Randwick LGA Strategic Directions Paper

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2 Developing Strategic Directions

3 The Vision

4 City Wide Directions

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Attachment 1 – Economic Activity Study

Chapter One
The Challenge

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The Challenge

‘Diverse and attractive’ best sums up the Randwick City Local Government Area (LGA).

The LGA is the home and workplace to a variety of people of all ages and differing ethnic backgrounds distributed across all the local suburbs. The LGA is also home to a highly educated population. It is also a place of education and a key tourism and visitor destination for a significant number of local, national and international visitors and students. The area has cultural significance for traditional owners and other Aboriginal & Torres Straight Islander communities.

The economic activity centres of the Randwick LGA are also varied, ranging from the major Health and Education Precinct centred around the suburbs of Randwick, Kensington and Kingsford, to the Strategic Centre of Eastgardens - Maroubra Junction (identified in the Eastern City District Plan by the Greater Sydney Commission), through to the lively local centres of Coogee and Clovelly, and to smaller centres like Little Bay and La Perouse.

The LGA is also home to some of Greater Sydney’s most iconic and internationally recognisable features such as the Eastern Suburbs beaches, Royal Randwick Racecourse, UNSW Sydney and Centennial Parklands. Randwick City LGA also contains a number of smaller, popular and locally recognised activity sites such as The Spot and Kingsford for dining, the art deco Ritz Cinema, Malabar Headland National Park and the historic and cultural site of La Perouse.

The Randwick LGA is a diverse area of Greater Sydney, with a number of attractive assets, landscapes, places and a variety of people.

In the next 20 years, what will the economic centres of Randwick LGA look like and how will they function?

In 2016, it was estimated the population of the Randwick LGA was approximately 140,659. Forecasts suggest between 2021 and 2036, the population will rise by an additional 25,500 people (source: TZP16 v1.5). Most of this growth will be in the Young Adult and Retiree age groups – people with vastly different needs.

State Government planning directives have designated employment targets to 2036 at between 9,200 to 12,700 additional jobs in the Randwick Collaboration Area (encompasses UNSW, the hospitals and mixed-use precincts of Kensington, Kingsford, Randwick Junction and The Spot). Maroubra Junction, along with Eastgardens, is to cater for between 1,100 to 2,100 additional jobs (source: Eastern City District Plan).

Alongside these job targets, State Government strategic planning also supports a well-connected city for shorter, localised connections to jobs, education and services through integrated land use, transport and infrastructure planning; the transition of the Randwick Health and Education Precinct to an innovation district; the building of Maroubra Junction into a strategic centre; and a retain and manage policy of industrial and urban service lands in Eastern Sydney.

Local government planning supports employment growth in its centres that also protects liveability and promotes safety and health in quality public spaces, neighbourhoods and centres; transition of Kingsford and Kensington into vibrant and dynamic places; and the development of the night-time economy.

In the immediate future, transport connections between Randwick LGA and Sydney CBD are to be strengthened with the incoming South East Light Rail. Integrating land use planning alongside the transport investment will be key.

Herein lies the challenge – strategically planning the economic activity centres of Randwick LGA in alignment with the current policy context and so that they cater to the diversity of people living, working, studying and visiting the LGA; planning for growth and increased accessibility to the LGA while also retaining character and quality of place; and finding ways to further leverage the attractive assets contained in the LGA.

Towards 2036, Randwick LGA is forecast to grow by an additional 25,500 people. Most of this growth will be in the Young Adult and Retiree age groups

Chapter Two Developing Strategic Directions

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Developing Strategic Directions

Developing Strategic Directions for the economic activity centres of Randwick LGA is a multi-tiered process that included the following information inputs:

- **Economic Activity Centre Analysis** - policy reviews; land use auditing; socio-economic analysis of the population that lives, works, studies and visits the LGA; retail and commercial floorspace analysis now and the capacity of the floorspace to meet future retail and commercial demands under current planning controls; as well as consideration of broader trends and drivers affecting the economy, retail, industrial lands and business.

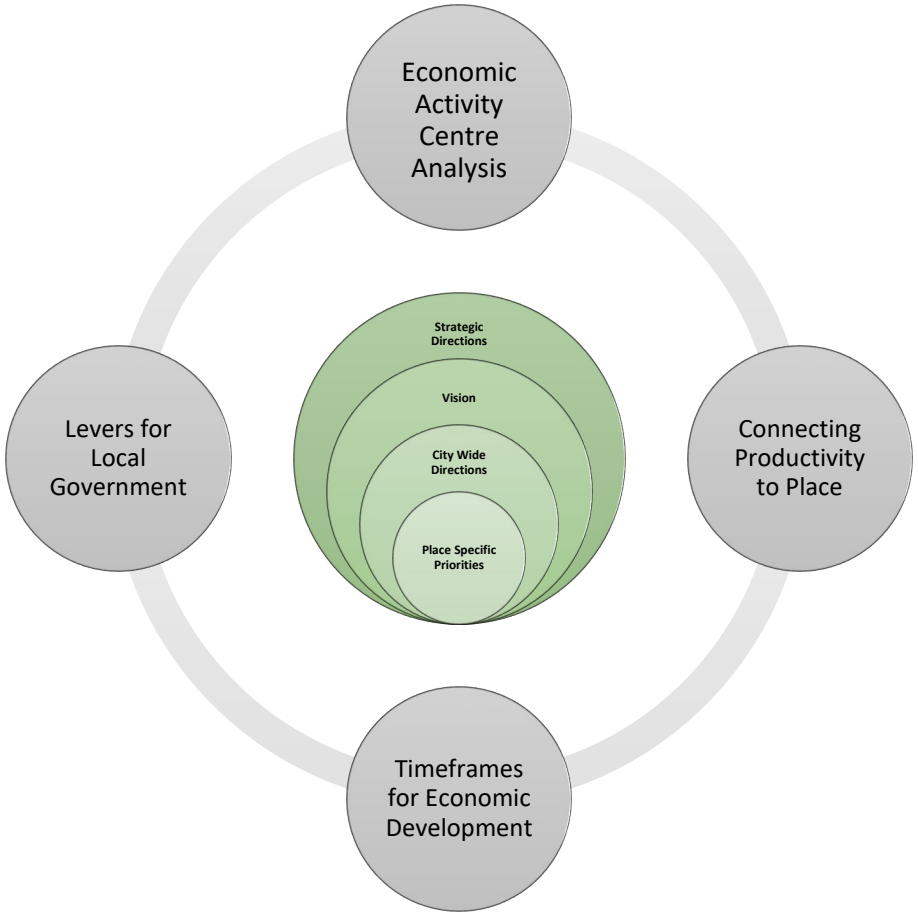
  Council commissioned a number of technical papers for the analysis above, key findings from these papers are summarised in Attachment 1 of this document – the Economic Analysis Report

- **Levers for Local Government** – understanding the practical areas of influence and change for local government in economic development (see Slide 10).

- **Connecting Productivity to Place** – identifying practical, place-based components that can contribute to increased productivity (see Slide 11).

- **Timeframes for Economic Development** – recognising economic development can occur at different times and setting actions within the three timeframes for economic development (see Slide 12).

Together, these four aspects inform the Strategic Directions for Randwick LGA to 2036 that include an overarching vision, city-wide directions, and place specific priorities for the economic activity centres.



Levers for Local Government in Local Economic Development

A number of tools and policy areas, as listed in the table, can assist economic development in economic activity areas.

While all of these drivers and enablers of economic development have a spatial dimension, not all of them are within the agency of local councils. As highlighted in green, the principal economic development levers for local councils are in areas such as:

- Timely delivery and pricing of local infrastructure
- Creation of well-structured urban fabric (places) which offers both high quality liveability and good connectivity for businesses
- Facilitation of business and/or institutional clusters
- Advocacy
- Leveraging the state provision of city shaping infrastructure and opportunities for agglomeration economies.

A local council's economic strategy and vision can think big and set ambitious goals. But equally, the strategy and vision must also have a basis where it can have its greatest impact otherwise, council runs the risk of writing an 'advocacy' strategy with limited implementation and no real accountability.

With these considerations in mind, the focus of Randwick City Council's city wide directions and place specific priorities have been on the local business economy and how it can be strengthened through spatial interventions – land use planning and place based planning.

By building a strong local economy, based around major health and education institutions as anchors for employment, research and innovation, and complementing this with vibrant small centres and businesses, is where SGS believes Randwick Council can make its greatest contribution to the drivers and enablers for economic development.

Economic development tools and policy areas where councils have the most influence

Economic development tools and policies	Council's influence
Skilled migration programs	Low
Access to skills locations	Moderate
Education and training	Low
Taxation regimes	Low
Competition policy	Low
Efficiency of capital markets	Low
Innovation system and incentives	Low
Clustering / networking of businesses	High
Small business support	High
Agglomeration economies	Moderate
City shaping infrastructure	Moderate
Quality and cost of local infrastructure	High
Liveability and place quality	High
Cultural vibrancy	High
Marketing and investment recruitment	Moderate

Source: SGS Economics and Planning

Connecting Productivity to Place

After population growth, a major driving force for economic change are improvements in productivity.

Productivity is seen in higher capital per person, seen in rising incomes, as well as from investment in human capital, knowledge, technology development, and innovation in the production of goods and services.

The diagram identifies nine components that contribute to increased productivity and links them to tangible place-based actions and outcomes:

- **Quality of Place**
- **Diversity & Inclusion**
- **Affordability**
- **Critical Mass**
- **Infrastructure**
- **Accessibility**
- **Anchor Institutions**
- **Competitive Advantage**
- **Collaboration**

A successful economic strategy should deliver on these nine components, through directions and actions, to achieve greater productivity in a place.

Components that support greater productivity and economic development

Time Frames for Economic Development: Three Horizons

Greater productivity and economic development of place should progress under a Three Horizons timeframe:

First Horizon: Consolidating

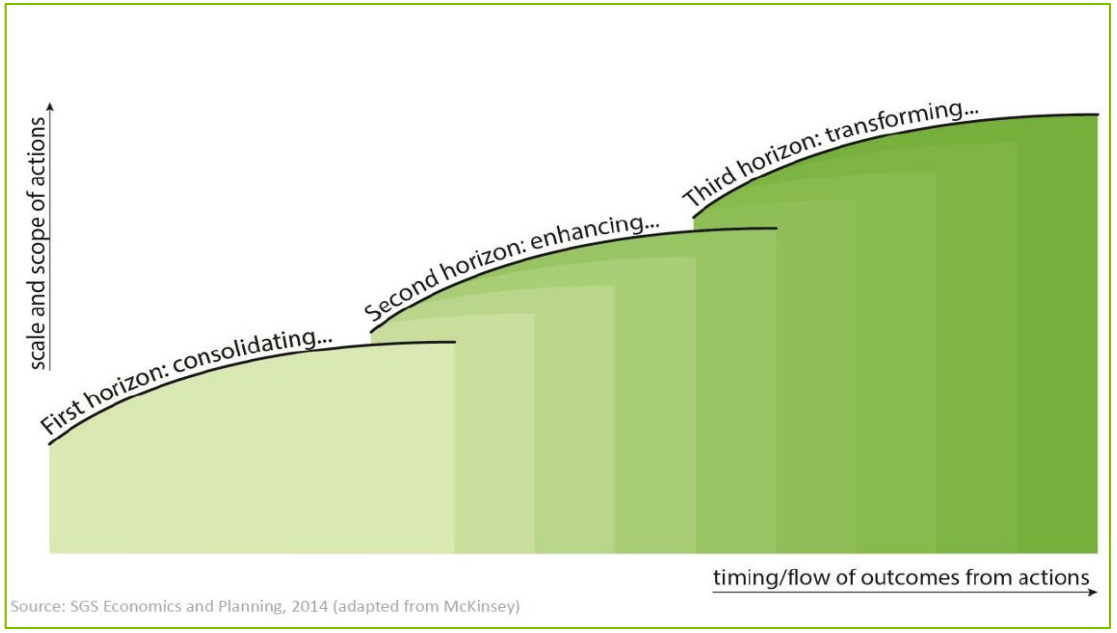
Actions should consolidate strong foundations based on the current strengths of the LGA

Second Horizon: Enhancing

Actions should build on the current strengths and expand

Third Horizon: Transforming

Actions should aim to achieve something new.



Three Horizons for Economic Development

Chapter Three
The Vision

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The Vision

Randwick LGA is the place where Sydney's talent lives.

Randwick has Australia's leading integrated university & health precinct at the core of its knowledge economy, which is globally connected through research, students and partnerships.

Randwick is a place where new companies start-up, spin-off and grow with ideas generated within and with the university and research institutions.

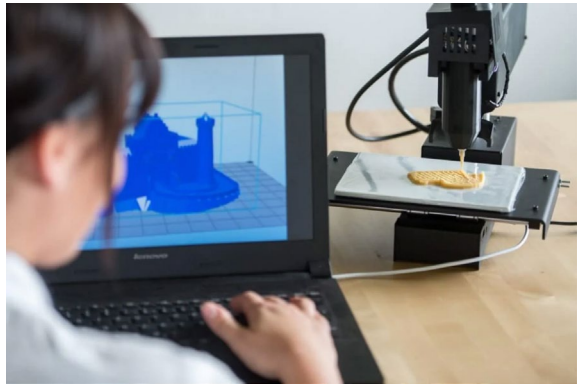
Randwick provides an internationally sought after lifestyle based on its special coastal environment and beaches, the diversity and vibrancy of the community and the quality of its places.

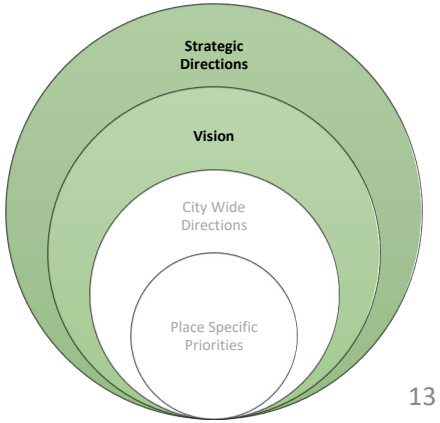
Randwick uses its competitive lifestyle and environmental advantage as a magnet to attract people with the best talent, knowledge and skills from around Australia and the world.

Randwick has a diverse and affordable range of housing, providing opportunities for students to live in diverse communities with long-term residents.

Randwick is a city of villages that all have their own distinct character, including seaside villages that cater for the visitor economy, whilst maintaining the quality of the environment and experience.

Randwick provides access and transport that is world class, linking up the different places through the LGA, but also connect Randwick LGA to Greater Sydney and further afield with national and international connections.





Chapter Four
City Wide Directions

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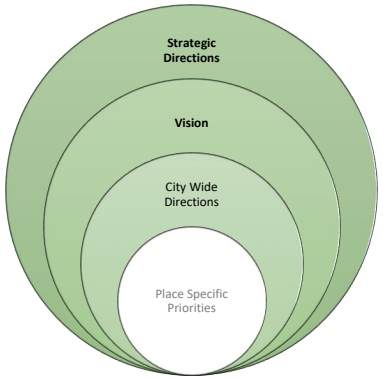
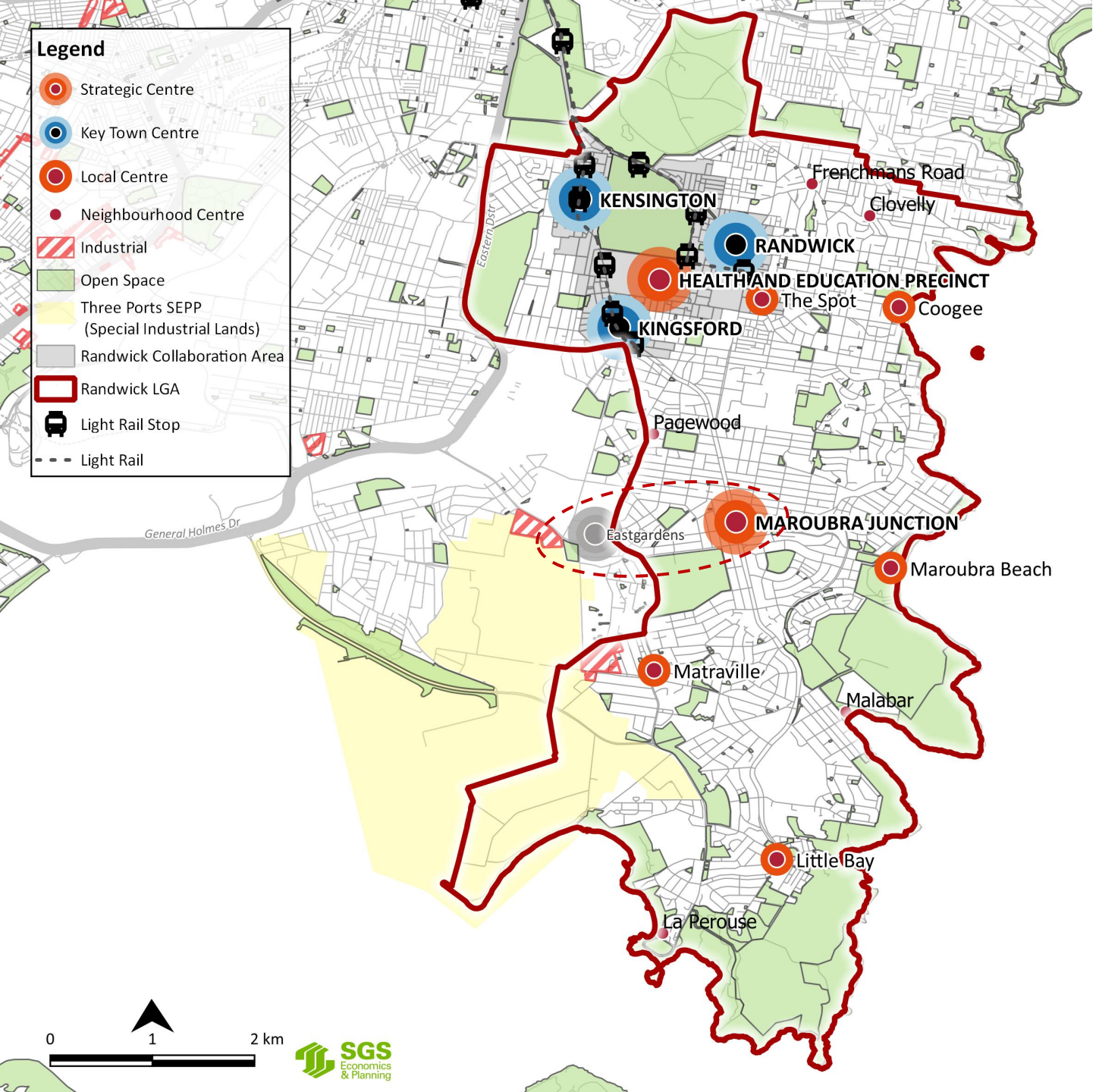
City Wide Strategic Directions Overview

The following City-Wide Strategic Directions will direct the growth and development of the economic centres in Randwick LGA towards 2036:

- **Lifestyle and quality of place that is a magnet for talented people**
- **Clusters of businesses to support and spin off from the globally connected, innovation anchor institutions, with the university and health precinct as the core of the LGA's knowledge economy**
- **Town centres that have capacity to accommodate future growth and demand for local goods and service provision**
- **Retention of industrial lands for the provision of urban services**
- **Socially inclusive centres for local residents, workers and students, and opportunities to access affordable housing options.**
- **Seaside hubs and villages with diverse activities and services to attract visitors**
- **Transport infrastructure that connects Randwick LGA at different levels – within the Local Government Area, to Greater Sydney, as well as nationally and internationally.**

The evidence base for these directions, and the links to directives in the Greater Sydney Region Plan are identified on the following pages. A number of these strategic directions incorporate the development of strategic partnerships for collaboration and innovation.





Centres Structure 2036

By 2036, the city wide strategic directions aim to create the following centres structure for Randwick LGA:

- Randwick Collaboration area with the Strategic Centre being the **Randwick Health & Education Precinct** and related functions.
- **Key town centres**, linked with the Health & Education Precinct, are located at Kensington, Kingsford and Randwick Junction.
- Maroubra Junction functions as the **Strategic Centre** for the south of the LGA and Port Botany providing population servicing, retail and some commercial needs of a wide catchment.
- **Local centres** Coogee, Maroubra Beach, Little Bay, and Matraville provide retail and population serving needs to local residents, workers and students. Coogee and Maroubra Beach, as seaside villages, will also service the needs of the visitor economy. Randwick will also operate as a local village for residents.
- **Neighbourhood centres** that provide the population serving needs of the local community. Places such as Clovelly, Malabar, The Spot (Randwick) and La Perouse will provide restaurant precincts, places of cultural significance and opportunities for night-time activity.

Lifestyle and quality of place that is a magnet for talented people

Where does this Strategic Direction take Randwick LGA in the next 20 years?

Vibrant centres - Provision of town centres that are interesting and unique places to shop and work, are locations for high quality restaurants and cafés, are places of culture, activities and expression for all, and have high quality spaces and public domain both day and night.

Accessible - Continue to improve accessibility within Randwick LGA and also from Randwick to the Sydney CBD, including extension of transport to the south of the LGA, as well as improved east-west public transport and active transport connections.

Quality of the natural environment - Partnering to protect and manage the coastal environment and beaches, whilst maintaining access to diverse recreational and lifestyle opportunities.

Diverse housing - Provision of a diverse range of housing, that is affordable and ensures that talented people can live close to jobs at the university and health precinct, including key workers and students.

What GSC directives is it related to?

Greater Sydney Region Plan

Objective 14 – Integrated land use and transport creates walkable and 30-minute cities

Objective 22 – Investment and business activity in centres

Objective 24 – Economic sectors are targeted for success

Eastern City District Plan

Planning Priority E10 – Delivering integrated land use and transport planning and a 30-minute city

Planning Priority E11 - Growing investment, business opportunities and jobs in strategic centres.

Eastgardens-Maroubra Junction – protect capacity for job targets and a diverse mix of uses to strengthen and reinforce the economic role of the centre; encourage provision of affordable housing to support the nearby health and education facilities and employment lands; promote place making initiatives to improve the quality and supply of public spaces; improve public transport connections.

Randwick – facilitate an innovation corridor that delivers high amenity, has access to affordable, diverse and multi-purpose housing options.

Granary Square Kings Cross, London *is something for everyone. A successful mix of tertiary education, hospitality, transport, commercial and retail land uses that is vibrant both day and night with a consistent social program of events.*

Consolidate *and* ***enhance*** *the town centres of Randwick LGA, building on the quality of place and therefore, attracting more talented people.*

How does this Strategic Direction contribute to productivity in Randwick LGA?

- Quality of Place
- Diversity & Inclusion
- Affordability
- Infrastructure
- Accessibility
- Competitive Advantage

Why does Randwick LGA need this Strategic Direction?

- Age profiling highlights there is generally a similar split of age groups across the different suburb areas. Population growth forecasts suggest growth of two very diverse groups, young adult and retirees, therefore there is a need to support the development of vibrant centres across the LGA that cater to the needs of a variety of ages, both day and night.
- Health and Education is increasingly taking up a larger proportion of employment amongst Randwick's residents (+3.2 per cent from 2006-2016). The provision of diverse and affordable housing would help support a greater number of people to live closer to jobs at the university, hospital and affiliated medical businesses.
- Private vehicle is the most popular mode of transport for the journey to work but public and active transport modes are becoming attractive. Approximately 57 per cent of employees use private vehicles for the commute to Randwick LGA, whereas only 17 per cent of employees travel to Randwick LGA via public transport, however this use of public transport has increased by four per cent (2006-2016). For local residents, about 50 per cent use private vehicle to commute to work and public transport use is lower at about 28 per cent. This indicates there is a need to support greater public transport which will help improve quality of place, reduce traffic congestion, contribute to greater sustainability and amenity in Randwick LGA.
- There are approximately 13,450 people commuting from Randwick LGA to Sydney CBD for Knowledge Intensive* related jobs. Supporting greater accessibility between Randwick LGA and Sydney CBD via public transport would assist these workers and productivity for the city.
- Vacant floorspace was attributed to 28,388 sqm across the LGA. As a percentage of the broad land use categories (for example, light industrial land uses, office uses, big box retail uses), this was about 6 per cent which is slightly higher than normal levels between two and five per cent. The raised figure could be attributed to the impact of light rail construction along Anzac Parade in Kensington and Kingsford. This indicates there is a need to improve vibrancy of some centres.
- Socio-economic profiling highlighted the significant number of visitors and students (particularly international students) in the LGA. They are particularly drawn to Coogee-Clovelly and Kingsford areas. Developing the visitor/tourist economy and access to natural features is, therefore, pertinent but should also seek to protect and manage the natural environment as well.

**Knowledge Intensive jobs include jobs types such as professional services, public administration, financial and insurance, IT and administration; Data Sources: ABS Census 2016; TfNSW Travel Zone Projections – TZP16 v1.5; 2019 Land Use Audit*

Clusters of businesses to support and spin off from the globally connected, innovation anchor institutions, with the university and health precinct as the core of the LGA's knowledge economy

Where does this Strategic Direction take Randwick LGA in the next 20 years?

Linkage to anchor institutions - Develop the centres of Kingsford, Kensington and Randwick Junction as high quality urban places with a range of land uses that connect with, and support, the effective operation of the university and hospital precincts, as anchors for innovation and global connectivity.

Business investment precinct (health) – Establish a business investment precinct as part of the town centre of Randwick Junction, to facilitate the location of businesses that link with the hospital precinct uses but are not able to locate on the hospital campuses. This will include opportunities for associated medical centres, specialists and health sector related businesses and suppliers.

Business investment precinct (education) - Develop the town centres of Kensington and Kingsford with commercial education precincts for the location of businesses that link with the university but are not able to locate on the university campus. This should include opportunities for accommodation, food and support services for students, as well as education related businesses.

Establish a small business network and funding program for innovation – As part of the collaboration with health and education providers for the business investment precincts, include provision of supporting information and linkages with the major health providers and institutions and support procurement processes. Develop a grants program, with other funding partners, for innovative ideas for start-ups to locate in the business investment precincts, potential for rent assistance, low cost rental premises or development of co-working spaces, inclusion of low cost co-working or start-up rental space as a community infrastructure.

What GSC directives is it related to?

Greater Sydney Region Plan

Objective 14 – Integrated land use and transport creates walkable and 30-minute cities

Objective 21 – Internationally competitive health, education, research and innovation research

Objective 22 – Investment and business activity in centres

Eastern City District Plan

Planning Priority E8 – Growing and investing in health and education precincts and the Innovation Corridor

Planning Priority E11 - Growing investment, business opportunities and jobs in strategic centres.

Randwick – facilitate an innovation corridor that promotes co-location and increased business-to-business interaction; facilitate health and education precincts that create the conditions for the continued co-location of health and education facilities and services to support the precinct and growth; attract associated businesses, industries and commercialisation of research.

The Precinct, Brisbane *is an innovation hub that fosters the growth of start-ups and connects entrepreneurs.*

Transform *the Health & Education precinct, as the core of the LGA's knowledge economy.*

How does this Strategic Direction contribute to productivity in Randwick LGA?

- Critical Mass
- Anchor Institutions
- Competitive Advantage
- Collaboration

Why does Randwick LGA need this Strategic Direction?

- Employment data analysis indicates Health and Education jobs are the greatest proportion of jobs in the LGA at about 47 per cent, compared to Population Serving jobs at 24 per cent and Knowledge Intensive related jobs at 19 per cent. Health and Education related jobs have grown the most as a proportion of total jobs at 4.5 per cent between 2006-2016), while Knowledge Intensive, Population Serving and Industrial related jobs all declined. This highlights the importance and prominence of the health and education precinct for Randwick LGA.

- Location quotient analysis (the measure of relative industry specialisation of a local economy compared to a larger area) for Randwick LGA shows Health & Social Assistance and Education & Training (ANZSIC, Australian Bureau of Statistics employment categories) are significantly growing and specialised industries in the LGA when compared to Greater Sydney.

- Approximately 7,440 Health and Education workers live and work in Randwick LGA. This is significantly higher than any other outward movement by a local resident to a Health and Education related job in Sydney, where 3,422 residents commute to Sydney CBD and 988 commute to Waverley. This highlights the importance and relevance of the Health and Education Precinct as a centre of employment for local residents.

- Research into innovation suggests the five key elements that are generally required for innovation to be successfully implemented in a precinct, includes a density of firms, research anchors, collaboration between firms, amenity related to good urban design and infrastructure to support accessibility. While Randwick Health and Education precinct already contains research anchors and incoming light rail infrastructure – density of firms and collaboration between these firms could be supported and progressed. Co-working spaces are one way to support greater collaboration between businesses.

- Research into business and chambers of commerce suggested these groups can take on a multi-faceted role – being the champion of local businesses, providing practical business support and advice, assist growth of the local business network and ensure local businesses are working towards a similar vision. This highlights the potential for a similar group to be developed that can help steer business development in town centres around the Health and Education Precinct.

Data Sources: ABS Census 2016; TfNSW Travel Zone Projections – TZP16 v1.5

Town centres have capacity to accommodate future growth and demand for local goods and service provision

Where does this Strategic Direction take Randwick LGA in the next 20 years?

Plan for 20 year capacity for town centres - Plan for 20 year capacity for future retail and commercial redevelopment in town centres and local and neighbourhood centres to ensure there are opportunities for local access to goods and services.

Mixed use centres that retain non-residential opportunities - Ensure mixed use residential development contributes the vitality of centres, but the primary role is for retail and commercial uses and local service provision.

Infrastructure for walkable centres - Ensure centres are accessible and where possible have developed infrastructure to promote walkability from surrounding local population catchments.

Eastgardens-Maroubra Junction as a Strategic Centre for southern Randwick and Botany - Plan Maroubra Junction to be the town centre servicing southern Randwick LGA and Botany. This will include integrated land use and transport planning, improving active transport and public transport connections. Maroubra Junction will provide a mixed-use town centre with opportunities to accommodate additional employment land uses for servicing the wider district population. As part of the Maroubra Junction-Eastgardens Strategic Centre, Eastgardens will provide the opportunity for large floorplate businesses that are not suitable or cannot be accommodated in the mixed-use town centre of Maroubra Junction.

What GSC directives is it related to?

Greater Sydney Region Plan

Objective 14 – Integrated land use and transport creates walkable and 30-minute cities

Objective 22 – Investment and business activity in centres

Objective 24 – Economic sectors are targeted for success

Eastern City District Plan

Planning Priority E8 – Growing and investing in health and education precincts and the Innovation Corridor

Planning Priority E11 - Growing investment, business opportunities and jobs in strategic centres.

Eastgardens-Maroubra Junction – protect capacity for job targets and a diverse mix of uses to strengthen and reinforce the economic role of the centre; extend and investigate additional economic activities to connect the centres and complement existing activities; leverage future public transport connections in the south east; promote place making initiatives.

Consolidate *and* ***enhance*** *Maroubra Junction with integrated land use and transport planning to become the strategic centre for the south of the LGA and Port Botany.*

How does this Strategic Direction contribute to productivity in Randwick LGA?

- Quality of Place
- Diversity and Inclusion
- Critical Mass
- Infrastructure
- Accessibility

Why does Randwick LGA need this Strategic Direction?

- Randwick LGA has had historic population growth of about +20,477 people between 2006 and 2016. Population projections suggest Randwick LGA will grow by an additional 25,599 people between 2021 and 2036, representing an increase of +5.63 per cent each five years which is similar to the growth rate of the Eastern District. This indicates the town centres in the LGA will have to cater to the needs and demands of more local residents.
- Retail demand modelling suggests there will be demand for increased retail floorspace to 2036 at approximately 39,128 sqm. The majority of this additional demand will be for growth in Supermarket (13,163 sqm) and Hospitality and Services (10,821 sqm) retail categories.
- The centres likely to experience the most demand for retail floorspace will be Kingsford, Kensington, Maroubra Junction and Randwick. These four centres account for approximately 66 per cent of the demand.
- Commercial floorspace demand modelling indicates it is projected to grow by 51,962 sqm to 2036. Professional, Scientific and Technical services; Health Care and Social Assistance; and Other Services are expected to demand the largest additional floorspace at 39,180 sqm.
- Commercial floorspace demand is likely to be located in Maroubra Junction, Kensington and Randwick centres. Together these three centres account for about 68 per cent of total floorspace growth.
- Land use auditing has highlighted the dominance of population serving industries across all centres in the LGA (such as cafes, restaurants, food services and hospitality) and that commercial related activities are limited, particularly centred on Maroubra Junction. There is a lack of supermarkets, particularly to the south of the LGA. This suggests there are gaps and potential for sensitive growth in Randwick LGA town centres.
- State policy nominated Maroubra Junction and Eastgardens as 'twin' strategic centres where growth and development should be balanced. Strategic centres can differ in scale and ability to provide jobs, goods and services but should include high levels of private sector investment, be the co-location of a wide mix of land uses, have high levels of amenity and walkability and active transport access, and have areas identified for commercial uses.

Data Sources: ABS Census 2016; TfNSW Travel Zone Projections – TZP16 v1.5; 2019 Land Use Audit & Retail Demand Modelling

Retain industrial lands that provide urban services

Where does this Strategic Direction take Randwick LGA in the next 20 years?

Matraville industrial area - Retention of the current industrial lands at Matraville for current and future urban service provision within Randwick LGA

Partnership on industrial lands provision - Randwick Council to work with Bayside Council to identify lands for advanced manufacturing. This will provide opportunities for production to be linked to innovation, research and advanced services through the Health and Education precinct, as well as balancing the retention of adequate lands for urban services to support the population service needs of the Randwick and Bayside LGAs.

Ports lands - Planning of the Botany Ports SEPP industrial lands to be considered as part of district-wide analysis for the future needs for industrial lands to support the operation of the Port

Urban services in other town centres - Investigate opportunities for urban services within other town centres in Randwick LGA that are suitable for high amenity locations.

What GSC directives is it related to?

Greater Sydney Region Plan

Objective 23 – Industrial and urban services land is planned, retained and managed

Eastern City District Plan

Planning Priority E9 – Growing international trade gateways

Planning Priority E11 - Growing investment, business opportunities and jobs in strategic centres.

Planning Priority E12 – Retaining and managing industrial and urban services land

***One Drop Brewing Co. South Sydney**, an example of the types of uses that are emerging in industrial precincts.*

***Consolidate** - the industrial lands of Randwick will continue their valuable population serving role. **Enhance** – new types of uses could be incorporated into the precinct into the future.*

How does this Strategic Direction contribute to LGA productivity?

- Competitive Advantage
- Critical Mass
- Collaboration

Why does Randwick LGA need this Strategic Direction?

- State policy recognises the importance of industrial lands. Great cities are acknowledged as also being working cities and more than just residential neighbourhoods. Spaces are needed in the Greater Sydney where people can create, function and make. Policy has directed that the industrial precinct of Matraville be retained and managed.
- Policy highlights a nuanced approach is needed for the evolving uses of these spaces that can support the emergence of organic creative enterprises but avoids the risk of 'creative-led' gentrification.
- Land use auditing highlighted the value of the Matraville industrial centre for the LGA as a unique centre in the LGA. It supports food manufacturing and light industrial uses and importantly, does not have a presence of heavy manufacturing uses. The value of this land is reinforced.
- Employment profiling indicated industrial jobs remain present in the combined Port Botany Industrial and Malabar-La Perouse-Chifley suburbs where over 3,500 jobs are located. These jobs increased by +200 between 2011-2016, despite falling by 300 jobs between 2006-2011. Industrial related jobs remain relevant to the LGA.
- Retail trends research indicates there has been a rise in online retailing. Since 2013, it is estimated online retail turnover has grown 142 per cent in Australia. It has been noted in both national and international contexts that growth in online retailing has led to increased demand for logistics and industrial properties – as part of the online retailing experience is the expectation that goods will be rapidly delivered – therefore, this places a high value on logistics, industrial services and dispatch land uses in areas close to where customers live. This supports the retention of such lands in Randwick LGA between the airport, the CBD and residential populations.
- Research suggests manufacturing and supply chains are changing. 'Advanced manufacturing' defines an increasingly complex transformation of industrial services that are becoming inter-connected with knowledge sectors and research and development. Advanced manufacturing is relevant to Randwick LGA given its location next to Sydney Airport, the Port and the inclusion of the Health and Education Precinct in Randwick LGA.
- Consultation with Randwick and Bayside Council suggested the industrial lands of Randwick LGA are best placed to continue providing urban services to local residents, while the more extensive industrial lands of Bayside could facilitate an advanced manufacturing future. Randwick Council is well placed to support partnerships between Bayside and the university and health stakeholders to progress this.

Data Sources: ABS Census 2016; 2019 Land Use Audit

Socially inclusive centres for local residents, workers and students and opportunities to access affordable housing options

Where does this Strategic Direction take Randwick LGA in the next 20 years?

Social infrastructure provision – Investigate and develop spaces and activities that bring the students and the local community together.

Town centres that offer a variety of activities – Attractive town centres that cater to the diversity of residents, workers and students, noting disposable incomes will vary greatly.

Local infrastructure and planning to support night time economy - Develop public domain plans for key centres for the night-time economy, that supports restaurant, café and theatre, retail and recreation clusters; provide local infrastructure, such as lighting and safety initiatives; and business development to encourage the night-time use of centres.

What GSC directives is it related to?

Greater Sydney Region Plan

Objective 22 – Investment and business activity in centres

Objective 24 – Economic sectors are targeted for success

Eastern City District Plan

Planning Priority E11 – Growing investment, business opportunities and jobs in strategic centres

Planning Priority E13 – Supporting growth of targeted industry sectors.

***Laneways in Potts Point**. Collaboration between Council and Potts Point Partnership resulted in a one year trial for additional outdoor dining space in combination with better lighting, markets, art and live music. The trial succeeded in bringing more people to the area and reduced vacancies and has been extended to other areas.*

***Consolidate** and **enhance** the centres and laneways of Randwick LGA to be socially inclusive places.*

How does this Strategic Direction contribute to LGA productivity?

- Quality of Place
- Diversity and Inclusion
- Affordability
- Infrastructure
- Accessibility
- Competitive Advantage
- Collaboration

Why does Randwick LGA need this Strategic Direction?

- Age profiling indicates Young Adults (aged 20-30 years) tend to be concentrated in Kensington (5,460 persons), Kingsford (5,535 persons) and Coogee-Clovelly (4,024 persons). Between 2006-2016, Young Adults have had the highest growth rate at 10.28 per cent, this was followed closely by Youth at 9.97 per cent and Retiree at 9.16 per cent.
- Age projections suggest the growth rate for Young Adults will not be as strong towards 2036 and will drop to about seven per cent. The growth rate of Retirees will rise to 10.61 per cent to 2036. This suggests a diverse population structure for the future in Randwick LGA. Spaces that cater to a diversity of people will be valuable.
- Based on past trends, total student enrolments and international student enrolments at UNSW may continue to grow. Therefore, it is likely town centres in Randwick LGA will have to accommodate more student needs.
- Research suggests overall, students are more likely to spend more on day-to-day expenses (insurance, car, education and mobile bills) and entertainment expenses (music, books, event tickets and visits to venues).
- Research suggests international students can feel isolated from local communities.
- Trends in higher education suggests the proportion of domestic students studying off-campus or are engaging in multi-modal study (both on and off-campus) have increased. If students are less likely to spend time on-campus, but still live locally, they may depend on services and activities in town centres more often that they would have traditionally used on-campus.
- State and local policy has recognised the importance of building night-time economies in Sydney. Research has highlighted the need for a variety of activities that engages all segments of the local population (not only actions centres on bars, clubs and restaurants but also shopping, exercise and recreation) and also considers the practicalities of engaging in the night-time economy – therefore, planning should consider accessibility, urban design and safety.

Data Sources: ABS Census 2016; TfNSW Travel Zone Projections – TZP16 v1.5

Seaside hubs and villages that attract visitors with diverse activities and services

Where does this Strategic Direction take Randwick LGA in the next 20 years?

Coogee, Maroubra Beach and Little Bay as seaside hubs and villages - Plan for Coogee and Maroubra as coastal hubs and develop the role of Little Bay as a seaside village in the south. These hubs and villages will have a role in supporting the visitor economy by provide opportunities for development of accommodation, visitor activities and support services. These centres would require a higher level of active management to balance local resident and visitor access, whilst conserving the stunning coastal environment.

Investment and protection of the coastal zone - Partner with the state government for investment in the coastal zone of the eastern suburbs to provide high quality visitor facilities, as an area that is important to the visitor economy of Sydney

Link with the Aboriginal and cultural heritage of the area – Collaborate with the local Aboriginal Land Council to understand the vision, plans of local Aboriginal communities and the contributions they can make in progressing economic development opportunities in the LGA and building a culturally rich community and place.

Balance in providing accommodation in visitor centres - Ensure a balance is maintained between housing diversity and affordability for permanent residents, as well as opportunities for visitors for short term accommodation.

Integrated land use and transport planning – Ensure the development of land use and activities for hubs and villages along the coast aligns with transport access day and night.

What GSC directives is it related to?

Greater Sydney Region Plan
Objective 14 – Integrated land use and transport creates walkable and 30-minute cities

Objective 22 – Investment and business activity in centres

Objective 24 – Economic sectors are targeted for success

Eastern City District Plan
Planning Priority E10 - Delivering integrated land use and transport planning and a 30-minute city
Planning Priority E11 – Growing investment, business opportunities and jobs in strategic centres
Planning Priority E13 – Supporting growth of targeted industry sectors.

Queenstown, New Zealand *as a destination for visitors offering a range of services, accommodation options and activities.*

Consolidate, enhance *and* ***transform*** *seaside places in Randwick LGA as visitor attractors that offer the range of activities and services.*

How does this Strategic Direction contribute to LGA productivity?

- Quality of Place
- Diversity and Inclusion
- Affordability
- Infrastructure
- Accessibility
- Competitive Advantage
- Collaboration

Why does Randwick LGA need this Strategic Direction?

- Socio-economic profiling highlighted the average stay for international visitors to Sydney can be lengthy, ranging from seven to 39 days. From the viewpoint of a visitor, Randwick has an attractive position between the coast, the airport and close to Sydney CBD. Therefore, accommodation options in the LGA should be available and leverage this position.
- Mapping of Google API data for hotels and accommodation in the LGA indicated most options are concentrated to the north of the LGA around Randwick and Coogee-Clovelly. Building the tourist economy in the south of the LGA should go hand-in-hand with accommodation development as well.
- Approximately half of visitors to Randwick stay in Private Accommodation.
- Analysis of tourism data showed a variety of visitors come to the LGA. Most domestic visitors tend to travel for business purposes and visiting friends and family. International visitors are mostly from China, UK, New Zealand and the USA.
- A significant number of 55+ years visitors centred on Coogee-Clovelly (14,981 for the year ending 2018), and younger visitors tended towards Kensington, Kingsford, Coogee-Clovelly and Maroubra (between 4,800 and 5,700 visitors for each centre for the year ending 2018). Therefore, any development of the tourist economy would have to cater to the variety of visitors.
- State policy supports growth in tourism and has recognised Coogee centre as a key tourism asset for the LGA.

Data Sources: ABS Census 2016; Tourism Research Australia 2018

Transport infrastructure that connects Randwick LGA at different levels – within the Local Government Area, to Greater Sydney, as well as nationally and internationally.

Where does this Strategic Direction take Randwick LGA in the next 20 years?

Integrated land use and transport planning – Ensure land use and development in the southern portion of the LGA justifies and supports investment in city-shaping and city-serving transport infrastructure.

Delivery of place-making infrastructure on Council owned land – Supporting quality of place (improving amenity and supporting safety by design) and linking land use and transport planning. In the short-term this would involve enhancing light rail station precincts, ensuring access routes and connectivity is improved around the local area to increase the transport user catchment and working to ensure the economic character of the station precinct is relevant to the transport model.

Long-term collaboration with relevant transport partners – Working closely with State Government and Bayside Council to coordination transport and land use planning at all stages of the transport development process such as strategy development phase, goal orientation or visioning phases, as it has the best potential to produce shared policy goals and mutually reinforces land use and transport planning actions.

A grid network across the LGA – Supporting day and night access, the transport network will grow and move residents, workers, students and visitors north-south and east-west via all modes in the transport hierarchy - walking and cycling to public transport and linking with the airport.

What GSC directives is it related to?

Greater Sydney Region Plan
Objective 14 – Integrated land use and transport creates walkable and 30-minute cities

Eastern City District Plan
Planning Priority E11 – Working through collaboration
Planning Priority E10 - Delivering integrated land use and transport planning and a 30-minute city

Kings Cross Station, London *successfully connects residents and visitors at three levels - across London and nationally and internationally - via rail, bus, taxi, private vehicle and active transport modes, as well as to all of London's airports. The neighbouring* ***Coal Drop Yards,*** *offers commuters and travellers retail, hospitality and cultural experiences. A prime example of integrated transport and land use planning.*

Transform *the LGA with a grid network.*

How does this Strategic Direction contribute to LGA productivity?

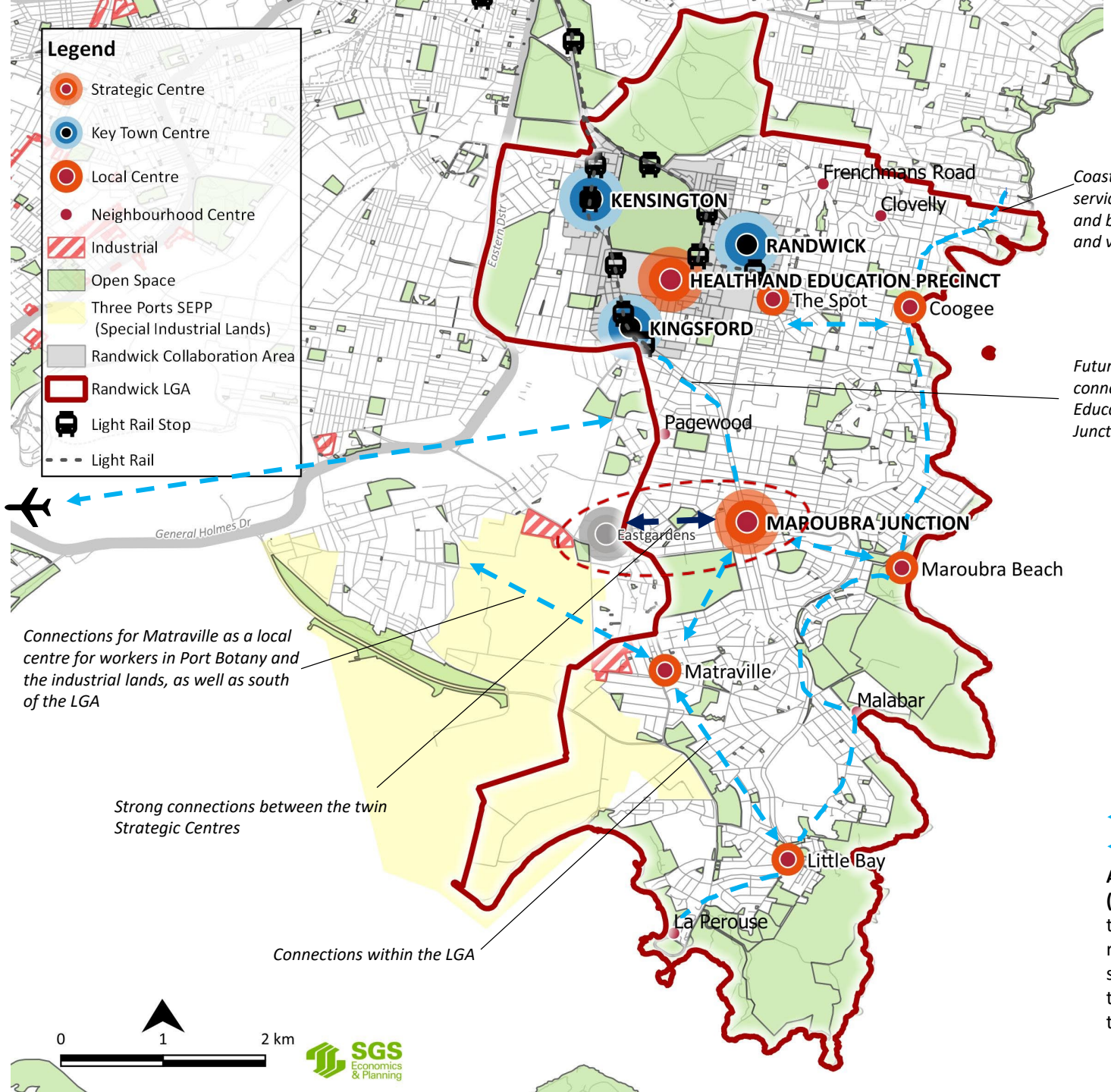
- Quality of Place
- Diversity and Inclusion
- Infrastructure
- Accessibility
- Collaboration

Why does Randwick LGA need this Strategic Direction?

- This direction links into state government planning priorities that support the delivery of integrated land use and transport planning and the concept of the 30-minute city. This is where the metropolitan transport network facilitates residents accessing the metropolitan centre or an employment cluster within 30 minutes by public transport and the 34 strategic centres across Greater Sydney are linked and supported by public transport and active transport networks.
- The NSW Government's long term transport strategy has identified the potential development of a city-serving corridor and a city-shaping corridor to La Perouse and Malabar respectively towards 2056. Both of these connections would pass through the Strategic Centre of Eastgardens-Maroubra Junction. The south-east light rail project from Sydney CBD to Randwick and Kingsford is in the delivery phase. The direction supports the progression of these transport plans.
- The Sydney Airport Master Plan 2039 expects 65.6 million passengers will pass through the Airport where 31.5 million will be international travellers and 24.1 million will be domestic travellers. It is also anticipated that the Airport will support an increase of 408,260 aircraft movement and handle one million tonnes of freight. The direction supports and highlights the need for connections between Randwick LGA and the airport in the neighbouring LGA.
- Socio-economic profiling highlighted private vehicles are the preferred mode of transport for the journey to work. Approximately 50 per cent of residents use Vehicle to travel to work, however Vehicle use is declining (-2 per cent) as a method of transport with public and active transport use rising between 2006 and 2016 at about 2 per cent. Greater public transport connections in the LGA would support further increase.
- Most households in Randwick LGA own one or two motor vehicles. There has been marked growth in households owning two motor vehicles between 2006 and 2016 at approximately 1.8 per cent compared to 0.3 per cent for Greater Sydney.

Data Sources: ABS Census 2016; Sydney Airport Master Plan

Building the transport connections at different levels



Coastal link bus route servicing seaside villages and beaches for locals and visitors

Future extension of light rail connecting Randwick Health & Education Precinct to Maroubra Junction Strategic Centre

Strong connections between Randwick LGA and the airport – linking the LGA nationally and internationally.

Connections for Matraville as a local centre for workers in Port Botany and the industrial lands, as well as south of the LGA

Strong connections between the twin Strategic Centres

Connections within the LGA

A grid transport network across the LGA (indicative) – Supporting day and night access, the transport network will grow and move residents, workers, students and visitors north-south and east-west via all modes in the transport hierarchy - walking and cycling to public transport and linking with the airport.

Chapter Five
Centre Specific Priorities

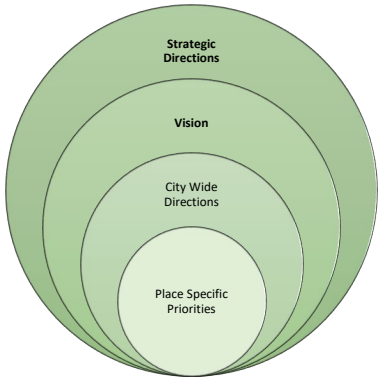
SGS Economics & Planning

Centre Specific Priorities

As the City Wide Directions and Vision, the following Centre Specific Priorities have been developed with consideration of economic analysis outputs, site visits, economic trends and drivers, and State and Local Government policy directives.

In particular, the Centre Specific Priorities also consider the current floorspace allocation in the economic activities centres, and the level of capacity for future floorspace growth under current planning controls to cater to future retail and commercial floorspace demand.

Floorspace supply, demand and the gap is detailed on page 27.



Floorspace: supply, demand and gap

Using floorspace supply data obtained from a land use audit:

- The theoretical, maximum floorspace capacity of a precinct has been derived (Scenario 1)
- A practical scenario of development has been derived (Scenario 2)
- A conservative scenario of development has been derived (Scenario 3).

Taking into consideration the projected floorspace demand in economic activity centres between 2016 and 2036 (Change 2036 on 2016), the gap in floorspace has been determined for the three scenarios.

Results indicate Matraville Industrial has the most floorspace capacity potential under each of the three development scenarios, while Maroubra Junction has the least. Most precincts in the LGA show little or no capacity to cater to future floorspace demand under the different scenarios of development under the existing planning controls.

Scenario 2 Gap Analysis

Precinct	*Change (sqm), 2036 on 2016*	Capacity (sqm), scenario 1	Gap (sqm) scenario 1	Capacity (sqm), scenario 2	Gap (sqm) scenario 2	Capacity (sqm), scenario 3	Gap (sqm) scenario 3
Clovelly	*1,402*	891	-511	0	-1,402	0	-1,402
Coogee	*8,524*	1,668	-6,856	0	-8,524	0	-8,524
Duffys Corner	*289*	0	-289	0	-289	0	-289
Frenchmans Road	*1,240*	254	-986	0	-1,240	0	-1,240
Kensington	*12,941*	7,285	-5,656	2,092	-10,849	2,091	-10,849
Kingsford	*10,686*	2,090	-8,596	0	-10,686	0	-10,686
La Perouse	*446*	0	-446	0	-446	0	-446
Little Bay	*2,291*	0	-2291	0	-2,291	0	-2,291
Malabar	*453*	0	-453	0	-453	0	-453
Maroubra Beach	*-710*	2,078	2,788	0	710	0	710
Maroubra Junction	*26,215*	10,231	-15,984	2,345	-23,870	2,345	-23,869
Maroubra South (Malabar Road)	*988*	0	-988	0	-988	0	-988
Matraville	*8,520*	4,575	-3945	0	-8,520	0	-8,520
Matraville Industrial	*-5,849*	14,341	20,190	11,327	17,176	10,131	15,980
Pagewood	*970*	443	-527	0	-970	0	-970
Randwick	*14,992*	0	-14,992	0	-14,992	0	-14,992
Randwick (The Spot)	*3,604*	0	-3,604	0	-3,604	0	-3,604
Newmarket	*4,091*	0	-4,091	0	-4,091	0	-4,091

Gap between assessed floorspace capacity and forecast floorspace change

*Note: Pagewood relates to the West Maroubra area

Randwick Health & Education Precinct

Around the world, university cities appeal to many people for a number of reasons including their diversity, walkability and cycling options, educated communities, many green and open spaces; and cultural vibrancy with the mixing of locals and students in place.

Many of these university cities are located close to major metropolitan cities, but are also comprehensive enough to exert their own sphere of influence and create their own microclimate.

The Randwick Health and Education Precinct and Collaboration Area has the opportunity to operate as such, its own mini-university city microclimate, within the city of Greater Sydney – located and close enough to Sydney CBD but it is also its own sphere of influence in the east of Sydney.

The key will be getting the collaboration area centres – Kensington, Kingsford, Randwick Junction and The Spot - to operate economically and functionally in a coordinated and supportive fashion, building on current attributes.

Centre Specific Priorities designate a future where Kensington provides retail, commercial and affordable business opportunities; Kingsford operates as the population serving centre for all – residents, students and visitors to the LGA; and Randwick Junction continues to tap into the health and business related investments. The Spot continues to do what it does best, support social and recreational needs of people in the LGA, particularly as Randwick Junction develops.

British Columbia University, Vancouver; Oxford, United Kingdom; and Kingston, Ontario *– three popular university related places and cities that are enjoyed by locals, students and visitors for their open space, energy and vibrancy.*

Randwick Collaboration Area *– encompassing the Key Town Centres of Kensington, Kingsford, Randwick Junction and The Spot.*

Kensington

As the gateway to the Randwick Health & Education Precinct, and home to Royal Randwick Racecourse, Kensington economic activity centre will undergo dramatic transformation as a strategic town centre. Kensington will have a town centre 'core', as well as connect to the UNSW and racecourse. Kensington will be a key town centre to provide opportunities for growth of retail & commercial activity, whilst also providing opportunities for high density residential redevelopment. The town centre will be used by a mixture of locals, education & health precinct workers as well as students – with a strong focus on providing social infrastructure that allows students to be part of an inclusive community.

Priorities

1. Support the development of landmark architecture in the centre that helps achieve the gateway status of the economic activity centre.
2. Create and protect a commercial 'core' for Kensington, centred around the light rail stations. Support larger floorplate development consolidating in the commercial core areas to attract a diversity of businesses. Support non-residential development of ground floor, as well as first floor retail/commercial floorspace to accommodate future demand.
3. Investigate opportunities for the creation of a grants programs with partners for activation of older shopfronts, to improve the amenity and current useability of the centre in the short and medium term, and in recognition that major redevelopment may be over the medium to long term.
4. Improve streetscape links from light rail stops to UNSW and the Racecourse, particularly with the advent of night-racing. Ensure walkability and active transport connections, good lighting and safety by design measures are implemented along pedestrian desire lines. Improved streetscape connecting into the town centre core will be important.
5. Collaboration between the University and Council to understand how the centre can best support the needs of the students, and jointly provide social infrastructure that promotes a socially inclusive community, particularly to ensure that international students get to interact with local communities.
6. Consider supporting for pop-up events, particularly at night and with delivery of the light rail to help re-invigorate the centre. Investigate longer trading hours for low impact businesses to diversify the night-time economy and support the needs of locals, workers, visitors and students in the neighbouring Health & Education Precinct.
7. Investigate allowing urban services or advanced manufacturing spaces along the Anzac Parade corridor that would provide space for research and knowledge development from the university to be commercialised by private sector businesses, including start-ups. Opportunities to convert older commercial buildings stock in the corridor for affordable business spaces.
8. Investigate of the provision of low-cost, entry level business premises (as an incubator that functions as part of the social infrastructure of the centre) and the location of co-working business spaces – with a strong focus on education and innovation.

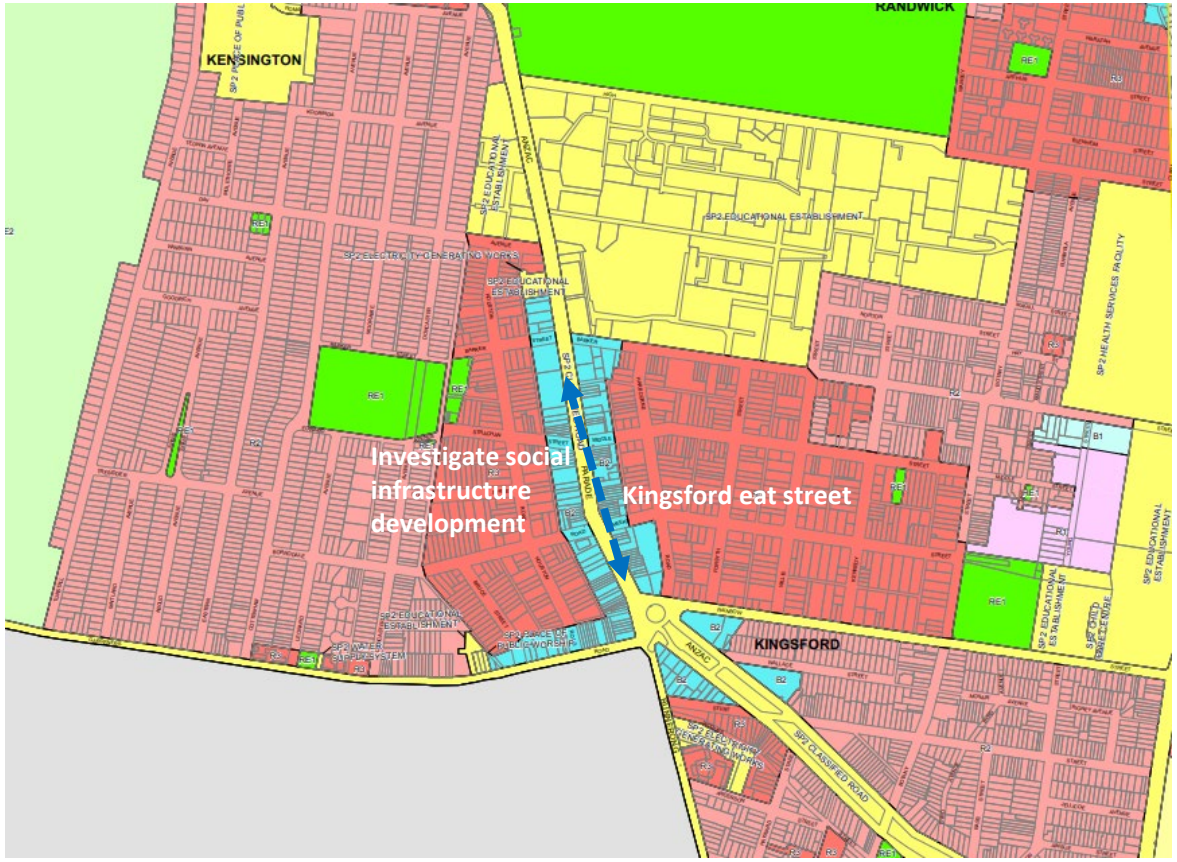
Opportunities to convert old commercial building stock for affordable business spaces, retain two storey scale.

Kingsford

Kingsford will build on its reputation as a location for good food and become the 'eat street of the east of Sydney'. The population serving centre has improved its vibrancy, amenity and is inclusive – attracting not only students but also domestic and international visitors and local residents to eat, shop and fulfil their day and night needs.

Priorities

1. Support the local population serving role of the centre where uses are appropriate, diverse and have potential to trade into the night. This will ensure the centre attracts the variety of local and international people that live, work, study, visit and play in Randwick LGA.
2. Support objectives to create continuous retail and commercial uses that engage and activate street frontages. Support productive businesses and active shopfronts to revitalise the centre. Investigate the creation of a grants programs with partners for shopfront improvements, therefore, improving the amenity of the centre.
3. Implement public domain improvements on council owned land to improve amenity and ensure safety by design.
4. Investigate the potential for development of an education business zone between the university and Kingsford, with bonuses for education business related development.
5. Investigate outdoor dining opportunities in appropriate places.
6. Develop a night-time social program. Consider supporting pop-up events, particularly at night and with delivery of the light rail to help re-invigorate the centre. Investigate longer trading hours for low impact businesses to diversify the night-time economy and support the needs of locals, workers, visitors and students in the neighbouring Health & Education Precinct.
7. Investigate the potential for social infrastructure development in the centre to help attract a diverse population to the centre.
8. Encourage retail and commercial uses to activate laneways and secondary streets.
9. Review opportunities for the provision of affordable housing options, suitable for students and key workers to live in close proximity to the university and hospital, as part of a diverse community.
10. Develop a Council and partners grants program to support the commercialisation of innovative ideas by start-ups, to locate in the centre, with potential for rent assistance and with initial commercialisation of R&D opportunities.



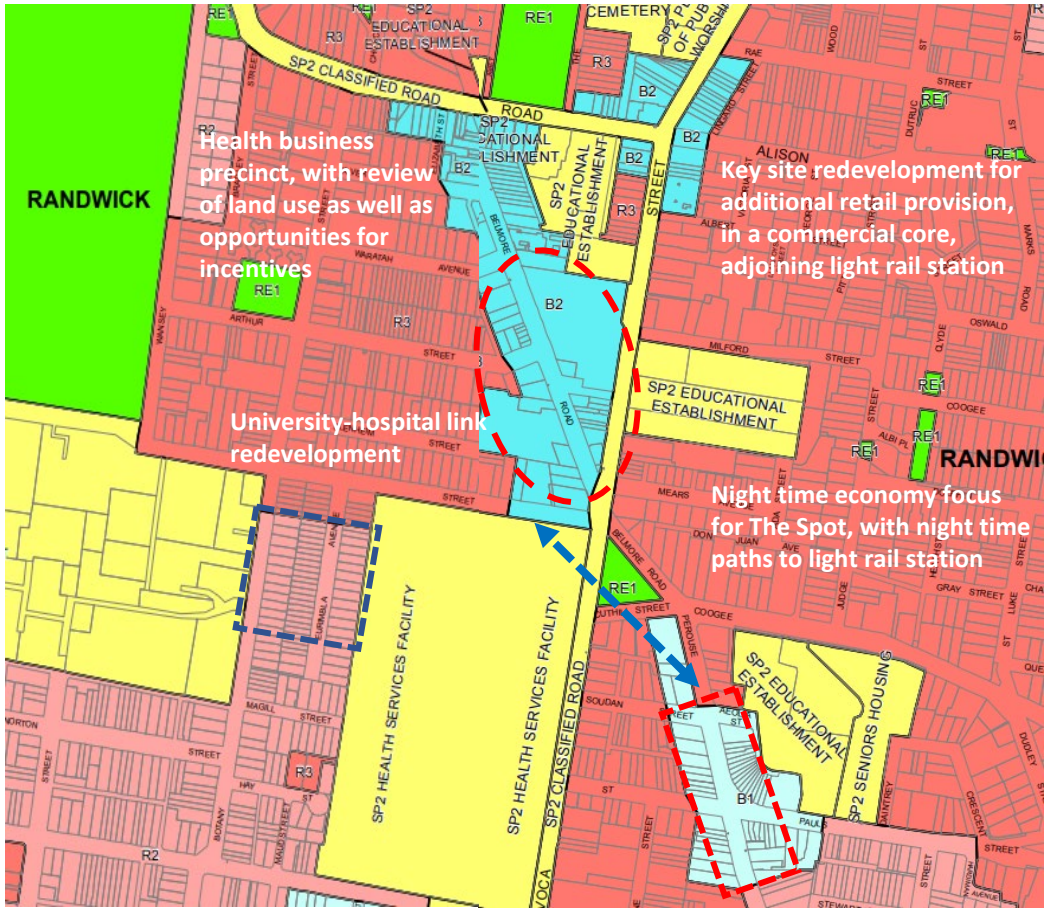
Kings Street and Enmore Road, Newtown *– vibrant 'eat streets' that supports students, visitors and local residents with their retail and population serving needs and activities throughout the day and night.*

Randwick Junction

As a town centre with strong connections to the Randwick Health & Education Precinct, Randwick Junction economic activity centre will consolidate its role as providing local goods and services in the north of Randwick City while also encouraging land use changes that promote a health-related business precinct. Randwick Junction will be a key town centre to provide opportunities for growth of retail & commercial activity, and provide opportunities for major site redevelopment that consolidate a commercial core located whilst also providing opportunities for high density residential redevelopment. The town centre will be used by a mixture of locals, education & health precinct workers and will focus on establishing a strong night-time economy linking with the hospitals.

Priorities

1. Encourage private-sector health businesses to cluster as part of Randwick Junction town centre.
2. Establish a commercial core area for the town centre to ensure capacity for future growth and redevelopment. Encourage retail and commercial redevelopment of major sites in the commercial core that will consolidate the current town centre.
3. Review opportunities for the provision of affordable housing options, suitable for students and key workers to live in close proximity to the university and hospital, as part of a diverse community.
4. Promote the night-time economy in Randwick Junction and The Spot, through investment in infrastructure that support night time use of facilities, including public domain, security and lighting as well as place management/curation of night-time events to support visitors and shift workers.
5. Investigate longer trading hours for low impact businesses to diversify the night-time economy and support the needs of locals, workers, visitors and students in the neighbouring Health & Education Precinct.
6. Establish a program for rolling investment in the upgrade to the urban design and public domain of the centre, particularly key streets and places.



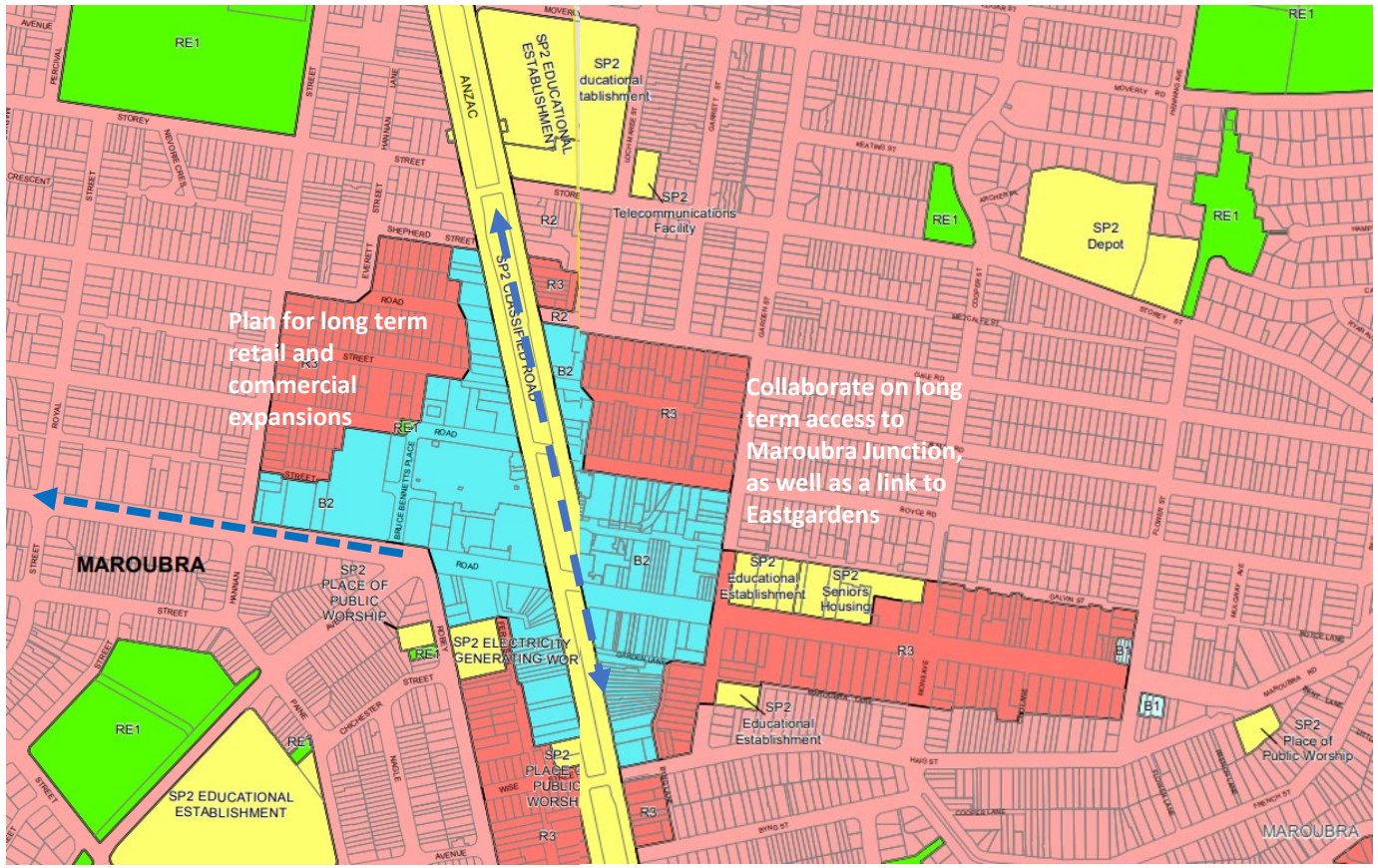
***Randwick Junction** – medical specialist offices and a radiology imaging centre already exist in close proximity to the Health and Education Precinct. Further expansion of these health-related businesses could support the development of the Precinct.*

Maroubra Junction

Maroubra Junction will build on its population serving character to become the peak population serving centre for the south of the LGA and Port Botany. Complementing the high-end retail offering of its twin centre, Eastgardens, Maroubra Junction will leverage its accessibility and welcoming character as a Strategic Centre. Larger floorplate commercial development would be developed in Eastgardens.

Priorities

1. Support the development of landmark architecture in the centre to build its Strategic Centre status.
2. Investigate business opportunities to connect the twin Strategic Centres - east-west, as well as investigating opportunities north-south to integrate with potential city shaping connections.
3. Collaborate with transport authorities and Bayside Council for long term, high capacity access to the centre through visioning, strategy and delivery stages.
4. Leverage the terrain and support public domain improvements for active transport access to the centre.
5. Implement public domain improvements to improve the amenity of the centre that includes good lighting, wayfinding and other safety by design measures.
6. Investigate opportunities for regular evening events or appropriate extension of trading hours to build the night-time economy and strengthen the case for long term transport improvements.
7. Investigate outdoor dining opportunities in appropriate places.
8. Investigate options for expansion of the town centre or changes to the mixed use zone in the long term, particularly west along Maroubra Road, to ensure long term capacity for non-residential uses.



Broadway, Sydney CBD – landmark architecture bridging retail, residential and education precincts has revitalised the Parramatta Road gateway to the CBD of Sydney.

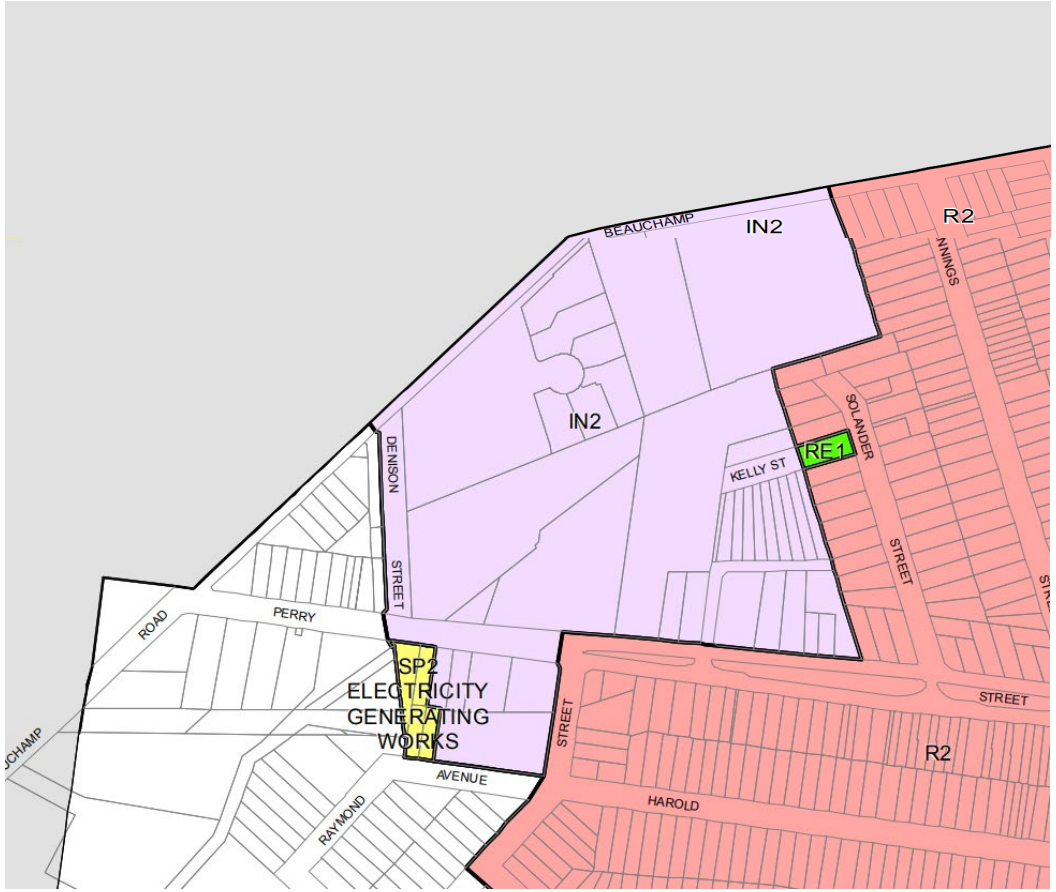
Matraville Industrial

Matraville Industrial Lands operates as a quiet pocket next to the greater port functions of Port Botany. Retain the function and uses, as Matraville Industrial lands will continue to play its important function as a population serving industrial site.

Priorities

1. Retain and manage the industrial and urban services lands of the Matraville Industrial area.
2. Collaborate with Bayside Council to ensure industrial and urban services lands complement and identify lands for advanced manufacturing purposes.

One Drop Brewing Co is South Sydney's first microbrewery which was established in 2019. The Brewery is an example of what type of uses are emerging and adjoining industrial precincts.



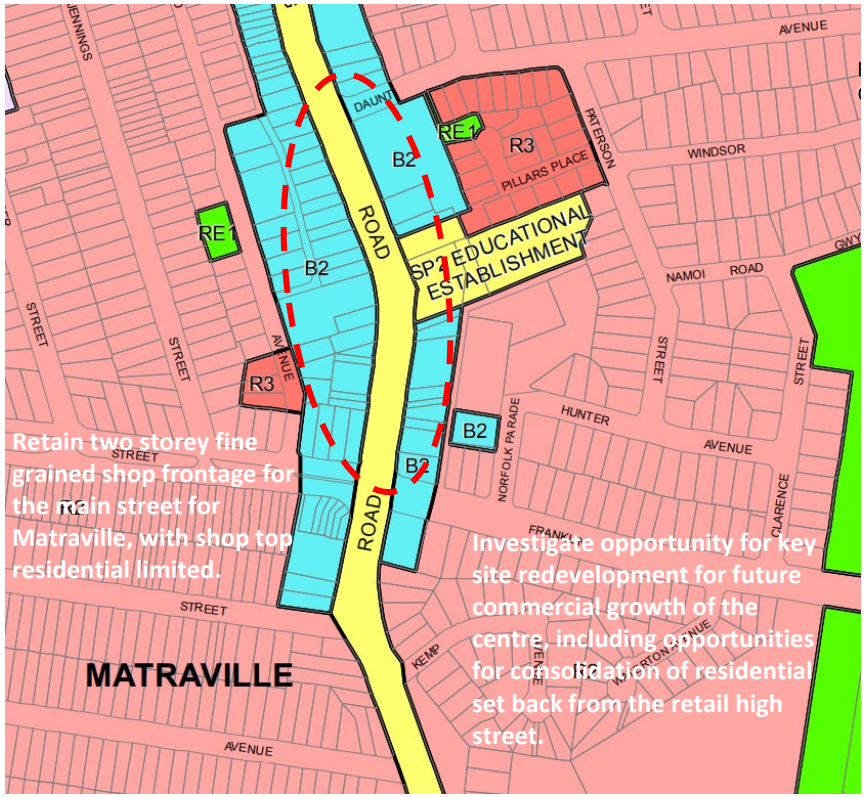
Matraville

Located in the south of Randwick LGA, and next door to Port Botany, Matraville will continue its role as a local town centre, servicing the southern residential areas of Randwick, as well as the Port Botany and surrounding industrial lands.

Matraville will continue to play an important population serving function. Higher density residential redevelopment within the mixed use zone should complement, not dominate, the commercial functions of the centre, and a traditional high street with two storey fine-grained shops being retained along the main road frontage. Opportunities for key sites to the east of the centre should be considered for future consolidation of residential surrounding the centre.

Priorities

1. Retain the strip two storey retail high street scale along the main street of Matraville, as a key element in providing an attractive shopping environment.
2. Investigate potential future key site development of the economic activity centre behind the main street retail to the east, for future expansion of the local centre and also medium/higher density residential development.
3. Limit residential development in the centre to shop-top housing, with the primary use being non-residential activity.
4. Implement urban design and public domain improvements, such as street greening, to improve the amenity and safety of the centre for the day and night, particularly given the 24/7 operations of the nearby Port Botany.
5. Support night time economy linkages to the wider catchment and industrial areas, including business support to develop strategies to attract business, provision of information as well as managing night time events.
6. Strong transport connections between Matraville – and Maroubra Junction – Eastgardens as the strategic town centres for southern Randwick and Port Botany should be developed.



*Liverpool Road, Ashfield – shop-top development on the high street where the residential component does not dominate the streetscape. **Surry Hills** – public domain greening to contribute to the urban canopy and green grid.*

Maroubra Beach

Currently Maroubra Beach has a relaxed beachside character, a place for the local community. In the future it is proposed that there be a focus on Maroubra Beach developing as a local village centre, servicing the wider local population. It is intended that growth of retail and commercial services in the surrounding area is directed towards Maroubra Beach (as opposed to Malabar, Maroubra South for example) to develop further this role as a local village centre. There are opportunities to develop the visitor services and facilities in the centre and supporting the recreational use of the beach and coastal areas, but this should be undertaken in a manner that retains and protects the relaxed beachside character, and differentiates Maroubra Beach from the scale of activity at Bondi Beach, for example.

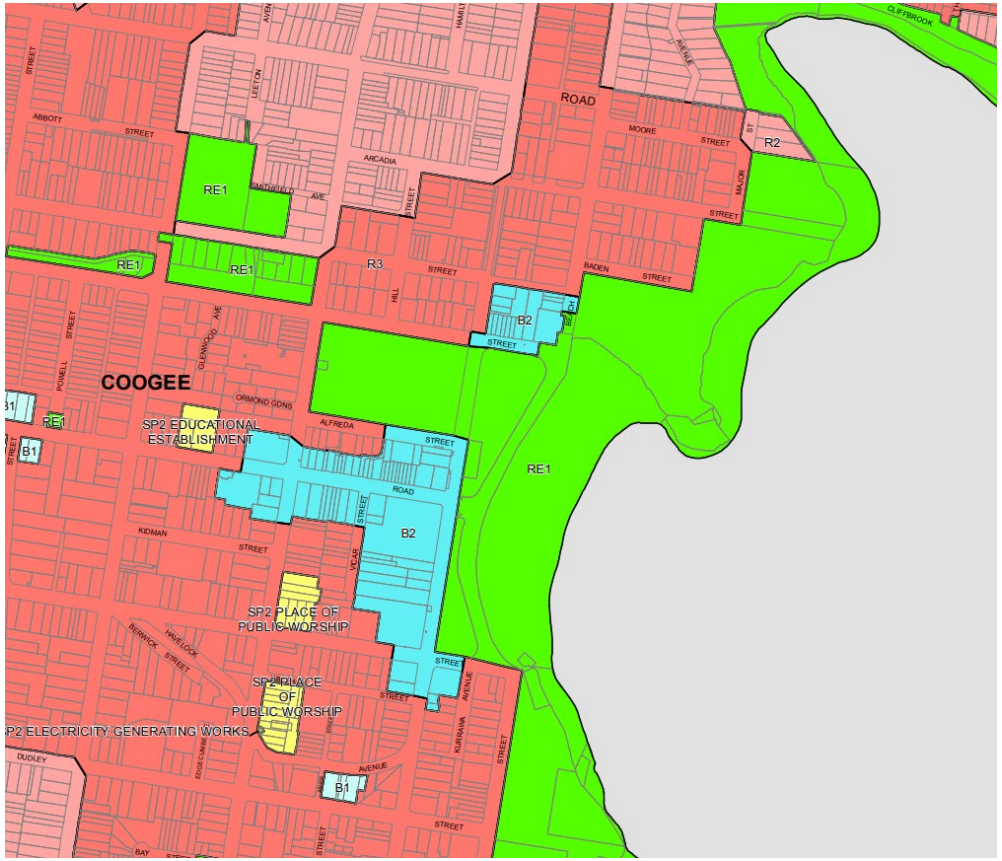
Priorities

1. Develop character statements for Maroubra Beach based on retention of the relaxed, beachside character, scale and cultural importance to guide strategic plans for the centre and surrounding recreational lands.
2. Investigate the change of the current zoning to a mixed use local centre zone, with capacity to accommodate additional local retail and commercial growth, including from surrounding areas. This may include investigation of expansion of the centre, for future growth.
3. Upgrade the public domain and urban design of the centre, including improved areas for locals and visitors, including seating and facilities.
4. Promote the redevelopment of existing major sites, to consolidate the centre, and expand local and well as visitor services.
5. Support improved and regular public transport services to the north along the coast to Coogee as well as the west (Maroubra Junction and via here to the north-south), as well as active transport linkages, including coastal walk linkages north and south.
6. Plan for the progressive upgrade of the recreational and coastal lands, to accommodate and balance the impacts from visitation, including for short term accommodation, subject to consideration of impact.

***Terrigal, Central Coast** – a popular beachside spot with domestic visitors but retains a local character.*

Coogee

Coogee economic activity centre is a successful attractor of domestic and international visitors. Coogee will continue to fulfil its population serving role for the LGA and Greater Sydney with a focus on providing inclusive activities and services to the visitor and local economy.



Priorities

1. Implement public domain improvements to improve the amenity of the centre, particularly wayfinding and safety by design measures to cater to local resident, visitor and night-time economy.
2. Collaborate with transport authorities for a coastal bus connection.
3. Investigate opportunities for the provision of visitor accommodation, and ensure balance is maintained between housing diversity and affordability for permanent residents.
4. Investigate the curation of diverse night-time events to engage locals, students and visitors to the location.

Manly – *another example of a successful beachside economic activity centre in Sydney. Like Coogee, Manly supports both domestic and international visitors.*

Little Bay

Little Bay will continue to develop from a neighbourhood centre to a local centre serving the surrounding population. It is envisaged to develop as a seaside village, providing visitor services and facilities and access to the coastal zone and natural areas. The local centre will continue to develop a mixed use town centre as part of the Hospital site redevelopment. There will also be opportunities, subject to the current masterplan for the site, for additional visitor services including restaurants and cafes, eco tourism activities, cultural activities as well as potential short term accommodation.

Priorities

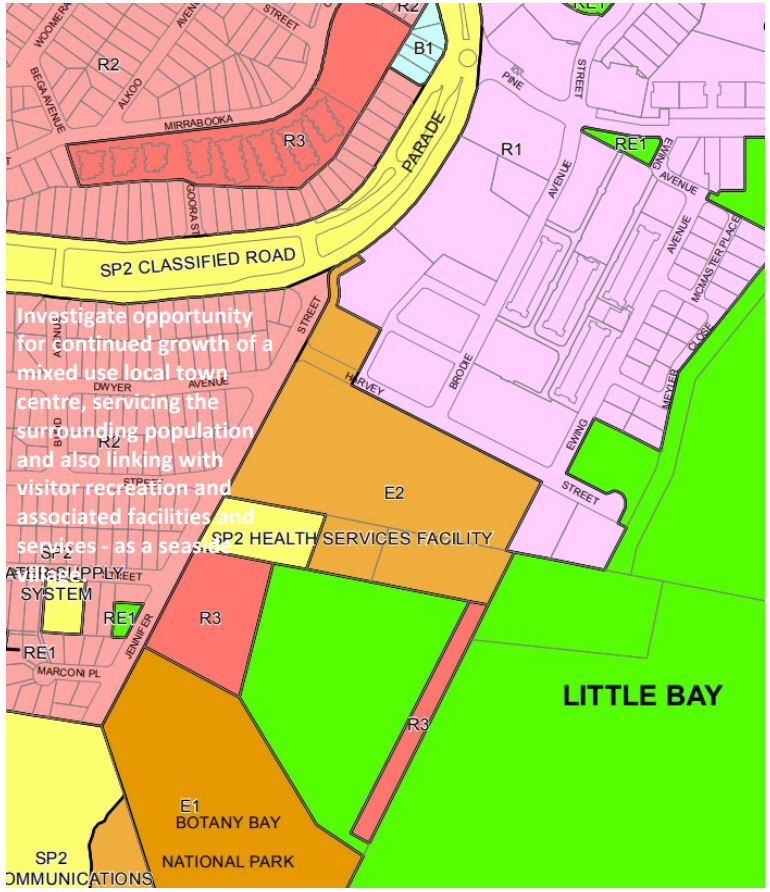
1. Develop Little bay as a local town centre, providing for future growth of retail and commercial to support the surrounding population areas. This should consolidate the current village centre that has developed on the Hospital site, and accommodate demand identified in the gap analysis.

2. Investigate opportunities for visitor facilities and support, including temporary accommodation and cultural and recreational activities, and ensure balance is maintained between housing diversity and affordability for permanent residents.

3. Provide improved north-south as well as east-west public transport and active transport linkages to support the role as a local centre accessible to the surrounding population.

4. Link to recreational and cultural activities within the southern coastal zone, including coastal paths and nature-based activities. Partner with the state government for investment in the coastal zone of the eastern suburbs to provide high quality visitor facilities, as an area that is important to the visitor economy of Sydney.

5. Collaborate with Local Aboriginal Land Councils to understand the vision, plans of local Aboriginal communities and the contributions they can make in progressing economic development opportunities in the LGA and building a culturally rich community and place.



The Spot, Randwick – a successful location in Randwick LGA that attracts locals with a range of population servicing businesses and a cinema. Little Bay could develop along a similar pathway with its population serving industries and cultural and natural attributes.

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