of for many thousands of generations (Marshall & Twill 2019). Just like natural environmental systems, human systems too need to plan with adaptive capacity. This requires diversity as diversity creates room for recovery after change. In the face of climate change and changing social dynamics, this capacity to adapt is a vital part of long-term planning.

### Designing from place with First Nations Ideology



Designing from place with First Nations ideology (Source: System design continuum from conventional to regenerative systems (Marshall 2021) adapted from Mang and Reed, Regenerative Development and Design in Sustainable Built Environments (2013)





Millenium Parklands (Source: SOPA)



# ENGAGEMENT

## Engagement process

The development of the Place Vision and Strategy has been engagement-led. A compelling vision is one that reflects collective ambitions. The views, concerns and ambitions of Sydney Olympic Park's diverse communities and stakeholders are vital to inform the future of Sydney Olympic Park.

Community and stakeholder consultation was undertaken between September 2021 and November 2021. The COVID-19 pandemic and resultant lockdowns and risk mitigation measures meant that many of the engagement activities and events that were originally intended to be done in-person and at Sydney Olympic Park were held online session. One event – the visioning workshop – was held in-person at Sydney Olympic Park, and brought together a diverse range of Sydney Olympic Park's stakeholders to discuss opportunities for future directions.

## What we heard through engagement

The following eleven key themes emerged throughout the community and stakeholder engagement:

- Caring for Country
- Connection
- Protecting ecological and natural values
- World-class exemplar for sustainability, innovation and education
- Meeting the needs of growing communities
- Activating a welcoming place for people
- A place for sport, from community to elite
- Arts and cultural participation and production
- Live, work and play
- Destination tourism
- An appropriate governance model for the future.

The engagement process undertaken for the Place Vision and Strategy was aimed at building on previous engagement, capturing the views of a diverse range of community members and stakeholders to explore ideas to co-create a shared vision and strategy for Sydney Olympic Park to 2050. It aimed to:

- Capture the views of a diverse range of community and stakeholders, including First Nations peoples and culturally diverse communities
- Learn from, and build on, previous engagement and knowledge
- Engage in an inclusive, easy, relevant, timely and meaningful way, in alignment with "An Engaged Community", Sydney Olympic Park Authority's engagement framework
- Understand the character and identity of the place, learning from stories from 70,000 years ago to now
- Co-create shared values, vision and principles for a strategic framework for the suburb to 2050.
- Collaborate on ideas and test future scenarios.



## A shared legacy | A shared vision on Wangal Country

**5** online focus groups  
with a total of 45  
community members

**6** First Nations  
stakeholders attended  
an online focus group

**50+** Stakeholder  
interviews  
and surveys

**3** online workshops and an online team survey  
with Sydney Olympic Park Authority staff

**64** stakeholders attended 3  
online round table sessions

**62** attendees at a  
visioning  
workshop

**#MYSOP** social media engagement and  
dedicated project webpage

**89** community members and  
stakeholders attended an  
online webinar

Meetings with the Placemaking NSW Advisory  
Committee (Sydney Olympic Park Authority Board),  
DPIE Reference Group, Project Control Group and  
Parklands Advisory Committee









# WHAT WE HEARD

## Caring for Country

*"Country is everything. It is an acknowledgement of what was in the past and how to move forward into the future. It feeds into the fabric of who we are."*

Caring for Country is critical to ensure First Nations peoples feel welcome and safe in Sydney Olympic Park, to ensure the ongoing protection of natural places, and to ensure everyone who lives, works or plays at Sydney Olympic Park has the opportunity to connect with and care for Wangal Country.

## Protecting ecological and natural values

*"Climate change is a huge issue. We need to take into account the natural environment and biodiversity."*

There is a need to protect Sydney Olympic Park's strong ecological and natural values and further 'green' the suburb, particularly as human population pressures and the impacts of climate change will increase over time.

## Connection

*"Transport is complicated. Friends who don't live in this area get really confused about the buses to get here."*

Physical connection, from a transport perspective, is currently holding Sydney Olympic Park back. Sydney Olympic Park is difficult to access on public transport not only from across Greater Sydney, but even from the neighbouring Olympic Peninsula suburbs. The town centre is disconnected from the surrounding parklands, with limited wayfinding. Sydney Metro West will start to address this, but it is still a decade away.

## World-class exemplar for sustainability, innovation and education

*"These were the Green Games, and we can build further on that legacy."*

Sydney Olympic Park has the potential to build on its sustainability legacy and be a world-class exemplar for environmental sustainability, innovation and education. Sydney Olympic Park could serve as an education hub for a range of expertise including sustainability, sport, First Nations culture, film and television. Stakeholders suggested Sydney Olympic Park could be a living lab for continuous learning, innovation, adaptation and resilience.

## Meeting the needs of growing communities

*"We always have to go out of our suburb to buy groceries."*

Increased population growth requires adequate services and infrastructure to support the growing community in and around Sydney Olympic Park. There is a need for community facilities, recreational facilities for community members of all ages and opportunities for active and passive recreation. Stakeholders expressed the desire to see essential services, more diverse retail and food and beverage opportunities, family friendly offerings and schools at Sydney Olympic Park.



## A place for sport, from community to elite

*"Elite sports facilities are not inviting. Informal sports create a village-like atmosphere."*

Sydney Olympic Park should be a place that caters for all sporting needs, from community to elite levels. The sporting precinct should support research and development, housing and medical needs. Limited open space and community sports facilities available in surrounding suburbs places a strain on Sydney Olympic Park's publicly available venues. Multipurpose venue design enables facilities to be used by a range of groups all year round, for formal and informal activities. This opportunity must be balanced with the specialised needs of elite sporting facilities.

## Activating a welcoming place for people

*"Sydney Olympic Park should be fun and easy to get around, it should have a vibe and it should have something on offer every weekend."*

Sydney Olympic Park is often quiet and empty outside of event times and there is a sense that people 'lack permission' to participate in anything un-programmed or self-led. Participants expressed a desire for a vibrant 24-hour economy, which is activated day and night with affordable, diverse dining and retail offerings, farmers' markets and regular community events, as well as mid-sized and large events, all supported by more affordable parking. It also needs to feel safe to welcome more people, more often. Safety should be embedded in design.

## Arts and cultural participation and production

*"A focus on arts and culture makes sense and would solve the problem of Sydney Olympic Park not having a clear identity."*

There is a need for a greater focus on arts, culture and entertainment. This includes not only greater opportunities for participation, but also cultural, music and film production that maximises Sydney Olympic Park's unique landscape and infrastructure.

## Live, work and play

*"Sydney Olympic Park should be a city, so it would be good to have the suburb be more lively with art, culture and restaurants."*

Sydney Olympic Park must create a thriving community of residents, workers and visitors. The concept of the five-minute city was raised as a real possibility for Sydney Olympic Park. With this aspiration able to be achieved only through the provision of improved public and active transport links, improved community infrastructure, amenities for workers, greater diversity and number of services and retail.

## Destination Tourism

*"It should be the jewel in the crown of the Central River City."*

Sydney Olympic Park should continue to serve as a major tourism destination for Greater Sydney for sports, entertainment and major events. There is an opportunity to further maximise the suburb's central location and market it as a place for eco-tourism and the First Nations cultural centre of Sydney. It was also suggested that greater activation of the suburb for its residents and workers will improve Sydney Olympic Park's attraction for tourists.

## An appropriate governance model for the future

*"Sydney Olympic Park should be an holistic precinct focusing on several industries and trying to make use of possible synergies."*

Partnerships between local and state government is needed to establish an improved model of governance. This would encourage growth and investment to move Sydney Olympic Park forward as a future world-class exemplar.

*In 2050 SOP will be a suburb that...*

*"...is lively, inspirational, attract healthy/happy people, thrives, is functional, a world leader in sustainability, is connected and easy, a suburb that works and navigates, celebrates First Nations peoples, healing and Olympic legacy, focuses on community and top-level sport. Is loved and recognised locally, nationally and internationally."*

- Stakeholder visioning workshop

**Key words**

Throughout the engagement, participants were asked what words they would use to describe Sydney Olympic Park in the future. Over 1,000 words were compiled from the engagement activity throughout the engagement period, and a word cloud was created, showing the top words submitted.

These descriptors provide a summary of the aspirations for Sydney Olympic Park from the community and stakeholders.

Stakeholder feedback captured through this and prior engagement processes has been an important input into the development of the Sydney Olympic Park Place Vision and Strategy.

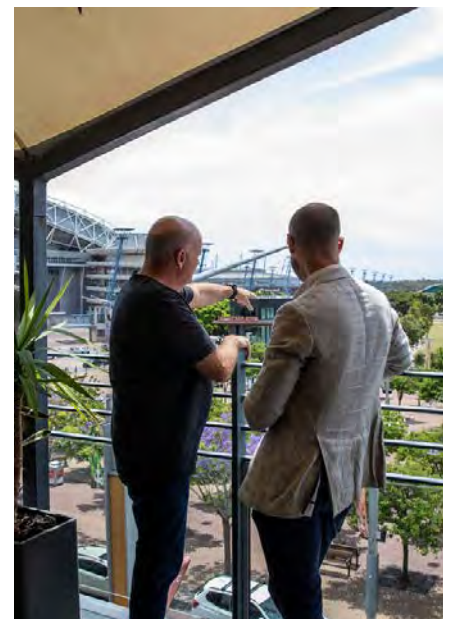
The top five words submitted to describe Sydney Olympic Park in 2050 are:

-  **Green**
-  **Sustainable**
-  **Connected**
-  **Sport**
-  **Activated**



Community consultation word cloud





Stakeholder visioning workshop (Source: Matthew Duchesne)



An aerial photograph of the Sydney Olympic Park, showing various sports venues, including the Sydney Cricket Ground and the Sydney Football Stadium. The image is overlaid with a semi-transparent teal color.

# A CASE FOR CHANGE

*Defining the problem, the  
drivers of change and the  
opportunities for Sydney  
Olympic Park*

03

# OVERVIEW

The 'Case for Change' sets up a picture of the imminent issues and opportunities facing Sydney Olympic Park and Metropolitan Sydney.

Initially this section identifies a range of issues that the broader city faces and can be directly addressed within Sydney Olympic Park. It then takes a closer look at the site specific challenges that need to be addressed and improved. This includes problems with connectivity and the relative isolation of the suburb that makes it feel like an island.

After addressing the immediate challenges for the 'Case for Change' focuses on the opportunities that are unique to Sydney Olympic Park, as well as the local and global catalysts that make this the right moment for this strategy and for future change.

Ultimately, the delivery of Sydney Metro West by 2030 will transform Sydney Olympic Park, and connect it directly to Greater Sydney's expanding metro and heavy rail network.

## Document Key

### Section A: What we know

This section focuses upon the past and present. It sets the scene for the aspirations outlined within the following chapters.

#### 1 Introduction

#### 2 The approach

#### 3 A case for change

### Section B: Our aspirations

### Section C: How we can get there

# CHALLENGES FOR SYDNEY

## Sydney Olympic Park's role in addressing Greater Sydney challenges

The delivery of the Sydney Metro West means that Sydney Olympic Park is uniquely positioned to help address some of Greater Sydney's challenges. Development can add social, environmental and economic benefits for communities, including local and Sydney-wide residents, businesses and visitors. Sydney Olympic Park - by virtue of its scale, location, public ownership and committed transport investment - can be a place that contributes solutions to intractable problems facing Greater Sydney.

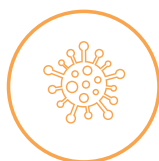
It takes scale and ambition to address these intractable challenges faced by Greater Sydney. Sydney Olympic Park has both scale and ambition. It is able to build on its already earned global reputation as an innovative precinct.

How does Sydney Olympic Park leverage transport investment to address Sydney's intractable problems, maximise public good and give its community a great place to be proud of?



## Providing diverse housing for a growing and changing population

As the population of Greater Sydney continues to grow, a mix of housing in the right location is needed. High density living in accessible and high amenity locations will continue to play a role supporting Sydney's population growth and housing demand. This will require a focus on quality, co-ordinated infrastructure and a diversity of tenures and types to meet the needs of diverse communities.



## Understanding the impact of the pandemic on economies, places and communities

The COVID-19 pandemic, enabled by technological changes, has re-shaped how and where communities choose to live and work. It has disrupted global supply chains and changed behaviours across work, retail, health services, recreation and leisure. Future neighbourhoods will need to adapt and respond to these changing expectations of what a home and local suburb offers.



## Physical and mental health

Australia is facing increasing physical and mental health challenges. 80% of Australian children do not meet the national guidelines of 60 minutes of physical activity per day. Physical inactivity leads to premature death and has impacts on the economy. Sydney Olympic Park must design its places with physical and mental health outcomes as core outcomes and draw on the opportunities that its parklands create to enable this.



## Addressing habitat fragmentation

Natural systems and habitats are increasingly fragmented, impacting their resilience as they lose critical mass. Development of places the scale of Sydney Olympic Park must do all they can to ensure ecosystems remain intact, are preserved and allowed to flourish.



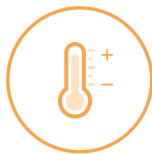
*“Climate change is a huge issue. We need to take into account the natural environment and biodiversity.”*

- Community Engagement Participant



### **Lack of housing affordability**

Housing affordability issues are increasingly acute in Greater Sydney. There are challenges for first home buyers, as well as with rental affordability. Places with high public transport connectivity to major employment centres must do as much as they can to improve housing affordability.



### **A changing climate, with more extreme weather events**

The impact of climate change on cities will be felt at a range of levels. Sea level rise, increased urban heat and increasing extreme weather volatility mean that planning must be done through a resilience lens if cities are to contribute to meaningful attempts to adapt to the worst of the effects.



### **Lagging investment in social and community infrastructure**

An increase in housing demand, decreased housing affordability and the impact of the COVID-19 pandemic have increased community awareness of the importance of social connection, particularly in high density communities. Neighbourhoods, and the services and infrastructure they offer, are a vital part of happy, healthy and thriving communities. In increasingly high density communities, there is an need to embed multi-functional social infrastructure, including open space and parklands, to meet the diverse needs of culturally diverse communities and ensure communities and neighbourhoods are liveable.



### **Reducing carbon emissions**

Cities must rapidly de-carbonise to avoid the worst of climate change. Beyond net zero aspirations is a shift towards carbon positive, and to 'nature positive' aspirations. This presents an opportunity for development to result in a net increase in natural systems. Sydney Olympic Park's green legacy and public ownership creates the opportunity to lead in this transition.

# CHALLENGES FOR SYDNEY OLYMPIC PARK

## **A suburb lacking connectivity, activity and identity**

Sydney Olympic Park has been limited in its ability to realise its potential because of a lack of connectivity to Greater Sydney. The heavy rail spur line connection to Lidcombe is not direct enough nor frequent enough for Sydney Olympic Park to attract and retain businesses, residents and visitors.

This lack of transport connectivity has resulted in Sydney Olympic Park's town centre lacking the intensity and diversity of uses to consistently activate it. Investment in Sydney Metro West will dramatically increase Sydney Olympic Park's transport accessibility from across Greater Sydney. An increase in the number and types of activities in Sydney Olympic Park will boost its identity and future success.

There is a significant gulf between Sydney Olympic Park's level of activation during a major event, and Sydney Olympic Park in everyday mode. There is not enough activity in between events to activate Sydney Olympic Park's neighbourhoods. Its vast public domain, designed to accommodate large crowds and events, exacerbate this lack of activity.

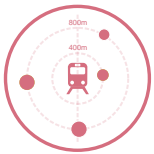
This has led to Sydney Olympic Park town centre developing a reputation as a place that is hard to access and is a major events-only precinct. Even when activity is high, the lack of supporting activities and services mean that there are few things for visitors to do before or after an event. This reinforces Sydney Olympic Park's events-focused identity and discourages people from visiting in non-event times to lift levels of activity.

Ironically, the parklands, which are a critical part of Sydney Olympic Park, are highly used, and in some places at or over capacity on weekends, drawing visitors from across Greater Sydney. In some parts of the parklands, the challenge is how to spread this activity more evenly to reduce the pressure on hotspot areas such as Blaxland Riverside Park and Bicentennial Park. Over three million people visit the Parklands every year, yet the parklands are often not perceived as part of Sydney Olympic Park, but instead a separate destination with a separate identity. This separation reflects the lack of a coherent identity for Sydney Olympic Park.

There are a series of inter-connected factors that have resulted in a Sydney Olympic Park lacking connectivity, activity and identity.

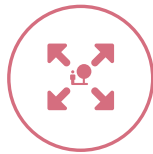
*“Transport is complicated. Friends who don’t live in this area get really confused about the buses to get here.”*

- Community Engagement Participant



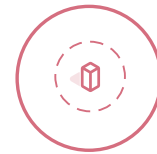
### A lack of direct public transport

The biggest challenge to creating an active post-Olympic Games Sydney Olympic Park has been the lack of direct public transport. Sydney Olympic Park has been described often as an island in the centre of Sydney, and a lack of direct connection to other centres and suburbs has contributed to this. While it is well served by buses and a rail spur line to Lidcombe, this is not sufficient to attract business, residents and visitors at the levels Sydney Olympic Park can accommodate. Sydney Metro West will address this.



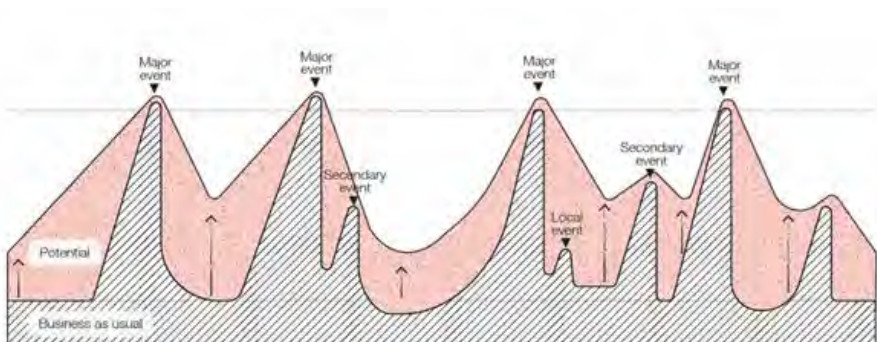
### Scale of the public domain

Sydney Olympic Park’s public domain is characterised by spaces of epic proportions, designed for the 2000 Olympic Games. The size of these spaces, coupled with their lack of activity creates a daunting urban environment that does not easily accommodate everyday, people-focused experiences. Even with relatively large numbers of visitors, these spaces can still feel vast. This scale contributes to Sydney Olympic Park’s lack of activation and reinforces its identity as a place for major events only.



### An island in the centre of Sydney

One of Sydney Olympic Park’s biggest assets is its large and diverse parklands that attract a high level of visitors each year. Its landscape – defined by mangrove-lined creeks and large open spaces – and its location on a peninsula, also creates barriers to the town centre, particularly for neighbouring suburbs of Newington, Wentworth Point and Rhodes. This is further exacerbated by the major road and rail corridors that act as barriers to adjacent suburbs of Lidcombe, Homebush, North Strathfield, Concord West and Liberty Grove. These barriers reduce the opportunity for everyday life in adjacent neighbourhoods to spill over into Sydney Olympic Park and reduce the opportunity for high levels of activity. The barriers also add to the Sydney Olympic Park’s hard-to-get-to event precinct identity.



The rhythm of Sydney Olympic Park Town Centre - Peaks and troughs in activity



*“The lack of lighting and scale of space makes it feel scary at night-time.”*

- Community Engagement Participant



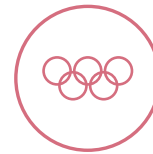
### **A separation of the parklands and the town centre in strategic planning**

The scale of Sydney Olympic Park has meant post-2000 planning has addressed the town centre and parklands separately. In practice, these two parts of Sydney Olympic Park are reliant upon one another, and their symbiotic relationship is one of its greatest opportunities.



### **A unique governance structure**

Under the Sydney Olympic Park Authority Act 2001, Sydney Olympic Park Authority (SOPA) is the statutory body responsible for the long term management of Sydney Olympic Park. Sydney Olympic Park - the suburb - is also park of the City of Parramatta LGA. The City of Parramatta has responsibility for the delivery of local government services in Sydney Olympic Park and the adjacent suburbs of Carter Street, Newington and Wentworth Point. This multi-layered governance structure has sometimes made the delivery of on-the-ground community infrastructure and services challenging.



### **The strength of the Olympic legacy**

The 2000 Olympic Games left a lasting legacy not just on Sydney Olympic Park but on Greater Sydney and Australia. The legacy of being an Olympic precinct and retaining the 'Olympic' title comes a responsibility to ensure the precinct remains a multi-sports precinct of national significance. This legacy has heavily influenced Sydney Olympic Park's post-Games identity and the type of investment it has attracted, such as sporting centres of excellence. This sporting precinct focus has also challenged the shift towards a more diversified suburb.



### **Scale of Sydney Olympic Park**

Sydney Olympic Park is vast. Covering 640 hectares, it is larger than the Sydney CBD, and stretches over three kilometres from Wentworth Point in the north to the M4 Motorway in the south. It does not have a central point of focus, with events in and around the stadia and venues, while the informal, regular use is often concentrated in certain parts of the Parklands.



### **Diverse stakeholders**

Sydney Olympic Park has a wide range of diverse stakeholders with large assets, such as stadia and other venues, and significant long-term lease holdings, such as the Royal Agricultural Society and various private developers. Consequently, there has, over time, been a diverse mix of aspirations for what Sydney Olympic Park can and should be in the future.

## Sydney Olympic Park

Hill Road 3.8KM

Olympic Boulevard 1.5KM



## Balmain

Darling Road 3.8KM



## Sydney CBD

Hill Road 3.8KM

Pitt Street 3.1KM



# OPPORTUNITIES FOR SYDNEY OLYMPIC PARK

## Distinct advantages

Despite the challenges described, Sydney Olympic Park has advantages over other centres in Greater Sydney and nationally that it can draw on to create a distinct identity and add value to Greater Sydney.



## Olympic legacy – Sport, Events and Ecologically Sustainable Development

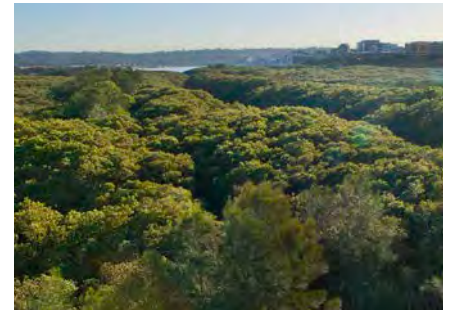
Sydney Olympic Park is a globally recognised sporting and events precinct that built its identity on the back of the 2000 Olympic Games. This legacy is grounded in sport but extends to its identity as a sustainability exemplar and recognition of the important voice of First Nations people in Australian culture. The games gifted Sydney with a cluster of world-class sporting and major event infrastructure, operational capability and significant parklands. It is a precinct that continues to play host to events big and small but is not a 'precinct in waiting' for a future Olympic Games as Olympic Games are now delivered very differently to how they were in 2000. The Olympics demonstrated that radical change can be delivered at scale in Sydney.



## The centre of Greater Sydney

Sydney Olympic Park is located in the heart of the Central River City. It has a metropolitan and even national role it can play by leveraging the commitments to game-changing transport infrastructure in the Sydney Metro West and exploration of future investment in Light Rail.

Potential future investment in Faster Rail may also create an opportunity for Sydney Olympic Park to become a transport hub for NSW, connecting regional cities of Newcastle, Gosford and Wollongong with Greater Sydney.



## A site unrivalled in scale and unique in ownership

At 640 hectares, Sydney Olympic Park is larger than the CBD of Sydney. Its scale reflects its transformative capacity.

This is possible because of Sydney Olympic Park's public ownership, meaning it can deliver outcomes with a focus on public good and strive to achieve outcomes that smaller sites, or private markets, would not.



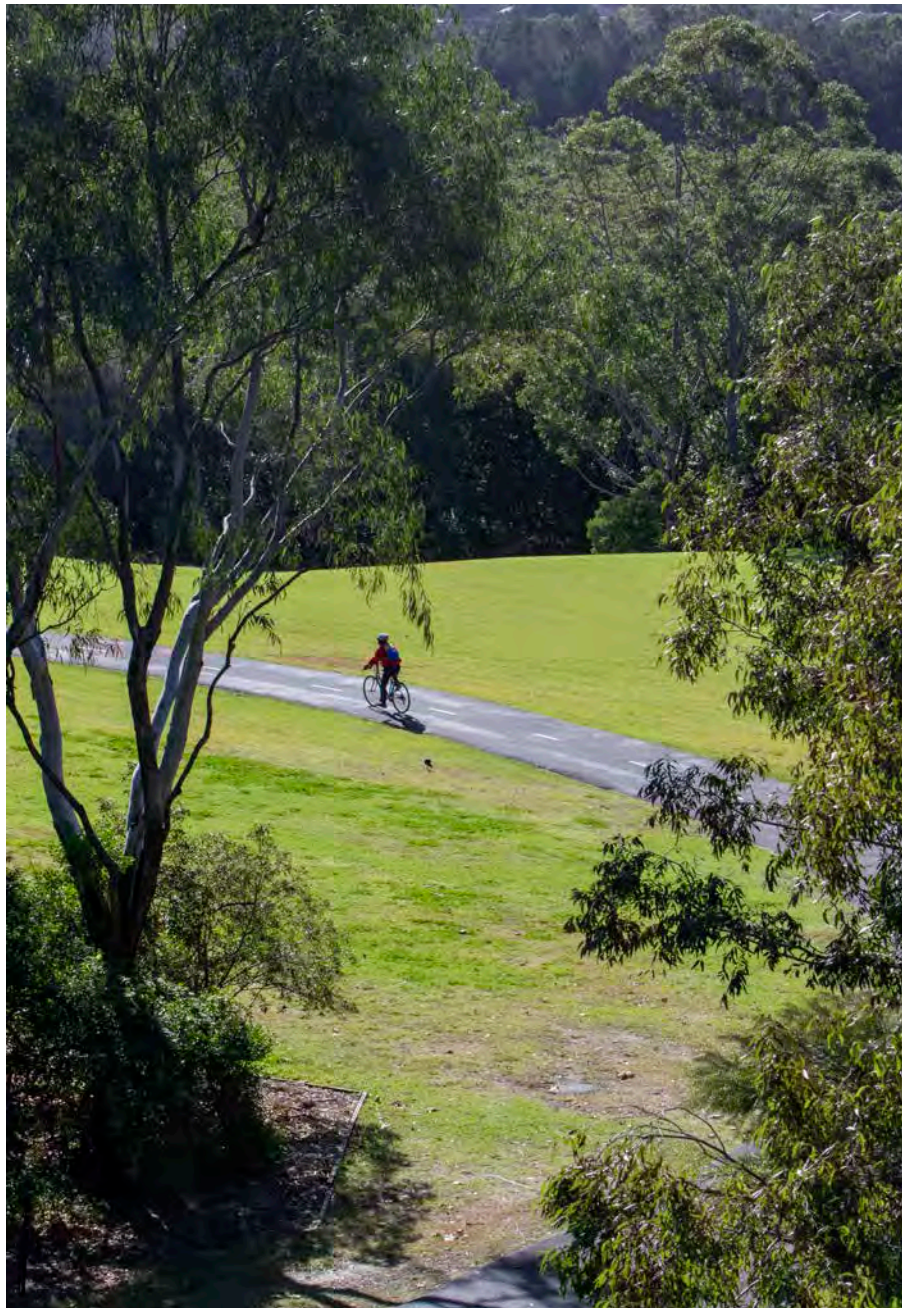
*“I love it because it’s central, has a lot of parklands and close to sporting amenities and great events.”*

- Community Engagement Participant



### Green and blue assets

Sydney Olympic Park's major open spaces, remnant and regenerated ecosystems and connections to water systems are significant in scale and unique in their central location. They are the green infrastructure upon which a cool future city will emerge. They also represent the transformative effect of ambition, with a post-industrial landscape regenerated and innovative recycled water systems defining its sustainability legacy. These green and blue assets are the building blocks for a continued connection with Wangal Country and will be an increasingly critical piece of social and environmental infrastructure for the Central River City.



(Source: SOPA)

*“Sydney Olympic Park should be fun and easy to get around, it should have a vibe and it should have something on offer every weekend.”*

- Community Engagement Participant

### The potential for change

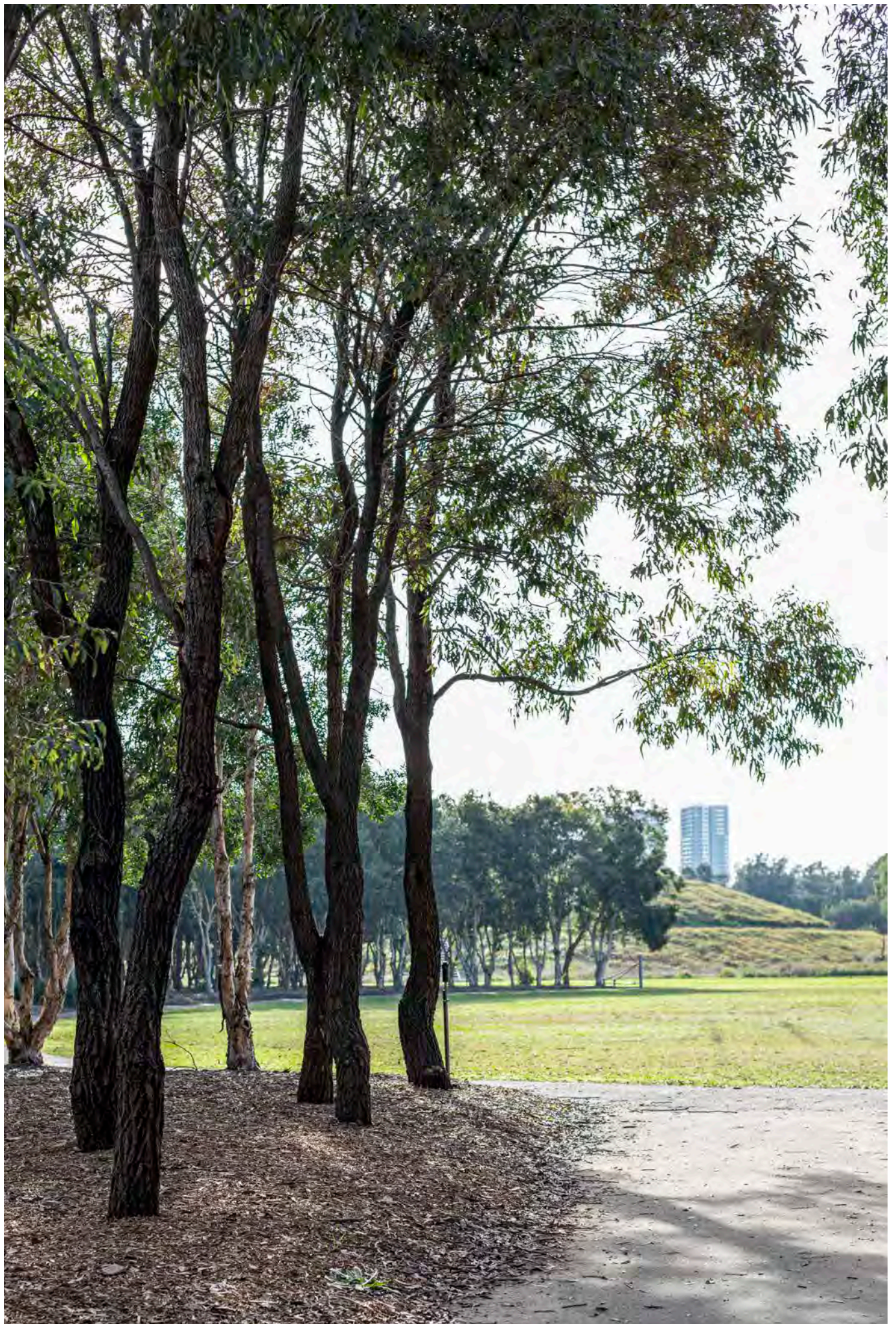
The transformative potential of Sydney Olympic Park to maximise public good will be unlocked through the catalysing effect of the Sydney Metro West transport investment. It also provides certainty to stakeholders whose investment in Sydney Olympic Park is contingent upon increasing its accessibility.

Sydney Olympic Park must be created as a place that draws on its distinct advantages, enabling events, everyday life and the natural environment to co-exist. A place where the local and the global personalities of Sydney Olympic Park create a place where the whole is greater than the sum of its parts.

The potential for change in Sydney Olympic Park is vast. A future vision for Sydney Olympic Park requires a number of possibilities to be considered. These present as both opportunities and challenges to examine:

- **Take the next step in embedding Country into Sydney Olympic Park's future.** There is both an obligation and a significant opportunity to build a vision for Sydney Olympic Park on the need to re-connect with Wangal Country and its people.
- **Plan for dual roles.** Sydney Olympic Park must be able to cater to both local and global audiences, often simultaneously, without one role jeopardising or dominating the other.
- **Realise its public good potential.** Sydney Olympic Park is in its early stages of development, with approximately one third of the development capacity potential identified in the Master Plan 2030 delivered. The remaining development potential can be reshaped and expanded to ensure Sydney Olympic Park maximises its public good – particularly with respect to diverse housing supply and affordability.
- **Better retail for the local community and visitors.** Retail, hospitality and other local services are essential ingredients in vibrant and successful suburbs. Sydney Olympic Park will need to provide these services as part of the town centre for it to grow as a place to live, work and visit.
- **Plan for more people and greater diversity, but not being all things to all people.** Sydney Olympic Park cannot do everything, nor should it. Its future role will need to diversify its offer to increase activation and capitalise on the investment in Sydney Metro West, whilst also building on its core attributes so that it retains a distinctive role in Greater Sydney.
- **Build on the Olympic legacy.** The Olympic legacy has created Sydney Olympic Park's distinct character and the opportunity to do something unique in an area of this size in the middle of a global city. The opportunity to respect and re-define the Olympic legacy and keep it relevant for the next thirty years and beyond.
- **Integrate the natural and built environment, without impacting the integrity of local ecosystems.** The lack of integration of the parkland and built environment is a major missed opportunity of the current structure of Sydney Olympic Park, however the global significance of this fragile ecosystem must be respected.
- **Develop a town centre and parklands that is resilient to future shocks.** The future of Sydney Olympic Park will unfold through a period of significant climate change and its associated impacts. Increased bushfire frequency and intensity, more days of extreme heat, increased flooding from major rain events and sea level rises, alongside major impacts to ecosystems. The effects of these should not only be planned for in Sydney Olympic Park's future, but so too should the ways in which Sydney Olympic Park can become a standard bearer for how urban development can actively contribute.







# AN OPPORTUNE MOMENT

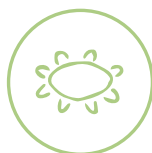
Locally and globally, a number of trends are unfolding that create the ideal conditions to re-imagine the role of Sydney Olympic Park and address the challenges facing Sydney.



## Direct and convenient public transport with delivery of Sydney Metro West

The delivery of Sydney Metro West by 2030 will transform the potential of Sydney Olympic Park, connecting it directly to Greater Sydney's expanding metro and heavy rail network. Sydney Metro West is the catalyst for change in Sydney Olympic Park and will deliver a number of benefits that Sydney Olympic Park Authority's 2018 Business Case submission identified, including:

- Supporting the increasingly strategic role that Sydney Olympic Park will play in the Greater Sydney economy
- Unlocking development potential and helping to deliver the Sydney Olympic Park masterplan
- Supporting the growth of jobs
- Supporting the delivery of new homes
- Dramatically increasing the accessibility of Sydney Olympic Park for visitors



## Increased recognition of the importance of Caring for Country

The recognition of 70,000 years of unbroken tenure and stewardship of Australia's First Nations people with Country is now a central pillar of the planning process. Recognising the multi-dimensional nature of Country, and planning places with a deep understanding of and respect for Country, provides a much richer ecological and cultural framework upon which to shape the future of Sydney Olympic Park. In a time of dramatic ecological and climatic change, if we care for Country – it will care for us.



## City-shaping infrastructure investment in a re-imagined city

Greater Sydney's urban form is being re-imagined through the Three Cities vision of the NSW Government. The aspirations to create a 30-minute city that re-balances where people live, work and play requires an understanding of the roles different centres can play to achieve economic aspirations for Greater Sydney.

Co-ordinated investment in city-shaping infrastructure such as Sydney Metro West, Parramatta Light Rail and long-term aspirations for Faster Rail connections to Regional NSW mean Sydney Olympic Park will be more connected than ever before.

*“The area needs to be recognisably Wangal and we need to respect that. As soon as people come out of the station, they should know that they’re on Wangal land.”*

- Community Engagement Participant



### **Stakeholder consensus and appetite for change**

Stakeholder engagement has identified there is broad consensus from Sydney Olympic Park’s diverse stakeholders in the need for bold change aligned with their collective aspirations for a more vibrant place to live, work and visit.



### **An increasing social and environmental agenda**


An increased focus on Environmental, Social and Governance (ESG) investment priorities for business and property development, create an opportunity to explore how innovative places like Sydney Olympic Park can contribute to ambitious step-changes in environmental performance and attract investment aligned with this ambition.



### **Smart cities and big data**

An increased focus on technology systems and infrastructure within cities can provide real-time data insights to ensure that places can utilise the Internet of things (IoT) and Artificial Intelligence (AI) to learn and adapt to changing needs.



An aerial, monochromatic green-tinted image of Sydney Olympic Park. The image shows various sports facilities, including a large stadium with a distinctive roof, several tennis courts, and other athletic buildings. The park is surrounded by urban development and green spaces. The text "A VISION FOR SYDNEY OLYMPIC PARK IN 2050" is overlaid in the center in a bold, black, sans-serif font.

# **A VISION FOR SYDNEY OLYMPIC PARK IN 2050**

**04**



# VISION

The vision outlines what Sydney Olympic Park would like to be known as by 2050. It builds upon the case for change outlined in the previous chapter and leverages Sydney Olympic Park's unique demographic, environmental and economic characteristics.

## Document Key

Section A: What we know

Section B: Our aspirations

This section has a future focus and aims to paint a picture of 2050.

**4** A vision for Sydney Olympic Park

**5** Strategic Directions

Section C: How we can get there

# VISION

## SYDNEY OLYMPIC PARK IS SYDNEY'S BEATING GREEN HEART

### Energising the everyday



Life on the street reflects the culture, people, and unique characteristics of the place. Where responsible housing, daily services and infrastructure makes life easy.

### Country first, nature positive



A place where Wangal Country is honoured and parklands nourish community, nature and ecology; the green lungs for Sydney.

### Where Sydney comes to play



Loved locally and known globally; sports, entertainment and arts will captivate the crowds. Varying tempos of activity, and calming green space provide more reasons to linger longer and explore.



Blaxland Riverside Park (Source: SOPA)



# PLACE PILLARS

Place Pillars reflect the DNA of Sydney Olympic Park and the foundations from which everything is built upon. The pillars are like values - they are a lens through which all decision-making will be made as Sydney Olympic Park progresses towards its vision.

They are not spatial, and they do not outline what Sydney Olympic Park will do. But they are non-negotiable and enduring expectations that frame how decisions should be made. They will be what decisions made for the future of Sydney Olympic Park are held account to.

## Wangal

*Respect and care for Country*



Sydney Olympic Park has, for millennia, been a place for people to come and gather. A place of connection.

A deep respect and care for Country will ensure the culture of the Wangal is told, celebrated and honoured, with learning at its core.

Authentic and sustained engagement with First Nations Elders will continue to tell the story of the Place, and co-curate the evolution of Sydney Olympic Park with respect and honour of its history.

Relationships within Sydney Olympic Park are reciprocal, with a focus on enabling mutual benefit and sharing of opportunities and people living in harmony with nature.

## Dynamic

*A place that adapts to changing needs*



Sydney Olympic Park is a complex place, with many uses and experiences.

It will be resilient in the face of change, adapting to the future needs of Sydney, whilst accommodating long term opportunities and temporal events.

It will be multi-use, with no building or place offering just one thing. Buildings, neighbourhoods and spaces are designed to be flexible and multi-functional, supporting the diversity of uses and people.

It will be a highly accessible and inclusive place that creates a strong sense of welcome and belonging for all communities

## Thriving

*A regenerative exemplar*



Sydney Olympic Park innovated in sustainability in the year 2000. Sustainability will continue to be the backbone, as we evolve to a regenerative, carbon and nature positive place.

Urban regeneration takes the next step, as we transition towards a more mature and complex place, where economic diversification, social cohesion and environmental outcomes are balanced.

A true innovator in sustainability governance, systems and operations, Sydney Olympic Park will be the benchmark for a cool, green, healthy and thriving environment, providing benefit to our community and ecosystem and extending this benefit to surrounding neighbourhoods.

# A STEP CHANGE IN THINKING

The realisation of this vision for Sydney Olympic Park in 2050 requires a series of paradigm shifts in how it is thought of as a place, how it is planned for into the future, and the step change in how it operates today.



Through connectivity investment and the nurturing of a more complex and diverse place, Sydney Olympic Park will no longer be a precinct 'in waiting' for another Olympic and Paralympic Games. It will transform from a place known widely for sports and events to a thriving, high density suburb. This transformation will fundamentally reshape Sydney Olympic Park's identity.



A Country First approach to place-making is an important step forward in the development of place strategies. This requires a more holistic understanding of the social and environmental context that Sydney Olympic Park is shaped by and creates a more balanced and equitable approach to development, where ecological functions are as important as human needs.



With an acute need to continue to supply housing for Greater Sydney's future growth, precinct planning has often focused on planning for growth alone. This vision requires a more comprehensive approach to planning – one which looks to transform Sydney Olympic Park as a place for communities to thrive and as an important and distinctive centre in Greater Sydney's future.



Investment in Sydney Metro West, and potentially future Light Rail and Faster Rail will fundamentally alter Sydney Olympic Park's relationship with the rest of Sydney. This investment radically alters the trajectory of Sydney Olympic Park, placing it at the centre of Greater Sydney. In doing so, it increases the importance of Sydney Olympic Park maximising its potential to deliver public good outcomes.

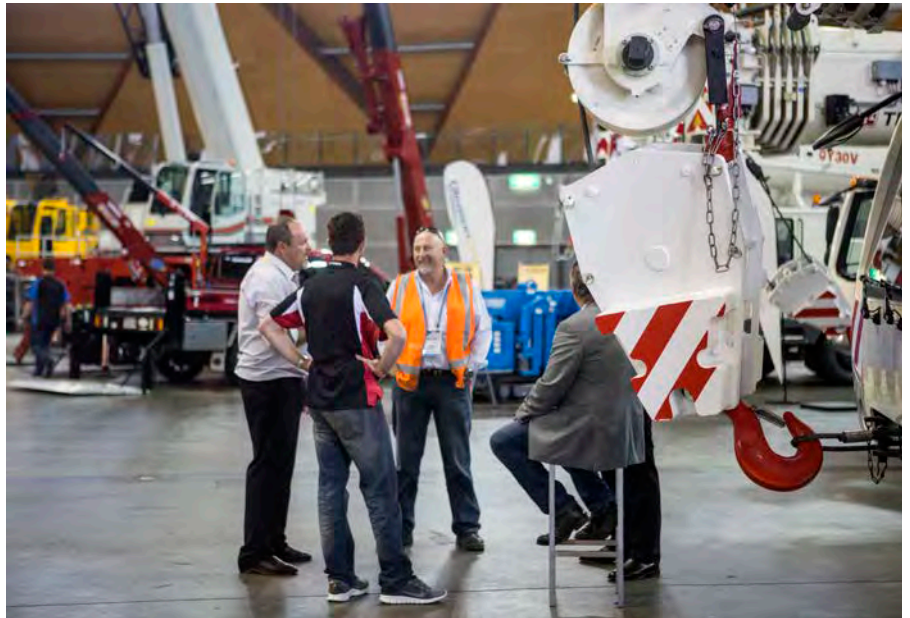


# SYDNEY OLYMPIC PARK IN 2050

In 2050, Sydney Olympic Park will be a multi-faceted suburb that offers a rich and varied range of experiences. Many will live and work there, others will visit – for events, for its diverse attractions or for everyday retail and entertainment needs. Each will experience Sydney Olympic Park differently. It is what makes it a complex and thriving place.

Five stories are told through the lenses of different stakeholders:

- Business – those who choose to invest and work in Sydney Olympic Park
- Community – those who live in Sydney Olympic Park
- Visitors – those who visit Sydney Olympic Park, regularly, occasionally or just once
- Country – the physical and cultural land that is shaped by future decisions
- Government – a major stakeholder who will be responsible for delivering the Place vision and Strategy



Sydney Olympic Park (Source: SOPA)



Sydney Olympic Park (Source: SOPA)



## FOR BUSINESS

### A connected centre

Linked by Metro and Light Rail to Sydney's deep and highly educated labour market, linked to Regional NSW through Faster Rail and linked to the world through connections to Sydney's two international airports.

### An innovative centre

Where business is encouraged to experiment and test ideas in a living lab setting and where access to smart city technologies and data is made easy.

### A collaborative centre

One that supports a range of industries and businesses from start-ups to multi-nationals through a diverse range of floorspace types and flexible leasing models to maximise the potential for collaboration.

### A flexible centre

Where people can work anywhere, anytime, at home and in places designed to plug'n'play.

### A thriving centre

Supported by diverse retail, hospitality and entertainment offers that create a vibrant place day and night.

### An enabling centre

One which provides Sustainability as a Service to reduce business overheads and helps achieve organisational aspirations and a place with high natural amenity to ensure staff health and wellbeing is a priority.



## FOR THE COMMUNITY

### A liveable suburb

With social infrastructure embedded in neighbourhoods to meet diverse community needs.

### A socially cohesive suburb

A public realm designed to foster community interaction, informal recreation and local events – the front and back garden for this high density community.

### A five-minute suburb

Where residents can access the local services they need for daily life without getting in a car.

### A green suburb

A community linked to the expansive parklands, providing a place of recreation, exploration and respite right at their back door. A place where residents can feel good about living in a carbon and nature positive neighbourhood.

### A highly connected suburb

With public and active transport infrastructure giving residents access to jobs, services and destinations right across Greater Sydney.

### A intergenerational suburb

Where people of all ages and life stages choose to live.



## FOR VISITORS

### **A connected destination**

Linked to Sydney, NSW and the world, through its metro, rail and airport connections.

### **An authentic destination**

A thriving centre that gives visitors an authentic experience of a multi-cultural suburb through its food and events.

### **A stay and play destination**

With a range of recreational, experiential and educational attractions that cater to all ages and a variety of interests.

### **An educational destination**

Where students and innovators alike choose to study and visitors learn about how cities can adapt to future challenges and where people learn from Country.

### **A celebratory destination**

A place for fans to come together and celebrate sporting achievements or share in the experiences of joy that events create.



## FOR COUNTRY

### **A regenerative place**

Where a Country First approach enables a re-connection with Wangal Country.

### **A nature-positive place**

Actively contributes to the continued regeneration of ecological and hydrological systems in Sydney Olympic Park and beyond.

### **A resilient place**

Environmental and social sustainability are intertwined to ensure Sydney Olympic Park can adapt to future challenges.

### **A reciprocal place**

A spirit of generosity permeates all relationships – between businesses, people and the landscape.

### **An educational place**

Where all people can learn from Country and Indigenous culture is celebrated and Indigenous knowledge systems are respected.

### **A protected place**

Where nature is protected, nurtured and valued.



## FOR GOVERNMENT

### **A commitment to ambition**

Challenging a business as usual approach to delivering high density places, using Sydney Olympic Park as a solution to Sydney's intractable challenges.

### **A commitment to ownership**

Leveraging Sydney Olympic Park's public ownership to drive innovative urban development that maximises the public good.

### **A commitment to innovation**

Creating the opportunity for NSW to be known as a place of experimentation and advancement.

### **A commitment to partnership**

Exploring how government agencies co-locating with industry can drive investment.



An aerial photograph of a city, likely London, with a green tint overlay. The image shows various buildings, including a large stadium with a distinctive roof, and a city skyline in the background.

# **STRATEGIC DIRECTIONS**

**05**

# OVERVIEW

The Place Vision and Strategy is supported by ten Strategic Directions that will form the basis of the Master Plan and will bring the place to life. The Strategic Directions are the distinctive elements of Sydney Olympic Park that, together, will define its identity. Each Direction covers specific aspects of the role Sydney Olympic Park will play as a thriving, interconnected neighbourhood.

The Strategic Directions are supported by a series of Actions providing further detail on the implementation of the strategy, as well as measure of success.

These Directions are built upon a Country First approach, with Country embedded in the intent and outcome of all Directions and Actions.

These outline what Sydney Olympic Park will achieve over the coming decades. The Directions and their supporting Actions are broad in their scope and aspiration. Sydney Olympic Park Authority, as the governing body for Sydney Olympic Park, will take carriage of the overall vision, however it can only be achieved through true partnership across government and private sector stakeholders as no one organisation can deliver it alone. Realising the ambition of the Vision for 2050 must be a highly collaborative process.

## Document Key

Section A: What we know

Section B: Our aspirations

This section has a future focus and aims to paint a picture of 2050.

**4** A vision for Sydney Olympic Park

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Section C: How we can get there

# 10 STRATEGIC DIRECTIONS

## 1



### A place to call home

An affordable place to live, with new housing providing a mix of housing types to meet diverse community need

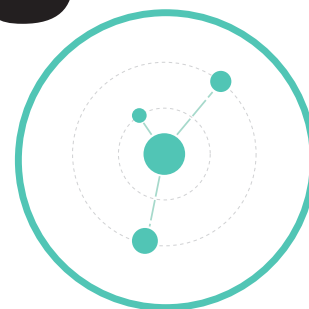
## 2



### A liveable and complete community

A suburb that future generations are proud to call home

## 3



### Connected, pedestrianised and intuitive

A highly connected and car lite suburb that prioritises pedestrian movement and leverages public transport connections

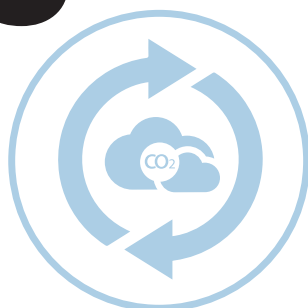
## 7



### An economically productive and distinct place

Home to new jobs and ways of working - a centre fully integrated into Sydney's economic and social network

## 8



### Carbon positive and circular

A exemplar carbon positive suburb that leads the way in innovative responses to addressing climate and resource challenges

## 9



### The green lungs of Sydney

A cool, green and nature positive place, responding to Wangal Country, with parklands and waterways embedded into the built environment



# 4



## **Immersive, rich and unique experiences**

A major cultural, entertainment, sporting and tourism destination, where events and attractions big and small breathe life into it every day

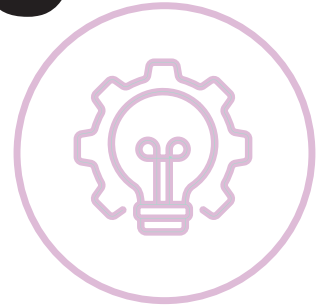
# 5



## **A thriving public domain day and night**

Sydney Olympic Park's public domain will be a place of diverse experiences day and night - a highly active, fine grained and thriving urban environment

# 6



## **A living laboratory for urban innovation**

A place that embeds education, experimentation and innovation into its DNA - a smart place with learning at its core

# 10



## **A delivery model fit for the future**

An effective and tailored governance and funding model to deliver the 2050 vision

# STRATEGIC DIRECTION 1



*In 2050, Sydney Olympic Park will be an affordable place to live, with new housing providing a mix of housing types to meet diverse community need. It will be known for its innovative approach to new models of housing, with housing affordability and diversity front and centre.*

*It will leverage its central location and connection to Greater Sydney's key employment centres to deliver high levels of affordable and key worker housing as part of its high-density, mixed use neighbourhoods.*

Greater Sydney's population is forecast to exceed 6.6 million by 2036 7.9 million by 2051. This requires significant numbers of new homes to be delivered to keep pace with this growth. By 2036, The City of Parramatta is forecast to need approximately 87,900 additional dwellings to meet the needs of its growing population.

At the same time, Sydney is facing an increasing challenge in providing not just new homes, but new homes that are both affordable and meet the diverse needs of both current and future residents. Over the twelve months to September 2021, property values in Sydney increased by over 20%, with the median value of properties in Sydney sitting at \$1.04 million. This continued trend has seen housing affordability decrease across Greater Sydney.

The COVID-19 pandemic has highlighted the disproportionate impact of housing stress on those who are not able to easily transition to working from home, or those in service-based industries such as retail and hospitality. This has created increased income vulnerability which further impacts on issues regarding mortgage and rental stress. Between May and April 2020, the proportion of Australians not being able to pay their mortgage or rent on time increased from 6.9 per cent to 15.1 per cent.

While housing affordability increases further into Western and South-Western Sydney, it comes with a commensurate reduction in accessibility to jobs and

services. Sydney Olympic Park, with its location, connection and public ownership, is able to address this issue, by prioritising the provision of diverse and affordable housing over and above what the private market can deliver.

Centres and neighbourhoods with high levels of public transport access and proximity to jobs and critical social infrastructure (such as open space) are those where there is high levels of opportunity to explore options for increased housing.

Sydney Olympic Park is one of these places. Sydney Metro West will, for the first time, fully integrate Sydney Olympic Park within Greater Sydney's mass transit system and connect it directly to The Harbour CBD, Paramatta and Westmead. Yet it also has a unique attribute that no other centre has in Greater Sydney – it is in majority government ownership.

This presents an unparalleled opportunity to deliver not just new homes in a well-connected suburb, but to deliver on strategic metropolitan ambitions for addressing housing affordability and diversity challenges.

Vibrant neighbourhoods are diverse neighbourhoods. A focus on housing models that meet diverse cultural, age and wealth needs provides the conditions for Sydney Olympic Park's maturation as a highly diverse and inclusive suburb. Diversity then means:

- Diverse dwelling sizes – larger and

# A PLACE TO CALL HOME

smaller units to meet a range of household profiles. Approximately 32% of apartment dwellers in Sydney are families with children and housing that supports age diversity is needed across the city.

- Diverse housing models – providing places to live that meet different life needs such as student housing, aged care and accessible housing. Diverse housing also includes alternative housing tenures, which are already being delivered in Sydney Olympic Park through Build-to-rent.
- Diverse price points – providing housing to meet diverse social needs, from formal social and affordable housing to products that make home ownership more accessible and affordable (for instance the Nightingale model developed in Melbourne).

The delivery of high levels of affordable housing is made possible because of Sydney Olympic Park's government ownership of land. Residential development at Sydney Olympic Park has, to date, been delivered through the selling of land to the private market.

The Sydney Olympic Park town centre, and its Central neighbourhood, has an already advanced Master Plan that has undergone engagement and refinement since the announcement of the Sydney Metro West Station. That Master Plan expects to deliver at least 10,700 new homes in the Central neighbourhood.

Looking towards 2050, there is an

opportunity to explore how residential development can be delivered while retaining public ownership of land. This retains far greater long-term control of land to adapt to future needs in a rapidly changing world – a hallmark of resilient planning. It also enables higher levels of affordable housing to be delivered because the focus can be on meeting wider social and economic objectives.

The concentration of affordable and diverse housing in highly accessible jobs enables other centres to more effectively realise their potential. Sydney Metro West will connect Sydney Olympic Park to Westmead, where the delivery of high levels of housing for essential workers is challenging. Concentrating housing for this essential workforce close to jobs has significant flow-on benefits not just to Westmead but to Greater Sydney more broadly, through the more efficient and effective delivery of health services.

A focus on diversity and affordability will also drive innovation and Sydney Olympic Park is extremely well-placed to become a place known for its innovative approaches to addressing housing affordability issues.



# STRATEGIC DIRECTION 1 ACTIONS

## 01. Deliver diverse housing options, including affordable, essential worker, student, inter-generational, accessible and social housing

Housing diversity is a core ambition of Sydney Olympic Park by 2050. While this does not mean all types of housing (such as detached housing), it does mean that housing should expand beyond the delivery of high volumes of privately-owned one and two-bedroom units to include a much broader range of housing types that support a diverse community. Delivering this diversity requires:

- Ensuring a high level of Social and Affordable and essential worker housing is provided as part of the mix of dwellings.
- Providing housing that supports different ages, abilities, needs and household profiles, including:
  - Larger and multi-generational family homes
  - Student accommodation
  - Accessible housing
  - Aged care

## 02. Develop innovative housing solutions, including leasehold models for new residential, delivering non-private market housing, build-to-rent and the potential for different tenure models

There is opportunity to explore innovative approaches to delivering housing, in appropriate locations. This should focus on innovations in housing delivery models to providing a diverse range of non-traditional housing that meets a diverse range of housing needs and maintain long term land use flexibility. This requires:

- Exploring new models for residential development that retain land in single ownership, such as Build-to-Rent housing.
- Reserving a share of available sites or floorspace explicitly for the support of innovative housing models or construction technologies.
- Providing homes that support long term tenure opportunities for renters.
- Housing designed to enable new approaches to work, with flexibility for working from home built into apartments and/or building design.
- Exploring innovative approaches to multiple housing typologies in the same development, such as aged care integrated into residential or student housing developments

## 03. Ensure housing is integrated seamlessly with other uses and reflects the character, scale and diversity of the neighbourhood

A vibrant and socially cohesive suburb will be one where different housing typologies are mixed throughout the neighbourhoods. This requires:

- Ensuring that private market housing is integrated within the town centre along with affordable housing and other non-residential uses, rather than creating gated communities.
- Ensuring housing built form is appropriately scaled to reflect neighbourhood character, with a diversity and mix within.
- High quality, high density housing that includes designing with communal open spaces to enable social connection and creation of a socially cohesive community. This can include rooftop, ground level or podium green spaces for cooling and respite but also indoor spaces for co-working or studying with increasing numbers of people working from home
- The provision of amenities and spaces that support the needs of residents, including families with children.





Rooftop Garden, The Commons, Melbourne, VI (Source: Nightingale Housing)



St Margarets, Surry Hills, NSW (Source: SJB)



Putney Hill, Ryde, NSW (Source: City of Ryde)



# STRATEGIC DIRECTION 2



*Sydney Olympic Park will be a liveable suburb supported with the places, spaces and opportunities to connect for health, well-being and resilience. It will provide access to the spaces that its community needs to connect, access services, learn, and stay healthy; including schools, affordable meeting spaces and community hubs, creative spaces, community sports spaces, and informal recreational facilities. These spaces will respond to the cultural, age, and social diversity of its future residents and visitors.*

*It will be a place that provides everything needed so the community feels at home in the suburb and embraces a sense of custodianship to this place, while welcoming the 10 million-plus visitors that come here each year for events, entertainment and to play in the parklands.*

As the suburb grows and changes, its diverse residents, mostly living in apartments, will require accessible community facilities and public open spaces that match population growth, and provide them with a “backyard” outside of their homes.

Research from across the globe indicates the multiple benefits of planning for socially cohesive communities which include increased resilience, increased local economic prosperity, and improved health outcomes. Areas such as Sydney Olympic Park that will see rapid growth in apartment living can face increased challenges to achieving social cohesion. The delivery of welcoming, affordable, and inclusive places and spaces for communities to connect and participate in social, cultural and recreational activities, is central to achieving social cohesion outcomes.

Sydney Olympic Park will transform dramatically over the coming decades. Existing Master Plans have identified the potential for more than 60,000 people to be in Sydney Olympic Park each day by 2030, living, working and studying. These numbers will change as Sydney Olympic Park undertakes its 2050 Master Plan, but they point to the scale of transformation anticipated. Add to that the number of people who will visit Sydney Olympic Park for events and recreation, and the degree of activation Sydney Olympic Park will accommodate is clear.

Neighbouring areas such as Carter Street, Wentworth Point and Rhodes will see an increase of around 30,000 residents. The future profile of the Olympic Peninsula and surrounds will be similar to City of Parramatta LGA including highly culturally diverse, more families, children and older people, and almost 100% living in high density apartments. Sydney Olympic Park town centre residents will be living in a large-scale, high-density environment with limited private space meaning public spaces and facilities will become the spaces for social gathering and recreation - the ‘backyards’ and ‘living rooms’ of the community.

Sydney Olympic Park can support social cohesion and resilience through the delivery of quality and accessible public spaces, public open spaces, public facilities, public streets and increased access to the high quality sports venues onsite that are currently not affordable or accessible to the broader community.



# A LIVEABLE AND COMPLETE COMMUNITY

Community and social infrastructure studies have indicated a need to address future gaps in local park provision, indoor recreation facilities, community hubs and creative spaces for local participation and production, as well as improving active transport connections to social infrastructure located in other areas of the Olympic Peninsula. Future social infrastructure will be multi-purpose and flexible and have the ability to transform into different spaces that cater to the varying needs of the community at different times, days and seasons of the year.

While there is existing regional level community infrastructure in Sydney Olympic Park, these facilities currently have limited availability for local community use and high costs are a barrier for some residents. Many of the sporting venues within Sydney Olympic Park largely cater to amateur and elite athletes, with little to no spaces for the community or local teams. To provide spaces for the community, existing facilities will either need to become more flexible or provide additional dedicated spaces. This direction would support greater access to elite venues and spaces for everyday use including increased outdoor courts for informal recreation, market spaces, and other place activators. The City of Parramatta has identified a large current and future gap in youth recreation facilities and there are opportunities to address this gap through future Master Planning in Sydney Olympic Park.

Key themes to emerge from consultation included activation of Sydney Olympic Park was a high priority so that it is a welcoming place for people; had improved access to affordable and welcoming social infrastructure and a more friendly and activated public domain that reflects local cultural diversity. There was also a strong desire for increased spaces for informal and unstructured participation including outdoor courts, market spaces, playful streets, and outdoor exercise equipment.

## Measures of success

- Sydney Olympic Park will demonstrate maintained or improved outcomes against social indicators developed in a future Social Cohesion Framework

# STRATEGIC DIRECTION 2 ACTIONS

## 01. Provide social infrastructure to support a growing population and connect the Olympic Peninsula

Across Greater Parramatta, there is a deficit in the supply of and access to indoor recreation facilities, public open space and creative and cultural facilities. The City of Parramatta has delivered important social infrastructure to meet local and regional needs, such as the Wentworth Point library. To address this gap, Sydney Olympic Park, through coordination between NSW Government and the City of Parramatta, should:

- Provide residents and workers with increased access to indoor recreation facilities, including:
  - Opening up existing venues (and possibly re-configuring them), to enable community access
  - Requiring new flexible indoor recreational facilities to be delivered as integrated parts of mixed use neighbourhoods.
- Plan for the delivery of schools and early education and care services as part of future Master Plans, and through discussions with developers to support future population growth and outcomes for local families and children.
- Deliver a multi-purpose community hub to service future needs for the Olympic Peninsula with community meeting spaces, and space for creative and cultural participation.

This hub should include subsidised space to support residents.

- Improve active transport connections throughout the Olympic Peninsula to ensure Newington and Wentworth Point are connected to Sydney Olympic Park through public and active transport networks to maximise community access to Wentworth Point Library, the parklands and other future facilities.
- Provide outdoor recreation spaces such as sportsfields, playgrounds and community gardens at benchmark per capita levels to meet needs of future resident and worker population.

## 02. Activate the public domain with spaces for informal participation in and out of event time and create the conditions for local community use

Sydney Olympic Park's future community will be culturally, linguistically and generationally diverse, reflecting the community profile of the City of Parramatta and Sydney's multi-cultural community. Public spaces must cater to these diverse needs. This includes:

- Creating diverse spaces for different cultural and community interests with public amenities to gather and connect, right throughout Sydney Olympic Park's neighbourhoods.

- Ensuring spaces are safe to use both day and night, through good lighting and passive surveillance design principles.
- Providing public domain and programs that reflect the cultural diversity of the community through the design of spaces and the programs they can accommodate.
- Inclusion of outdoor courts, spaces to play and market squares that can be activated informally by the community and visitors.

## 03. Provide a range of smaller spaces and events that cater to local interest and deliver new social infrastructure for creative and cultural production and participation

Vibrant places have at their heart local communities that require a range of spaces to meet their diverse needs. Often, these diverse local activities are what define the neighbourhood's identity. It is critical Sydney Olympic Park builds a locally distinct cultural identity that reflects the needs of future residents as well as visitors. This means:

- Providing 'Creating spaces' within Sydney Olympic Park's neighbourhoods, to flexibly meet local cultural production needs and support a diverse range of local businesses such as:
  - Artists' studios supporting artists to create within the City of Parramatta (writers, visual and other creatives)



Inner Sydney High School, Surry Hills, NSW (Source: John McCrae Photography & Studio)



Pine Street Creative Arts Centre, Chippendale (Source: City of Sydney)



Guardian Childcare Centre, Martin Place (Source: SJB)



# STRATEGIC DIRECTION 2 ACTIONS

- New cultural infrastructure for local creative arts participation.
- Partnering with City of Parramatta to expand community and cultural events for the community of both Sydney Olympic Park and the Greater Parramatta area as the population grows.
- Deliver new smaller venues for performers to perform as a stepping stone before making it to the "big stage" and for residents from the Olympic Peninsula City of Parramatta and neighbouring LGAs to view culture.
- Exploring opportunities to embed cultural production and participation in existing venues (such as stadia, or the Showgrounds) where there is opportunity to support a higher level of utilisation.

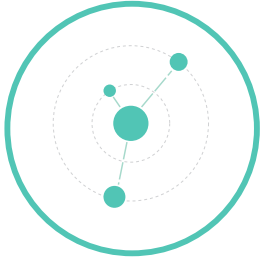
#### **04. Embed ongoing community participatory design and idea exchange processes into future planning and design activities**

As the community of residents and workers grows over the coming decades, the needs of these diverse groups will evolve. These communities must continue to be engaged in co-designing the future of Sydney Olympic Park's places and programs.



Source: SOPA

# STRATEGIC DIRECTION 3



*In 2050, Sydney Olympic Park will no longer be considered an island, but a highly connected suburb, linked to Greater Sydney's transport network through Sydney Metro West and Parramatta Light Rail and potentially to Regional NSW through Faster Rail. Its neighbourhoods, defined by a ring road surrounding them, will prioritise pedestrian movement and other personal mobility options.*

*The future of Sydney Olympic Park will be car lite – with most trips through and into the suburb made on public and active transport. The public domain will prioritise human scaled spaces and block layouts, creating a public domain that makes navigating the neighbourhoods an intuitive experience and promotes healthy lifestyles.*

Sydney Olympic Park has suffered from a lack of connectivity post-Olympics. While it is connected via a spur line to Lidcombe, this has not fully integrated it within Greater Sydney's transport network. As a result, it has been seen as an island in the geographic heart of the city. For a suburb so centrally located, it has an extremely high share of trips made by private vehicle of approximately 55%.

Through engagement, stakeholders identified connection and a lack of a "human scale" as one of the key issues for Sydney Olympic Park, with the precinct being difficult to access on public transport not only from across Greater Sydney, but from the neighbouring Olympic Peninsula suburbs also. Access between the parkland and the town centre is disconnected and not easy to walk, exacerbated by the limited wayfinding signage and low levels of activation throughout.

The completion of the Sydney Metro West by 2030 will radically alter the connectivity equation for Sydney Olympic Park. For the first time, it will be a connected to the rest of Sydney through rapid mass transit and in the longer term, connected to both of Sydney's international airports. Additionally, the progression of the Parramatta Light Rail presents an opportunity for Sydney Olympic Park to be far better connected to the Greater Parramatta area and the suburbs along the Parramatta River, as well as better connection with the existing Olympic Park ferry wharf. Combined, this significant transport investment is a

game changer for Sydney Olympic Park in two key ways:

- It lifts the strategic role Sydney Olympic Park can play as a centre and destination in Greater Sydney's and NSW's economy.
- It provides the opportunity to re-imagine internal movement across Sydney Olympic Park, reducing the reliance on cars and the prioritisation of car parking across the suburb.

The NSW Government is also exploring long term opportunities for Faster Rail to connect Sydney with Regional NSW. While no commitment has yet been made, Sydney Olympic Park's centrality and ambition to be a highly connected suburb, means that a potential future Faster Rail station in Sydney Olympic Park should be considered as a possible land use and planned for accordingly.

The transition of Sydney Olympic Park into a pedestrian-priority suburb is an unparalleled opportunity in Sydney and unique even globally. With this transition comes the opportunity create Sydney Olympic Park as a suburb of five-minute neighbourhoods, each with their distinct characters.

Five-minute neighbourhoods concentrate the provision of local services (including retail) and community infrastructure within a five minute walk of homes or businesses. They reflect the need for people, regardless of whether they live in low or high-density communities, to have a connection



# CONNECTED, PEDESTRIANISED AND INTUITIVE

with their local neighbourhood and community. Walkable neighbourhoods that reduce the dependence on cars also improve health and wellbeing outcomes, particularly for local children to be able to walk to school, local parks, and other activities. In high density neighbourhoods such as Sydney Olympic Park, the importance of local neighbourhoods that are intuitively navigated and planned to foster social cohesion and a sense of community are vital.

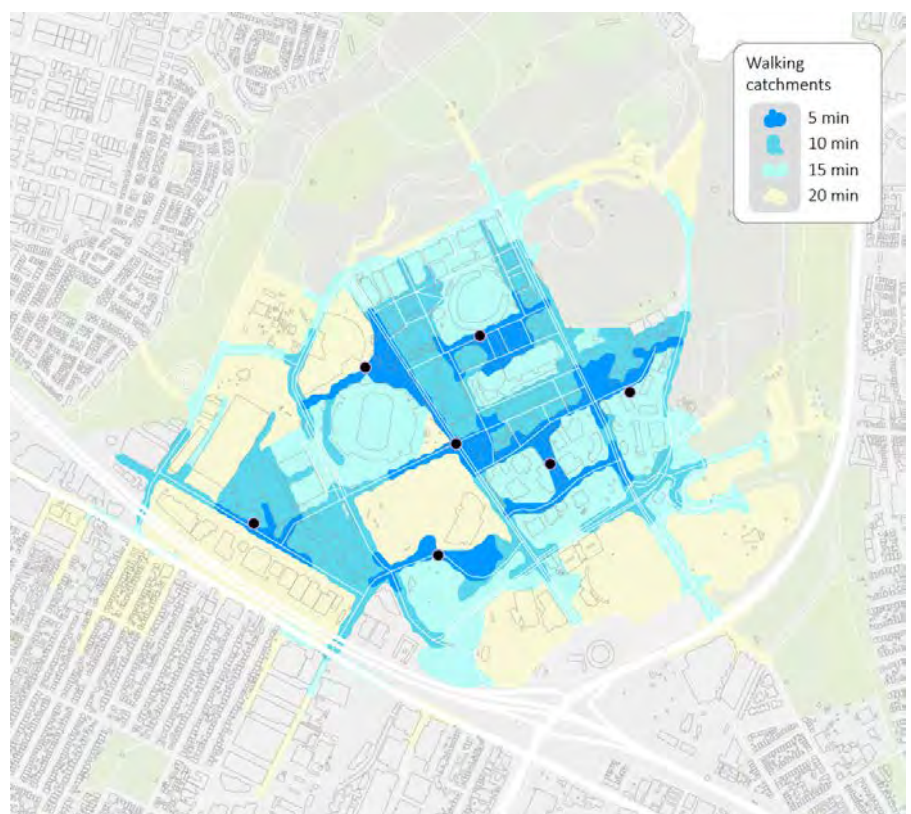
Prioritising walkable five-minute neighbourhoods with good active connections to public transport creates an opportunity to reduce reliance on private vehicles and instead design the public domain to prioritise pedestrian movement. Cars will continue to play a role in Sydney Olympic Park for years to come, particularly with its regional events and sporting role. The presence and position of private vehicles in the movement hierarchy however, alongside the planning for parking, will be carefully managed.

A transition to a pedestrian priority, car-lite future is a major step change for Sydney Olympic Park. Across a range of stakeholders there was broad agreement that Sydney Olympic Park should be a car-lite suburb in the future, further enhancing the importance of good public and active transport connections, but also recognising that certain uses, such as events and regional sports, and users such as people with mobility needs will continue to require car access.

These opportunities reflect the ambitions of the Greater Parramatta and Olympic Peninsula (GPOP) Vision, to support a more sustainable transport solution for the precinct and the permanent community.

## Measures of success

- Sydney Olympic Park becomes a Faster Rail station location
- The majority of trips into and out of Sydney Olympic Park are made via public or active transport modes.
- All local trips within Sydney Olympic Park are made via walking, cycling or other personal mobility means



Five minute walking catchments from points across Sydney Olympic Park (Source: SGS)

# STRATEGIC DIRECTION 3 ACTIONS

## 01. Create pedestrian priority zones across Sydney Olympic Park's town centre

Sydney Olympic Park's scale means that not all of the suburb can be walkable. However, prioritising pedestrian movement in some of the town centre's neighbourhoods will be a focus, particularly in the Central, Parkview, Showgrounds and Stadia neighbourhoods where there will be a higher level of mixed use. This will be defined by a ring road that enables vehicle movement to skirt the edges of Sydney Olympic Park's neighbourhoods while prioritising pedestrian movement within it. This will be done by:

- Creating a ring road that defines the extent of the pedestrian priority area, most likely following the network defined by Kevin Coombs Avenue, Edwin Flack Avenue, Sarah Durack Avenue and Australia Avenue.
- Developing a pedestrian priority movement network through the neighbourhoods defined by Olympic Boulevard and Dawn Fraser Avenue. All roads within the pedestrian zone to be shared surfaces, with low speeds for vehicles.
- Providing decoupled parking on the periphery to consolidate lot-by-lot parking needs and to retain long term site flexibility. This may include repositioning the P1, P3 and P6 car parks that are already on this periphery as decoupled parking infrastructure for residents, workers and visitors.

- Creating permeable links across all neighbourhoods, recognising that certain through-links are limited in different neighbourhoods due to operational requirements such as the Showgrounds precinct.
- Developing the pedestrian network and urban structure of the neighbourhoods to ensure they create an intuitive navigational experience through Sydney Olympic Park, rather than one reliant upon signposts or personal electronic devices. This should be based on leading practice accessibility and inclusivity standards and be safe to use day or night through effective lighting design and alignment with active areas.
- Exploring programs and events to highlight the pedestrian-priority character of Sydney Olympic Park, such as no car days.

## 02. Ensure direct active transport connections to public transport

Quality, safe and direct access to the Metro and possible future Parramatta Light Rail stations across Sydney Olympic Park is critical if it is to maximise public transport patronage and become a car lite suburb. To ensure this occurs:

- Concentrate areas of higher activity or visitor attractions around Metro station and Light Rail stops.
- The active transport network will provide fully accessible and easily navigable connections to public

transport stops with appropriate rest stops and fully-accessible paths leading to public transport.

- Provide safe active transport connection from Sydney Olympic Park to the Ferry wharf at Wentworth Point.

## 03. Connect Sydney Olympic Park to adjacent neighbourhoods

The Metro and Light Rail will plug Sydney Olympic Park into the metropolitan transport network, but to ensure Sydney Olympic Park loses its perception of an island, it must better integrate with surrounding neighbourhoods, particularly Carter Street, Newington, Wentworth Point, Lidcombe, Homebush and even Parramatta. This requires:

- Extending development from the current Sydney Olympic Park Central neighbourhood westwards to fully integrate with the Carter Street neighbourhood, creating an urban neighbourhood through the Stadia Precinct.
- Exploring opportunities to increase active transport connections to Newington and Wentworth Point.
- Exploring opportunities to use green corridors to create cool and attractive active transport links, for instance along creek lines.
- Exploring long term opportunities to improve active transport links to surrounding suburbs including Rhodes, Liberty Grove, Concord





Bicentennial Parklands, Sydney Olympic Park, NSW (Source: Sydney Olympic Park Image Gallery)



Hasset Park, Canberra, ACT (Source: Diana Snape)



Steam Mill Lane, Sydney, NSW (Source: Lend Lease)



Pitt Street Mall, Sydney, NSW (Source: Brett Boardman Photography)



# STRATEGIC DIRECTION 3 ACTIONS

West, North Strathfield, Homebush and Lidcombe, such as re-purpose the existing rail spur connecting Sydney Olympic Park to Lidcombe station for an active transport link if the rail line is no longer needed and utilise the disused rail crossing west of the Place Management Centre.

- Working with Transport for NSW, the City of Parramatta, city of Canada Bay and Strathfield Councils to explore opportunities to address transport bottlenecks at the Australia Avenue roundabout.
- Working with Transport for NSW and the City of Parramatta to increase the potential for active transport networks connecting Sydney Olympic Park with Parramatta CBD along the Parramatta River to enable commuters as well as in its current recreational role.

## 04. Support innovative approaches to personal mobility across Olympic Park

A reduction in cars and a prioritisation of pedestrian movement will create the conditions for alternative forms of personal mobility. The scale of Sydney Olympic Park is such that even with pedestrian priority streets, movement across the suburb may require other active or new forms of transport to supplement walking. Sydney Olympic Park's scale and ambition to be a place of innovation and urban experimentation, will require:

- Planning pedestrian links to cater to mixed modes of current and future mobility solutions that provide for an age diverse community and can adapt to emerging technologies such as e-scooters and segues.
- Positioning Sydney Olympic Park as a place geared to supporting the exploration of innovative mobility solutions, for instance autonomous vehicles and personal mobility technologies. This may be both through actively encouraging testing in Sydney Olympic Park, or through the partnership with research institutions and businesses.
- Leveraging the Royal Agricultural Society's presence and focus on 'bringing the country to the city' to establish Sydney Olympic Park as an important connection point to between Sydney and Regional NSW. This may include:
  - Being the metropolitan 'home' to a number of regional programs, educational facilities and events beyond the Royal Easter Show.
  - Prioritising the celebration of regional NSW produce through markets and educational programs.

## 05. Establish a strong connection to regional NSW

Sydney Olympic Park already has established links to Regional NSW, as home of the Royal Agricultural Society and its iconic Royal Easter Show. While not confirmed, Faster Rail may further enhance Sydney Olympic Park's connectivity, directly linking it to Regional NSW. This requires:

- Planning for a possible future Faster Rail station at Sydney Olympic Park, alongside the identification and safeguarding of a station site close to the Metro station. This should include:
  - Advocating for Sydney Olympic Park to be a Faster Rail station location
  - Exploring whether the existing underground heavy rail station can be re-purposed to meet the future needs as a Faster Rail station.



The Goods Line, Ultimo, NSW (Source: CHROFI)



Darling Harbour pedestrian and cycle bridge (Source: John Wardle Architects)



Sydney Olympic Park (Source: SOPA)



# STRATEGIC DIRECTION 4



*In 2050, Sydney Olympic Park will provide a range of experiences for locals and international visitors alike. Building on its strong events and sporting identity and infrastructure, Sydney Olympic Park will diversify the experience it offers to visitors, becoming an essential destination for any visitor to Sydney.*

*It will mix its events profile with a new range of visitor attractions, from new sport and recreational facilities to cultural and educational attractions. The scope for events and activities to breathe into and activate the public domain will guide how the public domain is designed. Events and the everyday will entwine, breathing life into Sydney Olympic Park, with year-round activation creating a thriving suburb.*

The Olympic Peninsula has been a place for people to gather and celebrate for millennia. Prior to European arrival, The First Nations people of the area we now call Sydney came together on Wangal Land to celebrate. In recent times, Sydney Olympic Park has brought people from all around Australia and the world to celebrate – be it through the 2000 Olympic Games, subsequent global sporting events and other events such as the Royal Easter Show. Sydney Olympic Park's protected wetlands are also a place for migratory birds to come from across the world.

Sydney Olympic Park has therefore always been a place of experiences. The lasting legacy of the Sydney 2000 Olympic Games is the creation of a place physically designed to do 'big' well, through its stadia and venues infrastructure and the generosity of its public spaces.

Sydney Olympic Park's future connectivity through Sydney Metro West and potentially Parramatta Light Rail and Faster Rail means it is even more strongly placed to evolve as a major visitor destination in Sydney and NSW. Importantly, it also has unique attributes that it can build upon – its event and sporting legacy and its ecological and parkland systems. The Greater Parramatta and Olympic Peninsula (GPOP) Vision identifies Sydney Olympic Park as having the potential to transform into Sydney's new celebration space – a 'super lifestyle precinct' for Greater Sydney.

One of the biggest challenges facing Sydney Olympic Park is the gap in activation between the everyday and full event mode. While Sydney Olympic Park is already a destination for major sporting and music events, these tend to create peaks of activity, with large gaps in between them. The opportunity for Sydney Olympic Park in 2050 is to reduce the gap between peak event and the everyday. Diversifying the range of visitor attractions is one critical component of achieving this aspiration.

Stakeholder engagement, including with key agencies such as Destination NSW, highlighted the opportunity for 'destination tourism' where Sydney Olympic Park could:

- Serve as a major tourism destination for Greater Sydney for sports, entertainment and major international events.
- Explore opportunities to maximise the suburb's central location and market as a place for range of tourism possibilities, including a First Nations cultural centre of Sydney.
- Have a greater focus on arts, culture and entertainment at Sydney Olympic Park, both participation and production.



# IMMERSIVE, RICH AND UNIQUE EXPERIENCES

Of the 10-11 million visitors per annum (prior to COVID-19) visiting Sydney Olympic Park, 26% visitors engage in Parklands activities, 17% of visitors came to see sports events, 11% participated in sports, 5% participated in sports education 12% attend ticketed entertainment events, 9% attend the Royal Easter Show, 4% visited for tourism purposes, and 2% attend community events. Expanding the visitor attraction offer will improve the experience for the millions of visitors each year and would assist in attracting more people to the precinct.

Sport will continue to play a central role in the identity of Sydney Olympic Park as it continues to evolve its Olympic legacy and leverage its competitive advantage as a globally significant multi-sports precinct, and give the people of Sydney not only the chance to come together and celebrate through sport, but to even play 'on the big stage'.

## Measures of success

- Total visitor numbers to Sydney Olympic Park on an annual basis increase beyond pre-COVID levels.
- There is an increase in the proportion of visitors coming to Sydney Olympic Park for non-sporting, events or parkland usage reasons, to reflect its increased diversity of uses.

# STRATEGIC DIRECTION 4 ACTIONS

## 01. Diversify Sydney Olympic Park's identity as a visitor destination

Sydney Olympic Park will diversify its tourism assets beyond sport and events, broadening what it is known for while still building on its inherent strengths. This would leverage Sydney Olympic Park's already strong drawcard of the Parklands and its sporting identity. This would target both day visitors from Sydney as well as overnight visitors, supported by short-term accommodation on site and in connected centres. Over time, this will transform into a cluster of attractions across Sydney Olympic Park.

- An eco-cultural attraction with a focus on exploring and educating about urban ecosystems.
- A sports tourism focus, targeting sports and adventure-related destinations that build on the Sydney Olympic Park's strong sporting identity. This may include facilities such as a sports museum or more participatory facilities such as urban adventure parks that build off the future Urban Surf venture.
- An Indigenous Cultural museum or experience.
- Explore opportunities to accommodate a consistent program of temporary cultural events.

## 02. Build on Sydney Olympic Park's role as the Home of Sport by attracting future sports and targeted investment in sport, including events, facilities and associated industries

One of Sydney Olympic Park's biggest competitive advantages nationally, and drivers of place identity locally, is its concentration of major sporting infrastructure. Since the Olympic Games, sport has continued to define Sydney Olympic Park's role in Greater Sydney. Urban, extreme and e-sports are also increasingly featured on the global sporting stage. Sport, in terms of both event attraction and industry concentration, will continue to be a defining feature of Sydney Olympic Park. This will include:

- Continuing to attract major sporting events (such as world cups and international events) to Sydney Olympic Park to leverage its infrastructure. This might also require:
  - Continued investment in existing infrastructure to ensure it is multi modal and adaptable to meet future needs for spectators and sporting codes.
  - Investing in existing sporting infrastructure to ensure they remains fit for purpose for attracting major sporting and other events.
- Limit specialised institutional sporting facilities (such as centres of excellence) to the identified the Central Sports, Southern Sports, Boundary Creek and Tennis neighbourhoods, where they can explore opportunities to be more multi-functional by sharing infrastructure and concentrating of complementary activities that have an outward-facing community role.
- Encourage facilities that do not contain specialised equipment or elite playing and training surfaces to be made available to the local community or local sporting teams to maximise opportunities for the community to have a range of sporting and community infrastructure.
- Promote opportunities for local teams to 'play on the big stage' through the considered access of certain venues for local and regional events.
- Continuing to attract investment in new urban sporting infrastructure, building on the proposed Urban Surf venture and existing BMX facilities. This would require a focus on competition-level infrastructure to enable Sydney Olympic Park to host national and global events such as the X-Games.



The Eden Project, Cornwall, UK (Source: Great British Gardens)



Industireplein Henglo, Henglo, Netherlands (Source: Buro Lubbers)



# STRATEGIC DIRECTION 4 ACTIONS

- Embedding new sport infrastructure into the future built form and public domain, so that the place becomes the venue and when these are not used for competition they are publicly accessible. For example, buildings with climbing walls on the outside, or parts of the public domain that can be used for skateboarding events.
- Provide opportunities to accommodate global e-sports programs and events across existing and future venues, by:
  - Ensuring there is a diversity of venue types and sizes to accommodate future events.
  - Providing high capacity internet and Wi-Fi infrastructure across Sydney Olympic Park.
- Providing a range of venues of different sizes across Sydney Olympic Park, or increasing the access to existing venues such as stadia, to provide as diverse a range of spaces as possible.

## **04. Provide a range of short-term accommodation types to meet growing demand**

An increase in visitors to both a diverse range of venues and facilities, as well as a focus on events across Sydney Olympic Park will require planning for future short-term accommodation such as hotels and serviced apartments to meet future need. This requires:

- Continued monitoring of projected visitation numbers (which will be shaped by the type of tourism drawcards that Sydney Olympic Park attracts) to ensure that there is sufficient overnight accommodation on site, while also recognising that the Metro will link to higher levels of accommodation in both the Sydney and Parramatta CBDs.
- Maintain a diverse range of short-term accommodation products at Sydney Olympic Park to cater to diverse visitor audiences, from visiting regional sporting and school groups to business tourists and five-star experiences.

## **03. Amplify Sydney Olympic Park's business events identity**

Sydney Olympic Park's central location, coupled with its future metropolitan intra and inter-state connections, position it well to grow its capabilities a range of business events such as conferences and exhibitions. This would mean:

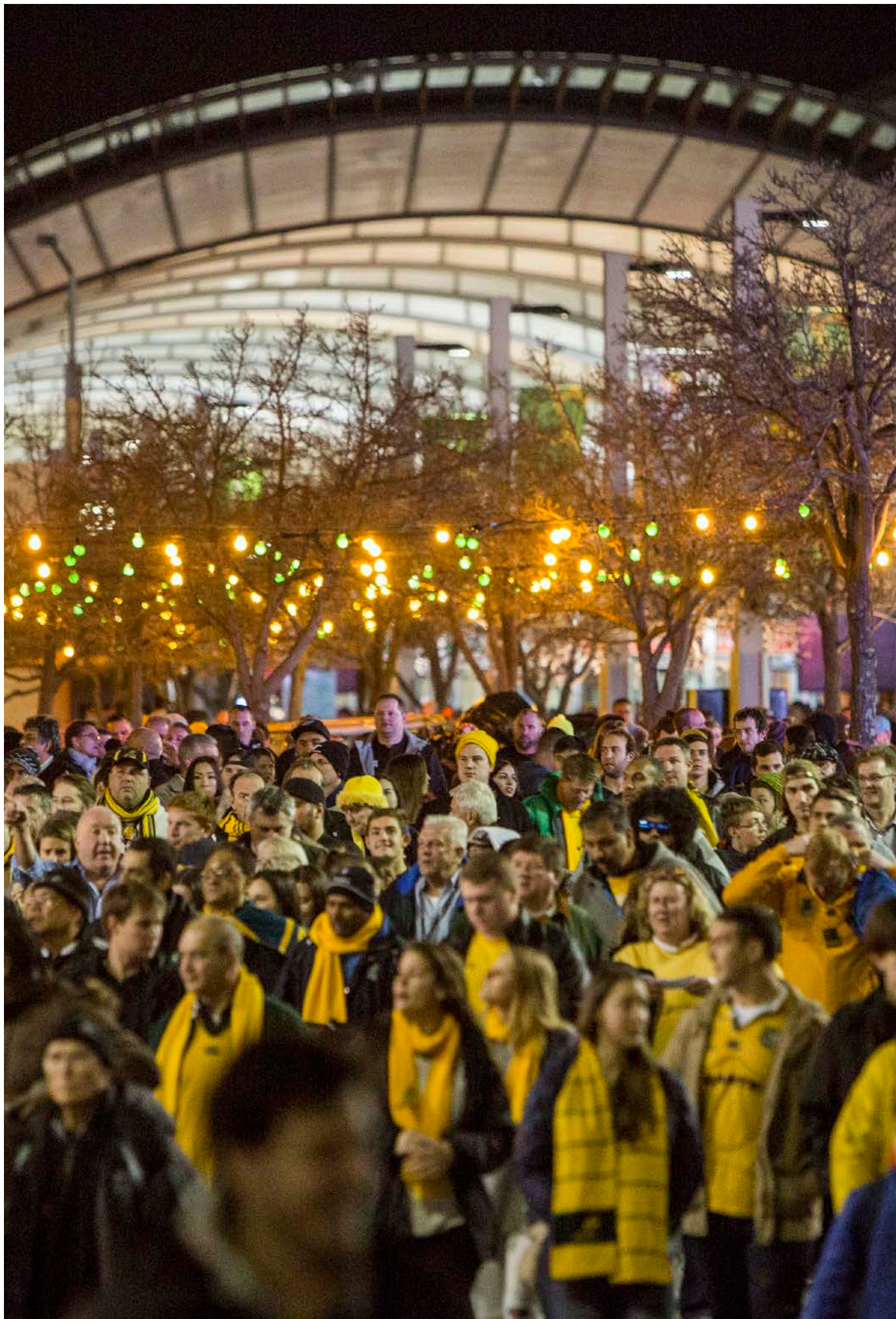
- Exploring opportunities to invest in a domestically-focused convention and exhibition centre in the Showground neighbourhood.

## **05. Create an experiential retail and hospitality offer to support the visitor experience**

High quality retail and hospitality is an essential part of the visitor experience at Sydney Olympic Park as it provides the goods and services to meet the needs of visitors, and creates activity. This requires:

- The creation of a high quality retail and hospitality experience in high activity areas close to the Metro station, which provides a mix of products and services that contribute to a distinctive urban character and support daytime and night-time activation.
- Ensuring retail and hospitality services are externally-focused, open to the public domain to maximise opportunities for activation, rather than through inward-facing shopping malls.





Super Saturday (Source: Rick Stevens)



# STRATEGIC DIRECTION 5



*In 2050, Sydney Olympic Park's public domain will be a hive of activity day and night, weekday and weekend. A highly active, fine grained and thriving urban environment will adapt to the activities they are accommodating, able to easily transition between everyday life and the hosting of big events. Active edges are diverse in their function, from retail and hospitality to entertainment, community activities and productive spaces.*

*Residents of Sydney Olympic Park have local neighbourhoods that meet their day-to-day needs and opportunities for recreation and socialising are built into Sydney Olympic Park's urban fabric.*

As Sydney Olympic Park transitions to a multi-functional suburb, there must be a balance between creating spaces that still enable it to function effectively as a globally-significant events, sport and recreation precinct, but also become a thriving neighbourhood to those who live and work in it every day.

In the years since the 2000 Olympic Games, Sydney Olympic Park has continued to attract major events. Over the years, Sydney Olympic Park has also expanded to become a temporary emergency hub - a staging and coordination point for those fighting bushfires, providing mass evacuation coordination for flood victims temporarily displaced from flooding in Western Sydney and most recently, as the home to major COVID-19 vaccination hubs. The scale of Sydney Olympic Park has enabled these events to be hosted effortlessly and often simultaneously.

Delivering these events and providing these services requires the public domain to be encroached upon to expand the operating capabilities of the various venues. This has often led to key spaces or movement routes within Sydney Olympic Park being closed off to the public. Issues of access, coupled with the lack of activation of the vast public domain has created a perceived lack of permission to use the public domain by residents of Sydney Olympic Park - an issue that was raised during stakeholder engagement.

Sydney Olympic Park now has an opportunity to develop a public domain that supports the ebb and flow of these events while providing residents with a diverse urban environment for them to socialise in, activate and call their own.

Sydney Olympic Park will be home to a diverse demographic, both culturally and in age. With a global trend towards the informalisation of sport and a culturally and linguistically diverse community calling Sydney Olympic Park home, the public domain must respond to these needs and be a place that embeds informal recreation and play. Sports fields and courts are still a vital part of social infrastructure in communities, but the public domain should also cater to more social recreation - spaces for groups to practice dance, skate, play three-on-three basketball, park cricket or an impromptu game of football. These uses must be programmed into a flexible and dynamic public domain. Globally, the integration of recreation and built form is resulting in innovative buildings with speed climbing facilities on their walls, running tracks and ski slopes on their roofs and skate and BMX facilities integrated into their landscapes. Sydney Olympic Park can innovatively integrate this recreational roles its public domain.



# A THRIVING PUBLIC DOMAIN DAY AND NIGHT

Vibrant public spaces require a diversity of uses to occur in and around them for them to thrive day and night. Retail and hospitality uses are core to this as they attract both locals and visitors by meeting everyday needs as well as providing a distinctive experience. Creating authentic, lived in public spaces, requires the ground floors of buildings to provide a wider range of functions. Local community facilities, co-working spaces, indoor recreation and even small scale production spaces enliven the public domain by creating the widest range of services possible to attract the broadest audience.

Night time activity will be a vital part of a thriving high density destination suburb and an indicator of success. Locating these near to both visitor attractions (stadia, entertainment venues, future cultural and tourism infrastructure) and the Metro station will help to drive patronage. Proximity to local neighbourhoods will drive mid-week activity and, importantly, provide a local community the space to reflect its culinary and cultural identity in local shops and restaurants. Authenticity is a vital ingredient in Sydney Olympic Park developing a successful night time economy.

## Measures of success

- The window of activity in Sydney Olympic Park widens before and after event, to reflect more people coming early and staying later
- The public domain in the town centre is active every day and evening with a diversity of formal and informal activities

# STRATEGIC DIRECTION 5 ACTIONS

## 01. Create human-scaled spaces and pedestrian links where people feel safe and welcome

Human-scaled urban environments are a vital part of cohesive and loved communities. As cities become denser and taller, the need for human-scaled spaces is increasingly important. These public spaces must feel safe and welcoming for all. The achievement of a more human-scale public domain will be achieved by:

- Exploring opportunities to fill in the large spaces within the town centre neighbourhoods of Sydney Olympic Park.
- Providing a strong building edge fronting Olympic Boulevard and Dawn Fraser Avenue that helps to create a more human, urban scale.
- Ensuring that major movement corridors from the Metro Station to key events destinations such as Accor Stadium, Qudos Bank Arena and the Showgrounds are planned for, without preferencing peak flows over the everyday.
- Creating pedestrian links with creative, interesting, vibrant and well-lit paths that are reflective of Country and provide points of interest throughout.
- Ensuring public spaces are designed to be safe and inclusive, particularly for women.

## 02. Create public spaces that allow activities to breathe in and out

Sydney Olympic Park's local and global role means the public domain must be able to accommodate both scales, without one jeopardising the other. This requires the public domain to be structured in such a way that it can easily transition from one scale to another. This requires:

- Public domain in areas with overlapping event and local roles (such as Olympic Boulevard and Dawn Fraser Avenue or around the Metro station) are designed to work at dual scales without significant intervention or re-configuration.
- Identifying and prioritising areas of high event activity and ensuring they are able to accommodate the additional services and requirements to function in event mode (such as lighting or three-phase power access).

## 03. Plan spaces that cater for locals, visitors and the coming together of both

Certain parts of Sydney Olympic Park's neighbourhoods will take on different characteristics depending on their anticipated user. While spaces should be adaptable, it is important that the distinct needs of locals and visitors is understood and planned for, to ensure that Sydney Olympic Park is develops a distinct local identity. This requires:

- Working with major leaseholders that have retail tenancies, to develop an overarching retail strategy that achieves the right retail mix in the right locations to support both the local community and visitors.
- Separation of local retail and services from major destination retail, through identification of neighbourhood centres or 'high streets'.
- Encouraging local businesses rather than chains in neighbourhood centres to create authentic places for locals.
- Concentrating larger format, higher order retail, hospitality and entertainment floorspace in more active areas, closer to the Metro and on the periphery of residential areas, to provide separation from everyday life.



King Street, Newtown, NSW (Source: Belle Property)



Spice Alley, Chippendale, NSW (Source: Spice Alley)



# STRATEGIC DIRECTION 5 ACTIONS

## 04. Enable a diversity of active ground floor uses to create diverse public domain experiences

It is vital that the ground floor of high activity areas is diverse, to ensure that public spaces are activated day and night. A reliance on retail alone as the ground floor use can reduce night time activation. This ground floor diversity can be achieved by:

- Providing range of ground floor spaces that provide flexibility for a range of uses. This can include larger ceiling heights, flexible units and noise attenuation solutions to maximise the opportunity for a range of uses.
- Requiring other non-retail and hospitality uses on the ground floor of buildings such as community facilities, indoor recreation and local production places.
- Encourage ground floors of commercial developments to bring collaboration and co-working spaces into the ground floors to encourage interaction and daytime activity.

## 05. Design and manage the public domain to increase informal sport and recreational opportunities

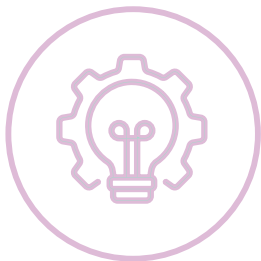
Trends in sports participation are shifting, with an increasing demand for newer and informal sport and recreational activities rather than traditional organised sport, particularly with younger people and culturally and linguistically-diverse communities. As a place whose identity has been heavily influenced by sport, Sydney Olympic Park has the opportunity to broaden its sports focus to accommodate these emerging trends. This will include:

- Integrating free, informal and semi-formal outdoor courts and recreational spaces into the public domain and built environment to accommodate activities such as basketball (hoops), table tennis (tables), skateboarding (level changes) and dancing (mirrors).
- Opening up existing venues to regular public use (such as the public-facing sides to stadia) and the designing of future buildings to physically open up into the public domain.
- Encourage building designs to embed publicly-accessible recreational and sporting infrastructure on their exteriors.



Julia Reserve Youth Park, Oran Park, NSW (Source: Brett Boardman Photography)

# STRATEGIC DIRECTION 6



*In 2050, Sydney Olympic Park will be a place known for driving innovation in urban development and placemaking. It will be known and highly regarded for its experimental mindset and be home to educational institutions that reflect its competitive advantages. Public institutions and private businesses alike will be attracted to Sydney Olympic Park because it is known globally as a place that incubates and accelerates innovations in urban development.*

*Education will be woven throughout the built environment and parklands, with students and visitors from across Australia and the world learning about urban ecology, First Nations culture and the future of cities not just from institutions and programs, but from the environment itself. Smart data systems with open source access will enable real time monitoring of innovation and performance.*

Sydney Olympic Park is a highly innovative place. Its Green Games legacy delivered Australia's first sustainable sports venue, the first 'eco-suburb' of Newington along with the world-leading water reclamation and recycled water system. These were game-changers globally. Since 2000 it has continued to be a place of innovation and experimentation, supporting autonomous vehicle testing, piloting intelligent water management systems for parkland irrigation and partnering with researchers and developers to explore ways of turning waste into building materials.

Sydney Olympic Park can continue to build on this legacy of innovation, embedding it as part of its identity, while creating a clear distinction between Greater Sydney's other Innovation Precincts. The development of an identity built on urban innovation and experimentation will create this clear distinction and drive investment from the public, private and research sectors.

Cities across the world continue to grow rapidly and as they grow, they must address head on the myriad challenges and global shifts to ensure the grow sustainably and equitably. Among others, these include:

- land availability, access challenges and the resulting issues of inequality in expanding cities
- the impacts of climate change and protection of ecosystems
- a shift towards circular economy systems to address the acute global waste and supply chain crises
- major shifts in how and where people work
- rapid acceleration in technological advancements such as automation.

A 'Business as usual' approach to urban development will not address these critical issues and cities must become active participants in a more sustainable urban form. Living laboratories such as Sydney Olympic Park are vital opportunities for experimentation in the quest for radically different approaches to city-making because they provide the scale, diversity of land uses, connectivity to highly skilled workforces and most importantly, the ambition to be places that shape a better future.



# A LIVING LABORATORY FOR URBAN INNOVATION

Stakeholder engagement repeatedly emphasised the potential for Sydney Olympic Park to leverage its existing sustainability credentials to be a world-class exemplar for environmental sustainability, innovation and education. Stakeholders raised opportunities for Sydney Olympic Park to explore, among other things, green high density living, new housing models that reflect demographic change, smart city technology and urban agriculture. It also emphasised the strong desire to ensure Sydney Olympic Park has a strong focus on caring for Country and bringing First Nations voices, language, inclusion and symbolism into Sydney Olympic Park, as well as educating more broadly on the legacy of First Nations culture.

Realising this ambition requires the attraction key institutions, infrastructure and programs. Organisations who choose to invest in and call Sydney Olympic Park home because of the opportunities it affords that no other place does.

Attracting these stakeholders requires a staged approach, where Sydney Olympic Park's existing competitive advantages are leveraged to attract first movers. These advantages lie currently in its ecological systems and infrastructure, its specialisation in sport and events and its single ownership and place-based governance structure.

These specialisations create the opportunity to attract innovation partners in a range of fields from ecology, Indigenous knowledge systems, agriculture, urban design and development right through to event creation and management, sports and sport-related technologies. At the heart of these specialisations is an emphasis on creating healthier cities, places and communities.

The curation of this specialisation throughout Sydney Olympic Park's maturity can collectively create an identity of urban experimentation and education and continue to attract businesses and innovators who want to be part of this ecosystem. Sydney Olympic Park collectively then becomes both a laboratory for urban innovation for smart cities as well as a place of education on a global stage. In this regard, Sydney Olympic Park's single greatest asset in realising this is its public ownership and governance model.

The process of experimentation and continual learning requires the capturing of data to enable effective monitoring of progress. 'Smart city' infrastructure will be an integral part of Sydney Olympic Park's urban fabric, but not just aimed at capturing data for data's sake. In the spirit of innovation and collaboration as well as reflecting Sydney Olympic Park's public ownership, data will be open source, ensuring that collectively it encourages continual learning and experimentation for all those who live, work or interact with it.

## Measures of success

- Sydney Olympic Park is constantly accommodating research, prototyping, testing or supporting other experimental processes
- Sydney Olympic Park has attracted universities, research institutions and programs domestically and globally specifically because of its role as a living lab

# STRATEGIC DIRECTION 6 ACTIONS

## 01. Sydney Olympic Park will be known as a laboratory for urban experimentation by NSW Government, universities and industry

Sydney Olympic Park has a unique opportunity, through its public ownership structure and established Green Games legacy identity, to be the home for urban experimentation in Sydney. This would see Sydney Olympic Park being considered a 'Living laboratory' which would target the trialling and innovation of technologies and developments associated with future cities. This would include:

- Promoting Sydney Olympic Park as a place that actively encourages and supports innovation in urban development by the private and public sectors. For instance:
  - Trialling of personal mobility or autonomous vehicle technologies
  - Innovations in construction technologies and processes
  - Biophilic built form design innovations
  - Environmental infrastructure and ecological conservation demonstration sites
  - Trialling new technology, design and innovation in accessible housing
  - Innovation in waste management and circular product development.
- Developing outreach and partnership programs to identify and attract domestic and international innovation partners.
- Enhancing its reputation for thought leadership by continuing to partner with universities, TAFE and other vocational educational training (VET) providers, research institutes, innovative businesses and other specialised bodies (such as high performance sports institutes) to identify and deliver pilot projects and publish and publicise innovations.
- Distribute educational facilities across Sydney Olympic Park's town centre to best suit the area of focus. This will create an 'educational campus' layer to Sydney Olympic Park, where education occurs right across it, rather than in a cluster of buildings.
- Work with policy and regulatory bodies to explore ways to ensure that evolutions to current building and other regulations can be explored so that innovative methods and practices are not unintentionally stymied by current controls.
- Create a curatorial governance structure that enables Sydney Olympic Park to operate as a co-ordinated living lab which is the conduit between the place and investors and collaborators.

## 02. Embed Smart City capabilities across Sydney Olympic Park to create continuous feedback and improvement system for monitoring

Data is vital to make informed decisions regarding future planning. Data capturing capabilities should be embedded in the built and natural environments to enable Sydney Olympic Park to continually learn from its performance and share these lessons widely. This will be done through:

- Actively encouraging permanent and temporary data measurement capabilities across the built and natural environments, with a focus on supporting innovations in urban development and environmental performance. This will include:
  - Sydney Olympic Park being promoted as the place where people can access data but also trial innovations in urban development that would benefit from data collection (such as the current SIMPACT irrigation management trial in the parklands)
  - Explore opportunities to utilise emerging technologies such as block chain to best support the tracing and data management of circular material integrity.

- Data being made available on open source platforms, accessible to all anyone in within or outside of Sydney Olympic Park who can use it to advance innovations in urban development.
- Developing a data governance strategy for digital services to oversee the management of open source data, data ethics, privacy, commercialisation and data platforms.
- Embedding future District and city-wide smart city strategies into Sydney Olympic Park's own planning.

### 03. Provide infrastructure that enables smart places and knowledge sharing

- Innovation requires the collision of ideas. Spaces designed to facilitate this and access to high quality internet is fundamental to encouraging this. Provision of universal internet access helps to bridge the digital divide that can create or entrench social and opportunity inequality. It also is critical infrastructure to support emerging industries. This will require:
- Ensure that all future development is equipped with 'digital plumbing' – the access, capacity and network to deliver smart city infrastructure across Sydney Olympic Park.



The Algae Project Young Henrys & UTS, Newtown, NSW (Source: Young Henrys)



Lot Fourteen, Adelaide, South Australia (Source: Lot Fourteen)



# STRATEGIC DIRECTION 6 ACTIONS

- Providing flexible co-working, experimentation and production spaces across Sydney Olympic Park that enable residents and workers to interact and access equipment and facilities that enable innovation. Some of this should be subsidised to support start-ups, micro businesses and local co-operatives requiring early stage support.
- All residential and commercial developments to be provided with high speed internet connectivity as part of building utility services, and public, suburb-wide wi-fi across public domain and community facilities.

## **04. Target attraction of universities, educational and research institutions aligned with specialised activities in Sydney Olympic Park**

There is an opportunity to build a specialised tertiary education and research capability in Sydney Olympic Park that leverages its current and future core strengths. This will require:

- Attraction of key research and education facilities and institutions through partnership engagement across current and future stakeholders, specifically focused on:
  - Ecology, Indigenous planning and Agriculture linked with ecological systems and alignment with Royal Agricultural Society
  - Sports technology and sports science that leverages the strong sporting competitive advantage
  - Events management linked with hospitality and events capabilities.
- Attraction of student housing to create critical mass of students on site.

## **05. Embed the education of Wangal Country and Indigenous culture throughout Sydney Olympic Park**

Sydney Olympic Park's unique cultural landscape presents a clear opportunity to embed a deep understanding of Wangal Country from an ecological, cultural and educational perspective. This will be done by:

- Seeking to attract an internationally-recognised Indigenous Cultural facility (such as museum, gallery, educational facility) in Sydney Olympic Park.
- Actively telling the story of Sydney Olympic Park's transition from a sustainable to regenerative environment through educational programs and embedding traditional knowledge in land management processes.
- Telling the stories of Wangal Country through the design, management and awareness-raising of landscapes and ecosystems, with particular respect to water, vegetation communities and celebration of cultural activities on Country.
- Research and application of Indigenous land management practices to manage landscapes and ecosystems and limit bushfire and flooding risk.
- Creating a multi-cultural learning space for the sharing of experience, recognise and practice across a culturally-diverse community.





Macquarie University Central Courtyard, Macquarie University, NSW (Source: Architectus)



Source: SOPA



# STRATEGIC DIRECTION 7



*In 2050, Sydney Olympic Park will be a place defined by its attraction of socially and economically innovative organisations. They will be drawn to Sydney Olympic Park to meet their net zero plus aspirations and provide their employees with an unparalleled environment to work in. It will be Sydney's home to sport and sport-related industries and attract organisations, government departments and research institutions focused on urban resilience. It will be a place where the ability to work from anywhere is embedded in the fabric of the built environment and planned into every dwelling.*

Sydney Olympic Park is one centre in the complex, poly-centric urban economy of Greater Sydney. Sydney's economy contributes \$474 billion annually (23% of Australia's GDP in 2020-21<sup>4</sup>) and is the largest economy in Australia. Although the Sydney CBD is a major contributor to this, Sydney's economy is a result of the combined economic and social contributions that all parts of the city play.

Sydney Olympic Park is an important part of this economic network, and its economic role must be viewed both in terms of what it directly contributes, but also how it supports other parts of the Sydney economy. Sydney Olympic Park's central location and unique characteristics (particularly its industry specialisation, natural assets and land ownership) means its economic role extends beyond its boundaries.

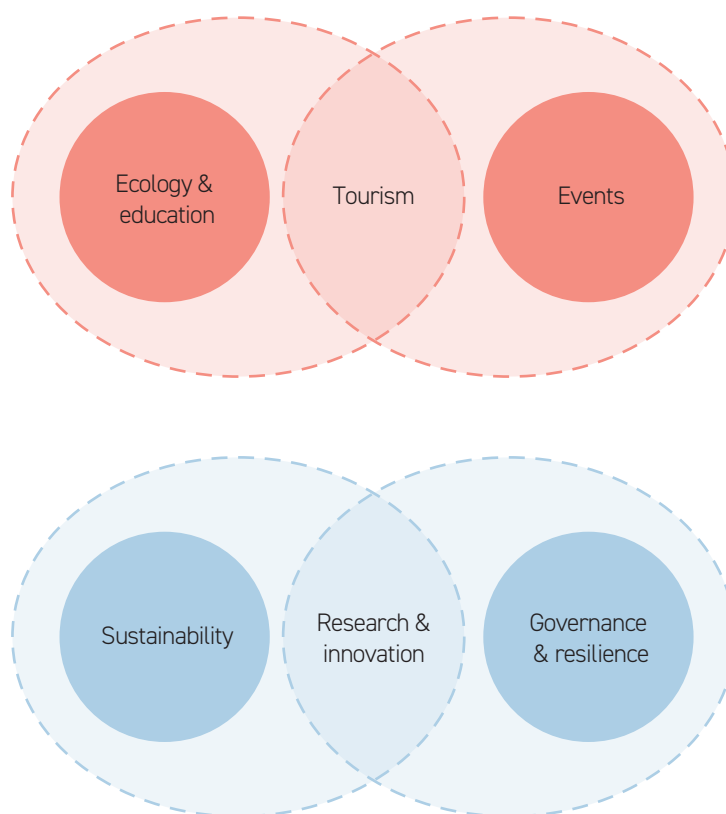
This is best reflected in Sydney Olympic Park's opportunity to contribute to the unleashing of the economic and social potential of the Westmead innovation precinct. Once connected by Sydney Metro West, Sydney Olympic Park will be two stops from Westmead. Westmead's cluster of hospitals and health-related services require 24-hour operations and employ a high number of essential workers. Analysis shows that these workers often live far away from their places of work due to issues around affordability. Sydney Olympic Park's public ownership model enables the provision of a higher amount of affordable housing for essential workers than would otherwise be delivered privately. Its proximity to Westmead means that it can ensure Westmead reaches its potential as a major health and innovation precinct.



# ECONOMICALLY PRODUCTIVE AND DISTINCTIVE PLACE

Sydney Olympic Park's success as an economic centre will be realised through the delivery of the other Strategic Directions, as they each have a role to play in attracting investment and jobs. A focus on jobs alone, in isolation of these other Strategic Directions, risks creating just another business park. Sydney Olympic Park has the opportunity and the responsibility to be far more than that.

Sydney Olympic Park will build on its unique combination of assets and characteristics to create an economically distinctive place. Its existing sport and sport-related specialisation is an opportunity to further support clustering opportunities, attracting industries associated with this specialisation such as health and sports science. Expanding Sydney Olympic Park's identity as an events precinct to encompass a broader suite of visitor attractions creates opportunities to diversify its destination identity.



Economic opportunities

The expansion of several of Sydney Olympic Park's existing core specialisations create opportunities for overlap and the emergence of new industry opportunities. In what is referred to in economic development as the 'Stretch and Leverage model', the stretching of two distinct industries towards a point of overlap creates space for new opportunities to emerge that would not otherwise occur.

This opportunity at Sydney Olympic Park is reflected in two distinct relationships. Firstly, the overlap of Sydney Olympic Park's strengths in both ecology and education (by virtue of its parklands and education focus) and major events (including sport) overlap to create potential for a broader tourism specialisation.

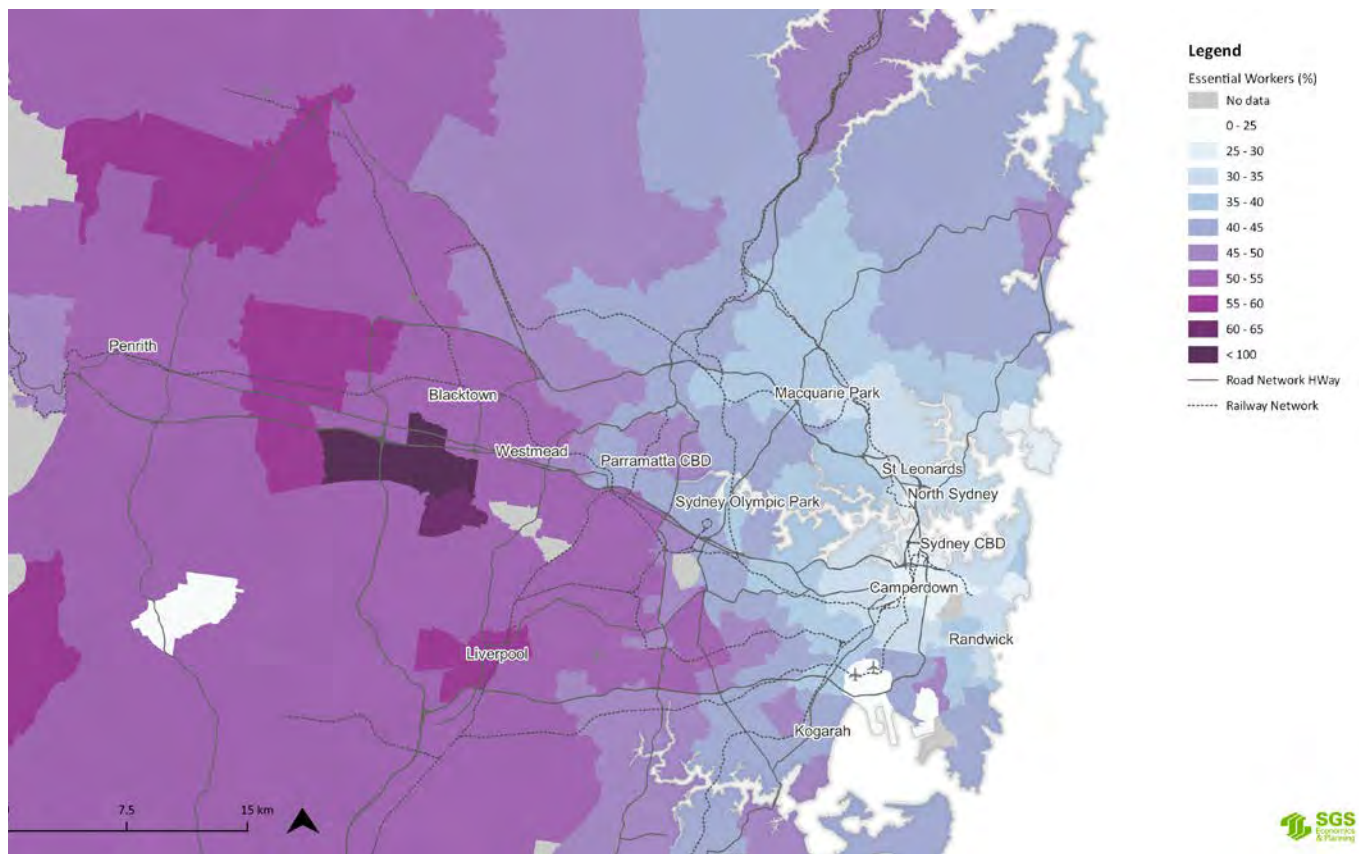
Secondly, the overlap between sustainability and a government presence with a strong focus on resilience create a space to develop a wider specialisation in research and innovation focused on urban environments and circular economy.

The success of Sydney Olympic Park's economic identity must also focus on the local level and again be reflective of its wider social aspirations. In a post-pandemic world, it is likely that the transformation towards a more mobile and remotely-equipped labour market will remain. Future centres must plan for this, creating places where people can work from anywhere easily.

A vibrant local economy will be a diverse local economy and Sydney Olympic Park will focus on a diverse range of jobs and industries. Its neighbourhoods and buildings will need to be able to adapt to and support a range of businesses beyond those in commercial buildings or working from home in apartments. Spaces to produce, spaces to innovate and spaces to foster social enterprise are essential parts of the urban fabric.

#### Measures of success

- Sydney Olympic Park is the primary retail centre in the Olympic Peninsula and surrounding area
- Sydney Olympic Park has an increased diversity of industries, particularly in Professional, Scientific and Technical Services and Arts and Recreation



Location of essential workers during COVID-19 pandemic (Source: SGS)



# STRATEGIC DIRECTION 7 ACTIONS

## 01. Plan Sydney Olympic Park as part of a broader network of inter-dependent metropolitan centres

Centres and precincts are often planned for in isolation, and the 'threat' of other centres taking a share of jobs or particular investment is something to be overcome. Centres in a complex metropolitan economy such as Sydney however have significant interdependencies. Collectively, these relationships create an economy. Sydney Olympic Park will be planned for in the context of the role it can play to realise economic value right across Greater Sydney, not just within its own boundaries. This includes:

- Working across organisations and other Government department precinct development teams to ensure that Sydney Olympic Park's unique attributes can support the development of nearby centres, such as the provision of highly accessible essential worker accommodation to fully realise the potential of the Westmead Health and Education Precinct.
- Building a specialisation of industries based on Sydney Olympic Park's competitive advantages – particularly sport, events, government and environmental innovation, to minimise the risk of having no distinguishable identity from other urban business parks and centres.
- Target the attraction of operations

associated with sport, including administrative headquarters, sports science and technology businesses and institutions to locate throughout the town centre.

## 02. Develop an improved retail centre that meets the needs of residents and workers and supports the Olympic Peninsula

The growing residential and working population of Sydney Olympic Park and its surrounding suburbs, its increased connectivity and the profile of the centres surrounding it means that Sydney Olympic Park should meet the retail and local service needs of residents in the Olympic Peninsula and surrounds. This requires:

- Ensuring that Sydney Olympic Park provides sufficient retail and other local services needed to support everyday life, including supermarkets, restaurants and cafes and non-retail services such as local businesses.
- Working with the City of Parramatta and the Greater Sydney Commission to determine Sydney Olympic Park's position in the retail centres hierarchy of the Central River City.

## 03. Foster an identity as a place where people in a range of industries can work anywhere

The COVID-19 pandemic has accelerated

trends in remote working and demonstrated how a number of jobs are less reliant on centre-based offices than previously. Sydney Olympic Park can embed this transformation into its DNA, through the way private and public spaces are designed. A diverse community will have a diverse range of jobs, and so the ability to work locally should extend beyond office and desk-based jobs. This will be done by:

- Ensuring that apartment units are designed to support working from home spaces.
- Providing co-working spaces and business service facilities in apartments.
- Attracting co-working spaces into the centre of neighbourhoods, particularly on ground a lower level floors to ensure they contribute to daytime activation of spaces. These spaces should be targeted not just at computer-based workers but also those in production jobs where there is a need for:
  - shared making and production spaces (for instance 3D printing and fabricating spaces) that require larger indoor spaces
  - digital production spaces (such as publicly accessible sound recording or video spaces) that require specialised spaces.
- Support circular economy production and experimentation processes through flexible production, prototyping and micro-

factory spaces in buildings.

- Provide affordable spaces for local residents and businesses to access at discounted rate.
- Explore opportunities to re-purpose under-utilised spaces in existing infrastructure such as stadia and car parks, to increase the diversity of spaces and to increase daily activity levels across Sydney Olympic Park.

#### **04. Attract agencies and businesses linked with emergency response and resilience**

Sydney Olympic Park has attracted a number of government organisations with a similar focus on resilience and emergency response. A formalising of this specialisation will enable the potential for the sharing of infrastructure and the clustering of agencies that have a strong 24-hour operations model, which requires planning around night-time employee safety and reduced commute times. This specialised role can be supported by:

- Working with state agencies to understand their overlapping needs and to strategically plan for facilities or services that increase operational effectiveness.
- Providing essential worker housing in Sydney Olympic Park to accommodate employees.
- Concentrating agencies in a centralised area to maximise the opportunities for interface with

areas of higher night time activity, for both night time economy benefits and passive surveillance.

#### **05. Build on emerging cultural production role**

Diverse local economies support a diversity of jobs and industries, which create vibrant places. To support the growth of Sydney Olympic Park's local cultural identity, it should foster a vibrant local production sector that brings life and industry diversity to Sydney Olympic Park. This includes:

- Exploring further opportunities to support the film sector who already use the public domain and Showground facilities for production, drawing on the diversity of locations across Sydney Olympic Park.
- Working with the government agencies, such as Investment NSW and Create NSW, who are investing in the expansion of the creative industries into Central and Western Sydney (with a particular focus on Parramatta), to include Sydney Olympic Park in this strategic planning process.
- Provide flexible floorspace across Sydney Olympic Park's neighbourhoods, particularly at lower levels of buildings and with generous ceiling heights and flexible sizes to support a range of cultural and artistic industries.



Newington Armory Residency (Source: SOPA)

# STRATEGIC DIRECTION 7 ACTIONS

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- Provide flexible floorspace across Sydney Olympic Park's neighbourhoods, particularly at lower levels of buildings and with generous ceiling heights and flexible sizes to support a range of cultural and artistic industries.

## 06. Create opportunities for social enterprise and community wealth building

Sydney Olympic Park will be attractive to a range of businesses because of its transport connections, specialisations, amenity, location and focus on social cohesion. It must also create the opportunities to support grassroots enterprise as this creates strong local economies and social bonds through the retention of economic value in the local community. This includes:

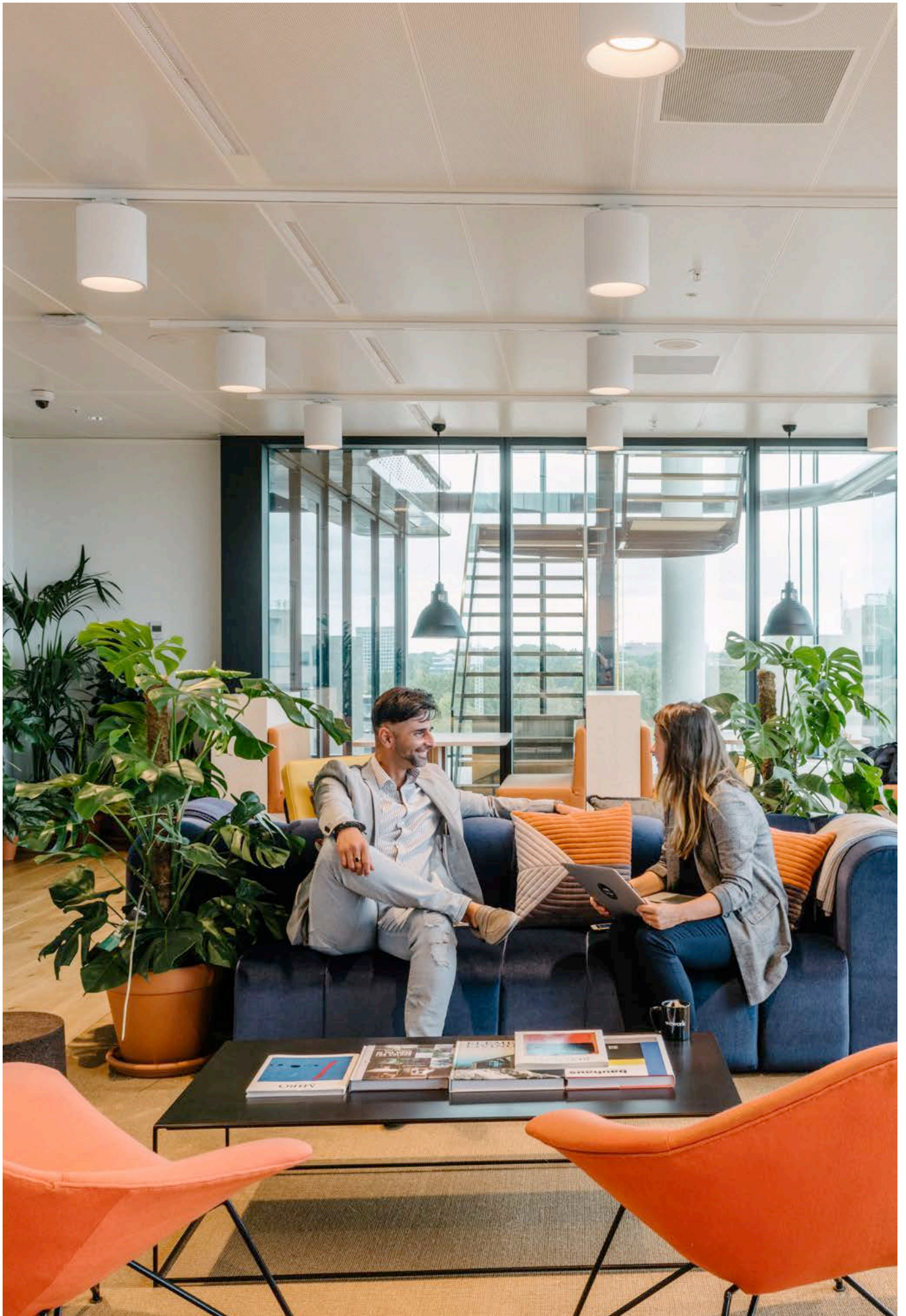
- Developing a local procurement strategy that encourages institutions and large businesses to actively seek procurement of goods and services from local businesses (either at a Sydney Olympic Park level or at a large geographic level such as the Parramatta LGA or the Central River City level).
- Explore opportunities to actively encourage Indigenous-owned enterprises through connections with Country (such as business opportunities associated with the productive management of parkland resources such as bush foods) and tourism and education-focused enterprises.
- Ensuring supply chain transparency in procurement contracts to safeguard against cultural appropriation (particularly for Indigenous enterprise) or environmental aspiration (such as locally sourced, recycled or ethical sourcing of materials).

## 07. Develop a targeted investment attraction strategy

Sydney Olympic Park is one centre in a city of many centres. Businesses will choose to locate their operations based on a range of factors, from price, accessibility and operability to identity and aspiration. In this regard, Sydney Olympic Park will be competing for a future share of jobs with many centres and even other cities. While it will develop a unique set of attractors, it is important also that there is an active investment attraction strategy that targets the type of businesses, industries and operations that will deliver on the strategic vision. This includes:

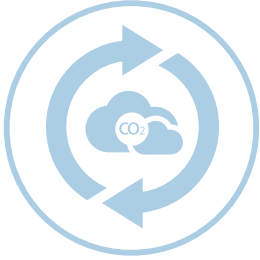
- Developing an investment prospectus, led by the Sydney Olympic Park Authority.
- Continued active engagement with industries and businesses to make them aware of Sydney Olympic Park's strengths and areas of focus.
- Exploring opportunities for a cross-agency and inter-governmental working group to align investment attraction with state and commonwealth aspirations in areas such as tourism, events, and specialised industry attraction.





Wework Co-working Office (Source: Wework)

# STRATEGIC DIRECTION 8



*In 2050, Sydney Olympic Park will be a place that provides 'Sustainability as a Service' to its residents and businesses and is a place that the world looks to for innovative solutions to urban environmental performance solutions.*

*It will build on its Green Games legacy, becoming an exemplar carbon positive suburb, with more carbon saved than is emitted through its development. Sydney Olympic Park will be a place that pioneers innovation in waste reduction through a heavy focus on circular economy principles.*

The impact of climate change on our cities and regions in the coming decades will be significant. Already Greater Sydney has been impacted by increasingly volatile climatic events. Bushfires, flooding and periods of extreme heat are becoming increasingly common, with maximum temperatures in Sydney projected to increase by 0.7 degrees Celsius by 2030 and up to 1.9 degrees Celsius by 2070<sup>5</sup>. Globally, a shift towards 'net zero' aspirations is beginning to gather pace, driven by the increasing urgency of the challenge and commitments by countries in global forums.

Sydney Olympic Park is already on this path, having committed to being a Carbon Zero suburb by 2030 as part of its Six-star Green Star Communities rating awarded in 2019. This rating acknowledges Sydney Olympic Park's world leadership in the development of sustainable precincts and seeks to embed sustainability across a number of areas such as design excellence, biodiversity enhancement, water recycling and recreation. This builds on Sydney Olympic Park's 'Green Games' legacy, one of the defining outcomes of the Sydney 2000 Olympics Games.

Achieving net zero emissions globally will require a concerted effort at all scales – local, regional, national and global – across all industries and land use types. Large precincts and ones in government control, such as Sydney Olympic Park, must strive to show leadership in how this can be achieved. By 2050, Sydney Olympic Park should

look beyond net zero, and aspire to be a carbon positive and resilient place.

This aspiration presents Sydney Olympic Park with a clear opportunity for leadership on the national and world stage and reflects NSW Government strategic ambitions for leadership in this area. Priority Four of the NSW Net Zero Plan Stage 1: 2020-2030 requires that the 'NSW Government leads by example' in driving towards net zero<sup>6</sup>.

This ambition is reflected in the views of Sydney Olympic Park's diverse stakeholders. The idea of a zero carbon suburb were raised repeatedly through the engagement process. Participants were also asked what words would describe Sydney Olympic Park in the future. Of the over 1,000 words compiled, the top two words were 'sustainable' and 'green'.

The development of Sydney Olympic Park as an exemplar carbon positive suburb builds on its already extensive infrastructure and series of program. Sydney Olympic Park already has a number of sustainability infrastructure projects underway, including its world leading water reclamation and management scheme (WRAMS) that utilises recycled water on-site; working with the University of NSW to manufacture green construction materials for use on-site; trialling of smart irrigation technology to reduce irrigation needs; and climate resilience and adaption plans developed in 2018 that include responses to extreme heat, and potential sea level rise.

# CARBON POSITIVE AND CIRCULAR

There is an increasing focus on the concept of the 'circular economy' in recent years. It is a model that considers waste as a future resource for another process or activity. The dominant 'linear' economic model is responsible for a significant volume of waste created and poorly disposed of globally. While recycling is a well-established practice, it is still relatively small in scale. In 2017, 100 Gigatonnes of resources entered the global economy, yet less than nine per cent of this came from sources that recycled products back into the economy<sup>7</sup>. Increasing the 'circularity' of the economy has profound influences in everything from precinct development, supply chain processes and the process of design and manufacturing itself. Sydney Olympic Park is already leading the way in exploring opportunities to turn waste into products, partnering with the University of NSW's centre for Sustainable Materials Research and Technology and Mirvac to turn old banners into tiles for new apartments.

By striving to becoming a carbon positive and circular suburb, Sydney Olympic Park can become a place that offers 'Sustainability as a Service' to residents and businesses. Through innovative water, waste and energy systems, businesses can meet and exceed their own Environmental, Social and Governance (ESG) and net zero targets simply by taking a lease in Sydney Olympic Park.

## Measures of success

- By 2030 all new built environments delivered as net-zero carbon
- By 2050, all residual fossil fuel uses eliminated within Sydney Olympic Park
- By 2050, ambition is to offset all historical embedded and operations carbon emissions
- By 2050, 100 per cent of energy is renewably supplied
- No potable water used for non-potable needs
- By 2050, 100 per cent waste is diverted from landfill – all composted or recycled

<sup>5</sup> NSW Office of Environment and Heritage, Adapt NSW, Urban Heat: Climate Change Impact Snapshot

<sup>6</sup> NSW Dept. Planning, Industry and Environment 'Net Zero Plan Stage 1: 2020-2030

<sup>7</sup> Circle Economy, 2020 'The Circularity Gap report 2020'



# STRATEGIC DIRECTION 8 ACTIONS

## 01. Achieve a substantial reduction in greenhouse gas emissions

Greenhouse gas emissions are significant contributors to climate change and urban development and intensification contribute significantly to this. Sydney Olympic Park must be ambitious in its aspirations to significantly reduce greenhouse gas emissions. The major contributors to greenhouse gas emissions are buildings, roads and transport and waste. The Green Building Council of Australia Green Star framework that currently governs building, design, construction and performance already enforces net zero operational and embedded carbon in buildings for 6 Star Ratings.

- For new buildings and new infrastructure, maintain highest Greenstar certification requirement (or future equivalent with same or greater ambitions) as certification benchmarks continue to rise in the future.
- For existing buildings and infrastructure, support and actively encourage industry-leading performance improvements and de-carbonisation actions.
- Active planning for roads and transport, including:
  - Sydney Olympic Park being an early adopter and supporter of electrified and zero carbon transport modes, including prioritisation of electric vehicle charging infrastructure in all parking places to reduce barriers to take-up
  - Developing a public domain that prioritises walkability and public transport accessibility, to drive down private vehicle.
- Eliminate fossil fuel use from the built environment, including gas.
- Sydney Olympic Park is powered by renewably supplied energy sources. This will be done through:
  - Sydney Olympic Park and its tenants committing to procurement of electricity from certified renewable sources, through power purchase agreements
  - Developing a whole of precinct on-site generation strategy that identifies the most strategic place for on-site renewable energy generation, without encumbering individual buildings to generating own power and completely occupy all roof space (meaning there is no space for other uses such as green roofs and communal spaces).
- Develop carbon offsetting strategies that consider:
  - Planting and managing landscapes and ecologies in Sydney Olympic Park, particularly the town centre, to sequester and offset carbon
  - Exploring longer term developing partnerships with offsite high value carbon and nature sequestration projects in NSW regions.

## 02. Actively encourage circular economy innovations and technologies

A transition towards a circular economy is a fundamental requirement for long term sustainable global development. In Sydney Olympic Park, a transition towards circularity will reduce greenhouse gas emissions and waste, support innovative jobs and processes and set Sydney Olympic Park as an exemplar high density circular place. This will be done through:

- Continuing to meet or exceed Green Star construction waste management requirements.
- Continue to innovate in remediated sites management, such as the Wilson Park Bioremediation site to ensure that remediated landfill integrity is maintained, human health and the environment is protected, and statutory compliance is achieved.

- Strengthening the SOPA procurement strategy that establishes Sydney Olympic Park as meeting global leading practice in waste minimisation by developing requirements for recycled and re-used products, and products and building technologies that maximise opportunities for deconstruction and product reconstitution.
- Recycling and re-using all organic nutrients collected on site through waste and water recycling facilities across Sydney Olympic Park for uses such as parkland nutrient enrichment.
- Not permitting single use products for sale such as single-use plastics across Sydney Olympic Park (including for events) or single use materials as part of construction.
- Supporting opportunities to pioneer deconstructable buildings, renewable and sustainable material use, modular construction or componentry and construction processes in buildings across Sydney Olympic Park.
- Exploring opportunities to work with operators of current waste facility in the Haslams precinct to transition it into an integrated circular waste resource sorting and recovery facility that is compatible with surrounding residential land uses, to process on-site generated waste.
- Exploring opportunities to accommodate temporary and permanent micro-factories within future developments across Sydney Olympic



Daramu House, Barangaroo, NSW (Source: Tzannes)



Sydney Park Water Re-use project, Alexandria, NSW (Source: Ethoan Rohloff Photography)

# STRATEGIC DIRECTION 8 ACTIONS

Park that transform on-site waste into materials for construction or product development.

- Co-developing an integrated circular economic strategy in partnership with the nearby Camellia precinct that has circular economy aspirations as part of its vision, and retains a large amount of industrial land that can help to support this.

## 03. Eliminating potable water where not essential

Potable water should only be used in Sydney Olympic Park to meet potable water needs. To eliminate its use for non-potable needs, Sydney Olympic Park must:

- Expand current WRAMS system to both meet the needs of future development within Sydney Olympic Park as well as exploring the potential, alongside partners at Sydney Water and the City of Parramatta, for it to be scaled (or replicated) to meet the needs of adjacent communities such as Carter Street and Wentworth Point.
- Prohibit potable water use for any internal or external non-potable needs (such as toilet flushing, irrigation of roofs, green walls and open spaces), with these needs only being met through recycled water sources.

- Work with NSW Health to explore opportunities create local scale tertiary water treatment to treat recycled water to the levels needed for human consumption.

## 04. Develop a Sustainability as a Service model for residents and businesses

Sustainability as a Service is a model where businesses and residents leverage place-based environmental infrastructure and systems to meet their sustainability aspirations and needs. At Sydney Olympic Park, Sustainability as a Service (SaaS) has the potential to not just set world-leading benchmarks in sustainability infrastructure, but be an investment attraction asset for businesses, developers and residents seeking to meet or exceed their Environmental, Social and Governance (ESG) ambitions. These services are essential in achieving an exemplar sustainability vision but are often not provided by the market, and benefit from the scale afforded by Sydney Olympic Park's size and land ownership structure. Sydney Olympic Park will create an easy to access and affordable SaaS model by:

- Developing a mechanism and associated funding structure to sell water, waste and energy utilities under a Sustainability as a Service model to residents and businesses in Sydney Olympic Park.

- Support the centralising of shared SaaS and other building services infrastructure to efficiently service multiple lots rather than have each building provide its own infrastructure.
- Support sharing economy opportunities by facilitating services for businesses and residents - tool libraries, cars share and other local service needs.





Blacktown City Council EV charging (Source: ENE.HUB)

# STRATEGIC DIRECTION 9



*In 2050, Sydney Olympic Park will be an exemplar high density, nature-positive suburb that showcases how development can actively contribute to the regeneration of local and regional ecological and hydrological systems.*

*At its heart will be a deep understanding of and connection with Wangal Country, with this connection defining not just how the landscape looks, but how it is managed. It will extend its vast parkland infrastructure into the heart of the built environment, creating cool and highly livable neighbourhoods. It will have not only protected its tapestry of ecosystems but continue to regenerate them to create a thriving bio-cultural landscape that is a critical piece of living infrastructure in Greater Sydney. Sydney Olympic Park's landscapes will contribute to the physical and mental wellbeing of the community.*

Sydney's population growth over the coming decades will create a denser city. But with density comes the increasing challenge of providing green, open spaces that not only provide spaces for recreation but also cool the city and filter the air and water and provide for the continued resilience of native flora and fauna. Trees, parks and waterways are vital organs in a healthy and resilient city. As climate change creates more days of extreme heat which leads to more intense rainfall and flooding events and contributes to rising sea levels, our urban environment must become a solution to this crisis, rather than a contributor.

Sydney Olympic Park is uniquely located at the interface of aquatic, estuarine and terrestrial ecosystems. It is a 'sourwater' or *Biddigalo* landscape, where the saltwater of Sydney Harbour meets the freshwater of the Parramatta River<sup>8</sup>. It is blessed with significant parkland assets, one of the three major parklands in Greater Sydney. These parklands are significant for their vital recreational and respite functions for communities right across Sydney. Between 2018-19, the parklands attracted approximately 25% of the total visitation to Sydney Olympic Park.

They are also essential for their ecological habitat and conservation purposes. Visitors and residents of the parklands are not just human – they are migratory birds, endangered frogs and numerous other wildlife critical to the sustenance of this vital urban ecosystem. After the pioneering landscapes of the Green Games in 2000, Sydney Olympic Park's parklands are now diverse and complex, and a significant refuge for wildlife, and an exemplar in urban ecosystem recovery. This regenerative process over twenty years demonstrates the potential of developing complex ecosystems out of disused and disregarded land. It is a model for recovery, reaffirming the notion that we can work with the land to enable its and our recovery.

With such important ecological assets, and with major climate-related issues to address, Sydney Olympic Park must move beyond being a place of sustainability and towards one of regeneration. This requires a deep understanding of the landscape, waterscape, ecology, threats and pressures along with systems of Wangal Country and First Nations culture to ensure that Sydney Olympic Park connects with Country at the most fundamental of levels.

# THE GREEN LUNGS OF SYDNEY

Sydney Olympic Park has the potential, through its assets, public ownership and ambitions, to create an urban environment that not only respects the importance of natural systems but actively contributes to the regeneration and expansion of them. Its buildings and urban form can reduce urban heat island effects through block orientation and biophilic design principles informing its buildings and public domain.

Protection and regeneration of the ecological and hydrological systems through careful management of the Parklands preserves and enhances biodiversity, allowing habitats and waterways at a local and regional scale to thrive, while ensuring that there are opportunities for visitors to engage with and learn from the environment.

Rather than keep it separate from the urban, there is an opportunity to connect and overlay it in the urban environment. Sydney Olympic Park therefore has the potential to become a nature positive urban environment, creating more nature as a result of development than remained prior.

## Measures of success

- Developable site area across the Town Centre is replaced one-for-one with green and/or blue coverage through green roofs, green walls and open space
- The existing urban town centre boundary does not expand into the Parklands
- There is a net increase in public vegetated green spaces across the built environment of Sydney Olympic Park
- There is a net increase in tree canopy coverage across the built environment of Sydney Olympic Park



# STRATEGIC DIRECTION 9 ACTIONS

## 01. Parklands to continue ecological and cultural regeneration, enhancing thriving environments and ecological refuges

Sydney Olympic Park has championed ecological restoration since the establishment of Bicentennial Park and the delivery of the Sydney 2000 Olympic Games. This has focused on ecological preservation and restoration and waterway management. To date, there has been less of a focus on the cultural opportunities that Wangal Country can enable. Sydney Olympic Park will continue to focus on ecological and cultural regeneration through:

- Expanding opportunities for ecosystem rewilding to create ecological refuges for local and migratory animals. This would focus particularly in areas where there is existing ecological integrity to expand on, critical mass of habitat and lack of direct human activity immediately adjacent.
- Not expanding the urban boundary of the Sydney Olympic Park town centre beyond its current extents.
- Creating green corridors across Sydney Olympic Park for wildlife to move between fragmented habitats.
- Management of a socio-economically productive landscape that enable opportunities for local and micro-business development (with a particular emphasis on Indigenous enterprise) such as wildflower production, native bushfoods and

products, education and tourism. This has an opportunity to link to an Indigenous cultural institution or agricultural innovation through the Royal Agricultural Society.

- Improving soil quality by:
  - Not importing any topsoil but instead compositing and repairing soil on site through soil renewal hubs
  - Improve topsoil depths through composting and other innovations
  - Managing and improving the cycle of soil through waste and water recycling improvements to help improve soil health and quality.

## 02. Plan for climate change-driven ecosystem migration and change

Rising sea levels, heat, fire risk and extreme weather events as a result of climate change will impact estuarine ecosystems such as Sydney Olympic Park's mangroves and salt marsh ecological communities. This needs to be actively planned for by:

- Planning for future expansion of estuarine ecosystems along creek lines and areas immediately adjacent to mangrove forests and salt marshes by leaving room for ecological transition as and when sea levels shift the conditions for mangrove growth.

- Considering what type of land use interventions are placed in parts of the landscape considered high risk (such as directly adjacent mangroves).
- Protecting existing ecological systems where long term migration cannot be planned for.

## 03. Create nature positive urban areas that enhance ecological connections, enable positive human centred interactions with nature and build a green legacy

Sydney Olympic Park must do more than preserve its open spaces and ecological systems. It must strive to be nature positive, with more 'nature' within and outside of Sydney Olympic Park as a result of its long term development. This will be done by creating a landscape that meets myriad environmental, cultural and economic needs. A nature positive landscape, creating an urban forest (that is not just trees but ground-covers) across Sydney Olympic Park's built environment will stitch together the fragmented landscape, as well as contributing to the regeneration of landscapes elsewhere in NSW. This will be done through:

- Buildings providing green roofs and walls across the built environment, to create local and micro-habitats to support non-human life.
- Planning road and movement corridors to accommodate street tree planting and ground covering.

- Street and open space planting that enhances biodiversity and works with the urban environment and is considered as habitat for birds.
- Becoming a net nature positive place where new development must create equal areas of new habitat. As a first priority this should be within Sydney Olympic Park, but can extend to anywhere in NSW. Sydney Olympic Park Authority could partner with other government agencies to help identify other landscape and ecosystem regeneration opportunities.

#### **04. Connect Sydney Olympic Park to Regional NSW's agricultural and ecological systems**

Sydney Olympic Park's parklands are part of a large patchwork of ecosystems and productive landscapes stretching across Greater Sydney and Regional NSW. Sydney Olympic Park will connect regionally by:

- Developing Sydney Olympic Park's identity as the link between the Sydney and Regional NSW – socially, ecologically and agriculturally, by leveraging the role of the Royal Agricultural Society through:
  - Agriculture innovations that are applicable to urban areas
  - Training and education programs and facilities aimed at regional communities

- Physical connection via faster rail to regional NSW
- Hosting farmers markets that connect Regional NSW with Greater Sydney.
- Connecting to wider ecosystems through the preserving and expanding of critical fragmented habitats on the Olympic Peninsula that play a role in terrestrial and marine migration.
- Supporting the protection and regeneration of regional habitats and ecosystems through a nature-positive habitat contribution scheme that protects, improves or expands natural habitat elsewhere across NSW.

#### **05. An exemplar naturally-cooled built environment**

Climate change will make Sydney increasingly hot over the coming decades. Sydney Olympic Park will be an exemplar in how high density communities are developed to maximise natural cooling opportunities. This will be done by:

- Introducing more moving surface water within neighbourhoods to aide evaporation and evaporative cooling.
- Buildings designed and, where possible, future lot patterns and movement corridors oriented to enable low velocity cooling breezes to cool the town centre.
- High shade density trees

preferred in the town centre (even if they are not endemic), and understorey along footpaths and pedestrian ways provided to reduce hard surfaces.

- Green walls and understorey planting are prioritised in places where people congregate.
- Hard surfaces are minimised across the built environment, especially roofs and roads, as well as on future light rail tracks through grassed trackways.
- Irrigation systems that utilise expanded recycled water infrastructure are planned into the public domain to keep trees green and alive and thereby providing localised cooling.
- Encourage experimentation in native (or introduced but compatible) species selection that maximise urban cooling.
- Plan for water systems to support fire management to reduce long term risk of bushfires through access to recycled water as well as maintaining green landscape.
- Explore opportunities for green roof program to encourage greening of existing rooftops.

#### **06. Restore and regenerate estuarine and freshwater systems**

Water is a central part of the environmental and cultural story of Sydney Olympic Park. It defines the Olympic Peninsula landscape even today. The

# STRATEGIC DIRECTION 9 ACTIONS

Green Games legacy was built heavily on the world-leading recycled water infrastructure that is still in action. The estuarine and freshwater systems that define this landscape must continue to be regenerated by:

- Improving and regenerating aquatic ecosystems along Haslams and Powells Creek, Homebush Bay and the Parramatta River.
- Working closely with Sydney Water and neighbouring Councils in Strathfield, Cumberland and City of Parramatta to improve the quality of surface waters that land on Sydney Olympic Park and ground water that flows through it, leaving it cleaner as it is discharged into surrounding waterways.
- Encouraging experimentation of water treatment such as trialling new WSUD best practices for wider application that explore how the landscape can treat and manage water.
- Bringing water into built environment and having it seen as a significant part of the natural and built environment.

## 07. Create opportunities for multi-functional parkland uses in accessible locations

The Parklands have clear patterns of high and low activity. As the population in and surrounding Sydney Olympic Park grows, and it becomes better connected through public and active transport connections, there is a need to distribute

high activation areas beyond Blaxland Riverside Park and Bicentennial Park to make more effective use of accessible areas and to better integrate the park with the activities in the neighbourhoods. This can be done by:

- Concentrating a range of passive recreational and leisure activities such as picnic areas and playgrounds along the parkland edge close to public transport (Metro and Light Rail stops) and proximate to areas of high density activity and away from ecologically sensitive areas, to cater to local and regional passive recreational needs. This would include:
  - Along the eastern and northern edges of the parkland adjacent the Central and Showground neighbourhoods
  - Providing stronger open space connections where appropriate and not in conflict with ecological conservation
  - Areas that support Newington and the future communities in Sydney Olympic Park and Carter Street.
- Exploring options for currently single-purpose facilities such as the Archery Centre to provide greater opportunities to support other recreational activities such as sports fields.

## 08. Reflect distinct roles of parkland areas while retaining as a single Park

There are distinctive identities within the parklands' diverse functions that should inform planning. These can help to define how different elements of the parklands are planned for.

- Haslams Creek Corridor: Concentrate the attraction of targeted tourism attractors that reflect the key strengths of Sydney Olympic Park in the Haslams Creek Corridor. In particular:
  - Ecological, educational and Indigenous education aspects of the Park
  - Facilities and attractors related to active sports and recreation, in line with the BMX and wave parks.
- Newington Armory and Blaxland Riverside Park: Focus on developing further as a cultural destination and multi-functional recreational area while preserving sensitive state significant heritage, ecosystems and river systems:
  - supporting regional attractors such as playground and Murama Healing Space
  - supporting arts and cultural events and production, through multi-functional open spaces and retention of heritage elements



- Consider name change of the Armory that better accommodates the role of this place in supporting Indigenous cultural activities.
- Bicentennial Park: Continue to be a destination for congregation, celebration, passive recreation and education.
- Protected ecosystems: Focus on preservation, regeneration and expansion:
  - Plan for sea level rise impacting vegetation communities by safeguarding areas adjacent them to allow long-term ecosystem migration and impact on ecosystem migration
  - Protecting core habitat areas, ensuring no net loss of threatened species habitats, no habitat degradation or increased edge effects caused by new parklands developments, maintaining dark areas
  - Plan as a network of ecosystems with a focus on re-establishing or enhancing connections between them.
- Retain the parklands under the governing body of Sydney Olympic Park from a funding and management perspective.



Bicentennial Park, Sydney Olympic Park



Lizard Log Parklands, Western Sydney Parklands, NSW,(Source: Simon Wood)

# STRATEGIC DIRECTION 10



*In 2050, Sydney Olympic Park will have an effective and tailored operating, governance and funding model to deliver the Place Vision and Strategy. It will remain in majority public ownership and have a diverse funding stream that ensures the precinct has long term economic sustainability. Sydney Olympic Park Authority will work in a highly collaborative manner with the City of Parramatta and NSW Government agencies aligned with its core purpose as outlined in the above mentioned Strategic Directions.*

Sydney Olympic Park's unique history has created a unique governance legacy. While Sydney Olympic Park falls within the City of Parramatta LGA as a legacy from its Olympic era, the extent of the Sydney Olympic Park comes under the governance of a statutory body – the Sydney Olympic Park Authority (the Authority). The Authority is governed by the Sydney Olympic Park Authority Act 2001, which outlines a series of objects and functions specific to the ongoing management, activation and development of Sydney Olympic Park:

The objects of the Act are to make all reasonable attempts to

- (a) ensure that Sydney Olympic Park becomes an active and vibrant centre within metropolitan Sydney, and
- (b) ensure that Sydney Olympic Park becomes a premium destination for cultural, entertainment, recreation and sporting events, and
- (c) ensure that any new development carried out under or in accordance with this Act accords with best practice accessibility standards and environmental and town planning standards, and
- (d) ensure the protection and enhancement of the natural heritage of the Millennium Parklands.

The Authority has the following functions:

- to promote, co-ordinate and manage the orderly and economic development and use of Sydney Olympic Park, including the provision and management of infrastructure,
- to promote, co-ordinate, organise, manage, undertake, secure, provide and conduct cultural, sporting, educational, commercial, residential, tourist, recreational, entertainment and transport activities and facilities (including the Sydney Olympic Park Sports Centre),
- to protect and enhance the natural and cultural heritage of Sydney Olympic Park, particularly the Millennium Parklands,
- to provide, operate and maintain public transport facilities within Sydney Olympic Park,
- to liaise with and maintain arrangements with Olympic organisations, such as the International Olympic Committee and the Australian Olympic Committee Incorporated<sup>9</sup>.

In carrying out any of its function, the Authority is to take into consideration, where relevant, the principles of ecologically sustainable development.

The Act also gives the Authority many of the planning consent and regulatory responsibilities from the Local Government Act 1993, similar to what local councils have in other jurisdictions. This unique governance arrangement

# A DELIVERY MODEL FIT FOR THE FUTURE

has resulted in a model where certain services are provided by Sydney Olympic Park Authority and others by City of Parramatta Council.

The Authority collects developer contributions through the Infrastructure Contributions Fund (ICF) and is heavily reliant on parking revenue and commercial leasing revenue. Funding streams available to other parts of the City of Parramatta, such as local rates, are not available to the Authority and consequently Sydney Olympic Park has had to disproportionately rely on revenue from parking to fund operations. This was raised repeatedly by stakeholders as a major issue for businesses and visitors alike.

Sydney Metro West and Parramatta Light Rail will have a transformative effect on how visitors and residents will travel to and from Sydney Olympic Park, potentially decreasing the number of people travelling and relying on private vehicles and therefore reducing long term parking revenues.

Sydney Olympic Park is able to raise funds through the sale or leasing of land. The majority of the Sydney Olympic Park is retained under ownership of the NSW Government, with long term leases extended to developers of commercial and events infrastructure. The exception to this is residential development, where land is sold freehold.

A wider challenge also exists whereby surrounding Councils, including City of Canada Bay, Cumberland and Strathfield Councils, increasingly rely on Sydney Olympic Park to meet their open space and community infrastructure needs, yet the rates that are required to fund the operation and maintenance of such assets are not available to Sydney Olympic Park Authority because they are levied in other Local Government Areas. By way of example, there is no City of Parramatta-owned or managed community infrastructure or services in Sydney Olympic Park, but an increasing number of City of Parramatta residents require access to local services and facilities.

Many of the facilities within Sydney Olympic Park are not available to the local or neighbouring communities as community infrastructure. This is because they are either dedicated facilities for elite sports or are publicly available but over-capacity and are required to have a commercial model to sustain their operations which is considered expensive for casual use (for instance the Aquatic Centre). The use of other parts of Sydney Olympic Park for more informal recreational use has been limited also due to explicit or implied lack of permission.

A transition towards a highly connected place of innovation, social inclusion and activity that leverages its public ownership necessitates a governance and funding model that is sustainable over a thirty year horizon.

## Measures of success

- Sydney Olympic has a governance structure and supporting funding model that delivers the vision and is sustainable

<sup>9</sup> Sydney Olympic Park Authority (2001) No. 57 (<https://legislation.nsw.gov.au/view/whole/html/inforce/current/act-2001-057>)



# STRATEGIC DIRECTION 10 ACTIONS

## 01. Evolve to a governance framework that enables the delivery of the 2050 Place Vision and Strategy

A governance model that meets the future needs of Sydney Olympic Park must be explored and developed. This will be done by:

- Exploring options for long term governance and funding strategies through further studies.
- Working with the City of Parramatta and other adjacent councils such as the City of Canada Bay, Cumberland City and Strathfield Councils to explore ways of improving partnerships and co-funding and delivery of regional community infrastructure.

## 02. Retain the freehold of remaining publicly-owned land, where feasible

Beyond what has been committed to as part of existing land deals, no further land will be sold freehold for residential development. This provides long term flexibility for Sydney Olympic Park to adapt to future needs. This will be achieved by:

- Retaining remaining land as freehold and selling leasehold rights for long-term leases, as is currently done for non-residential land uses.
- Exploring novel approaches to delivering community benefit through developments through lease term negotiations.

## 03. Increasing the opportunity for existing and future facilities to meet community and visitor needs alike

Not all facilities across Sydney Olympic Park can be made available to the public, however there is an opportunity to explore how some of these facilities can better meet a range of community needs. This can be done by:

- Improving partnerships between Sydney Olympic Park Authority and the City of Parramatta Council around the delivery and management of community infrastructure to enable affordable and equitable access to spaces for community and cultural activities.
- Sydney Olympic Park Authority working closely with the City of Parramatta to ensure there is no distinction in place quality or investment between neighbourhoods across the Olympic peninsula and that funding to provide the provision of community infrastructure and local services is appropriate.
- Improving partnerships with local, regional and state sporting associations to increase community sports access to and use of elite venues.

## 04. Set up ongoing monitoring and implementation processes, based on different horizons

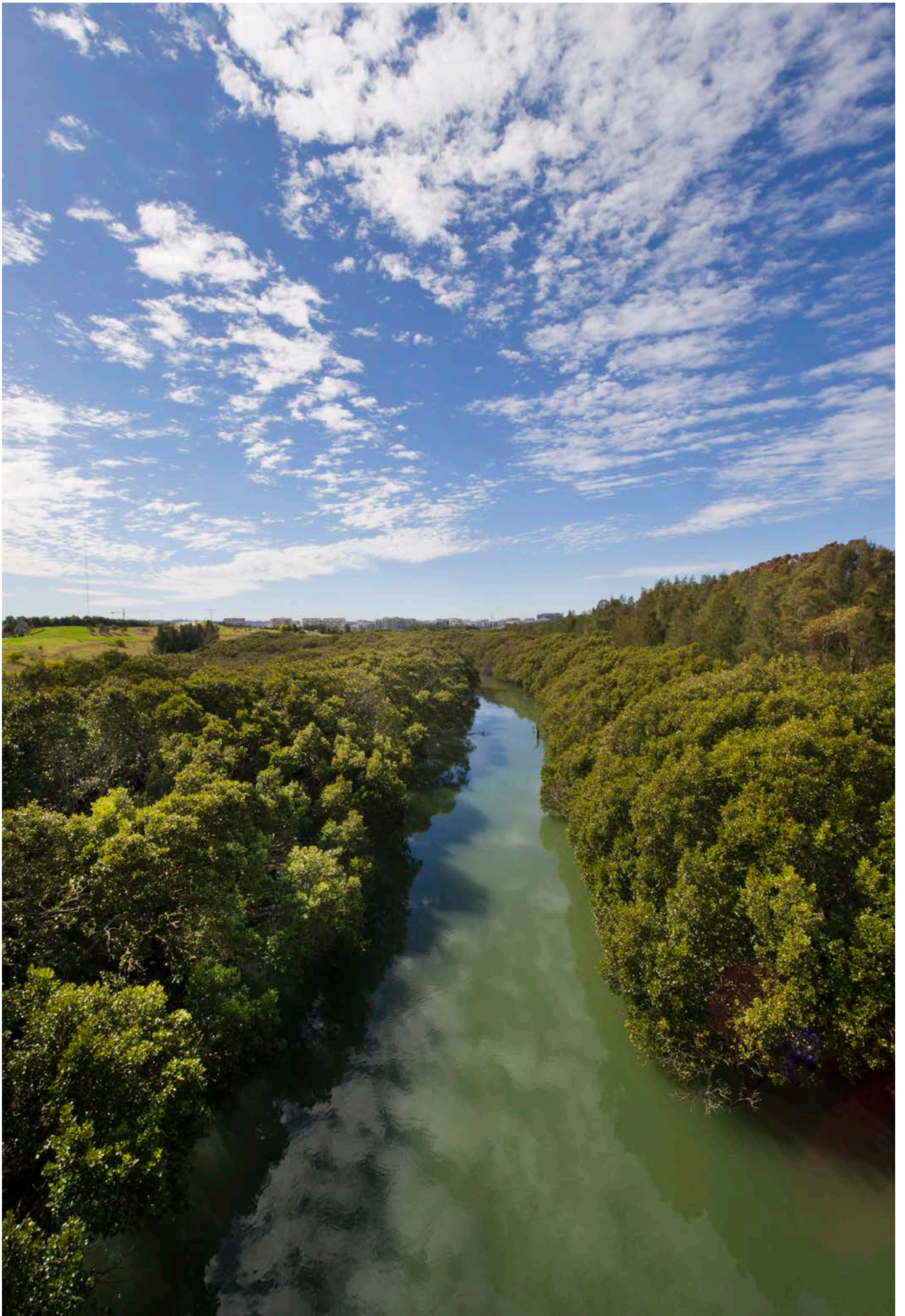
The delivery of long term 2050 Vision

and Strategy requires an ongoing process of evaluation and monitoring. Sydney Olympic Park Authority should develop an implementation strategy based on different horizons that takes into account investment timing and performance evaluation that enables regular review against the directions.

## 05. Establish and measure performance indicators

To understand how Sydney Olympic Park performs as it moves towards the realisation of the 2050 vision, it is important that a consistent baseline of data is captured and tracked as the suburb grows and changes over time. This includes:

- Establishing and monitoring both subjective (community surveys) and objective (available government data) measures identified within a Sydney Olympic Park Social Cohesion Framework.
- Building on the measures of success in the Place Vision and Strategy to develop an ongoing monitoring process
- Continue to monitor current environmental indicators
- Partnering with other government departments, agencies and local government to develop a consistent set of indicators to maximise opportunities for performance measurement at a regional and even metropolitan scale



Source: SOPA



An aerial photograph of the Sydney Olympic Park, showing various sports venues, including the Sydney Cricket Ground and the Sydney Football Stadium. The image is overlaid with a semi-transparent teal color.

# KEY MOVES

*Key moves bring the vision  
to life, reflecting the long and  
short term possibilities of  
Sydney Olympic Park*



Five key moves are identified as reflecting Sydney Olympic Park's transition towards its vision as Sydney's beating green heart. With the vision taking a thirty year horizon, the transformation of Sydney Olympic Park will be realised over the long term.

Some of these key moves are longer term outcomes, reflecting a desired outcome of the 2050 Vision. Others are more short term opportunities that do not require the Sydney West Metro to be delivered for them to commence.

Each of the five key moves presents both a long term and a short term outcome, describing the journey Sydney Olympic Park has embarked on and the long term potential of such transformation.

The Key Moves represent how the Directions and their actions can interact in a tangible and coherent way to deliver on Sydney Olympic Park's vision.

They are not mutually exclusive or limiting the potential for other ideas to be presented and progressed in the short to medium terms. The prioritisation of these Key Moves seeks to capture the momentum already present in Sydney Olympic Park, and to drive the progression of the vision in the lead-up to the Metro opening by 2030.

The breadth of opportunities available to Sydney Olympic Park are unique and not reflected in any single example locally or globally. Each Key Move is therefore presented with accompanying reference case studies to frame 'what success looks like', both in the short and long term.

## Document Key

Section A: What we know

Section B: Our aspirations

Section C: How we can get there

This section aims to highlight mutually beneficial steps and opportunities for change and collaboration to make real the aspirations outlined in the previous section.

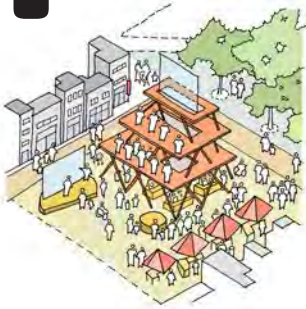
## 6 Key Moves

## 7 Implementation

## 8 Appendix

# 5 KEY MOVES

1



Neighbourhood Heart

2



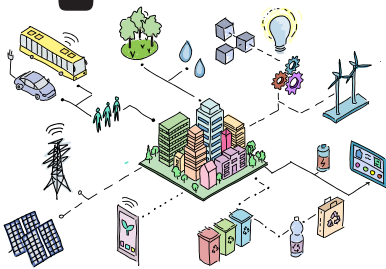
Lifestyle Enhancing

3



Nature Positive

4



Future resilience

5



Living Laboratory





Newington Armory, Sydney Olympic Park



# KEY MOVE 1

Sydney Olympic Park will be a thriving, highly activated suburb, with a finer street grain and human scale that creates a strong urban identity. The diverse experiences and range of attractions Sydney Olympic Park offers means it is a hive of activity day and night, weekday and weekend, drawing locals and visitors alike. Sydney Olympic Park's town centre will be a destination and experience itself, with innovative approaches to building and public domain design drawing people to the town centre.

Sydney Olympic Park will be a place to explore a new town centre in Sydney, experience events supported by a transformed public domain and experiment with innovative approaches to creating activation through meanwhile uses.

## **In the short term – create a temporary 'Meantime neighbourhood'**

Sydney Olympic Park will be transformed through the construction of a temporary town centre that provides a unique urban experience. A 'meantime' neighbourhood will emerge to fill the gap before major investment in retail is delivered.

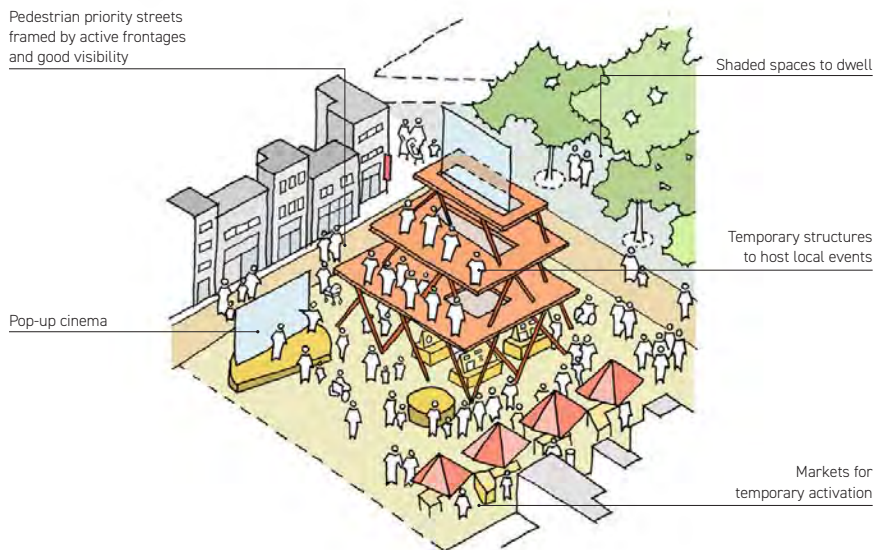
The meantime neighbourhood will be an innovatively constructed urban experience. Designed for complete deconstruction, but built to last, the Sydney Olympic Park meantime neighbourhood will showcase will:

- Provide a unique visitor experience, with a collection of retail, hospitality, events, gallery spaces, community spaces and affordable work and production spaces providing a destination and a catalyst for activation elsewhere in Sydney Olympic Park
- Provide places for education to inform visitors and residents of the long term transformation of Sydney Olympic Park

- Provide activation for events – a place to meet before and a place to linger afterwards
- Showcase innovative deconstructable, lightweight and circular building techniques
- Enable the testing of retail demand
- Make land and floorspace available for local and community-focused enterprises to test various forms of activation over the short-term: these can be secure through applications or authority-run programs (such as the Renew Newcastle model)

The meantime neighbourhood will set the tone for the Sydney Olympic Park of the future – a place of activity, innovation and human-scaled spaces. It will be a microcosm of what Sydney Olympic Park will be known for in 2050.

# NEIGHBOURHOOD HEART



South Melbourne Markets (Source: Hunter and Bligh)



Marrickville Library and community pavilion (Source: BVN)



The Canopy, Lane Cove (Source: Arcadia LA)

# CASE STUDY

## Box Park, Wembley, United Kingdom

Located in London's Wembley neighborhood, Boxpark is a collection of shipping containers that have been recycled into a pavilion of local pop-up retailers. The space, which opened to the public in 2018, designed to support and activate the local area as it undergoes significant urban renewal. Today, Boxpark consists of cafés and restaurants, clothing outlets, galleries, maker spaces and more each housed in a renovated container. It is a 50,000 sq ft of floor space to include 27 independent food and beverage operators, as well as 20,000 sqft dedicated events space and 300 capacity venue. The structures are easily assembled and disassembled on site and can accommodate a variety of uses. Boxpark also hosts a variety of workshops and exhibits, along with a weekly music performance called #BuskTheBox.

The first Boxpark in Shoreditch was originally built as a way to test the site's potential as a retail hub while generating public excitement for the space. The venue's success, however, has led to its projected continuation and an additional two other sites popping up elsewhere in London.

Box Park Wembley supports an ambitious regeneration project that is fast transforming the local area into a world-class leisure destination. In November 2002, Brent Council launched their Vision for a new Wembley, challenging all stakeholders to imagine a new Wembley and setting out a radical blueprint for the future of the area with the national stadium at its heart. Supporting this vision included other key components, such as:

The new National Stadium

- Major transport infrastructure improvements
- A community focus for Brent
- A national, regional and local leisure destination
- The London Convention Centre
- A centre for work
- An accessible development
- A cultural and educational centre
- High quality commercial and retail facilities
- A mixture of housing types and tenures

### Key Learnings:

- 'Lighter, Quicker, Cheaper' approaches can support quick access to amenity and community benefit
- Box Park is a easy quick win that supports the activation in the local area and can be a temporary solution that tests the retail market before more permanent solutions are delivered
- Box Park is part of a suite of urban renewal changes occurring in Wembley, and it leverages the ongoing changes in the area – it does not stand alone in its success but relies on other investment, such as the national stadium, public transport and other local amenities.
- It can accommodate local uses and activities by providing maker spaces, employment opportunities and dining options, as well as serving as an attraction during peak visitor flows that are drawn to local events.





Wembley Park urban renewal with Box Park in the foreground (Source: Filthy Media, behance)



Internal spaces of Box Park (Source: Filthy Media, behance)



Wembley Park Urban Renewal with Box Park in the



Wembley Park shopping centre with Wembley Stadium in background - located adjacent to Box Park (Source: Wembley Park)

# KEY MOVE 2

Sydney Olympic Park will be a pedestrian-priority suburb, defined by a ring road surrounding the town centre. Within the ring road, streets are transformed into places for the communities of Sydney Olympic Park to play and meet. Cars will be able to move through the centre, but at significantly reduced speeds and streets will be designed for people first. Opportunities for informal recreation will be embedded in the public domain and extend into and on adjacent buildings. Streets will prioritise active transport. Decoupled car parking will provide centralised parking, removing the need for parking in each building while retaining long term flexibility to transition land uses if car parking needs reduce.

Active transport connections will extend into the surrounding neighbourhoods of Newington, Wentworth Point, Carter Street and Lidcombe, bringing surrounding communities into Sydney Olympic Park.

This Key Move will create additional opportunities to increase the day-to-day activity of the community, workers and visitors. This will drive up the baseline levels of neighbourhood activation, and in turn, smooth the peaks and troughs of activities that currently occur between event and non-event periods.

## **In the short term – light touch interventions with a big impact**

While future streets and buildings will come to life incrementally over the coming decades, it is possible to begin re-imagining existing streets and connections in the short term. Prior to the arrival of the Sydney Metro West, Sydney Olympic Park can embrace 'tactical urbanism' to begin repositioning it for its pedestrian-centric future and set the stage for its long-term pedestrian-priority future.

Demarcating and separating active transport routes along key connections can turn existing car-dominated streets into shared, or pedestrian-only streets to signal the future state of Sydney Olympic Park. Certain streets may have this done on a permanent basis, others temporarily, to align with existing events and even programs that are developed specifically to highlight the car-lite future.

Across Sydney Olympic Park's future pedestrian-priority zone, reduced vehicular speeds will be combined with a series of events specifically aimed at bringing life to the streets and plazas of Olympic Park.

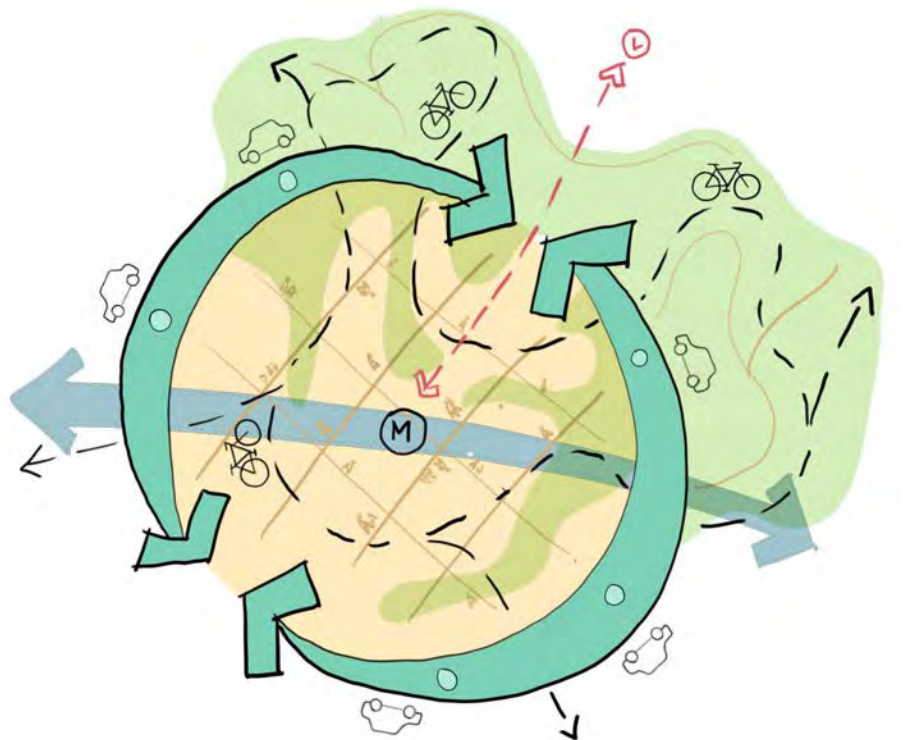
The intention of these early interventions is to start people thinking about what opportunities a car-lite, pedestrian-priority future offers to Sydney Olympic Park, its residents, workers and visitors.



# LIFESTYLE ENHANCING



Exhibition Road, Kensington (Source: London Festival of Architecture)



Darling Square (Source: Aspect Studio)



Darling Quarter (Source: FJMT)



# CASE STUDY

## Bowen Lane/ New Academic Street, Melbourne

Over the past 20 years, under the stewardship of Peter Elliott, RMIT's public spaces have been upgraded and connected with a sequence of legible lanes, courts, squares and promenades that form part of the greater city circulation structure and identity. The New Academic Street (NAS)/Bowen Lane was a crowning jewel that provided a civic experience on campus, offering vibrancy, social opportunities, dynamism and changing events and character, all commensurate with great city experiences.

The project design is a collaboration between Lyons, MvS Architects, NMBW Architecture Studio, Harrison & White, and Maddison Architects, TCL all of whom are university alumni.

Bowen Lane not only underwent significant landscape upgrades, but the neighbouring built form was fully refurbished and renovated to interface with and activate the streetscape. The transition from indoor to outside is seamless and highly permeable, extending the learning spaces outdoors

and bringing the landscape inside.

To provide greater permeability to the campus several new arcades and lanes were added connecting Swanston Street through to Bowen Lane. These laneways convey a Melbourne character in both scale and materiality to stitch the site into its broader context.

The Bowen Terrace consolidates this precinct as the heart of the City Campus via a generous urban platform that has become a setting for student life. A new timber terrace is now host to events, graduation celebration, student clubs, markets, food and beverage services, as well as informal seating spaces.

### Key learnings:

- The landscape quality is integral to the success of indoor spaces
- Opening up the ground floor and creating terraces that overlook the street has created vibrancy and activity that makes the area feel safe and welcoming
- A highly porous network of laneways and arcades has integrated the campus with the broader city and allowed greater flows of people through the space
- Concentrating food and beverage outlets, key activities, and attractions strategically along the NAS has also ensured it's success.
- Employing five different architects for the surrounding buildings created difference and distinctive built form that was stitched together by the landscape masterplan



New Academic Street (Source: Archdaily)



New Academic Street (Source: Archdaily)



New Academic Street (Source: Landzine)

# KEY MOVE 3

Sydney Olympic Park will be a 21st century re-imagining of the garden suburb idea, re-defined to respond to the demands of contemporary, mixed-use, high density communities. The parklands will expand into Sydney Olympic Park's town centre, creating cool, green places for local communities to meet and for events to expand into. Biophilic design will extend this green network up and over buildings, creating a living, breathing suburb.

Linear parks along Sydney Olympic Park's major axes – Olympic Boulevard and Dawn Fraser Avenue – will create places of convergence and celebration as the major public spaces of the town centre. Waterways will be re-imagined, breathing life into the public domain, cooling the town centre and celebrating the importance of water to Wangal Country.

A green ring will surround Sydney Olympic Park, closing the loop on the connected parklands and providing places of formal and informal recreation for the communities of the Olympic Peninsula.

## **In the short term – a green, communal and productive public domain**

Transitioning to a nature-positive suburb will take time, as the green walls and roofs of buildings, new linear parks and the creation of new public spaces will come to life incrementally. Even when they are delivered, trees take decades to establish and provide shade. In the short term, there is still significant opportunity to embark on a nature-positive future by undertaking a 'guerrilla gardening' approach on a grand scale.

The most important first step is not building anything, but adopting a 'just do it' mindset that looks for possibilities to green Sydney Olympic Park and actively encourages ideas. A mindset that is framed around finding ways to say yes, rather than reasons not to. Such a mindset is what underpins Sydney Olympic Park's transformation to a place of experimentation.

Sydney Olympic Park will take all opportunities it can to start bringing nature into the town centre. Existing streets and plazas can be re-imagined as temporary gardens – parklets on a big scale – bringing shade and texture to the built environment. Species that reflect Wangal Country, native bush foods and community market gardens that reflect the Royal Agricultural Showground's presence can transform parts of the town centre and provide a place of convergence, contemplation recreation for residents and workers.

Re-purposing key avenues such as Olympic Boulevard and Dawn Fraser Avenue can transform these important connections into temporary linear parks, setting the scene for what Sydney Olympic Park might look like in 2050 and beyond. The temporary nature permits experimentation – testing what works and what does not – which spaces people gravitate to and those which need more activation.

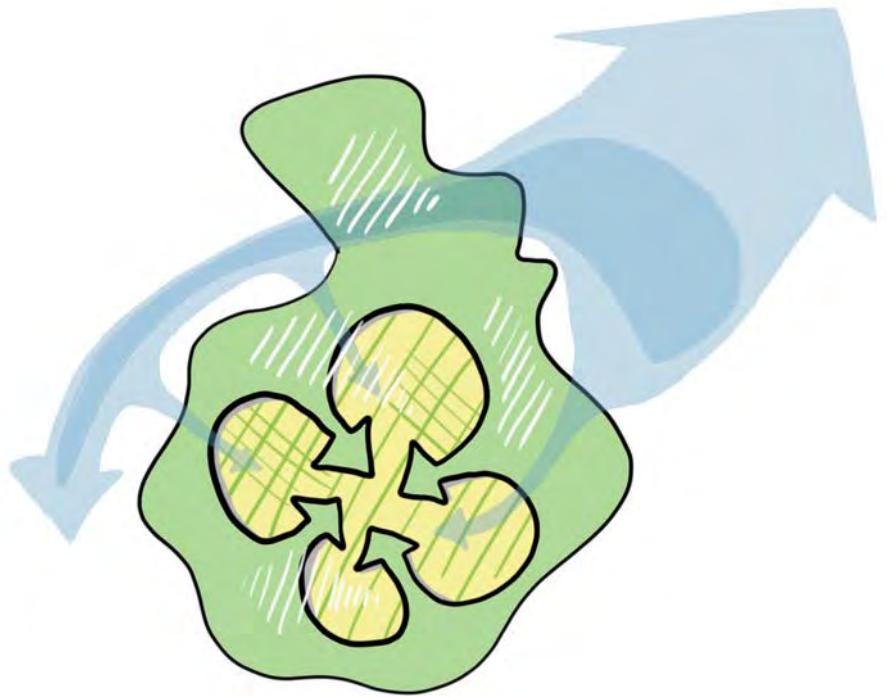
Programs to green existing buildings can begin to redefine the built form, encouraging green roofs and walls to emerge, providing habitat and cooling the surrounding micro-climate.



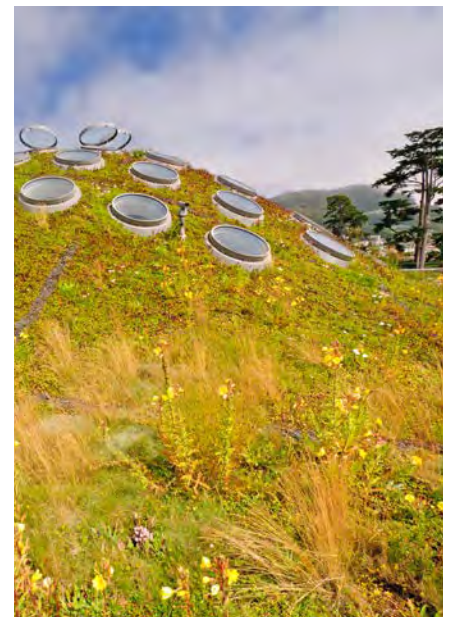
# NATURE POSITIVE



The Eden Project, UK (Source: Grimshaw)



Cheonggyecheon River, Seoul (Source: Inhabitat)



California School of Sciences green roof (Source: CSS)

# CASE STUDY

## Ōtākaro Avon River Park Terraces + City Promenade, Christchurch, New Zealand

Ōtākaro Avon River Park Terraces is located at the epicentre of Christchurch's revitalisation. It transforms Oxford Terraces from an ordinary, conventional street into a 2km shared-use city promenade that replaces cars with pedestrian priority, cycling and the integration of a new tram circuit.

As part of the recovery after the 2011 earthquake, Christchurch residents and communities were asked to share their ideas on the redevelopment of the Central City. The process highlighted the importance of the Ōtākaro Avon River and the desire for a more compact city that was greener and easier to get around.

The Ōtākaro Avon River Precinct was the first of seventeen anchor projects in the Christchurch Central Recovery Plan (2012) to be taken through design and construction as a key element of the city's distinctive urban form. The project included repurposing the river frontage, to create a promenade with

limited vehicle access, integrated public transport, public open space, and a playground. High quality materials have been used, with raingardens, planting, street furniture, and artwork. All designed to make the space an attractive place to spend time and travel through.

The design of the Precinct was informed by the Grand Narrative documents that set out the Ngāi Tahu values, customs and traditions relevant to the Ōtākaro Avon River Precinct area. This was in part realised by embedding the design and patterns of traditional welcome mats into the fabric of the pavement.

### Key learnings:

- A strong partnership between key government and NGO drivers to deliver a shared vision.
- Clear project governance assisted with the planning and delivery.
- A cross-disciplinary team to create the concept and deliver the infrastructure with strong urban design and landscape architecture skills.
- Ongoing consultation through the construction process really helped with the relationship with the Business Owners.
- The continuity of the shared space network results in a connected network that is becoming simpler and easier for people to use.
- Changing sections of the promenade to one-way for motorised vehicles supported the low volume traffic environment and prioritised the place function and the pedestrians using the space.
- Having 10 km/h shared spaces meeting 30 km/h streets has resulted in better safety outcomes than meeting 50 km/h streets. This required a change in local traffic legislation.





Ōtākaro Avon River Park Terraces + City Promenade  
(Source: Landzine)



Traditional Maori Welcome Mats (Source: Landzine)



Ōtākaro Avon River Park Terraces + City Promenade (Source: LANDLAB)



# KEY MOVE 4

Sydney Olympic Park will be a place that enables residents, businesses and investors to meet or exceed Environmental, Social and Governance (ESG) aspirations by becoming a carbon positive suburb. This will be done by turning the various elements of sustainable development and operations into a service that Sydney Olympic Park provides to those who call it home. This is a Sustainability as a Service (SaaS) model that precincts the scale of Sydney Olympic Park can deliver because of the up-front investment in infrastructure, lot patterns, building approvals process and importantly, ownership.

The Sustainability as a Service model will build on and extend Sydney Olympic Park's strong Green Games legacy and be unique in its scale and diversity of services that it can provide. This will be a unique competitive advantage when attracting businesses as tenants as well as investors, who are increasingly focusing on ESG targets, net zero solutions and other environmental stewardship obligations.

Being a place that provides *"Sustainability as a Service"*, Olympic Park can offer a diver range of services. These might include:

- Setting high environmental performance expectations for development to ensure that homes and commercial buildings meet high sustainability obligations for construction and operation. Sydney Olympic Park's Six Star Greenstar certification will continue to be a core part of this Sustainability as a Service.
- Supporting low and zero carbon transport initiatives to reduce the reliance on fossil fuel-based transport and encourage uptake in new technologies
- Providing shared building energy and water infrastructure to increase efficient building performance
- Facilitating environmental and socially-responsible procurement opportunities
- Sharing data on Sydney Olympic Park's environmental performance through open source platforms.

## **In the short term – facilitating the transition to net zero**

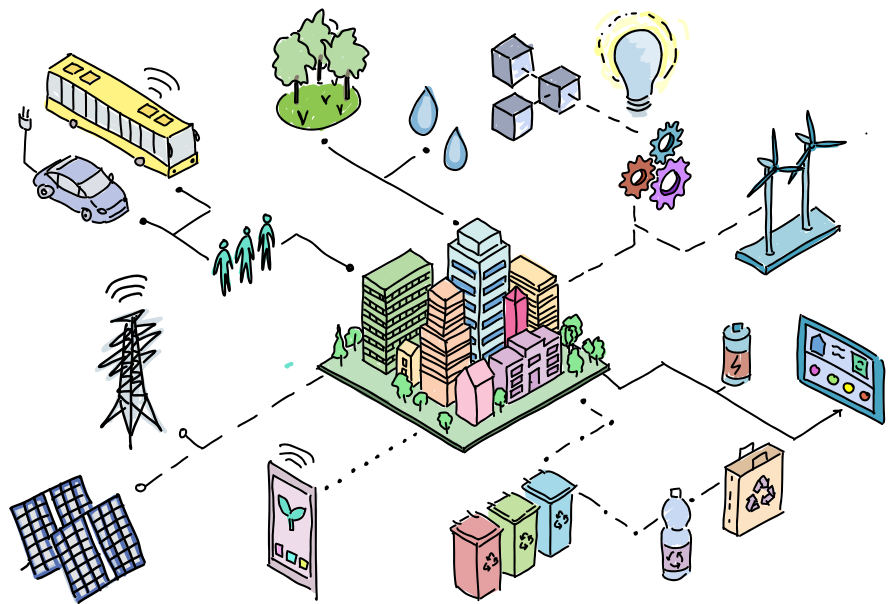
In the short term, Sydney Olympic Park will facilitate the transition towards a Sustainability as a Service model by positioning itself as a place of sustainability investment. Sydney Olympic Park Authority has already committed to net zero by 2030. Sydney Olympic Park can build the business infrastructure to facilitate access to renewable energy supply and carbon offsets, for property owners and tenants, using the purchasing power that a development area and government agency of this size has. Residents and businesses already in Sydney Olympic Park can also benefit from the creation of local share networks, for everything from tools and appliances to cars.

Sydney Olympic Park Authority can also encourage other investors, collaborators and researchers in Sydney Olympic Park by supporting innovative design and construction outcomes that facilitate net zero plus outcomes and other sustainability solutions. This is part of Sydney Olympic Park's ambitions to be a living lab for urban experimentation.

# FUTURE RESILIENCE



Ainsworth Building, Macquarie University  
(Source: Architectus)



180 Flinders Street (Source: SJB Architects)



The Commons (Source: Breathe Architecture)

# CASE STUDY

## Barangaroo, NSW

Barangaroo is a 22-hectare waterfront precinct on the edge of Sydney's CBD. At the turn of the 21st century, Barangaroo was a disused container terminal – a physical barrier to the Western Harbour. Today, it is a dynamic cultural, residential, business and civic hub.

Sustainability at Barangaroo is more than a commitment; it is a philosophy embedded into master planning, design, construction and Barangaroo's day-to-day management and activities. Barangaroo was Australia's first certified carbon neutral precinct under the Climate Active initiative. Through a combination of benchmarking, policies and innovative technology, Barangaroo sets a new Australian standard in urban renewal and sustainable construction.

The process for achieving carbon neutrality at Barangaroo has spanned 10 years and can be broadly articulated in three key steps:

- **Avoid:** Designing out Carbon through delivering the most energy efficient buildings and reducing carbon content in the top 20 materials on site.
- **Reduce:** Providing onsite renewable energy and sustainable water management to reduce carbon emissions.
- **Mitigate:** Purchasing offsets to address the remaining carbon greenhouse gas emissions.

Carbon neutrality was achieved through a multi-layered approach with initiatives like:

- Ensuring that development meets the highest possible green-star rating
- Reducing construction waste going into landfill by sorting and separating waste and recycling or reusing
- Planting 100% native plants in Barangaroo Reserve
- Using recycled water for flushing toilets through to irrigation and fire sprinklers
- Encouraging retailers and suppliers to avoid packaging, reduce waste and offer healthy food choices from locally and sustainably produced food
- Providing and promoting access to and facilities for walking, cycling and passive and active recreation through design for active living and healthy lifestyles
- Procuring offsets to ensure that the completed areas of the Barangaroo South precinct achieve carbon neutrality.

The Barangaroo precinct is a leading example of how the public and private sector can successfully partner to take action on climate change.

### Key learnings:

- Large precinct-wide renewal can achieve carbon-neutrality
- It takes a multifaceted approach that includes partnering with third parties to offset impact
- Third-party verification provides accountability and reassures prospective tenants and partners that they are investing in a truly innovative outcome
- Carbon neutrality is an appealing prospect for businesses and a key aspect of business plans and drawcard for many companies
- Strong public-private partnership and governance is essential
- Development agreements ensure the entire precinct remains in public ownership, with the buildings and infrastructure on 99- year leaseholds.

<https://www.climateactive.org.au/buy-climate-active/certified-members/barangaroo>  
<https://www.barangaroo.com/building-barangaroo/a-21st-century-transformation/sustainability>





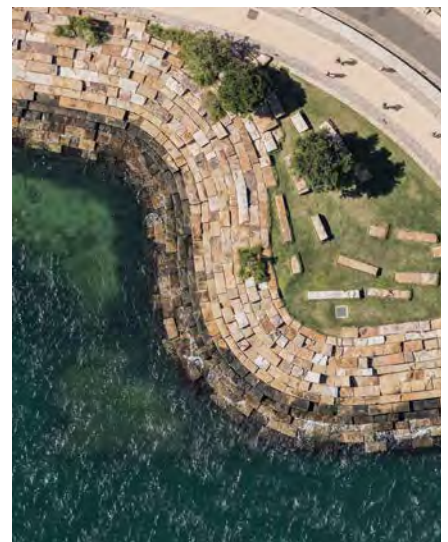
International Towers, Barangaroo (Source: Infrastrucutre NSW)



Photovoltaic cells, International house (Source: Barangaroo)



Barangaroo Reserve (Source: Infrastrucutre NSW)



Barangaroo Reserve (Source: Infrastrucutre NSW)

# KEY MOVE 5

Sydney Olympic Park will become a living laboratory, with innovation and experimentation embedded in its DNA. It will attract projects, programs and tenants that are focused on addressing complex urban challenges – from environmental sustainability initiatives and transportation innovation to building construction technologies and recycled material testing.

The whole of Sydney Olympic Park will be a living laboratory, rather than any particular building – with Sydney Olympic Park positioning itself as a place that attracts, supports and collaborates with partners seeking to solve complex urban challenges – affordability, construction technology, circularity, resilient design and planning, environmental regeneration and so on.

Sydney Olympic Park will be home to educational faculties, research institutions and businesses aligned with the focus on urban experimentation and be host to regular programs and pilots that partner with Sydney Olympic Park because of the support for experimentation. It can do this because its unique public ownership and control of large areas of built and natural environment means that it can be planned and managed at a suburb scale.

Sydney Olympic Park will have the digital plumbing to ensure it delivers Smart city infrastructure that enables the monitoring of suburb-wide performance and provides data and insights in real time to those partners who need it.

Sydney Olympic Park will be part of the NSW education curriculum, a place where school children can not only learn about fragile ecosystems, but also embedded in the STEAM programs, where students witness the exploration of solutions to intractable urban problems.

Sydney Olympic Park will be the NSW Government's go-to precinct for the advancement of a sustainable future for Sydney. A place where policy directions are tested to ensure they deliver the environmental, social and economic dividends that they need to for the people of Greater Sydney and NSW.

## **In the short term – being curious and brave**

The Sydney Olympic Park Living Laboratory is as much a mindset as it is an investment in supporting infrastructure. The first step towards becoming a living laboratory is a mindset shift from both government and those who invest in Sydney Olympic Park. Signalling that Sydney Olympic Park is open to the business of innovation and experimentation will be the first step in a transformation towards a living lab.

Developing an investment attraction strategy that actively seeks out partners domestically and internationally, alongside a governance framework that is geared towards investment, partnership support and curation is vital. Ensuring that there is a clear and streamlined approvals process to encourage early stage partnerships and projects will build momentum and shape the evolution of the Sydney Olympic Park living lab.



# LIVING LABORATORY



Mazdar (Source: Archdaily)



Mazdar (Source: Archdaily)



OBOS Living Lab, Oslo. (Source: Open House Oslo)



# CASE STUDY

## Lot Fourteen, Adelaide, South Australia

Lot Fourteen is a collaborative network of private business, public institutions, government agencies and NGOs focussed on innovation, entrepreneurship, research, education, culture and tourism. The varied workspaces provide an exciting environment for a range of companies, start-ups and organisations from the hi-tech, space, defence and creative industries.

Lot Fourteen is being created on the 7 hectare site of the former Royal Adelaide Hospital, with planning and physical redevelopment being undertaken by Renewal SA on behalf of the state government. It is positioned on the North Terrace cultural boulevard in Adelaide's central business district and is wrapped by the landscape setting of the Botanic Gardens.

Lot Fourteen is financially backed by the Australian and South Australian State governments. This will support exciting major projects for Lot Fourteen, including the Entrepreneur and Innovation Centre and Innovation Hub, The Circle – First Nations Entrepreneur Hub, the Aboriginal Art and Cultures Centre, and an education and training facility.

Key partners at the project inception include:

- Australian Cyber Collaboration Centre
- Australian Institute for Machine Learning
- Australian Space Agency
- Australian Space Discovery Centre
- Defence And Space Landing Pad
- MIT BigData Living Lab
- Office Of The South Australian Chief Entrepreneur
- Smartsat Crc
- Stone & Chalk – Start Up Hub
- The Circle – First Nations Entrepreneurs Hub

Lot Fourteen will become a major South Australian destination for visitors, drawn by the nationally significant attractions of an Aboriginal Art and Cultures Centre, Mission Control and the Space Discovery Centre (in partnership with Questacon).

### Key learnings:

- Strong partnerships and government support make innovation hubs possible and lead to strong collaboration
- Having key focus area/ industries helps create purpose and identity that attracts new partners
- A geographically consolidated precinct with different typologies of workspace supports diversity
- The public realm is a key focus of bringing people together and supporting innovation, it stitches the precinct together and supports collaboration
- Supporting First Nations enterprise is integral to the project vision for success





Tarrkarri, Centre for First Nations Cultures (Source: Lot Fourteen)



Lot Fourteen, Site Vision (Source: Lot Fourteen)



An aerial photograph of a city, likely London, with a green tint overlay. The image shows various buildings, including a large stadium with a distinctive roof, and a city skyline in the background.

# **IMPLEMENTA- TION**

**07**



## Document Key

Section A: What we know

Section B: Our aspirations

**Section C: How we can get there**

This section aims to highlight mutually beneficial steps and opportunities for change and collaboration to make real the aspirations outlined in the previous section.

**6** Key Moves

**7** Implementation

**8** Appendix

# IMPLEMENTATION PLAN

## The process of transformation

The preparation of this Sydney Olympic Park 2050 Place Vision and Strategy is one step in a long-term transformation of Sydney Olympic Park from an events precinct to a thriving and multi-faceted suburb. The completion of the Sydney Metro West by 2030 will provide much needed connectivity to unlock Sydney Olympic Park's significant potential.

As a strategic document with a long term view, the 2050 Place Vision and Strategy will inform subsequent stages of planning for Sydney Olympic Park. The delivery of the Place Vision will be realised over years and decades. Over time, various elements of Sydney Olympic Park will be delivered by the NSW Government, along with a range of stakeholders in the public, private, community and research and education sectors. This collaborative approach will bring to life the 2050 Vision.

The implementation and realisation of the Place Vision and Strategy can be considered through the 'Three Horizons' concept which provides a framework for transformation.

Early interventions will help to consolidate Sydney Olympic Park's existing strengths and overcome challenges or constraints that do not require significant investment in long term infrastructure.

An enhancement phase will be triggered by the delivery on the Sydney West Metro in 2030, enabling a more expansive diversification of the role of Sydney Olympic Park.

Over the long term, through infrastructure delivery, public and private sector investment and a concerted focus on positioning Sydney Olympic Park as an exemplar high density suburb and living laboratory, Sydney Olympic Park will ultimately realise its transformation from an event precinct to a thriving and complex urban neighbourhood.

Realising the long term transformation of Sydney Olympic Park requires planning for such transformation early. Actions associated with this third horizon may not properly commence for years or decades, but they must be planned for from the outset.

## The first 12 months

In the short term, a series of subsequent pieces of work will translate the Place Vision and Strategy into a master plan that reflects the long term transformation the Vision outlines.

A 2050 master planning process will begin in mid-2022. This will translate the Place Vision and Strategy into a suburb-wide master plan, providing detail on key design principles, neighbourhood character and layout, direction on density and land use, recommendations on planning controls and indicative staging.

Following the master planning process, a statutory framework will be developed to reflect the master plan in statutory planning mechanisms. The Place Vision and Strategy will also be the catalyst for new or updated plans and other strategies for more specific aspects of Sydney Olympic Park, such as an updated Parklands Plan of Management.

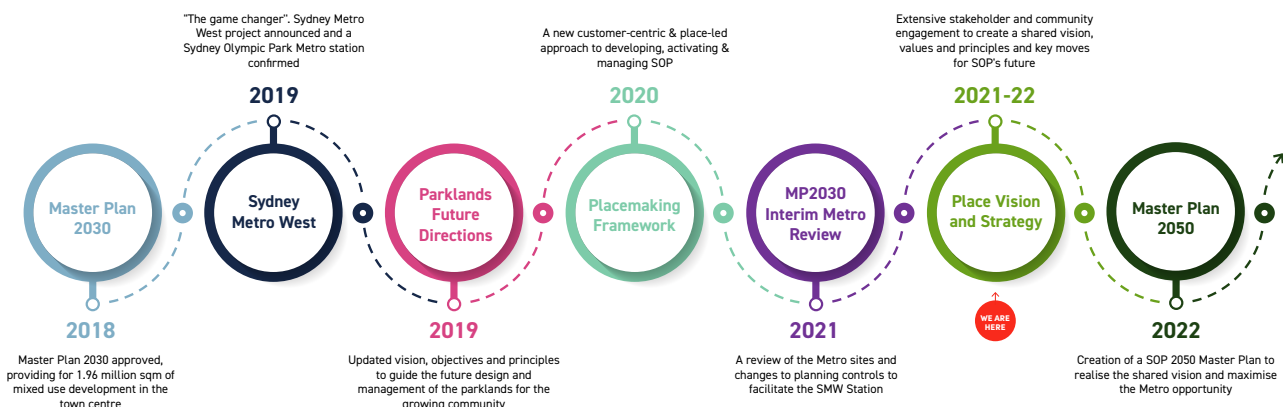
As part of the community and stakeholder consultation process following the completion of the 2050 master plan, a detailed implementation plan that assigns responsibilities and time frames for the delivery of the actions in the Place Vision and Strategy will be completed.

Sydney Olympic Park will also begin to deliver the short-term outcomes associated with each of the five key moves. These include:

- Developing a 'Meantime neighbourhood' as a temporary town centre, in partnership with the private sector, in advance of the Metro station opening
- Exploring opportunities to increase greenery across the town centre in the public domain and in and on buildings

- Increasing pedestrian and active-transport-priority streets and investing in programs to highlight Sydney Olympic Park's car-lite future
- Positioning Sydney Olympic Park as a living laboratory for urban experimentation and a place that provides Sustainability as a Service, through awareness, advocacy and a targeted investment attraction strategy

A more comprehensive implementation plan of the actions in this strategy will be developed in tandem with the 2050 master plan.





An aerial photograph of a city, likely Melbourne, Australia, featuring the Melbourne Cricket Ground (MCG) and the Melbourne Sports and Entertainment Centre. The image is overlaid with a semi-transparent green filter. The word "APPENDIX" is prominently displayed in the center in a bold, black, sans-serif font.

# APPENDIX

08

The appendix includes helpful supporting information to aid in the use of the Place Vision and Strategy. This includes a glossary, and alignment of actions against the strategic directions

## Document Key

Section A: What we know

Section B: Our aspirations

**Section C: How we can get there**

This section aims to highlight mutually beneficial steps and opportunities for change and collaboration to make real the aspirations outlined in the previous section.

**6** Key Moves

**7** Implementation

**8** Appendix

# GLOSSARY

Term	Definition
Accessibility	The ability for everyone, regardless of age, disability or special needs or where they live, to use and benefit from the transport system.
Active transport	Transport that is human-powered, such as walking or cycling
Adaptive re-use	A process that changes a disused or ineffective item into a new item that can be used for a different purpose.
Amenity	The extent to which a place, experience or service is pleasant, attractive or comfortable. Improved features, facilities or services may contribute to increased amenity.
Biophilic design	A concept that incorporates elements of the or connectivity to the natural environment in the design of buildings and public spaces
Build-to-rent	Purpose-built rental housing, held in single ownership and professionally managed. It is designed to attract institutional investment and provide for a more stable rental sector.
Built form	The function, shape and configuration of buildings, as well as their relationship to streets and open spaces.
Circular economy	A systematic approach to economic development that is an alternative to current economic models that follow a linear extraction, consumption and disposal process. The circular economy removes the concept of waste by decoupling economic growth from the consumption of finite resources.
Community	Communities are a specific type of stakeholder. These are groups of people in particular places who are both affected by our work and experience the outcomes and benefits of our activities
Council	The local government of an area, and includes an administrator.
Department of Planning and Environment	The statutory authority of the New South Wales Government responsible for managing the planning, heritage, infrastructure and environment needs of New South Wales.
Eastern Harbour City	One of the three cities of the Greater Sydney metropolis, anchored by the Harbour CBD in the Eastern City District.
Essential worker	A person whose job is considered to provide essential support services to industries such as healthcare, policing, education and emergency response.
Faster Rail	A NSW Government vision for faster rail connection between Sydney and key centres in Regional NSW.
Greater Sydney Commission	An independent cross-governmental agency responsible for leading the metropolitan planning for the Greater Sydney Region.
Green infrastructure	Green infrastructure is the network of natural and semi-natural systems including bushland, parks, private gardens, rivers and streams and native vegetation. In urban areas, these systems have typically been modified compared to their natural state, strategically planned, design and/or managed. These systems play an important part in supporting a good quality of life for people now and into the future



Term	Definition
International Olympic Committee (IOC)	The international governing body of the Olympic Games
Liveability	The term 'liveability' is used in land use planning to focus on quality of life within a given area considering social, economic and environmental factors. It encompasses the impact of the built environment on human health and community well-being
Mixed-use	A building or area containing more than one type of land use.
Nature positive	A halting and reversal of the loss of natural systems, where development and regeneration actively contributes to the increase in natural systems over time
Neighbourhood	A part of a suburb which has its own distinctive identity as a result of its land use, built form or other defining feature
Net zero	The balancing, or offsetting, of greenhouse gas emissions, so that there is no net increase emitted into the atmosphere.
Olympic Peninsula	The area including and surrounding Sydney Olympic Park that includes Wentworth Point, Newington and Carter Street.
Place	Scoping and delivering places for the community, beyond the immediate transport infrastructure. Successful placemaking either preserves or enhances the character of our public spaces, making them more accessible, attractive, comfortable and safe
Precinct	A geographical area with boundaries determined by land use and other unique characteristics
Public spaces / public domain	Areas that are publicly accessible where people can interact with each other and make social connections.
Resilience	The ability of infrastructure systems and services to withstand unexpected climate, weather and catastrophic events.
Social infrastructure	A range of education, community, religious facilities and services providing a hub for connections and interaction to meet the social needs of the local community.
Stakeholder	An individual, group or corporation that has an interest or concern in a matter or issue.
Suburb	A formally defined district of a city or local government area. Sydney Olympic Park is formally identified as a suburb.
Sydney Olympic Park Authority	The NSW Government's statutory authority responsible for managing and developing the 640 hectares that comprise Sydney Olympic Park.
Sydney Metro West	A fully automated, high-frequency rail network connecting Parramatta and Westmead to the Sydney CBD.
Town Centre	The Town Centre of Sydney Olympic Park is the collection of nine neighbourhoods identified in the Place Vision and Strategy and Sydney Olympic Park Master Plan 2030.
Transport	The carrying and movement of people from one place to another by various modes including vehicle, metro, trains, buses, ferries and light rail. The two active transport modes are walking and cycling.

Term	Definition
Transport for NSW	The statutory authority of the New South Wales Government responsible for managing transport services in New South Wales.
Urban renewal	A planned approach to the improvement and rehabilitation of city areas with new infrastructure, new commercial/mixed uses, improved services and renovation or reconstruction of housing and public works.
Vibrant place	Places that have a high demand for movement as well as place with a need to balance different demands within available road space.
Vision	The vision for Sydney Olympic Park identifies the ambition for the end state of the suburb





