

THE  STAR

PLAN OF MANAGEMENT

STAR NEIGHBOURHOOD CENTRE

PREPARED BY
SEGL

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DATE	Revision	Issue Description
6 February 18	A	Final Report Issue
7 November 18	B	Detail Layout Plan Update

1 EXECUTIVE SUMMARY

SEGL is committed to delivering a modern purpose-built Neighbourhood Centre that provides a new, multipurpose building for the Pyrmont community. Strategically located in relation to Pyrmont's existing public space network, the Centre is situated on the prime north-facing corner of the SEGL site, at the intersection of Jones Bay Road and Pirrama Road. The elegant five-level civic building will comprise a combination of indoor and outdoor spaces, with views to parklands and harbour.

Pyrmont's new Neighbourhood Centre will provide the amenity and resources needed for a continuously growing high-density city suburb, allowing the local residential and worker population to connect, learn and create. Embedded within the podium levels of the Tower, the Neighbourhood Centre will offer a diverse range of spaces, with a total floor area of 1,691 m². The design aims to deliver a vibrant precinct that fulfils a variety of community uses, and is socially and environmentally sustainable.

The proposed uses for the Neighbourhood Centre have been identified through extensive community consultation during the design excellence and design development phase.

The Neighbourhood Centre proposal includes the following uses:

- ◆ **Level 00 – Ground: Social Enterprise Café** – Café and community lounge, Technology Bar, makers space for multimedia projects (analogue and digital);
- ◆ **Level 01: Pirrama Reading room** – reading and library space, elevated lounge, children and family space, space for study and group setting;
- ◆ **Level 02: Darling Collaboration Hub** - Open plan training and class settings, casual group lounge settings, consultation and tutoring settings, meeting rooms and conference spaces; recording studio, and kitchenette;
- ◆ **Level 03: Pyrmont Forum** - Civic function space with harbour views, reheat kitchen, access to Harbour Roof Terrace at Level 04, and available for private and community functions; and
- ◆ **Level 04: Pyrmont Forum Terrace** - Community terrace with harbour views, green space and seated settings, and available for private and community functions.

The Neighbourhood Centre will be operated and managed by Star. In conjunction with an Advisory Committee comprised of local community members. The Plan provides the framework, objectives and strategies for the management of the Neighbourhood Centre. The Plan is a live working document and will be reviewed and updated regularly, in consultation with the Advisory Committee, including prior to occupation.



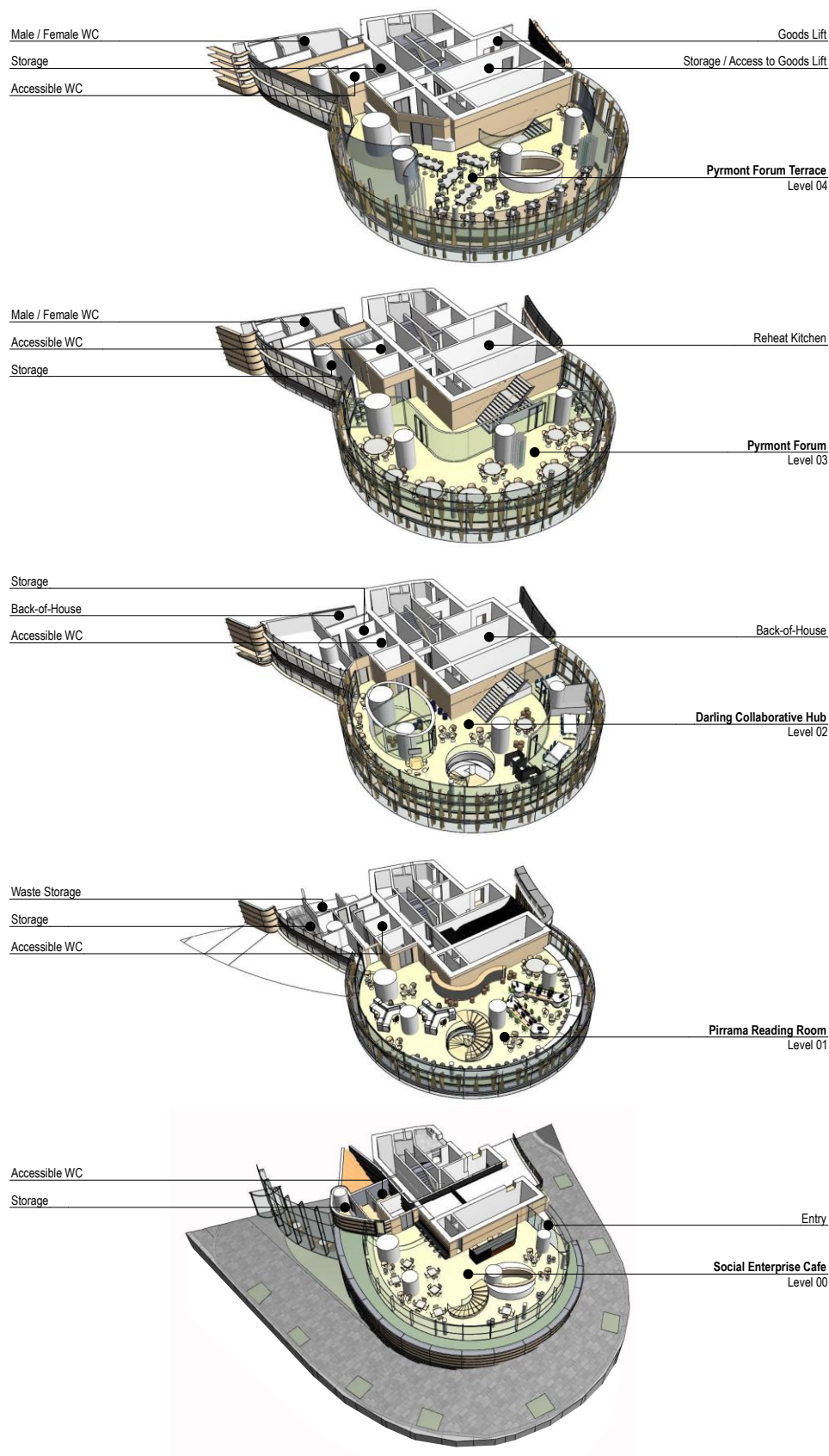


Figure 1 – Neighbourhood Centre*

**Note Level 0 shows option for alternate public domain with forecourt terrace and steps (Architectural Design Statement – reference pg 69)*

This Plan of Management ('the Plan') comprises four major sections:

- ◆ Introduction
- ◆ Site Description and Building Details
- ◆ Management Objectives and Strategies
- ◆ Plan Monitoring

The Plan addresses a comprehensive range of management issues and provides requirements, guidelines and strategies for each of the key issues, to ensure that the Neighbourhood Centre retains its importance as an active space for the whole community.

2 INTRODUCTION

While Pyrmont's dramatic rate of demographic growth has slowed in recent years, it is likely to accelerate once more with the completion of a number of large masterplan projects in the area. The scale of community facilities has not increased at the same rate, and is currently limited to the Pyrmont Community Centre and Ultimo-based facilities further to the south. The existing Pyrmont Community Centre provides indoor and outdoor areas for classes, community hire and opportunities for library services.

Within this context, the proposed Neighbourhood Centre will provide the amenity and resources needed for a continuously growing, high-density city suburb. Located at the prime northern end of the SEGL site, with views to parklands and easy access to Darling Harbour, the new Centre will be a vibrant precinct for the community with a unique local identity. It is anticipated that the existing community facilities of Pyrmont will greatly benefit from enhancement and extension, to meet the evolving needs of local residences and the growing urban population.

Stakeholder and community engagement was a key aspect of the development process. During the Design Excellence Process and design development, forums, meetings and community sessions were held for neighbours, the broader community and other stakeholders. The proposed uses for the Neighbourhood Centre have been identified through feedback obtained during these community engagement activities.



Figure 2

2.1 BACKGROUND TO THE PLAN

This Plan has been prepared to guide, monitor and manage the operation of the Neighbourhood Centre, as defined in Figure 1. The Plan is strategic in its focus, and does not include the Neighbourhood Centre's day-to-day management functions. This approach has been taken to allow for flexibility in the implementation of the Plan, and take advantage of opportunities in emerging community needs and leisure trends. A flexible approach will also help Star manage the fluctuations in usage levels that may occur in the course of a given year.

The management objectives in the Plan have been developed in response to key priorities identified during community consultation to achieve a vibrant community facility.

2.2 OBJECTIVES OF THE PLAN

The Plan has the following objectives:

- ◆ To outline the role of the Neighbourhood Centre, and to describe the facilities and amenities that are available for community use over time;
- ◆ To accommodate a range of community programs hosted by the Community, organisations, Council and individuals, alongside private activities and events e.g. community meetings, birthday parties
- ◆ To provide professional, competent management of the Neighbourhood Centre
- ◆ Provide, modern, clean and well maintained facilities
- ◆ Reduce barriers to access by automating systems and processes
- ◆ Be timely, honest and transparent in communication
- ◆ Drive and maximise occupancy through promotional materials and website management
- ◆ Be financially responsible and manage a commercially viable facility
- ◆ Provide for an effective program of asset management, maintenance and improvements to the centre.

2.3 FRAMEWORK OF THE PLAN

The Plan provides the framework, objectives and strategies for the management of the Neighbourhood Centre. The Plan is a live working document and will be reviewed and updated regularly by the Neighbourhood Centre Manager, in consultation with the Advisory Committee, including prior to occupation once the tenants are known.

3 SITE DESCRIPTION AND BUILDING DETAILS

3.1 VISION STATEMENT

Pymont is a special and integral part of the City of Sydney, rich in history, character and identity. Our proposal for the Neighbourhood Centre seeks to create a landmark community facility that is unique and true to the character of Pymont, enhance and support existing community infrastructure, and create an exciting new destination for all. Housed within a modern five-level building addressing the Pymont foreshore and adjacent open spaces, the Centre will complement the present amenities and respond directly to community needs, while giving a clear public identity to the north facing corner.

The space will be highly flexible and can be adjusted to meet the growing and changing needs of the local population. The proposal offers opportunities for a diverse range of services and programs. At Ground Level on Jones Bay Road will be a defined street entry, cafe and lounge area with breakout to a sun drenched terrace. Upper levels will feature multipurpose spaces that can accommodate a variety of activities, including contemporary learning centre resources, lounge space to escape the pressure of high-density living, and meeting and function spaces.

SEGL will deliver a world-class, professionally-run community precinct that will operate in the following manner:

- ◆ Provide professional, competent and consistent service
- ◆ Provide, modern, clean and well maintained facilities
- ◆ Reduce barriers to access by automating systems and processes
- ◆ Be timely, honest and transparent in communication
- ◆ Cater to a wide variety of events and programs run the by the community, the Council, local individuals and organisations, and not-for-profit groups
- ◆ Drive and maximise occupancy through promotional materials
- ◆ Be financially responsible and manage a commercially viable facility

3.2 LAND COVERED BY THE PLAN

The Star is located on an irregularly shaped site in Pymont, which is bounded by Pymont, Edward and Union Streets, and Pirrama and Jones Bay Roads. The site has a total area of 39,206 m² (excluding Lot 1 in DP 867854 and Lot 201 in DP 867855 to the north).

This Plan of Management applies to the land and five-level building on the northern corner of the site, bound by Jones Bay Road and Pirrama Rd, as shown in Figures 3 and 4. The Neighbourhood Centre is located on Level 00 (Ground), 01, 02, 03 and 04 and comprises a total area of 1,691m².



Figure 3: Subject site and locational context



Figure 4: Subject site and locational context

3.3 SITE CONTEXT

The Neighbourhood Centre forms part of an application under section 75W of the Environmental Planning and Assessment Act 1979 to modify the existing Part 3A approval applying to the Star (Modification 13). Modification 13 seeks approval for the Neighbourhood Centre facility, the design of a new residential and hotel tower that is to be branded Ritz-Carlton, associated podium treatment as well as several other packages of works at The Star.

3.4 OWNER OF THE LAND

The site is leased by Star Entertainment Group Limited (SEGL) from the Independent Liquor and Gaming Authority. The Neighbourhood Centre is located within site at the northern end.

The site also accommodates, in addition to the The Star, a light rail line (including The Star light rail station). A bus interchange is located adjacent to the site's Pirrama Road frontage. A publicly accessible wharf serving both commercial boats and private watercraft is located within a short walking distance of the site and is also available for The Star to use.

SEGL is a leading operator of integrated resorts catering to both local and international visitors and, as the operator of The Star, has commenced a five-year redevelopment journey to create a landmark, exemplar integrated resort.

3.5 LAND AND BUILDING DESCRIPTION

The key intersection of Pirrama Road and Jones Bay Road provides opportunity for greater pedestrian focus and a dedicated neighbourhood space. At this northern point of the site, the tree-lined boulevard of Pirrama Street flows into a more local streetscape. By positioning the Neighbourhood Centre on this currently inactivated corner, it creates an important new focus within the Pyrmont public space network.

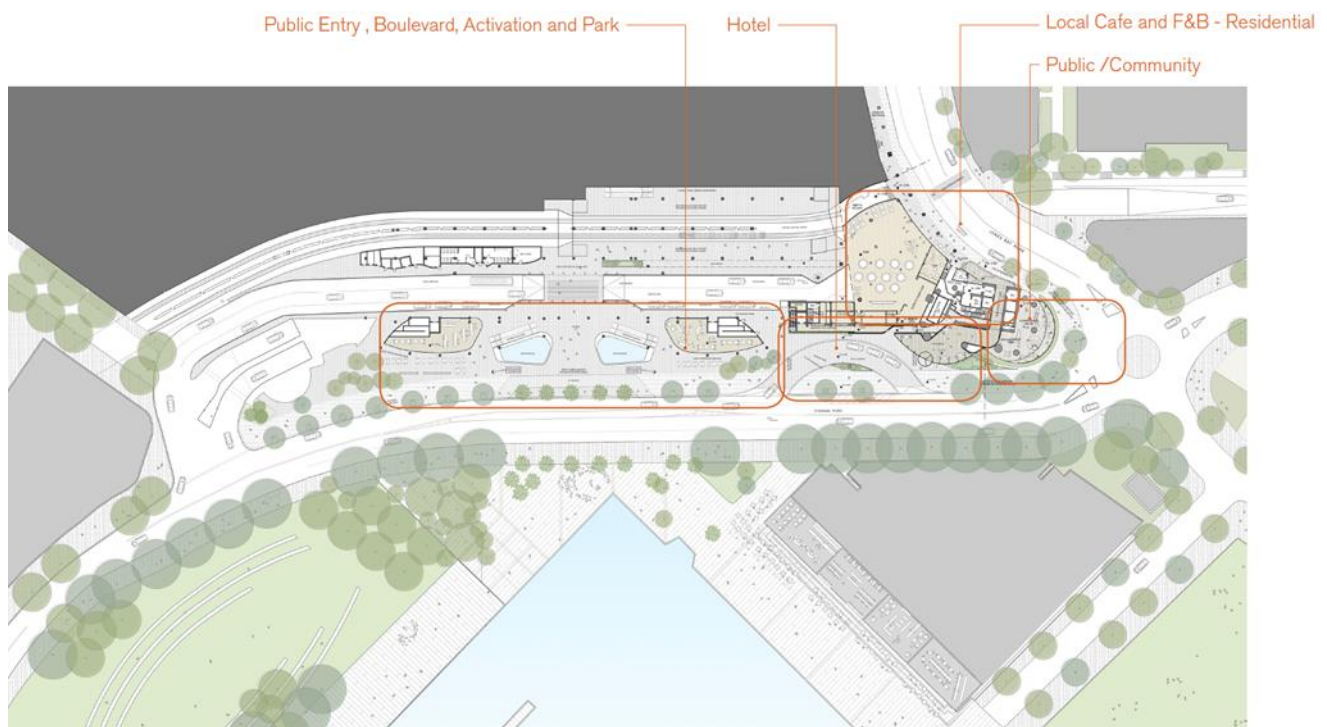
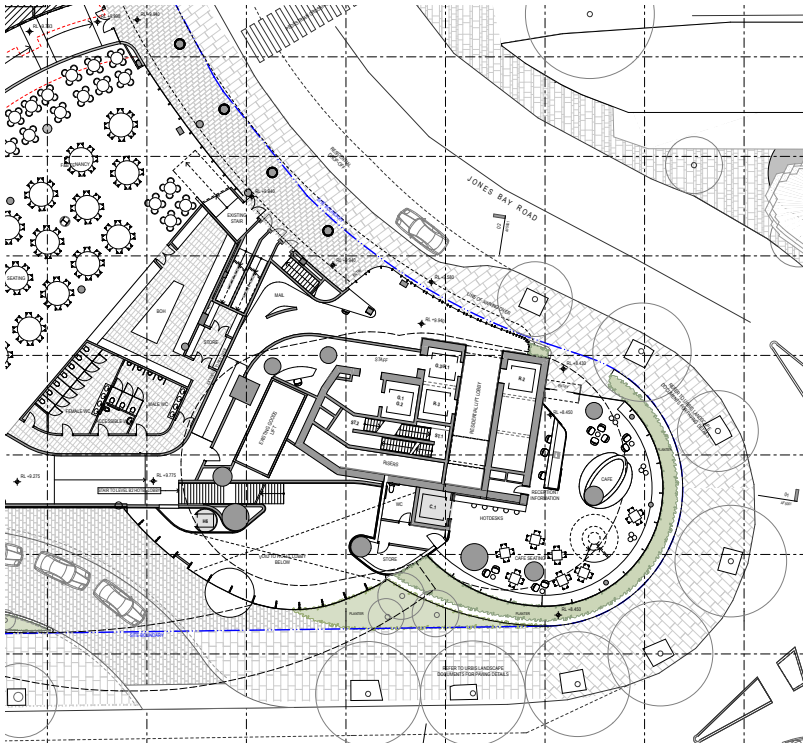


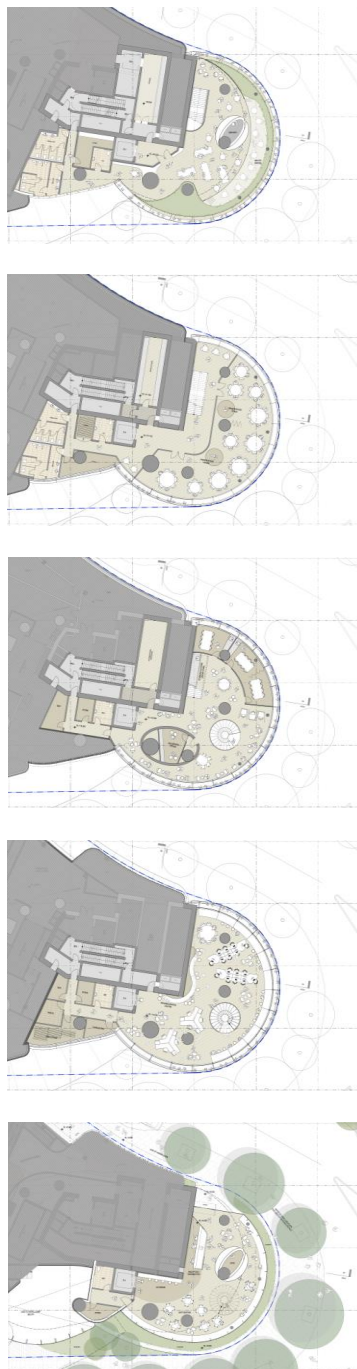
Figure 5: Public domain zones and activation areas



The Neighbourhood Centre establishes a human scale at the north of the site, relating to the adjacent sandstone escarpment and local buildings, whilst also being articulated as a welcoming public building independent from the main tower above and the Star Integrated resort. The Neighbourhood Centre entry is clearly identified as a public and community centric facility, with a separate entry to the adjacent residential and hotel, as shown in Figures 5 and 6.

Figure 6: Neighbourhood Centre ground level lobby





Level 4 **Harbour Roof Terrace**

- 'Neighbourhood Terrace in an iconic location'
- Elevated expansive roof terrace with harbour views Green space and seating settings
- Prime frontage given to community events
- Private and community functions

Level 3 **Pymont Forum**

- 'Elegant civic function space in prime location'
- Elevated harbour views and grand ceiling height
- Dual purpose catering and neighbourhood kitchen
- Access to Harbour Roof Terrace
- Private and community functions Jewel of Pymont Community

Level 2 **Darling Collaborative Hub**

- 'Multiple settings to learn, connect and create'
- Open plan training & class settings
- Casual group lounge settings
- Small consultation and tutoring settings
- Various sized meeting rooms and conferencing
- IT enabled, digital literacy as well as community classes

Level 1 **Pirrama Reading Room**

- 'Stay-a-while and library space for all generations' Elevated lounge areas for individual reading and lounging Children and family space
- Space for limited collection, periodicals
- Study space and group settings

Level 0 **Jones Bay Terrace**

Social enterprise cafe

- Enterprise Cafe
- Technology Bar
- Makers space - multimedia (analogue and digital)

Figure 7: Jones Bay Road Elevation: Public and Community Focus

The Neighbourhood Centre has an overall floor area of approximately 1,691 m², comprising five levels as follows:

- ◆ Level 00 - Ground: Community lounge with breakout to a sun drenched terrace, Café, Technology Bar, makers space for multimedia projects (analogue and digital);
- ◆ Level 01: Reading room and library space, elevated lounge, children and family space, space for study and group setting;

- ◆ Level 02: Open plan training and class settings, casual group lounge settings, consultation and tutoring settings, meeting rooms and conference spaces, recording studio and kitchenette;
- ◆ Level 03: Civic function space with harbour views, reheat kitchen, access to Harbour Roof Terrace at Level 04, and available for private and community functions; and
- ◆ Level 04: Community terrace with harbour views, green space and seated settings, and available for private and community functions.

Parking/Delivery Space

There are no designated car-parking spaces for the Neighbourhood Centre visitors and staff. As the Neighbourhood Centre is for the local community, most users and visitors will walk to the centre.

The site is well connected to public transport, and there is also public parking available on the site at the Star should this be required.

Loading and deliveries will occur at the loading zone along Jones Bay Road adjacent to the neighbourhood centre / residential tower entry lobby.

Landscaping

The use of native and low-water use plant species is a central theme to the landscape design of the Centre.

Supportive Services

Other supportive facilities include a storage rooms and toilets for staff and visitors.

3.6 PROPOSED USES, PROGRAMS AND EVENTS

The Neighbourhood Centre will offer a range of public programs hosted by the community, Council, organisations and individuals - from coding and robotics, through to health, fitness, education, and more – alongside private activities and events.

This Plan facilitates the use of the Neighbourhood Centre for the following uses:

- ◆ Retail Café
- ◆ Library and educational uses
- ◆ Recreational and leisure purposes
- ◆ Performing and visual arts
- ◆ Public art installations and associated activities
- ◆ Community, corporate and private training and functions

The following examples of meetings, events, activities and functions illustrate the variety of uses consistent with the Neighbourhood Centre's objectives as a multipurpose community facility:

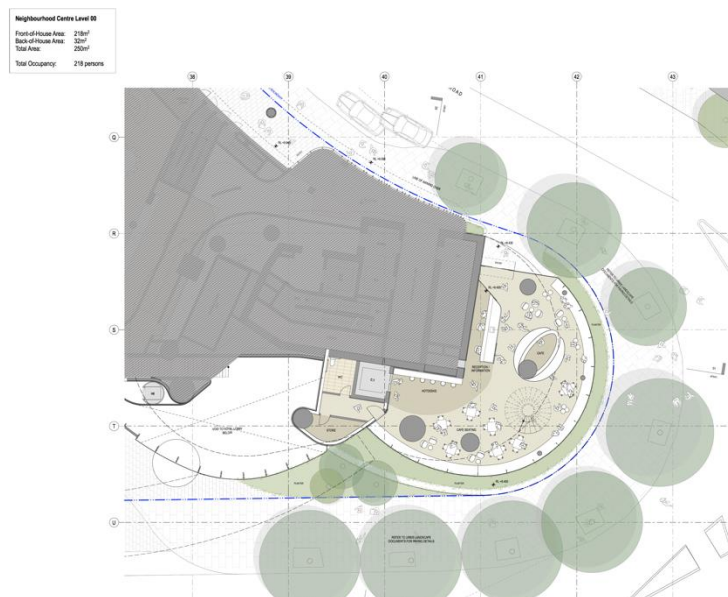
- ◆ Meeting rooms for community groups
- ◆ Health, fitness and wellness programs, e.g. dance, yoga, pilates, karate
- ◆ Council funded events or festivals
- ◆ Arts and crafts classes
- ◆ Gallery exhibitions
- ◆ Educational workshops, training or seminar lectures and activities
- ◆ School speech days or graduation ceremonies
- ◆ Movie screenings or film festivals
- ◆ Private functions, e.g. birthday parties and other special occasions
- ◆ Corporate events, e.g. dinners, social gatherings, awards nights
- ◆ Performances and rehearsals, e.g. music, theatre
- ◆ Community groups and events
- ◆ Programming, e.g. robotics, printing, digital learning
- ◆ Church groups and events



The following plan examples show opportunities and potential uses of the Neighbourhood Centre by the community, and are not an exhaustive list of possible uses.

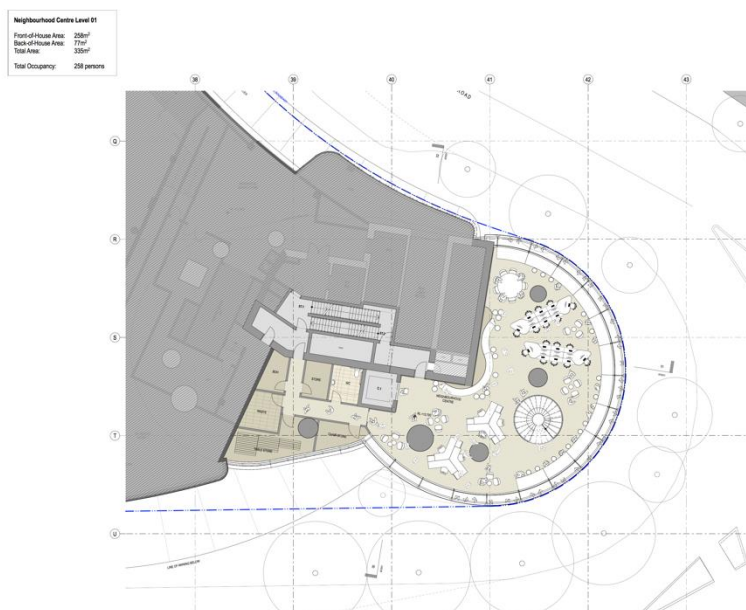
Ground Level – Level 00

At ground level, a street aligned cafe and lounge area with outdoor breakout to a sun drenched terrace. This space is envisaged as a vibrant and transparent cafe and community space which will invite the Pymont community to meet and connect, and enter the Neighbourhood Centre. It will include a comfortable lounge or technology bar, space for small exhibitions and public access computers supported by a maker space. Direct access is provided to the library annex above via stair and lift.



Level 01

The level 1 annex will offer a limited library collection (the rest can be ordered by link as currently offered by Pymont Link) plus lounge and reading and family space.

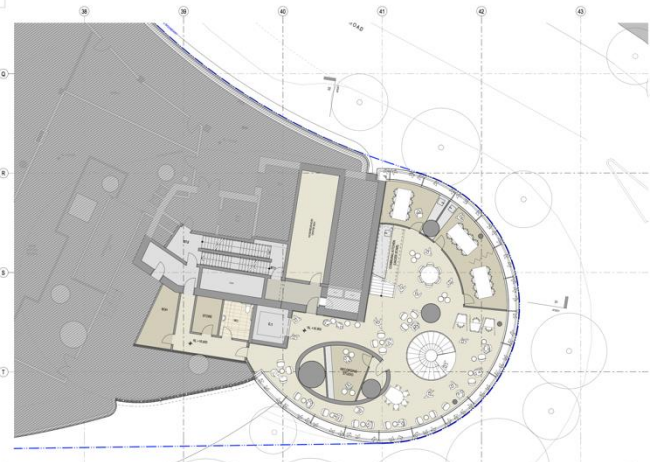


Level 02 + Level 03

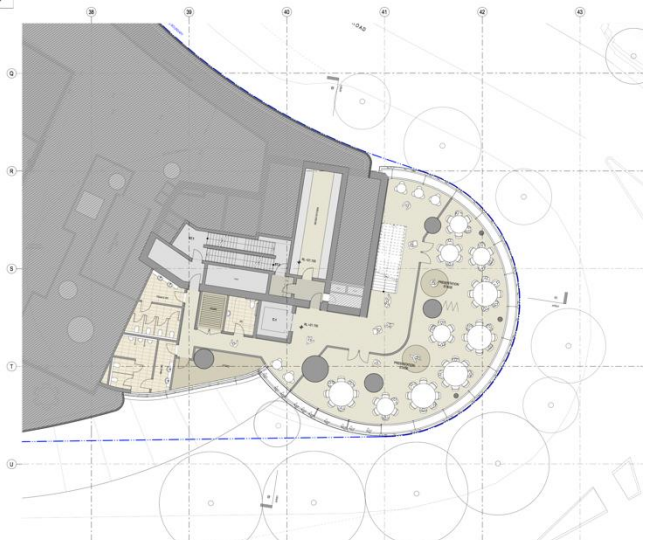
The upper two levels offer space for community and private Pyrmont resident hire. There are open plan spaces for casual groups (knit and natter, casual computer training, youth / children's programs etc) as well as a series of more cellular spaces which can be used for smaller group work and consultations, a recording studio and kitchenette.

Other options for Level 2 and 3 space usage may include sponsored co-working space or business and IP centre to assist business startups, which would suit a young and established professional demographic.

Neighbourhood Centre Level 02
Front of House Area: 201m²
Back of House Area: 79m²
Total Area: 280m²
Total Occupancy: 261 persons



Neighbourhood Centre Level 03
Front of House Area: 249m²
Back of House Area: 132m²
Total Area: 381m²
Total Occupancy: 245 persons



Neighbourhood Centre Level 04
Front of House Area: 170m²
Back of House Area: 150m²
Total Area: 320m²
Total Occupancy: 170 persons



Level 04

The upper level is a dramatic double height function space which can offer space for larger classes, community parties and community ceremonies. A kitchen / banquette will provide similar amenity to the highly popular Surry Hills neighbourhood centre where people from diverse backgrounds are brought together by food and cooking classes.

3.7 OPERATING TIMINGS AND REQUIREMENTS:

The Neighbourhood Centre will operate 7 days per week, with the meeting and event spaces available for hire on a demand basis from 9am to 11pm daily. The internal spaces and learning space will be open daily from 9am – 9pm with scheduled programming taking place at various times throughout the day.

◆ Internal Areas generally	Mon to Sun	9am – 9pm
◆ Function Space	Mon to Sun	9am – 11pm
◆ External Terrace	Mon to Sun	9am – 9pm
◆ Ground Café	Mon to Sun	7am – 7pm

Any variations to the hours of operation will require endorsement of the Centre Manager and the Advisory Committee and relevant planning authority as applicable.

The scale and intensity of the uses will comply with all council policies, development consent and state legislation relating to matters such as noise transmission and controls. Since food and beverages may be served in some of the events/functions held on the premises, relevant legislation and guidelines will required to be met by the function/event organisers or their appointed caterers and agents.

Fees and charges, and terms and conditions for bookings will be determined by the Centre Manager and Neighbourhood Advisory Panel, and will be reviewed and updated as required.

It is noted that the impact of activities held in the Neighbourhood Centre must not negatively affect the environmental qualities/values of the neighbours to the site.

4 MANAGEMENT OBJECTIVES AND STRATEGIES

Providing a well located and designed building does not in itself guarantee that a community centre will be successful in achieving the desired social outcomes. Rather, a variety of operational factors are critical to ensuring that the Neighbourhood Centre continues to serve the community well and support local community directions.

The management objectives and strategies applicable to the Neighbourhood Centre are outlined below in terms of the following management issues:

- ◆ Access
- ◆ Asset management
- ◆ Environmental sustainability
- ◆ Landscaping
- ◆ Operational management
- ◆ Safety and security
- ◆ Waste management

4.1 ACCESS

To ensure that the Neighbourhood Centre remains accessible to visitors and local residents, the following considerations shall be addressed.

Building Legibility

Clear and visible signage will be installed on the building premises or along adjacent streets to help guide first time visitors and users to the Neighbourhood Centre.

Pedestrian and Cycle Access

Pedestrian access to the Neighbourhood Centre is provided from Jones Bay Road. Cycle facilities are provided around the site at various locations, as shown in Figure 8.





Figure 8: Locations of cycle facilities

Disabled Access

The entrance from Jones Bay Road will be on grade and access to all levels of the building will meet Australian Standards for Disabled Access.

Emergency Access

Emergency exit signage will be placed around the building, along with a built in emergency lighting and warning system.

4.2 ASSET MANAGEMENT

SEGL is committed to delivering and managing a modern purpose built community facility. A detailed framework for the management of the Neighbourhood Centre asset will be developed. A number of key actions are outlined below to ensure the Centre assets are maintained and managed to acceptable standards:

- ◆ Annually undertake building condition audits to identify areas requiring repair or replacement
- ◆ Develop and implement maintenance and asset management programs
- ◆ Undertake regular landscaping condition audits

4.3 ENVIRONMENTAL SUSTAINABILITY

Sustainability initiatives for the Neighbourhood Centre will demonstrate environmental sustainability practices.

The sustainability goals of the Neighbourhood Centre are to achieve:

- ◆ energy efficiency through design improvements,
- ◆ water conservation through water sensitive improvements, and
- ◆ ESD leadership with environmental and community responsive design features.

The above-mentioned actions are to ensure the Centre operates in accordance with achieving the sustainability goals.

4.4 OPERATIONAL MANAGEMENT

SEGL will appoint a Neighbourhood Centre manager to operate and manage the Neighbourhood Centre in association with a specifically appointed Advisory Committee. The Advisory Committee will comprise approximately 6 members who will represent local Pyrmont community groups, local residents and the local working community.

The Neighbourhood Centre manager will effectively manage, coordinate and market events and activities and enhance social interaction with the community. Key functions include:

- ◆ Initiating, planning and coordinating centre activities (Community, Council and external);
- ◆ Marketing and promotion of the Neighbourhood Centre for community use and private functions;
- ◆ Maintaining bookings, including liaising with organisations and groups that initiate activities and services;
- ◆ Achieving governance, social and economic sustainability through cost efficient operation and effective procedures to manage and balance community/cultural uses and commercial uses of the Centre; and
- ◆ Minimise any adverse impact of the Neighbourhood Centre on adjacent land uses, ensure events and functions comply with approved hours of operation and any noise control requirements and related use restrictions.

4.5 SAFETY AND SECURITY

It is important to ensure a safe environment for visitors, users and staff of the Neighbourhood Centre. This will be achieved via a number of methods such as clearly marked exits, limited entry points and sufficient lighting, etc.

There is only one lift or key entry point provided to each level room, facilitating controlled access.

Key objectives include:

- ◆ Continue to review the building and grounds security requirements, including establishing appropriate security patrols as an extension of the security services provided at The Star.
- ◆ Ensure equipment/facilities do not pose any safety risks to visitors/users.
- ◆ Maintain safety procedures and guidelines for visitors/users of the facilities.
- ◆ Maintain appropriate lighting of the Neighbourhood Centre.

4.6 WASTE MANAGEMENT

Waste management will include recycling bins, paper/cardboard, green waste and general waste bins with ongoing regular servicing.

A Waste Management Plan, consistent with the SECL Waste Management Plan will be prepared and updated as required.

5 PLAN MONITORING

This Plan is a live document and will be reviewed and updated as required to ensure the Neighbourhood Centre's ongoing management and operations. The plan will be updated prior to occupation when the tenants are known.

The review will include:

- ◆ an operational performance report of the Neighbourhood Centre;
- ◆ recommendations for objectives and strategies in response to identified issues; and
- ◆ any other necessary changes due to new usage trends or management needs of the Centre.

