

A ROAD MAP FOR MACQUARIE PARK

COLLABORATION
INNOVATION
TRANSFORMATION

2022

ACKNOWLEDGMENT OF COUNTRY

Connect Macquarie Park Innovation District acknowledges the Wallumattagal people of the Darug nation, the traditional owners of the land we now call Macquarie Park and which they called Wallumatta.

While Macquarie Park has been a place of research, industry and innovation for decades, it has been a place of special knowledge for many millennia more.

Wallumatta has always been a place of connections, where people meet at the intersection of waterways to trade, learn and exchange ideas together.

We recognise Aboriginal people's deep knowledge of and enduring relationship with our area, and pay our respects to their Elders, both past and present.



Macquarie Park (Source: CMPID)



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EXECUTIVE SUMMARY

Macquarie Park is Australia's original innovation district – first conceived in the 1960s as a purpose-built precinct where business and industry would cluster around research.

That plan helped our area become a success today:

- \$9.5bn in GDP created here each year
- Home to Johnson & Johnson, Optus, Abbott, Schneider Electric etc.
- A mature start-up ecosystem, with two leading innovation spaces
- \$8.3bn investment in Metro, and \$5bn+ investment in campus and workplaces of the future

Today, Macquarie Park is on the cusp of transformational change.

In 2021 the NSW Government published a new 20-year plan to create 20,000 new jobs and more than 7,000 new homes here.

We will see widespread urban regeneration, with more residents, more students and more employees in the Park.

There is exceptional agreement between different levels of government, leading employers, developers and

Macquarie University to elevate Macquarie Park and North Ryde into a world leading innovation district.

Leading figures have come together to create **Connect Macquarie Park Innovation District** – a new, unified voice formed to help guide our area's progress.

Consulting with our community, we've asked hard questions. "Could a single precinct be responsible for a share of Australia's GDP?, "What would it take for the next Apple to emerge here?,"



Macquarie Park (Source: CMPID)

“How can we future proof the Park while creating economic opportunity for more people?”

This process revealed common challenges and opportunities which need careful attention if Macquarie Park is to grow successfully, namely:

- Getting growth right
- Improving access
- Greening and connecting our centre
- Providing space and support for innovators to grow

This roadmap aims to help the government by identifying the initiatives in their plans which our community say should be prioritised and accelerated.

It shares intelligence and insights gathered from our members.

This roadmap also seeks to represent the growing

ambition the Macquarie Park community has for itself.

With deep local connections, and as a stakeholder-led independent association, Connect MPID is ready to work with government, the private sector and future leaders.

Become a member if you're a local leader keen to:

- Join a strong voice for our area's future
- Improve access and permeability
- Connect with leading research and innovation partners
- Amplify our area's achievements
- Build connections and community

“We will see widespread urban regeneration, more local residents, more students and more employees in the Park.”

COLLABORATING WITH GOVERNMENT OVERVIEW

Chatswood
7 min (Metro)

North Sydney
15 min (Metro 2024)

Revise forecasts to accommodate growth

Assist with ongoing post-COVID recovery of Macquarie Park

Adapt underutilised retail space as co-working space

Investigate dedicated innovation spaces

Speed up transport connections to Parramatta, Northern Beaches

Macquarie Centre

Macquarie University Hospital

12KM

to Sydney

18 minutes

by Metro (2024)

Sydney
18 min (Metro 2024)

M North Ryde Station

Connect the community across Lane Cove Road

M Macquarie Park Station

Develop economic incentives package
fit for Macquarie Park

Wilga Park

Convene a Macquarie Park coordination group

M Macquarie University Station

Use development process to provide
relevant innovation space

Deliver Waterloo Road Linear Park

Macquarie University

WHO ARE WE?

*Creating places and spaces for new ideas,
new innovation, new opportunities and new
jobs in Macquarie Park.*

Working together to harness the power of collaboration, Connect Macquarie Park Innovation District (Connect MPID) is a unified voice for the future of Macquarie Park.

Connect MPID is a unique partnership; a stakeholder-led association between leading employers, landowners and government agencies – plus a growing network of start-ups, scale-ups and innovators.

By working together we can **agree** on the vision for our area, **accelerate** the benefits of growth and **amplify** our credentials as a world-leading innovation district. Our aim is to create and increase connection across our community.

Our Members



Our Affiliates

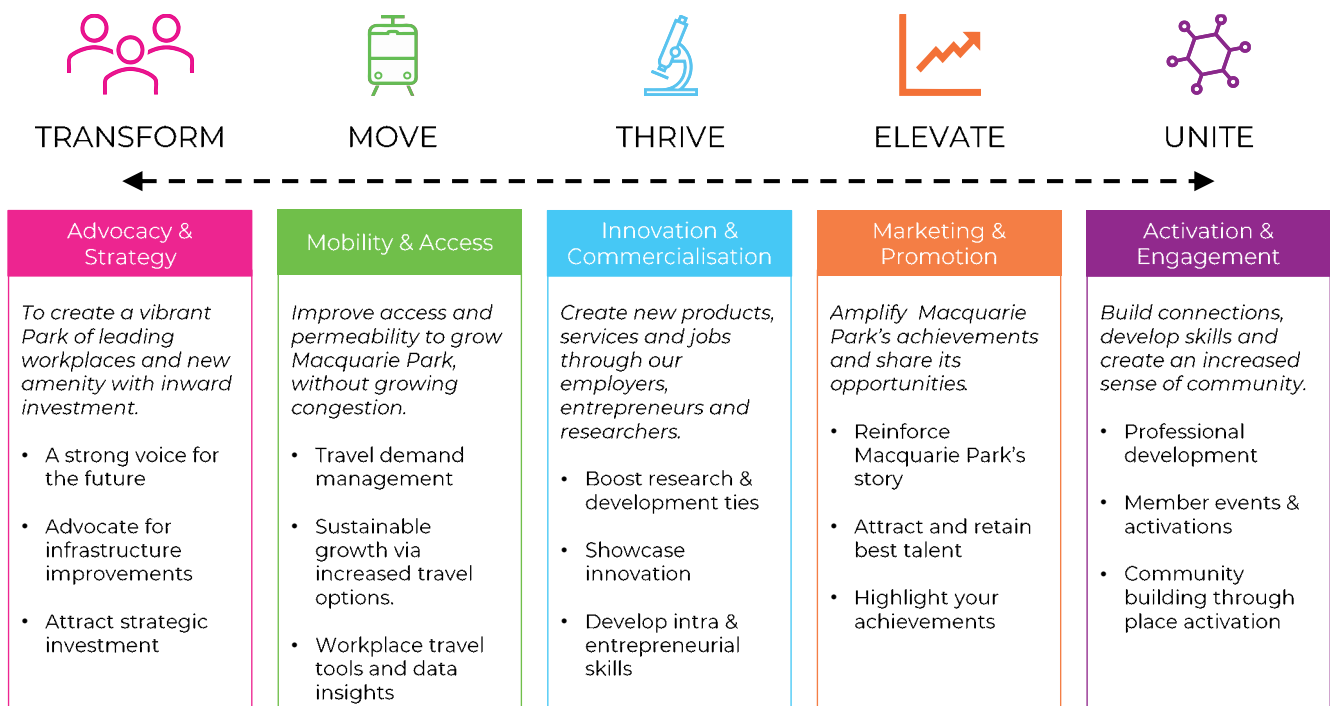


Connect MPID is for everyone who wants to see Macquarie Park progress as a world-leading innovation district.

OUR STRATEGY FOR SUCCESS

Connect MPID aims to enhance the experience of the people who work, study, and live in Australia’s innovation capital, providing advocacy, guidance and practical resources across five pillars.

These pillars, carefully identified by our leadership, underpin all of the work that we do on our member's behalf. They reflect the areas where Macquarie Park – and its community – needs the most support in order to grow and thrive:





Macquarie Park (Source: CMPID. Photographer: Chris Stacey)

“Dense hubs of economic activity where innovation, entrepreneurship, creativity, and placemaking intersect.”

– The Global Institute of Innovation Districts

WHAT IS AN INNOVATION DISTRICT?



Macquarie Park (Source: CMPIU)

From Sydney to Tel Aviv, Buenos Aires to Amsterdam, innovation districts are emerging across the world.

Well-governed and mission orientated¹, innovation districts are geographic districts where leading institutions, employers and agencies cluster together to connect and collaborate; both with each other and with researchers, innovators and entrepreneurs.

By creating new opportunities and addressing economic, development and social challenges, innovation districts are more than just a group of businesses, employees and buildings. Industry clusters adopt a

‘collaborate to compete’ attitude, with local academics, commercial leaders and employees meeting across boundaries – even in the streets, cafes and public place where people and ideas collide and emerge.

They strive to be lively places where physical, economic and networking assets can be optimised to create a culture of knowledge sharing, entrepreneurship and social inclusion with the ability to maintain economic resilience in times of shocks and uncertainty².

1. Katz B and Wagner J. The Rise of Innovation Districts: A New Geography of Innovation in America. (The Brookings Institution, 2014).
2. Lawrence S, Hogan M, Brown E. Planning for an Innovation District: Questions for Practitioners to Consider. RTI Press, Feb 2019



Macquarie Park (Photographer: Orbon Aljia)

CASE STUDY: 22@Barcelona

22@Barcelona was planned in 2000 with a vision to transform the old cotton manufacturing district into a “city of knowledge”. As a hub for innovative technology companies and with a diverse mix of industry, start-ups, research institutions and city-dwellers, the district became known for its clear direction and adaptability.

Whilst its focus is on technology and innovation, the district also boasts residential areas, green zones, and many services and amenities for its residents, and has managed to retain and preserve its original architectural heritage, keeping its rich spirit and industrial character.³

In addition to conserving its historic character, 22@Barcelona has also attracted the construction of several innovative architectural buildings with futuristic designs including Jean Nouvel’s Torre Glories and the Barcelona Growth Centre by architect Enric Ruiz Geli.

During the 2008 global financial crisis 22@Barcelona experienced increased demand for talent and office space, despite the significant impact of the crisis elsewhere in Spain⁴.

Recently, the city’s municipal government has made some recommendations for the future development of 22@Barcelona. There is a desire to attract a greater variety of companies to the district, build more residential housing options with more affordable prices and increase the amount of greenery within public spaces.

Key Facts:

- Major companies and institutions anchor the district.
- High quality amenity for both residents and workers.
- Founded on a site with rich architectural heritage and historic character.
- 70% of public space will be made available to pedestrians and natural landscaping elements.
- 1/3 of streets will be “green”.

³ Scott, “What is Barcelona’s 22@ District?”, *Welcome to Barcelona*, 3 September, 2021, <https://www.welcomebarcelona.com/blog/en/barcelona-22/> (accessed 17 March, 2022).
⁴ Gilardi, A. and Henkes, R.P., “The Evolution and Adaptive Governance of the 22@ Innovation District in Barcelona”, *Urban Sci.*, 2020, 4, 16.

6.8 km²

12 km

from Sydney CBD

3 stations on Sydney's first Metro system

M2
Motorway



MACQUARIE PARK TODAY

#1 for **IP**

Postcode with the most IP registrations

Home to Australian HQ of

10%
of the world's top

100
companies

\$9.5

billion GPD

(Image source: Hatch RobertsDay)



72,000
employees

12,800
residents today

World leading university -
TOP 1%
of world's universities

45,000
students

2
incubators, supporting

120
start ups

\$120 m
raised

320
jobs created

Sydney's

GREENEST
CBD

“There are so many interesting stories to share that have come out of Macquarie Park, people just don’t know.”

– Local business leader

MACQUARIE PARK TODAY:

OUR STORY

From green belt to knowledge economy, Macquarie Park's history reveals how Australia's original innovation district came about.

Home to farms, market gardens and orchards after European settlement, the establishment of Macquarie University in 1964 was the defining moment in our area’s history.

The ‘Stanford of the South’ was intentionally designed as an academic institution that would be surrounded by business and hi-tech industry, just like in Palo Alto, California.⁵

Attracted by large lot sizes and interaction with research, early

TIMELINE

employers included electronic and radio pioneers.

Macquarie Centre opened in 1980, followed by new connections via the M2 motorway and Sydney Metro.

Telecommunications giant Optus arrived in 2007, moving to a purpose-built campus, while an apartment building boom led to more people calling Macquarie Park home. In 2021 the NSW Government published a 20-year strategy to transform Macquarie Park into a globally successful innovation district.

NEW UNIVERSITY
Federal Government resumes farm land to build a new University.



NATIONAL PARK
Lane Cove riverlands set aside as a national park.



1938

1964

1939

1967

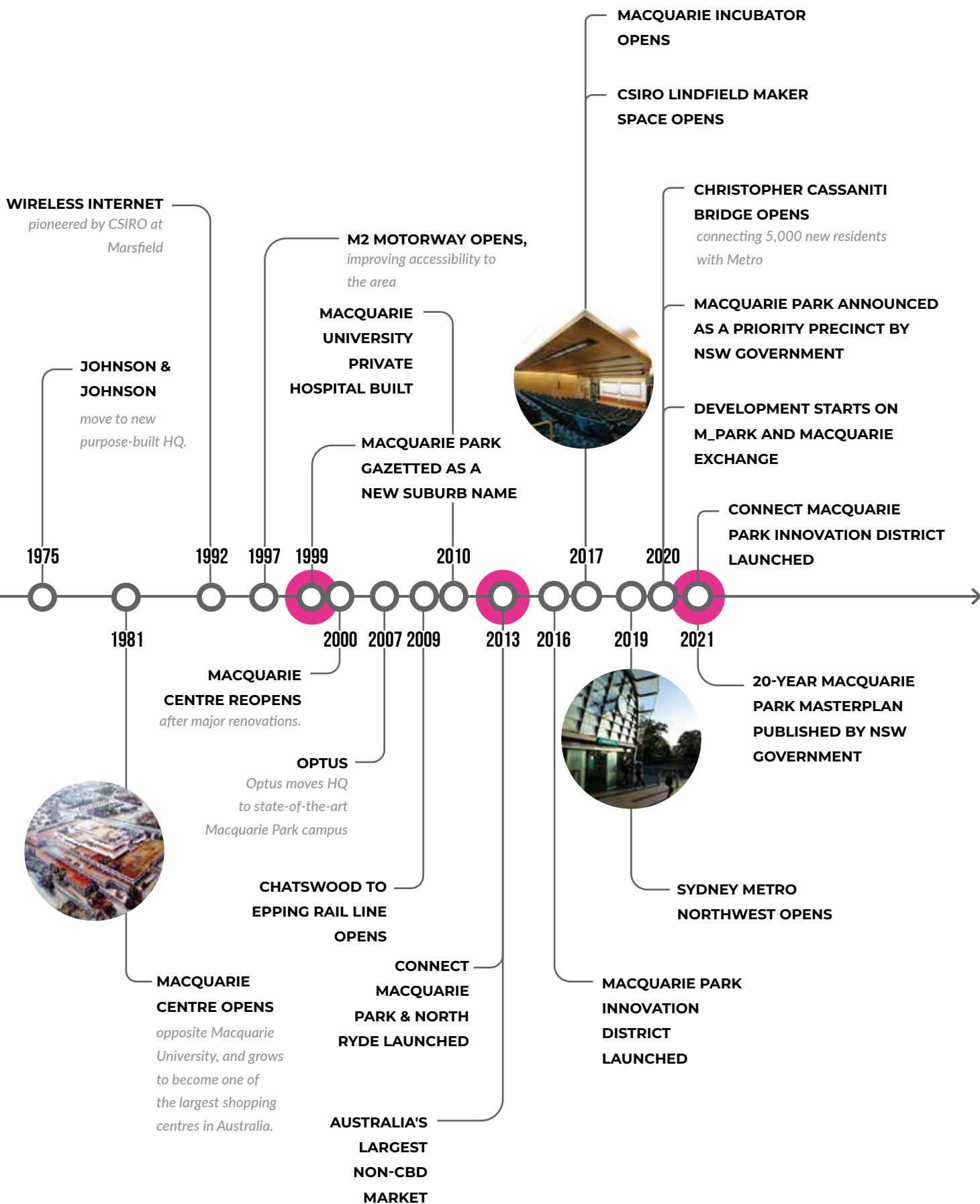
MACQUARIE UNIVERSITY
opens with 1,271 students



EPPING ROAD BUILT

5. Frances Pollon.1990. The Book of Sydney Suburbs. Angus and Robertson Publishers, p.189





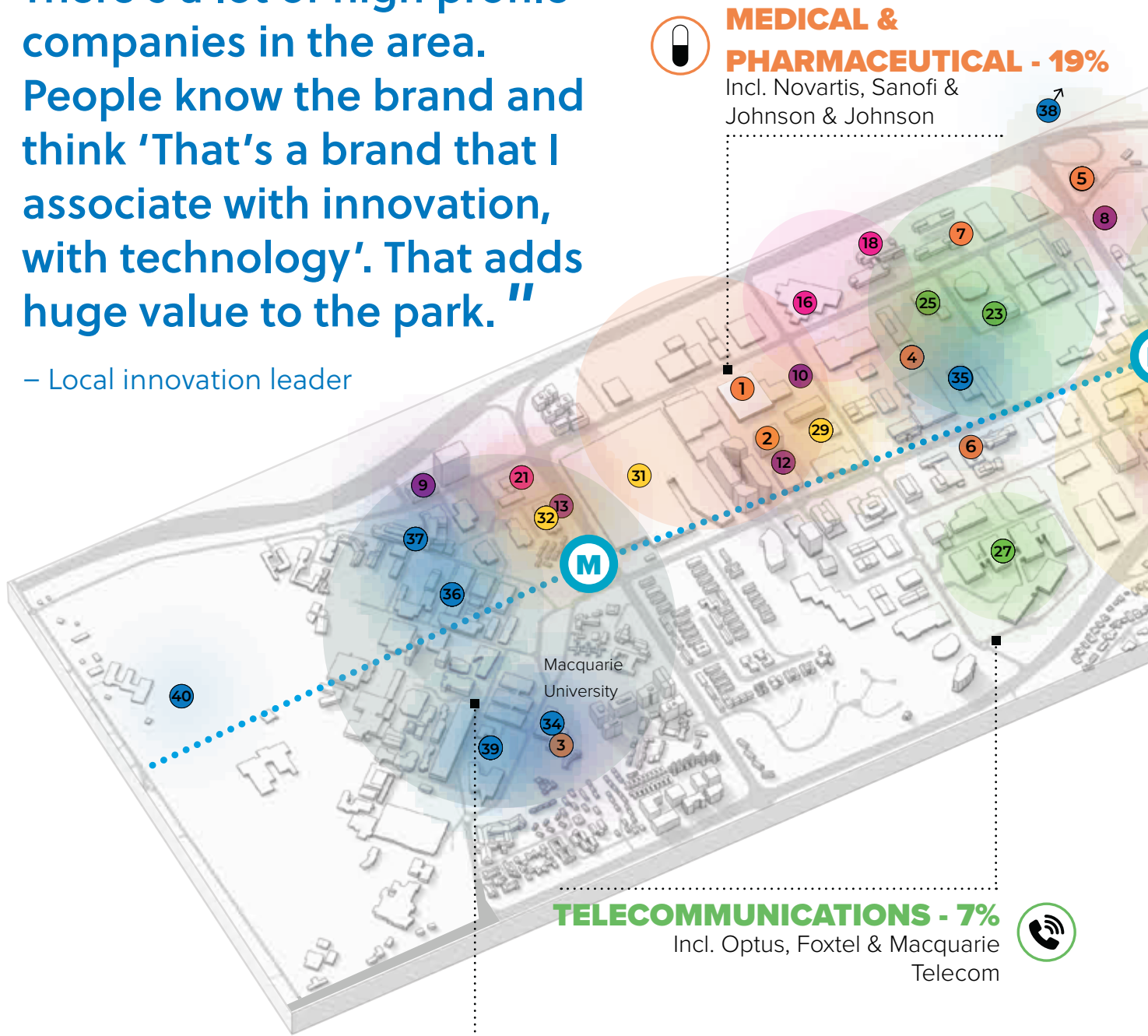
MACQUARIE PARK TODAY:

WHO'S WHO?

72,000 employees, homed in 904,710sqm of commercial floor space, adjacent to a world-leading University

“ There’s a lot of high profile companies in the area. People know the brand and think ‘That’s a brand that I associate with innovation, with technology’. That adds huge value to the park. ”

– Local innovation leader



INDUSTRIAL & TECHNOLOGY

Incl. BOC Limited, DXC Technology & Datacom

DIGITAL - 20%

Incl. Fujitsu, Schneider Electric & Fujifilm

OTHER - 29%

Incl. Hyundai, Downer & Aristocrat

-
- MEDICAL & PHARMACEUTICAL**
 - 1 AstraZeneca
 - 2 Biogen
 - 3 Cochlear
 - 4 Johnson & Johnson
 - 5 Abbott
 - 6 Novartis
 - 7 Sanofi
 - TELECOMMUNICATIONS**
 - 23 Ericsson
 - 24 Foxtel
 - 25 Macquarie Telecom
 - 26 Next DC
 - 27 Optus
 - DIGITAL**
 - 8 Canon
 - 9 Fujitsu
 - 10 Fujifilm Business Innovation
 - 11 Konica Minolta
 - 12 Schneider Electric
 - 13 Panasonic
 - 14 Philips
 - OTHER**
 - 28 Aristocrat
 - 29 Beiersdorf ANZ
 - 30 Hyundai
 - 31 Macquarie Centre
 - 32 Proctor & Gamble Australia
 - 33 Revlon
 - INDUSTRIAL & TECHNOLOGY**
 - 15 3M
 - 16 BAE Systems
 - 17 BOC Ltd
 - 18 DXC Technology
 - 19 Honeywell
 - 20 Oracle
 - 21 Siemens
 - 22 Rohde & Schwarz
 - EDUCATION & RESEARCH**
 - 34 Macquarie University Incubator
 - 35 Excelsia College
 - 36 Macquarie University
 - 37 Macquarie University Hospital
 - 38 CSIRO
 - 39 Australian Hearing Hub
 - 40 NextSense

“ Macquarie Park can actually become a city in its own right. ”

– A local developer



MACQUARIE PARK TODAY:

OUR INNOVATION SUCCESS STORIES

From incubator start-ups to global success stories, Macquarie Park and North Ryde is already home to new companies creating new ideas, new jobs and new economic opportunities.

Till Payments

- FinTech payment solutions company, founded 2012.
- Scaled up in small commercial space in Macquarie Park.
- Grew 204% in 12 months, now operates in 500+ cities worldwide.
- Raised \$110 million in Series C investment in 2021.
- New global HQ occupies flagship Macquarie Park building.



Minomic

- MedTech firm, specialising in prostate, bladder and pancreas tumours
- Based in Macquarie Park for 8 years.
- Developed a new and unique in vitro diagnostic prostate test for early cancer detection.
- Moving from scale up to early stage company.
- Product ready for launch in Australia and USA.



Baraja

- Founder-led deeptech developer, started in 2016.
- First tenant of CSIRO Lindfield Collaboration Hub.
- Patented a unique LiDAR spectrum scan, for self-driving vehicles.
- Raised \$40m in Series B funding, including investment from Hitachi.
- Now employs more than 150 people, new HQ in North Ryde.



Emotiv

- MedTech firm, founded in 2011.
- Co-founded by Macquarie University PhD, based at Macquarie University Incubator.
- Developed wearable neurotechnology and interface.
- Enabled a quadriplegic man to drive F1 racing car entirely with his mind in 2020.
- Research and development community spans 120 countries.



GLOBAL CASE STUDIES

Innovation districts are emerging all over the world, including here in Australia. What have these examples got in common and what sets them apart?

Cortex Innovation Community, St Louis, MO, US

The intention behind the Cortex Innovation Community is to create a community in which everyone has access to office space, capital investment, business education, talent acquisition, mentoring, and networking events. The district will be a dynamic, 24/7 neighborhood of restaurants, shops, green spaces, and apartments to complement the tech-related businesses who are making Cortex their home.

When their development plan is complete, they will have created 418,000 sqm of mixed-use buildings (research, office, clinical, residential, hotel, and retail), as well as a MetroLink light-rail station, a major highway interchange, and a publicly-accessible park, all totaling US\$2.3 billion of development. It is anticipated that 15,000 permanent jobs will be added to the St. Louis region.



Key Facts

- Washington University, Barnes-Jewish Hospital and St Louis University (SLU) as 'anchor' institutions
- 740,000 sqm district
- 385,000 sqm of research / innovation employment area
- 72,000 sqm of commercial / retail employment area
- 1,410 residential dwellings

Melbourne Connect Innovation Precinct

Located in the north of Melbourne city centre, this innovation precinct, is led by the University of Melbourne, in partnership with a consortium headed by Lendlease. The precinct brings together industry leaders with the world-leading digital expertise of university researchers in fields such as artificial intelligence, data science and robotics.⁶

The Melbourne Connect Innovation Precinct aims to drive innovation and new technologies across all sectors and is fuelled by a cross-pollination of different uses and activities, including student accommodation, laboratories, research facilities, commercial and co-working spaces, a childcare centre, and a flagship Science Gallery.

The precinct is also designed to reduce its energy consumption by 40-50%, with energy-efficient measures including LED lighting, solar roofs, and a heating and cooling network.



Key Facts

- University of Melbourne as "anchor institution"
- 22 minute walk to Melbourne CBD
- 6-star Green Star sustainability rating
- Engaging program of industry events

Innovation Quarter, Winston-Salem, NC, US

A former tobacco manufacturing district turned thriving innovation community, the Innovation Quarter in Winston-Salem is a mixed-use, amenity-rich urban development anchored by the Wake Forest School of Medicine.

Bailey Park is a key element of this Innovation district. It is located next to the historic tobacco factory, features a stage for regular lunchtime concerts and food trucks, and connects to the city's greenway trail system. Other uses include work and education space, retail offerings, a small business centre and a technical college.⁷



Keyfacts

- School of Medicine provides institutional anchor
- Incorporates heritage buildings from former tobacco factory
- A program of concerts and food trucks at adjacent 6,500 sqm park
- Connects to 2km greenway trail through the city

6. The University of Melbourne and Melbourne Connect, Vision, <https://melbconnect.com.au/purpose/vision/> (accessed 16 March, 2022).
7. Innovation Quarter recognized as a best practice by Global Institute on Innovation Districts by Innovation Quarter, 2022, <<https://www.innovationquarter.com/press-releases/news/>>

WHAT MAKES THESE PLACES STAND OUT?

A review of best practice case studies from around the globe highlights the most important features and ingredients that determine the success of an innovation district.

Whilst each innovation district is built upon a unique identity and distinctive place-based characteristics, it is clear that there are several key elements which contribute to a flourishing innovation ecosystem.

"Today, innovation is taking place where people come together, not in isolated spaces."

– Julie Wagner and Bruce Katz,
The Global Institute of Innovation Districts

Blue Bridge (Source: CMPID, Photographer: Stephen Cooper)



A unified vision and strong leadership. Strong branding to attract and retain talented workers and investment.

We have created Connect MPID to provide a unified voice of leaders in the Park.

Vibrant, liveable places with exceptional amenity, including lush green public space, and engaging events programs attracting people to live, work and play.

We have strong green credentials, growing residential population, excellent retail and increasing plans to activate the Park further.

“Anchor” institutions, such as universities and hospitals, providing access to knowledge, research and talent.

We have world-leading research institutions, Macquarie University, CSIRO, Macquarie Hospital

Physical and digital infrastructure connects the precinct with other places. It's easy to get around, with a well-connected precinct fostering the “collision” of ideas.

Home to Australia's first automated Metro system, served by 30 bus routes and a motorway. Improving walking and cycling network.

Programs and facilities foster innovation and collaboration, such as affordable start-up space, co-working, maker spaces.

We have 2 Incubators; Macquarie University Incubator and CSIRO Lindfield Collaboration Hub, and a goal of more innovation space.

MACQUARIE PARK TOMORROW

*“When you look at the area’s focus now
it’s really at a great point, there’s so much
potential for transformation.”*

– A local developer





CHALLENGES AND OPPORTUNITIES

Waterloo Road Linear Park, City of Ryde (Source: City of Ryde)



"Macquarie Park's success draws on decades of employment-related investment and development. This is a cluster of leading companies, many of which base their Asia-Pacific headquarters in Macquarie Park. People can easily connect to the rest of Greater Sydney via Sydney Metro Northwest services.

Macquarie Park is essential to growing Greater Sydney's capacity as a centre for innovation.."

NSW Government Macquarie Park Place Strategy

MACQUARIE PARK TOMORROW - CHALLENGES AND OPPORTUNITIES

GETTING GROWTH RIGHT

Due to its success, the number of people working in Macquarie Park has grown significantly. This has created a need for supporting infrastructure to "catch up".⁷

The Department of Planning's 2015 strategic employment review and 2021 draft masterplan both agree there are 72,000 people employed in the Park today, but forecast different long term views.⁸

By 2030/2031 the difference between forecasts is equal to 15,530 employees. By 2035/2036 that difference increases to 27,410 employees.

Future infrastructure - from additional bus services to new buildings - will be planned around growth forecasts, which is why it is important to get them right.

7. DPIE 2021 draft Macquarie Park Place Strategy
8. DPIE 2015 BIS Shrapnel Macquarie Park strategic employment review vs. DPIE 2021 draft Macquarie Park Place Strategy - SISA





(Source: CMPID. Photographer: Stephen Coorper)

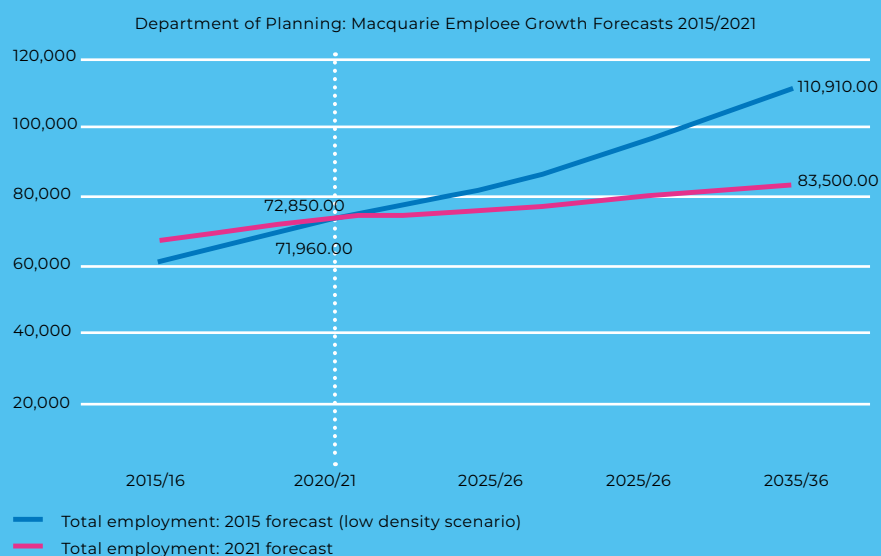
How fast is Macquarie Park growing?

The 2015 forecasts were based on an employee average compound annual growth rate of 3.05%.

While difficult to measure exactly, the Australian Bureau of Statistics found the number of Macquarie Park businesses grew by 3.8% per annum from 2016 to 2020.⁹

Connect MPID is aware of several commercial developments in Macquarie Park either seeking approval or already underway which would provide space for more than 25,000 employees:

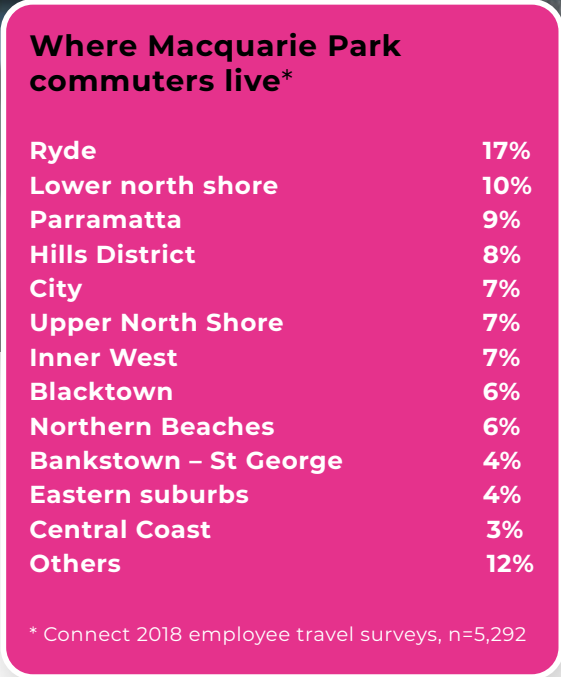
9. <https://absstats.maps.arcgis.com/apps/MapSeries/index.html?appid=7fe915ad339041a8a79d1e07392c7d54>



DEVELOPMENT	PREDICTED EMPLOYEES*	AREA	STATUS
M Park	3,600	36,000 sqm NLA	Stage 1 underway
Macquarie Square	7,500	75,000 sqm NLA	Stage 1 complete
Macquarie Exchange	7,000+	83,368 sqm GFA	Stage 1 underway
1 Eden Park Dr	1,000	10,000 sqm NLA	Underway
67-75 Epping Road	3,400	34,000 sqm GFA	Seeking approval
8-12 University Avenue	4,000	42,000 sqm NLA	SSDA approved
TOTAL	26,500	280,368sqm	

*based on 1 person per 10sqm

GFA = Gross Floor Area NLA = Net Lettable Area



MACQUARIE PARK TOMORROW - CHALLENGES AND OPPORTUNITIES

NEW ACCESS ALIGNMENTS

To the city in 18 minutes

Macquarie Park is already home to Australia’s first autonomous Metro system, serving three stations in the area.

That system will expand in 2024, connecting Macquarie Park to the city via dedicated lines through new tunnels beneath Sydney Harbour.

Journey times from Macquarie Park to Barangaroo will be slashed to just eighteen minutes in fully-autonomous,

air-conditioned comfort. Journeys to Sydney airport will take about half an hour.

More transport options will increase access to talent, and improve the perception of Macquarie Park as a well-connected centre of innovation.

Macquarie Park needs better connections to the east and west in order to grow.





(Source: CMPIID. Photographer: Stephen Coorper)

Potential Solution:

Public transport from Parramatta can take an hour and fifteen minutes, compared to just 30 minutes by car. Meanwhile, Northern Beaches commuters tell us they are the least satisfied and have the least transport choices.*

Strategic plans for new bus routes from Parramatta and Mona Vale first appeared in 2013 and 2018.

A new rail connection from Parramatta to Epping has also been proposed, but could take decades to deliver.

In tandem with long-term rail planning, we believe a new Parramatta <> Macquarie Park <> Northern Beaches access alignment should be expediated, served by dedicated high-capacity 'B-line' style buses and delivered within 5 years.



(Source: Brandywine Realty Trust)

CASE STUDY: A 20-30 min City Schuylkill Yards, Philadelphia, US

A long-term strategic plan for Drexel University and its surroundings that focuses on entrepreneurship, research and education and includes a broad range of public spaces such as civic boulevard, plaza and public square directly adjacent the 30th Street metro station.

Key Facts

- 20-30 minute walk to centre of city centre
- 20-30 minute to surrounding centres via public transport
- 20-30 minute to airport via public transport



MACQUARIE PARK TOMORROW - CHALLENGES AND OPPORTUNITIES

A GREEN CONNECTED CENTRE

Bordering Lane Cove National Park, satellite analysis shows Macquarie Park is already Sydney's greenest CBD.

Opportunities for 23 hectares of new open space have been identified in Macquarie Park's masterplan, with a target of 25% tree canopy cover.

Construction of Catherine Hamlin Park, a new 9,000 square metre public park on Waterloo Road will begin soon.

Green public space is an important component of successful innovation districts.

Streets aren't just for cars. Done right, and with programming support, they're also space where people meet, new ideas collide and connections happen. This requires a careful balance between movement (of vehicles) and place.





Waterloo Road Linear Park, City of Ryde (Source: City of Ryde)

Potential Solution:

City of Ryde plans to transform Waterloo Road into a “linear park”; a green spine of wide footpaths, cycleways and public space connecting Elouera Reserve, Catherine Hamlin Park, Lachlan’s Line and our 3 Metro stations.

Some of the Linear Park will come about via redevelopment, but relying on the planning process means change will be slow. Great effort will also be required to reunite Macquarie Park on either side of Lane Cove Road’s 8 lanes of traffic. The NSW Government proposes elevated walkways as a remedy.

Connect MPID encourages the relevant agencies to find ways to deliver the Linear Park faster, and to consider more ambitious solutions at Lane Cove Road, either:

- Cut-and-cover Lane Cove Road to create more space to grow, or;
- Construct a “green bridge” over Lane Cove Road to create more open space

Both ideas would elevate the Waterloo Road Linear Park plan, and re-connect the innovation district community.



(Source: MyLondon)

**CASE STUDY: Temporary Activation
Boxpark, Shoreditch, UK**

This flexible configuration of 40 shipping containers in an East London disused goods yard has become a flexible mall and dining destination. Boxpark acts as a retail testing ground and offers an experimental approach to shopping, dining, and entertainment.¹⁰

Key Facts

- 50 carefully selected fashion, street food and lifestyle brands over a 250 sqm site
- Unique program of events featuring live music and dj sets

10. Boxpark, Boxpark Shoreditch, <https://www.boxpark.co.uk/shoreditch/> [accessed 15 March, 2022].



(Source: Macquarie University)

MACQUARIE PARK TOMORROW - CHALLENGES AND OPPORTUNITIES

SPACE AND SUPPORT FOR INNOVATION TO GROW

Macquarie Park already contains significant innovation assets, including the world-class research capabilities of Macquarie University, the Macquarie University Incubator, and sectoral partnerships like the Australian Hearing Hub.

In addition, it is rich in the physical assets (e.g. roads, railways, buildings) and economic assets (companies, employers) identified by the

Brookings Institute as vital to the success of innovation districts.

Macquarie Park's development as a 'drive in, drive out' precinct, with stand-alone buildings surrounded by parking, has led to a lack of vibrancy and personal networks, which "limits Macquarie Park's attractiveness for businesses, workers and residents".¹¹

¹¹ Arup / Greater Sydney Commission 2021 Macquarie Park Innovation District Study





Potential Solution:

In research for this report, our stakeholders asked “where will innovators grow in Macquarie Park?” While the start-up community is well supported, the next steps in an innovator’s journeys are less clear.

Addressing this challenge will require multiple solutions.

Space to grow can be provided via planning incentives, for example height concessions in return for the provision of specialist facilities.

Repurposing building stock could be supported through accommodation rebates, while impactful research partnerships across Macquarie Park’s existing clusters will also require economic support.

Different plans have put forward ideas for temporary space programming in Macquarie Park’s commercial core, like “pop ups” and demountable pavilions. Intentional community programming – from yoga to hackathons to support for tri-party research - will be required to boost Macquarie Park’s networking assets and make any temporary spaces a success.



(Source: City of Melbourne)

CASE STUDY: Biennial Art Lab, Melbourne, AUS

Melbourne Innovation Districts, the City of Melbourne and Melbourne Festival 2016 hosted a Biennial Lab in Queen Victoria Markets, where fourteen Lab Artists worked intensively together in a research, ideation and experimentation laboratory environment. Outputs including research partnerships, a series of public debates and workshops, and 10 public art commissions.¹²

^{12.} <https://mid.org.au/program/queen-victoria-markets-biennial-lab-arts-incubator/>



(Source: lab4living UK)

CASE STUDY: Lab4Living living lab, Sheffield, UK

Set up in 2007, Lab4Living is one of the longest-running living labs in Europe, with a focus on aged care and allied health, and based at Sheffield Hallam University. More than 150 research projects have spanned collaborations with 80 different academic, hospital and commercial organisations in 15 different countries. Part funded by Government research, innovation and commercialisation grants, outputs include an international health design conference, public events and publications.¹³

^{13.} <https://mid.org.au/program/queen-victoria-markets-biennial-lab-arts-incubator/>

“Macquarie Park has a long-standing reputation, a negative stigma, of being a bit of a traffic jam.”

– A local developer

THE CHALLENGES

Macquarie Park faces a number of challenges...

Like many legacy business parks, the lack of diverse commercial space and the physical layout of the precinct leads to silos and limited opportunities to interact.

like re-zoning, and small scale moves, like upgrading footpaths. This will require careful coordination, both between government agencies and the existing tenants.

From space for innovators to grow, to connecting communities and improving access, the NSW Government's plans for Macquarie Park will require large scale moves,





CHALLENGES: **New access alignments**

- Difficult to get around within the Park itself.
- Incomplete cycling network.
- 12 hour parking = lower turnover of people per space.
- Public transport from east / west is too slow.



CHALLENGES: **A green connected centre**

- Prioritising traffic denudes pedestrian environment.
- Lack of small scale "third spaces", e.g. kiosks.
- Tree canopy coverage is inconsistent
- Limited space for community programming, e.g. pavilion.



CHALLENGES: **Space and support to grow**

- Home to fewer small and medium sized enterprises than Sydney average.
- Lack of flexible and affordable space for scale ups.
- Limited incentives to create innovation space required.
- Limited supports available to boost entrepreneurs, e.g. tax



MACQUARIE PARK TOMORROW: DELIVERING THE ROADMAP TOGETHER

Macquarie Park faces a challenge to grow elegantly from “a 20th century car-oriented campus to a 21st century place”. Already generating \$9.5 billion in GDP, it must now attract more talent, entrepreneurs and innovation opportunities to drive growth.

In the “Macquarie Park Tomorrow” section of this report we identified key areas where great focus and attention will be required, namely:

- Getting growth right
- New access alignments

- A green connected centre and,
- Space and support for innovation to grow (Including affordable space, boosting existing programs, creating new programs to animate the ecosystem and promoting our credentials)

We acknowledge the support and focus of government on Macquarie Park, and we are ready to help guide a package of policies and incentives to elevate our innovation district.

To guide progress, we’ve

conducted an extensive review of the commitments, strategies and policies which govern how Macquarie Park will change.

Through consultation, workshops and in-depth discussions, our members have identified early wins among government’s policies – opportunities to have the biggest impact – and prioritised them under our 5 strategic pillars. This also led to a small number of original proposals from our community.

The majority of these priorities have already been

"It's a bit fragmented. Our people want to go out and do things in the community, but they have to drive to get there."

- A local business leader

announced and adopted by different government agencies who are working in Macquarie Park. We suggest these priorities are a good place to start.

While many of these will be led by government agencies, there is a lot the existing community in Macquarie Park can do, too. As a bridge between both, Connect MPID is ready to help and be a key partner in delivery.

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OUR MEMBER'S VOICES

*"We have a critical mass of people in Macquarie Park with similar experience – they're degree qualified, they work in high tech industry, they're engineers. That's a **massive untapped strength**"*

"The skills we need are hard to find in Australia. But we have skilled specialists in our field working right here in Macquarie Park. My industry peers are here."

*"It's got to have **more permeability**. It's got to have **more walkability**. Places that people can have a coffee, have a meal, sit and talk in, and outdoor environments."*

*"The **Park has changed significantly**, e.g. when I first came here there was no rail service, no pub. It's changed, but maybe the narrative hasn't?"*

(Source: Macquarie University. Photographer: Jared Bryant)



*"There's a **lot of competition for talent**, but we have our own pipeline here of smart young people.. I can reach out to Macquarie University and take 20 graduates with just a phone call."*

*"There's a **gap in the timeframe**. We've seen the plans, **the future is going to be great**, but what about the companies and people who are here now? Redevelopment takes a long time."*

*"How do we earn our employee's commute when they come back to the office? Tackling that as a community will be **more successful than doing it alone**."*

*"Waterloo Road is split in two by Lane Cove Road. **The community is divided**. We all like the plan for the Linear Park, but how will you stitch it together?"*

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COLLABORATING WITH GOVERNMENT

By working together, we all have a unique opportunity in
Macquarie Park

We conducted an extensive review of existing Government policy commitments to Macquarie Park, including the draft masterplan, transport plans plus marketing and economic development strategies.

Our members prioritised those commitments, and grouped them by our pillars - indicating where agencies could make a start, and how Connect MPID could help.





Macquarie Park (Source: Macquarie University)

UNITE - build community connections and capacity

RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
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LEADERSHIP

1	Appoint a Park figurehead / spokesperson to bring together leadership.	Innovation district study, Arup for Department of Planning	GSC	CMPID	ACHIEVED
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CONNECT COMMUNITY

2	Expand CMPID's workplace program, with more opportunities for peer-to-peer learning.	Macquarie Park community suggestion	CMPID	Investment NSW	<18 Months
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BUILDING RESILIENCE

3	Assist with ongoing post-COVID recovery of Macquarie Park as an innovation district.	CBDs Revitalisation program	Investment NSW	CMPID, City of Ryde	< 18 months
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TRANSFORM - advocacy and strategy for a vibrant Park

RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
DELIVERING INFRASTRUCTURE FOR GROWTH					
1	Create a "Critical Priorities List" to identify infrastructure required in advance of growth.	DPIE draft Macquarie Park masterplan (our submission)	GSC	DPIE CMPID	<18 Months
2	Revise growth forecasts to match actual growth, return to 2015 forecast (50,000 additional jobs by 2035).	DPIE draft Macquarie Park masterplan (our submission)	DPIE		<18 Months
STRATEGIC PLANNING COORDINATION					
3	Convene a Macquarie Park coordination group with Connect MPID.	Greater Sydney Commission model	CMPID, GSC	CMPID City of Ryde	Convene a Macquarie Park coordination group with Connect MPID



RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
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SYDNEY'S GREENEST BUSINESS DISTRICT

4	Accelerate open space upgrades in Macquarie Park, including mechanism for delivery of Waterloo Rd linear park.	City of Ryde Waterloo Road Linear Park Strategy	City of Ryde	DPIE	< 4 years
5	Boost Macquarie Park's "greenest business district" credentials with coordinated tree planting program.	DPIE draft Macquarie Park masterplan (our submission)	City of Ryde	DPIE	< 4 years

ADAPTIVE REUSE

6	Incentivise property owners and Council to adapt underutilised retail space as co-working space.	City of Ryde Economic Development Strategy	City of Ryde		< 4 years
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THRIVE - supporting innovation and commercialisation

RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
PROGRAMS AND POLICY					
1	Coordinate economic development initiatives fit for purpose for Macquarie Park as an innovation district.	Macquarie Park community suggestion	Investment NSW	GSC, CMPID, MQU	<18 Months
2	Create an “innovation precincts payroll tax concession” for successful scale up companies.	Committee for Sydney “Unleashing Sydney’s Innovation economy”	Investment NSW	GSC	<6 years
3	Incentivise innovation and creative space through development mechanisms, driven by targets.	DPIE draft Macquarie Park masterplan (our submission)	DPIE, GSC	Landowners, CMPID	< 6 years



Macquarie Park (Source: Macquarie University)



RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
SPACE FOR INNOVATION TO HAPPEN					
4	Investigate viability and funding for dedicated innovation spaces in Macquarie Park.	DPIE draft Macquarie Park masterplan, City of Ryde Economic Development strategy	GSC, MQU, City of Ryde, businesses	Investment NSW	<6 years
5	Investigate a flexible, programmable space “which provides curated space” for the community and to connect the ecosystem.	DPIE draft Macquarie Park masterplan	Investment NSW	GSC, landowners, CMPID	< 4 years
6	Pilot innovation and scale-up spaces with business, government and academia.	DPIE masterplan	Investment NSW, GSC, MQU, CoR	DPIE	<18 Months



MOVE - improving mobility & access

RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
OFF PEAK PRODUCTIVITY					
1	Continue work with employers in Macquarie Park to encourage travel demand management.	Macquarie Park community suggestion	TFNSW	CMPID	<18 Months
ACCESS					
2	Expedite planned transport connections, including Parramatta <> Macquarie Park <> Northern Beaches.	Sydney's Bus Future, Future Transport 2056	TFNSW	DPIE	<4 years
FINE GRAIN NETWORK AND WALKABILITY					
3	Harmonise vehicle speeds across the Park, and phase traffic lights to favour people walking.	DPIE draft Macquarie Park Masterplan	TFNSW	TFNSW	<18 Months



Macquarie Park (Source: CMPID. Photographer: Jerry (Jiam))



RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
4	Appoint a planning coordinator to identify through-site links in new and existing sites.	Macquarie Park community suggestion	City of Ryde	CMPID	< 4 years

21ST CENTURY CONNECTIONS

5	Create at grade connections across Lane Cove Road to "stitch" Waterloo Road back together, create new developable and open space.	City of Ryde Integrated Transport Strategy and City of Ryde Linear Park Strategy	DPIE	TFNSW	< 4 years
6	Future-proof Macquarie University bus and Metro interchange, ready for significantly more passengers.	Future Transport 2056	TFNSW	MQU, City of Ryde	<18 Months



ELEVATE - promoting our innovation credentials

RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
INVESTMENT ATTRACTION					
1	Expand partnerships built around Macquarie Park's comparative advantages.	Arup Innovation District Study (DPIE draft Masterplan)	Investment NSW, Austrade	City of Ryde, CMPID	<18 Months
"LETS LAND A WHALE"					
2	Create an executive economic development role to lead investment attraction for Macquarie Park.	Macquarie Park community suggestion	Investment NSW, Austrade	City of Ryde, CMPID	<18 Months
3	Create dedicated marketing materials pertinent to Macquarie Park's existing and emerging strengths.	Macquarie Park Marketing Plan	Investment NSW, City of Ryde	CMPID	< 4 years



Library (Source: CM/D. Photographer: Soo Sing 90h Tu)



RANK	PRIORITY	SOURCE	LEAD	SUPPORT	TIMEFRAME
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TALENT ATTRACTION

4	Attract global talent via an "innovation precincts talent visa".	Committee for Sydney, "Unleashing Sydney's Innovation Economy"	Home Affairs	Investment NSW	< 4 years
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SHOWCASE OUR INNOVATION

5	Forums and events to showcase innovation and connect the ecosystem.	Macquarie Park community suggestion	All	All	<18 Months
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This report was guided by in-depth interviews with innovation subject matter experts, workshops with workplace leaders drawn from across our members, surveys of workers and end users plus guidance from the Connect MPID extended leadership team.

This report has been produced by

HATCH | RobertsDay

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Macquarie Park (Source: CMPID)