

**REQUEST FOR SECRETARY'S
ENVIRONMENTAL ASSESSMENT
REQUIREMENTS TO FACILITATE
PREPARATION OF AN EIS AS PART OF A
STATE SIGNIFICANT DEVELOPMENT
APPLICATION**

**NEW FISH MARKET
AT BLACKWATTLE BAY**

**CONCEPT DEVELOPMENT APPLICATION
(including detailed proposals for first stage
being the demolition of existing buildings and
structures)**

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For

UrbanGrowth NSW Development Corporation

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Table of Contents

1.	INTRODUCTION AND OVERVIEW.....	1
1.1	Purpose of this Report.....	1
1.2	Background	1
1.3	Summary of the Development.....	1
1.4	Approval Strategy	2
1.5	Related Planning Initiatives.....	2
1.6	Project Justification.....	4
1.7	Project Overview	5
2.	SITE AND CONTEXT	7
3.	THE PROPOSAL.....	9
3.1	Overview	9
3.2	Demolition.....	10
3.3	SEPP Amendment.....	10
3.4	Land Use and Indicative Floor Area	10
3.5	Building Envelope, Built Height and Form	11
3.6	Wharves	12
3.7	Public Domain	12
3.8	Retail Mix	12
3.9	Access and Parking	12
3.10	Operations	13
3.11	Employment.....	13
3.12	Capital Investment Value.....	13
3.13	Project Staging and Delivery.....	13
4.	CONSULTATION.....	14
5.	LEGISLATIVE FRAMEWORK.....	15
5.1	Environmental Planning and Assessment Act, 1979.....	15
5.1.1	State Significant Development.....	15
5.1.2	Requirement for an EIS.....	17
5.1.3	Provisions relating to partly prohibited SSD	18
5.2	State Environmental Planning Policies and State Regional Planning Policies	18
5.2.1	State Environmental Planning Policy (State and Regional Development) 2011.....	18
5.2.2	State Regional Planning Policy No. 26 - City West	19
5.2.3	State Regional Environmental Sydney Harbour Catchment 2005.....	21
5.2.4	State Environmental Planning Policy No. 55 (Remediation of Land)	22
5.2.5	State Environmental Planning Policy Infrastructure 2007.....	22
5.2.6	Local Environmental Planning Instruments.....	23
5.2.7	Draft Environmental Planning Instruments	23
5.3	Development Control Plans	24

5.4	Other Legislation.....	24
6.	POTENTIAL ENVIRONMENTAL ISSUES	26
6.1	Introduction	26
6.2	Statutory and Strategic Planning Context	26
6.3	Impacts on the Natural Environment.....	26
6.3.1	Ecological Impacts	26
6.3.2	Contamination	26
6.3.3	Surface and groundwater management.....	26
6.3.4	Air Quality Impacts	26
6.3.5	Geotechnical	26
6.4	Impacts on the Built Environment.....	27
6.4.1	Aboriginal and European heritage	27
6.4.2	Overshadowing impacts.....	27
6.4.3	Noise impacts.....	27
6.4.4	Traffic and transport impacts	27
6.4.5	Built form	27
6.4.6	Visual Impact.....	28
6.5	Construction Management.....	28
6.6	Operational impacts.....	28
6.6.1	Plan of Management.....	28
6.6.2	Security Management	28
6.6.3	Waste Management	28
6.6.4	Accessibility.....	28
6.6.5	Infrastructure and Utilities	28
6.7	Social and economic impacts	28
6.8	Cumulative Impacts	29
7.	CONCLUSION	30

APPENDICES

- Appendix 1: Design Governance Framework
- Appendix 2: Preliminary Concept Plans and Demolition Plans
- Appendix 3: Advice on Demolition of Structures
- Appendix 4: UGDC Stakeholder Engagement

1. INTRODUCTION AND OVERVIEW

1.1 Purpose of this Report

This report accompanies a request for the Secretary's Environmental Assessment Requirements ("SEARs") for the Environmental Impact Statement ("EIS") which is to accompany a development application for a new fish market at the head of Blackwattle Bay in accordance with Clause 3 of Schedule 2 of the *Environmental Planning and Assessment Regulation 2000* ("the Regulations").

This report includes:

- a description and analysis of the site and its context;
- a description of the proposed works;
- the statutory planning framework which applies to the proposed works and which establishes their permissibility;
- a preliminary identification and assessment of impacts associated with the proposed works;
- justification for the proposal.

1.2 Background

The existing fish market is the largest market of its kind in the Southern Hemisphere and the third largest seafood market in terms of variety in the world. A working fish market, the existing fish market sources product both nationally and internationally and trades over 13,500 tonnes of seafood annually - with up to one hundred sustainable seafood species traded every day and approximately 500 species traded annually.

In November 2016 the NSW Premier announced a new fish market at the head of Blackwattle Bay, adjacent to the existing fish market. In June 2017 the Premier of NSW announced the appointment of Danish architects 3XN to lead the design team that includes Sydney firms BVN and Aspect Studios. They have been working with key stakeholders, including UrbanGrowth NSW Development Corporation (UGDC) and Sydney Fish Market Pty Ltd (SFM), to develop the design for the new fish market. As announced by the NSW Premier, works are planned to commence in late 2018.

1.3 Summary of the Development

The proposal is to build a new fish market with a contemporary urban design, provide unique experiences for visitors and world-class auction and wholesale facilities. The new facility will be set within an improved public domain including the creation of a waterfront promenade with improved access to Blackwattle Bay and linking to surrounding areas and to public transport.

The development will expand and improve the functions of the existing in a new setting designed to achieve design excellence, functional performance and environmental sustainability.

The new fish market will include retail and food and beverage premises, wholesale facilities and auction rooms, offices and commercial space, Sydney Seafood Schools, back-of-house facilities and car, truck and coach parking spaces. The new facility is to include a new

foreshore promenade and wharves. The new fish market will be purpose built and will be supported by a state of the art back-of-house plant and recycling/waste management facilities.

The Concept DA will include details of the first stage of the development being the demolition of buildings and structures on the site.

1.4 Approval Strategy

Pursuant to the provisions of the *Environmental Planning and Assessment Act 1979* and *State Environmental Planning Policy (State and Regional Development) 2011* ("SEPP SRD") the new fish market development is State Significant Development and the Minister for Planning is the consent authority.

To deliver the new fish market, the following applications will be lodged:

1. A concept development application seeking approval for concept proposals for the new fish market. This is to meet the requirements for a master plan contained in clause 40 of SREP26. This concept development application will also set out details of the first stage of the development being the demolition of land and water based structures on the site including removal of marine piles and any resulting repairs to the existing sea wall;
2. A development application for the construction of the new fish market;
3. An application to the planning controls applying to the site to enable the proposed development to be a permissible use on all of the site. This is to be achieved by an amendment to *Sydney Regional Environmental Plan No 26—City West* ("SREP26"). This will be lodged with the concurrently with the development applications.

The objective of this strategy is to streamline the new fish market development process and enable timely delivery of development on the site through efficiencies in the development program.

1.5 Related Planning Initiatives

Bays Precinct

The site is located within the Bays Precinct comprising 95 hectares of predominantly government owned land with 5.5 kilometres of harbour frontage to approximately 94 hectares of waterways in Sydney Harbour. The Minister for Planning has determined that the urban renewal land within the Bays Precinct is a matter of State planning significance, and agreed to investigate the area as a potential State Significant Precinct ("SSP"). In October 2015 UGDC (then known as UrbanGrowth NSW) released the "*Transformation Plan: The Bays Precinct, Sydney*" which sets out a strategy for transformation of the Bays Precinct, including the new fish market. It identifies eight destinations within the Bays Precinct:

- White Bay Power Station;
- Bays Market District;
- Bays Waterfront Promenade;
- Wentworth Park;
- Glebe Island;
- White Bay;

- Rozelle Rail Yards; and
- Rozelle Bay and Bays Waterways

Bays Market District

The Bays Market District comprises land on the southern and eastern sides of Blackwattle Bay. It includes land surrounding the southern pylon of the Anzac Bridge, the existing fish market and wharves at the head of Blackwattle Bay.

The Bays Market District has been identified by the NSW Government as an immediate planning priority. On April 28 2017, the NSW Department of Planning and Environment, in consultation with the City of Sydney, finalised the SSP Study Requirements for the Bays Market District to facilitate the preparation of new planning controls.

Sydney Fish Market

The existing fish market is located in the Bays Market District. Established in 1966, the existing fish market is located to the south east of Anzac Bridge at the intersection of Pyrmont Bridge Road and the western distributor with frontage to Blackwattle Bay. SFM was formed in 1994 in response to the NSW Government privatisation of the marketing of seafood. It has developed into a popular tourist location with some 2.7 million visitors annually, 55-60% of which are from metropolitan Sydney, 22% are domestic visitors and 20% are tourists from overseas.

Relationship of new fish market planning and approvals to Bays Market District

As outlined above, UGDC is undertaking a State Significant Precinct Planning Study for the Bays Market District. The site-specific amendment to the planning controls applying to the new fish market site will take place as a separate planning exercise to allow the new fish market as a permissible use.

Design Excellence

The Design Governance Framework (contained in **Appendix 1**) will ensure a design excellence outcome for the new fish market at the head of Blackwattle Bay, a world class market offering within the Bays Market District.

The framework is a mix between the criteria-based selection process utilised by RMIT and the methodology outlined in the City of Sydney's Competitive Design Policy. The framework seeks architects whose ambitions are aligned with The Bays Precinct and UGDC.

As outlined in the framework, UGDC carried out a two stage competitive procurement process to select a world class lead designer. The first stage included an open Registration of Interest (ROI) campaign to attract and encourage submissions from high profile local and international design teams. The assessment of the submissions was based entirely on design merit, focusing the following evaluation criteria:

- Demonstrated capacity and ambition for creative and innovative design and ability to think laterally;
- Demonstrated capacity to relate to and service a complex client (includes key personnel);
- Demonstrated ability to design for resilience and sustainability;
- Past projects with respect to which the Respondent has provided similar services on comparable projects.

A shortlist of six design consortiums were selected by the Evaluation Committee to proceed to the second stage. The second stage involved an Invitation to Tender (ITT), which included a mid-tender design review workshop for Tenderers to present to the Evaluation Committee their 'process of creation' – their design method undertaken to arrive at their preliminary illustrative response to the Design Brief. Final tender submissions were evaluated against the following assessment criteria:

- Response to the brief;
- Approach and Methodology;
- Personnel and allocation of resources to a set budget.

Both the procurement process and the overall design process are governed by the Evaluation Committee and Design Review Panel as detailed in the framework. The Evaluation Committee and Design Review Panel includes the following representatives:

1. UrbanGrowth NSW Development Corporation – financial and development viability oversight
2. Sydney Fish Market – functional brief and operational viability oversight
3. Office of the Government Architect – design excellence oversight (Chair)
4. City of Sydney – design excellence oversight

In June 2017, 3XN was successful and appointed as the lead designer for the new fish market. Since then, 3XN has worked closely with UGDC and other key stakeholders during the design process and public consultation phase of the project. Additionally, throughout the early design phase to date, 3XN has presented the concept design to the Design Review Panel on three separate occasions and appropriately incorporated the panels feedback.

Existing Uses on the Site

The process of preparing the site has commenced with planning for the relocation of uses on the site. The site is being vacated to make way for the proposed development.

1.6 Project Justification

The establishment of a new fish market at the site has been anticipated since 2015, when the Bays Transformation Plan outlined the preferred location of the new facility at the head of Blackwattle Bay. This commitment was reinforced on 25 June 2017 when the Premier announced the appointment of the lead designer for the project and anticipated completion by 2020/21. The development is a key element in the revitalisation of the Bays Market District.

The existing fish market has a historic connection to the Blackwattle Bay foreshore. This location is accessible to public and commercial users by land and sea. It is also important to the functioning of the new fish market that it have a central and maritime location because of its need to accommodate the Sydney fishing fleet and tourist function.

The proposed location at the head of Blackwattle Bay allows for the current fish market use to generally retain its existing operations until the new facility is completed and provides for continuity of the use.

Locational advantages of the proposed site include:

- the waterfront location enables authenticity for fish market operations and its associated waterside dock operations for a fishing fleet connected to the waterfront promenade;

- good access to public transport such as rail, light rail and bus access direct to site considering current and expected visitor numbers demands;
- good vehicular access to the arterial road network providing access for trucks and delivery vehicles, coach parking and private vehicle parking;
- connectivity to the pedestrian and cycle network facilitates bicycle access and parking and pedestrian access;
- the opportunity for moorings for ferries, cruise operators, water taxis and temporary moorings for private vessels as well as for commercial berths;
- waterfront public open space, public boardwalk and related facilities complements the fish market's key role in tourism and support growing visitor numbers; and
- suitability for 24/7 operation.

1.7 Project Overview

Address:	1A, 1B & 1C Bridge Road, Glebe
Site:	Lot 3, 4, and 5 DP 1064339 Part of Lot 107 in DP 1076596
Area:	The new fish market would have a development footprint of approximately 32,000m ² .
Ownership:	Waterways Authority NSW
LGA:	The site is partly within the City of Sydney Council area and partly within Sydney Harbour adjoining the City of Sydney Council area.
Proposal	<p>The proposal is to build a new fish market with a contemporary urban design, provide unique experiences for visitors and world-class auction and wholesale facilities. The new facility will be set within an improved public domain including the creation of a waterfront promenade with improved access to Blackwattle Bay and linking to surrounding areas and to public transport. The development will expand and improve the functions of the existing fish market in a new setting designed to achieve design excellence, functional performance and environmental sustainability.</p> <p>The new fish market will include retail and food and beverage premises, wholesale facilities and auction rooms, offices and commercial space, Sydney Seafood Schools, back-of-house facilities and car, truck and coach parking spaces. The new facility is to include a new bayside promenade and wharves. The new fish market will be purpose built and will be supported by state of the art back-of-house plant and recycling/waste management facilities.</p>

Zoning:	<p>The land based portion of the site is zoned Waterfront Use under Sydney Regional Environmental Plan No. 26 City West ("the SREP 26") – see Figure 5.</p> <p>Part of the site extends into Blackwattle Bay and is zoned W1 Maritime Waters under Sydney Regional Environmental Plan (Sydney Harbour Catchment) 2005 ("the Harbour SREP") – see Figure 7. The NSW Government has exhibited a statement of intended effect for a new SEPP(Environment) to replace the Harbour SREP.</p>
Permissibility:	<p>The new fish market is permissible with consent on that part of the site subject to SREP 26.</p> <p>Development for the purposes of a fish market is also permissible with consent within the W1 Maritime Waters Zone under a SSD DA process. Section 89E(3) of the EPA Act allows the Minister to approve a part prohibited SSD DA, noting that the site includes Water Use zoned land where the works are permissible.</p>
Concept DA:	<p>The Concept DA will set out concept proposals for the site and will include approval for the use of the site for waterfront commercial and tourist facilities to be contained within a defined site and building envelope. It will also set out details of the first stage of the development being the demolition of land and water based structures on the site including removal of marine piles and repairs as required to the existing sea wall.</p>
Capital Investment Value (CIV)	<p>The CIV is well in excess of \$10 million and consequently the development is State Significant development.</p>

2. SITE AND CONTEXT

The site is located at the head of Blackwattle Bay between the Pyrmont Peninsula and the foreshore of Glebe, situated less than 2km west of Sydney's CBD (see **Figure 1**), and is partially within the City of Sydney Local Government Area.

The land to which the development application relates comprises Lots 3 - 5 in DP 1064339 and part of lot 107 in DP 1076596 (See **Figure 2**). The development footprint is irregular in shape and has an area of approximately 32,000m². The site is partly on land above mean high water mark and partly on water below mean high water mark.

The site has a frontage to Bridge Road to the south and Blackwattle Bay to the north. Pyrmont Bridge Road is an arterial road that links to the Anzac Bridge to the north west of the site. Sydney Secondary College Blackwattle Bay Campus is immediately south west of the site and the existing fish market immediately north east. Located directly opposite the site to the south is Wentworth Park, separated by Bridge Road.

Located approximately 400m walking distance from the site are the Fish Market and Wentworth Park Light Rail stops which is serviced by the Dulwich Hill Line which is a 23 stop, 12.8-kilometre route running from Dulwich Hill to Central station via Pyrmont.

The site does not contain any heritage items and does not adjoin any heritage items. The site is in the vicinity of a number of heritage items.

The site's current uses include charter boat mooring and operations and a concrete batching plant.

The site includes wharves and land based structures. Part of the site is the water of Blackwattle Bay.



Figure 1 - Location



Figure 2 Site

3. THE PROPOSAL

3.1 Overview

To deliver the new fish market development, the following applications will be lodged:

1. A concept development application seeking approval for concept proposals for the new fish market. This is to meet the requirements of a master plan contained in clause 40 of SREP26. This concept development application will also set out details of the first stage of the development being the demolition of land and water based structures on the site including removal of marine piles and any resulting repairs to the existing sea wall;
2. A development application for the construction of the new fish market;
3. An application to the planning controls applying to the site to enable the proposed development to be a permissible use on all of the site. This is to be achieved by an amendment to *Sydney Regional Environmental Plan No 26—City West* ("SREP26"). This will be lodged with the concept development application;

These applications will be lodged concurrently. The objective of this strategy is to streamline the new fish market development process and enable timely delivery of development on the site through efficiencies in the development program.

This request relates to the first application which is a Concept DA in accordance with Section 83B of the EP&A Act 1979. This Concept DA will seek to secure approval for a concept proposal and detailed proposals for the first stage of development being the demolition of land and water based structures on the site including removal of marine piles and any resulting repairs to the existing sea wall. A development application for the construction of the new fish market is to be subject to subsequent, but concurrently lodged, SSD DA.

It is envisaged that the Concept DA would seek approval for:

1. the use of the site for the fish market including waterfront commercial and tourist facilities and ancillary uses and the distribution of uses;
2. a gross floor area of approximately 58,000m² contained within a defined building envelope;
3. waterfront structures such as wharves;
4. concepts for improvements to the public domain including promenades access to Blackwattle Bay and landscaping;
5. pedestrian cycle and road access and circulation principles;
6. principles for infrastructure provision and waste management.

The Concept DA will contain the information required to be included in a master plan for the site required under Division 8 of SREP26 relating to master plans. Concept proposals for the new fish market are shown on the drawings contained in **Appendix 2**.

A subsequent development application will be lodged for the construction and operation of the new fish market and associated works.

All applications are for SSD.

It is expected that development works would commence in late 2018. To achieve this, target approval date for the Concept and Demolition SSD DA is 30 September 2018, and target approval date for the Main Works SSD DA is 30 November 2018.

3.2 Demolition

The Concept DA also contains details of the first stage of the development and seeks consent for the demolition of land and water based structures on the site including removal of marine piles. Specifically, the following structures are proposed to be demolished;

- A wharf structure comprising a reinforced concrete deck supported by 250x250 hardwood girders;
- A finger jetty;
- A concrete jetty;
- Piles supporting the existing wharves and jetty structures;
- The former Jones Brothers Coal Loader; and
- All other associated land and water based structures.

Associated works are proposed to make good the existing sandstone seawall where required.

A detailed demolition methodology will be prepared by the demolition contractor once appointed. The contractor's methodology will be compliant with AS 2601-2001 and any relevant conditions of development consent.

An indicative demolition methodology for the wharves is contained in the draft demolition methodology plan attached in **Appendix 3**.

3.3 SEPP Amendment

A concurrent amendment to SREP 26 is also proposed to ensure that the proposed development is permissible under the zoning of the site.

3.4 Land Use and Indicative Floor Area

The indicative proposed land use and building forms are likely to comprise:

Below Ground Level

- Parking for service and delivery, and private vehicles up to approximately 400 vehicles;
- Plant Storage; and
- Waste Management facilities.

Ground Level - Outside of Building Envelope

- Up to four operational wharves for fishing fleet servicing and product unloading/loading, multi-purpose wharf space, recreational vehicles and the like;
- Vehicular access driveways; and
- Publicly accessible promenade.

Ground Level - Within Building Envelope

- Wholesale services space including product storage and processing; and
- Auction floor and associated refrigeration and handling space.
- Loading dock including limited delivery and service vehicle parking area;
- Waste management facilities;
- Office space including buyers room;
- Staff amenities, plant and storage.

Upper Ground Level (L1)

- Retail premises including fresh food retail, food and drink premises including harbourside dining;
- External/shared dining space;
- Ancillary back of house space and staff amenities; and
- Circulation areas.

Upper Level 2

- Catering space;
- The Sydney Seafood School;
- fish market office space; and
- Plant and storage space.

3.5 Building Envelope, Built Height and Form

The proposed building envelope shown on the drawings in **Appendix 2** is a three-dimensional space within which the gross floor area is located. The building envelope has a length of approximately 216 metres and a depth of approximately 99 metres. It has an overall height of approximately RL 24.5 AHD capable of accommodating 4 levels including parking and loading activities. The building envelope includes the roof form and would accommodate a building footprint of approximately 18,450m² (205 metres by 90 metres).

The development footprint includes the building footprint and external spaces such as promenades, wharves, open space, driveways and the like and will total approximately 32,000m². The total area includes proposed GFA within the building, open space, promenades, wharves, driveways and the like and amounts to approximately 64,000m².

A summary of key development metrics and comparison with the existing fish market is as follows:

Approximate area comparison	Existing fish market	New fish market
Development Footprint	42,000m ²	32,000m ²
Building Envelope	15,800m ²	21,384m ²
Building Footprint	15,800m ²	18,450m ²
Total Area (Building GFA + Open space + Driveway + Parking)	53,300m ²	64,000m ²

A public foreshore promenade having an area of approximately 10,600m² is proposed to connect the new facility to the adjoining Pyrmont and Glebe shorelines.

3.6 Wharves

The concept proposal includes several wharf structures to accommodate a range of water based functions such as accommodation for the fishing fleet and provision for servicing and product handling, multi-purpose wharf space, pick up and drop off wharf and space for recreation vessels.

3.7 Public Domain

The public domain is an important element of the overall development and includes:

- Linkages to the existing waterfront promenade around Blackwattle Bay;
- Public promenades and access to and through the site for pedestrians and cyclists;
- Linkages to Wentworth Park and to the adjoining public transport network;
- Outdoor areas for dining and passive recreation spaces; facilities for bike parking, public seating, water access, public art and the like.

3.8 Retail Mix

The new fish market will accommodate a diverse retail mix of food related uses such as seafood wholesale and retail, fresh produce, food catering, restaurants, cafes and licensed premises.

3.9 Access and Parking

Access is to be provided for the range of vehicles visiting the new fish market including trucks and vans, tourist coaches, taxis (land and water based), bicycles and private and delivery vehicle parking. Vehicular access is from Bridge Road at the intersection with Wentworth Park Road.

3.10 Operations

The new fish market will be a 7 day per week, 24-hour per day operation, like the existing fish market. It is envisaged that the development will attract in the order of 6 million visitors per year.

3.11 Employment

The new fish market is expected to result in retention of current employment levels (from the existing fish market) and a number of additional full-time equivalent positions, given the increase in capacity of the site and improved layout.

The existing fish market has an annual auction, wholesale and retail turnover as of 2016 of \$323 million. That turnover is expected to increase at the new fish market.

Short-term construction and longer-term service and secondary employment will also be generated by the new fish market.

Construction jobs are estimated at 4,000 and future employment is estimated at 900 for the new fish market.

3.12 Capital Investment Value

The development has a capital investment value well in excess of \$10 million.

3.13 Project Staging and Delivery

It is proposed that development work would commence in late 2018 and would be completed in 2020/21.

4. CONSULTATION

The NSW Government's vision is to create a world-class food and dining attraction on Sydney's inner harbour that will be dynamic, sustainable, and sympathetic to the local area. This vision is informed by the community's aspirations and feedback from the extensive public consultation that UGDC has undertaken to date.

A summary of the key consultation activities carried out to date are outlined below:

- In 2015, UGDC held the International Summit, Sydneysiders Summit and Leadership Forums, The Call for Great Ideas and public exhibited Transforming City Living: The Bays Precinct Discussion Paper to inform The Bays Transformation Plan.
- UGDC established the Bays Precinct Community Reference Group in December 2015, which consists of 41 representations from community, industry and peak groups. The Group continues to meet quarterly.
- As part of a broad engagement program, UGDC runs quarterly open houses that could include market stalls, information sessions and sponsorship of community events such as the Balmain Fun Run.
- In order to engage future residents, workers and visitors, UGDC runs a schools engagement program that includes student site tours, presentations to school groups and is currently developing online school curriculum resources.
- To support planning for The Bays, UGDC ran a workshop with sporting groups and a public online survey to gauge the current and future active recreational needs of the area.
- Over four-weeks in August 2017, UGDC delivered consultation activities including public workshops and an online survey to inform the development of a masterplan for the Bays Market District.
- UGDC will continue to engage with the community throughout planning for The Bays.

A detailed list of stakeholder engagement carried out to date is contained in **Appendix 4**.

The community's ability to further influence the fish market design is limited due to the unique functional and operational requirements of the new fish market and the ongoing legal/commercial negotiations with SFM. Scope for ongoing community consultation is therefore limited to public realm discussions.

As a result of the high level of consultation carried out to date, and the limited scope for further community input into the design process, UGDC request that the SEARs do not require further community consultation prior to submission of the SSD DA.

Appropriate community consultation can be undertaken prior to and during the public exhibition phase of the DA process to ensure community concerns and ideas for the public realm aspects of the development are incorporated into the design.

5. LEGISLATIVE FRAMEWORK

5.1 Environmental Planning and Assessment Act, 1979

5.1.1 State Significant Development

In accordance with Clause 8(1)(b) in Part 2 of State Environmental Planning Policy (State and Regional development) 2011 ("the SRDSEPP"), development is declared to be State significant development if the development is specified in Schedule 1 or 2 of the SRD SEPP. Schedule 2 includes:

"2 Development on specified sites

Development that has a capital investment value of more than \$10 million on land identified as being within any of the following sites on the State Significant Development Sites Map:

(a) Bays Precinct Site..."

The proposed new fish market is partly on land identified as being within the Bays Precinct Site and will have a capital investment value in excess of \$10 million (see **Figure 3**). It is State Significant Development ("SSD").

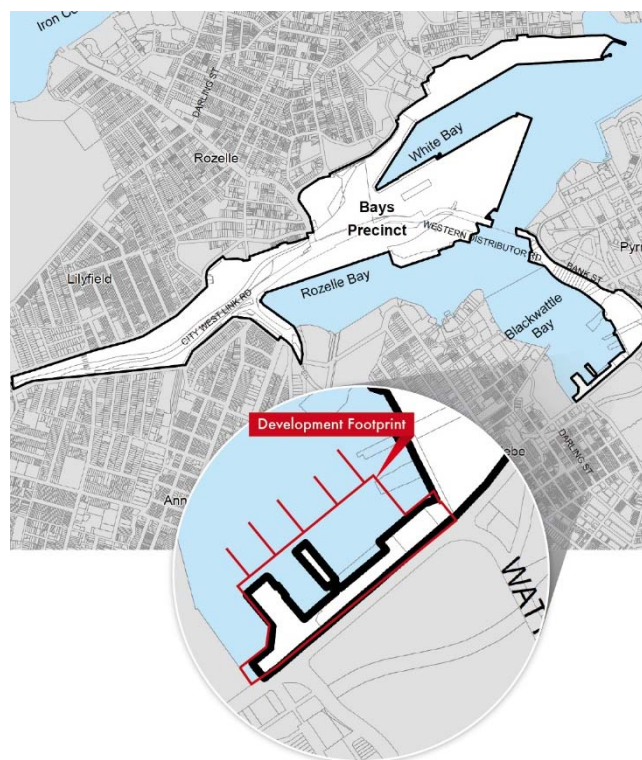


Figure 3 - Bays Precinct Map SEPP State and Regional Development 2011

The Minister is the consent authority for SSD.

Division 2A of the Environmental Planning and Assessment Act 1979 ("EP&A Act") details the special procedures concerning concept development applications.

Section 83B Concept development applications states:

*“For the purposes of this Act, a **concept development application** is a development application that sets out concept proposals for the development of a site, and for which detailed proposals for the site or for separate parts of the site are to be the subject of a subsequent development application or applications.*

“83B Concept development applications

- (1) For the purposes of this Act, a concept development application is a development application that sets out concept proposals for the development of a site, and for which detailed proposals for the site or for separate parts of the site are to be the subject of a subsequent development application or applications.*
- (2) In the case of a staged development, the application may set out detailed proposals for the first stage of development.*
- (3) A development application is not to be treated as a concept development application unless the applicant requests it to be treated as a concept development application.*
- (4) If consent is granted on the determination of a concept development application, the consent does not authorise the carrying out of development on any part of the site concerned unless:*
 - (a) consent is subsequently granted to carry out development on that part of the site following a further development application in respect of that part of the site, or*
 - (b) the concept development application also provided the requisite details of the development on that part of the site and consent is granted for that first stage of development without the need for further consent.*

The terms of a consent granted on the determination of a concept development application are to reflect the operation of this subsection.

- (5) The consent authority, when considering under section 79C the likely impact of the development the subject of a concept development application, need only consider the likely impact of the concept proposals (and any first stage of development included in the application) and does not need to consider the likely impact of the carrying out of development that may be the subject of subsequent development applications.*

Note. The proposals for detailed development of the site will require further consideration under section 79C when a subsequent development application is lodged (subject to subsection (2)).”

Section 83D of the EP&A Act states:

“83D Status of concept development applications and consents

- (1) The provisions of or made under this or any other Act relating to development applications and development consents apply, except as otherwise provided by or under this or any other Act, to a concept development application and a development consent granted on the determination of any such application.*
- (2) While any consent granted on the determination of a concept development application for a site remains in force, the determination of any further development application in respect of the site cannot be inconsistent with the consent for the concept proposals for the development of the site.*

- (3) *Subsection (2) does not prevent the modification in accordance with this Act of a consent granted on the determination of a concept development application.*

Note. See section 95 (2) which prevents a reduction in the 5-year period of a development consent."

A Concept DA is to be lodged because part of the site requires a master plan to be prepared prior to development consent being granted pursuant to Division 8 of SREP26. The relevant provision in the SREP is:

Part 3 Division 8 Clause 40

40 Requirement for and use of Master Plans

Development consent must not be granted for development that relates to land indicated on Map 5 as requiring a Master Plan unless:

- there is a Master Plan for the land, and*
- the consent authority has taken the Master Plan into consideration.*

The Minister may waive compliance with this requirement because of the nature of the development concerned, the adequacy of other guidelines that apply to the proposed development or for such other reason as the Minister considers sufficient.

Section 95 of the EPA Act states that:

83C Concept development applications as alternative to DCP required by environmental planning instruments

- (1) *An environmental planning instrument cannot require the making of a concept development application before development is carried out.*
- (2) *However, if an environmental planning instrument requires the preparation of a development control plan before any particular or kind of development is carried out on any land, that obligation may be satisfied by the making and approval of a concept development application in respect of that land.*

Note. Section 74D (5) also authorises the making of a development application where the relevant planning authority refuses to make, or delays making, a development control plan.

- (3) *Any such concept development application is to contain the information required to be included in the development control plan by the environmental planning instrument or the regulations.*

Schedule 6 clause 95 of the EPA Act deems that any requirement for a master plan is a requirement for a DCP. Further to the above a Concept DA is under Section 83C (2) satisfies any requirement for a site specific DCP/master plan.

A Concept DA is proposed to satisfy the master plan requirements of SREP 26.

5.1.2 Requirement for an EIS

S78A(8A) of the EP&A Act requires that a DA for SSD is to be accompanied by an Environmental Impact Statement ("EIS"). Therefore, as the development is nominated as SSD an EIS is required to be prepared to accompany the SSD DA. This report accompanies a request for the Secretary's Environmental Assessment Requirements ("SEARs") for the EIS.

5.1.3 Provisions relating to partly prohibited SSD

S89E(5) provides that a development application for SSD that is partly prohibited may be considered in accordance with Division 4B of Part 3 in conjunction with a proposed environmental planning instrument to permit the carrying out of the development. The Secretary may (despite anything to the contrary in section 54) undertake the functions of the relevant planning authority under Part 3 for a proposed instrument if it is initiated for the purpose of permitting the carrying out of the development (whether or not it contains other provisions). This proposed environmental planning instrument to permit the development will accompany the DA.

5.2 State Environmental Planning Policies and State Regional Planning Policies

5.2.1 State Environmental Planning Policy (State and Regional Development) 2011

State Environmental Planning Policy (State and Regional Development) 2011 ("SEPP SRD") declares certain development to be State Significant Development.

Clause 8 of the SEPP 11 states:

- "8 Declaration of State significant development: section 89C*
- (1) Development is declared to be State significant development for the purposes of the Act if:*
 - (a) the development on the land concerned is, by the operation of an environmental planning instrument, not permissible without development consent under Part 4 of the Act, and*
 - (b) the development is specified in Schedule 1 or 2.*
 - (2) If a single proposed development the subject of one development application comprises development that is only partly State significant development declared under subclause (1), the remainder of the development is also declared to be State significant development (except so much of the remainder of the development as the Director-General determines is not sufficiently related to the State significant development).*
 - (3) This clause does not apply to development that was the subject of a certificate in force under clause 6C of State Environmental Planning Policy (Major Development) 2005 immediately before the commencement of this Policy.*

Note. *Development does not require consent under Part 4 of the Act merely because it is declared to be State significant development under this clause. Any such development that, under an environmental planning instrument, is permitted without consent may be an activity subject to Part 5 of the Act or State significant infrastructure subject to Part 5.1 of the Act. Any such development that is permitted without consent may become State significant development requiring consent if it is part of a single proposed development that includes other development that is State significant development requiring consent (see section 89E (4) of the Act and subclause (2))."*

Schedule 2 includes (our **emphasis** added):

“2 Development on specified sites

Development that has a capital investment value of more than \$10 million on land identified as being within any of the following sites on the State Significant Development Sites Map:

*(a) **Bays Precinct Site,***

The proposed new fish market is on land identified as being within the Bays Precinct Site (see **Figure 3**) and has a capital investment value of over \$10 million. It is State Significant Development.

5.2.2 State Regional Planning Policy No. 26 - City West

The site is currently zoned under two environmental planning instruments being *State Regional Planning Policy No. 26 - City West* (“SREP26”) and *State Regional Environmental Sydney Harbour Catchment 2005* (“the Harbour SREP”) (both deemed State Environmental Planning Policies) as indicated on **Figure 4**.

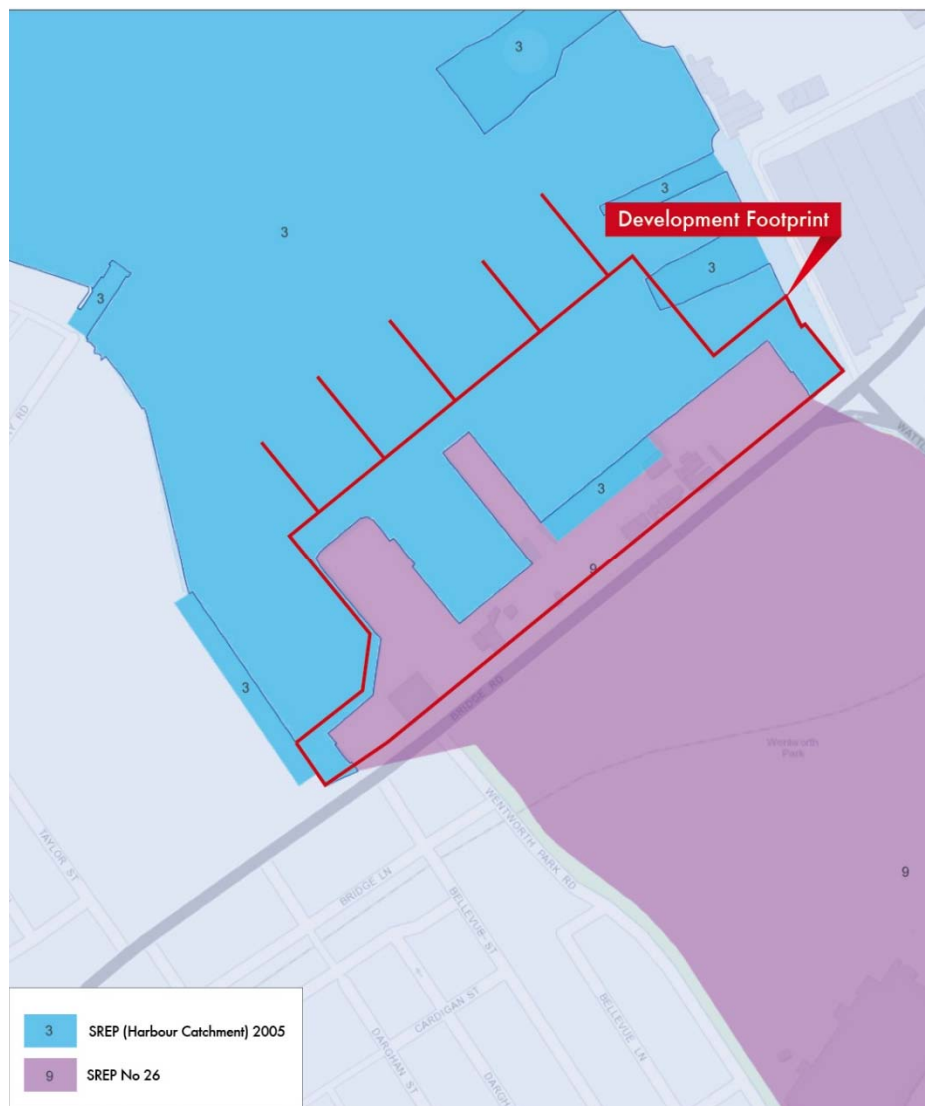


Figure 4 – Key Planning Instruments

Part of the site is zoned as Waterfront Use under the City West SREP26 (**Figure 5**).

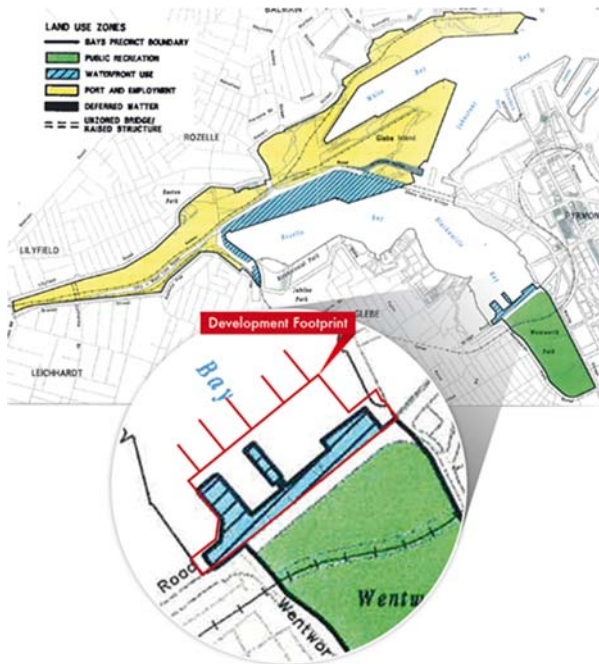


Figure 5 SREP 26 Zoning

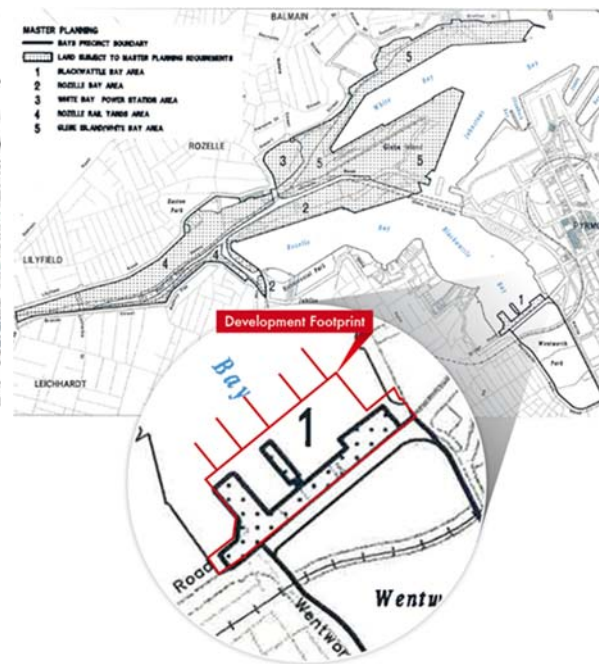


Figure 6 SREP 26 Master Planning Area

Clause 20B of the SREP states:

“Only uses which the consent authority is satisfied are generally consistent with one or more of the zone objectives are permissible within this zone.

*The **objectives of this zone** are:*

- *to provide for development of water-based commercial and recreational activities, including facilities for the servicing, mooring, launching and storage of boats, and*
- *to allow a range of commercial maritime facilities (such as boating industry facilities, marinas, waterfront service operations, waterfront commercial and tourism facilities and uses associated with the servicing, temporary mooring, launching and storage of boats and uses ancillary to these), which will take advantage of the harbour location, and*
- *to provide public access within and across the zone and to facilitate the extension of the Ultimo-Pyrmont foreshore promenade from Blackwattle Bay to Rozelle Bay and link with public access networks surrounding the precinct, and*
- *to create, retain and enhance views and links between Wentworth Park and the foreshores of Blackwattle Bay.*

Uses such as hotels, hotel apartments and tourist resort development will not be permitted.

Clause 40 (Requirement for and use of master plans) of the SREP26 states:

“Development consent must not be granted for development that relates to land indicated on Map 5 as requiring a Master Plan unless:

- *there is a Master Plan for the land, and*
- *the consent authority has taken the Master Plan into consideration.*

The Minister may waive compliance with this requirement because of the nature of the development concerned, the adequacy of other guidelines that apply to the proposed development or for such other reason as the Minister considers sufficient.”

As indicated in **Figure 6** the site is within “1 Blackwattle Bay Area” in Map 5 of the City West SREP meaning there must be a master plan for development on the site. This Concept DA will satisfy this requirement.

5.2.3 State Regional Environmental Sydney Harbour Catchment 2005

The site has regional planning significance, given its size, proximity to central Sydney and location on Sydney Harbour. As part of the Bays Precinct, the site comprises rare urban harbourfront land close to central Sydney.

State Regional Environmental Sydney Harbour Catchment 2005 (“the Harbour SREP”) (a deemed State Environmental Planning Policy) applies to the part of the site as it is within the Sydney Harbour Catchment Area designated in this Plan. It is also within the “Foreshores and Waterways Area” and identified as a “City Foreshore Area” by SREP.

That part of the site to which the Harbour SREP applies is within Zone W1 Maritime Waters (**Figure 7**).

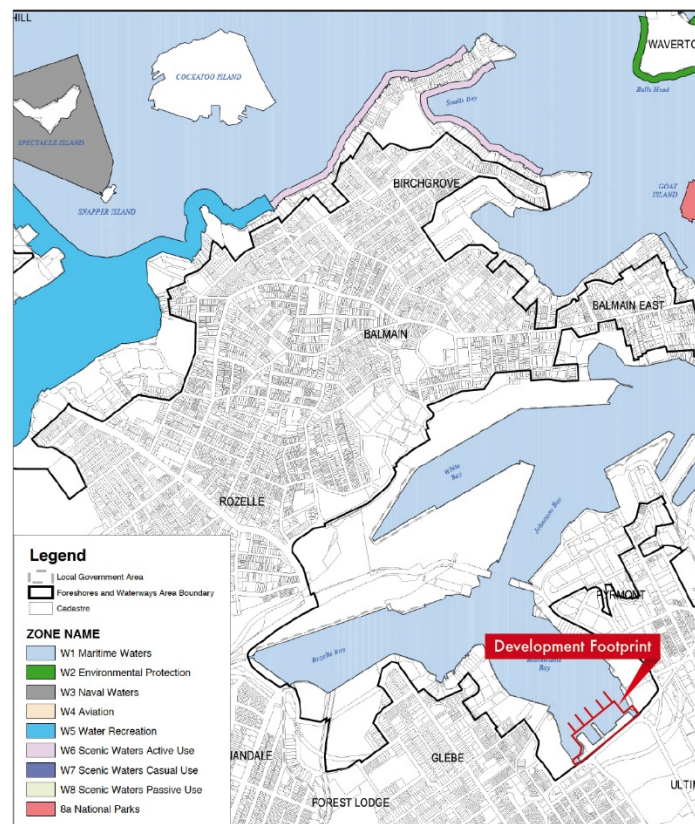


Figure 7 – Harbour SREP Zoning

The objectives of this zone are:

- (a) to give preference to and protect waters required for the effective and efficient movement of commercial shipping, public water transport and maritime industrial operations generally,
- (b) to allow development only where it is demonstrated that it is compatible with, and will not adversely affect the effective and efficient movement of, commercial shipping, public water transport and maritime industry operations,
- (c) to promote equitable use of the waterway, including use by passive recreation craft.

Water-based recreation and entertainment facilities which have a direct structural connection to the foreshore are prohibited in the W1 zone.

S89E(3) of the EP&A Act provides that development consent may be granted to SSD despite the development being partly prohibited by an environmental planning instrument. Notwithstanding this provision, UGDC propose to seek an amendment to the planning controls applying to the site to ensure the proposed development is wholly permissible.

5.2.4 State Environmental Planning Policy No. 55 (Remediation of Land)

State Environmental Planning Policy No. 55 (Remediation of Land) ("SEPP 55") aims to promote the remediation of contaminated land for the purpose of reducing the risk of harm to human health or any other aspects of the environment by specifying certain considerations to be had in determining development applications in general, by requiring that remediation work meets certain standards.

5.2.5 State Environmental Planning Policy Infrastructure 2007

The proposal would be traffic generating development in accordance with the provisions at Clause 104 of *State Environmental Planning Policy Infrastructure 2007* and in the vicinity of State roads (see clause 102). These provisions will need to be considered in consideration of the Concept DA and in the subsequent DAs lodged concurrently.

In terms of the clause 104 'Traffic-generating development', the Concept DA is development that requires referral to the RMS as it provides for commercial premises more than 10,000sqm and more than 200 car spaces. The Concept DA will require a Traffic Report to support this referral.

Bridge Road is a classified State road – see extract from RMS Schedule of Classified Roads

RMS Schedule of Classified Roads

Gazetted Road Number	Gazetted Name and Description	Administrative Category	Most recent Gazetted (Government Gazette Number and date)
523	From Harris Street at Pyrmont via Pyrmont Bridge Road, Bridge Road and Pyrmont Bridge Road to Parramatta Road (Great Western Highway) at Camperdown	State	GG7 22/1/9

Source RMS April 2017 Schedule of Classified Roads and Unclassified Regional Roads

The relevant provisions in the Infrastructure SEPP are as follows.

“101 Development with frontage to classified road

- (1) *The objectives of this clause are:*
 - (a) *to ensure that new development does not compromise the effective and ongoing operation and function of classified roads, and*
 - (b) *to prevent or reduce the potential impact of traffic noise and vehicle emission on development adjacent to classified roads.*
- (2) *The consent authority must not grant consent to development on land that has a frontage to a classified road unless it is satisfied that:*
 - (a) *where practicable, vehicular access to the land is provided by a road other than the classified road, and*
 - (b) *the safety, efficiency and ongoing operation of the classified road will not be adversely affected by the development as a result of:*
 - (i) *the design of the vehicular access to the land, or*
 - (ii) *the emission of smoke or dust from the development, or*
 - (iii) *the nature, volume or frequency of vehicles using the classified road to gain access to the land, and*
 - (c) *the development is of a type that is not sensitive to traffic noise or vehicle emissions, or is appropriately located and designed, or includes measures, to ameliorate potential traffic noise or vehicle emissions within the site of the development arising from the adjacent classified road.”*

The proposal requires a vehicular access to Bridge Road and is a use considered appropriately located on a classified road. The Concept Plan DA and subsequent Stage 2 DA can satisfy the requirements of clause 101.

Clause 102 ‘Impact of road noise or vibration on non-road development’ does not apply to the proposal as the uses proposed are all commercial and not nominated as a purpose likely to be affected by road noise.

The proposed new vehicular crossing to Bridge Road and any works to the road carriage way would require consent from the applicable roads authority, in this instance the City of Sydney, under the Roads Act 1993. The impacts of these works should be considered in the Concept DA; however, the actual applications under the Roads Act will be made with a Stage 2 DA if the RMS is the consent authority and that application is Integrated Development or post approval as part of the certification of the proposal if the City of Sydney is the consent authority.

5.2.6 Local Environmental Planning Instruments

The site is partially located within the City of Sydney Local Government Area. However, *Sydney Local Environmental Plan 2012* (“SLEP”) does not apply to the site, other than heritage vicinity controls. SREP26 provides for consideration of local heritage in any DA lodged under its provisions.

5.2.7 Draft Environmental Planning Instruments

The Harbour SREP is also under review as its provisions have been consolidated into the State Environmental Planning Policy – Environment which has been exhibited as of 31 October 2017. This SEPP consolidates the provisions of various existing REPs and SEPPs, generally relating to water bodies and catchments, into one SEPP.

In respect to the Harbour adjoining the site its zoning is changed from Zone No W1—Maritime Waters to W3 Working Waterways.

The Draft SEPP adopts the Standard Instrument zoning tables for the W3 which is provided below.

“Zone W3 Working Waterways

Direction.

The following must be included as either “Permitted without consent” or “Permitted with consent” for this zone:

Boat sheds

Environmental facilities

Environmental protection works

Water recreation structures

1 Objectives of zone

- *To enable the efficient movement and operation of commercial shipping, water-based transport and maritime industries.*
- *To promote the equitable use of waterways, including appropriate recreational uses.*
- *To minimise impacts on ecological values arising from the active use of waterways.*
- *To provide for sustainable fishing industries.*

2 Permitted without consent

3 Permitted with consent

Boat building and repair facilities; Port facilities; Wharf or boating facilities

4 Prohibited

Any development not specified in item 2 or 3”

The proposed development remains prohibited on land within this zone.

5.3 Development Control Plans

The site is subject to the provisions of *Sydney Harbour Foreshores and Waterways Area Development Control Plan 2005*. Consideration would be given to the provisions of this DCP, any relevant DCPs in force within the City of Sydney and deemed DCPs such as current master plans. This is notwithstanding that clause 11 of SEPP SRD provides that DCPs do not apply to SSD.

5.4 Other Legislation

Other relevant legislation to be considered in the Concept Proposal includes:

- National Parks and Wildlife Act 1974
- Heritage Act 1977;
- Local Government Act 1993;

- Work Health and Safety Act 2011;
- Roads Act 1993;
- Threatened Species Conservation Act 1995;
- Water Management Act 2000;
- Rural Fires Act 2000;
- Protection of the Environment Operations Act 1997;
- Environmental Protection and Biodiversity Conservation Act 1999.

Where relevant NSW Government policies and strategic documents will also be considered.

6. POTENTIAL ENVIRONMENTAL ISSUES

6.1 Introduction

It is proposed that the EIS would address all relevant environmental planning issues including the following.

6.2 Statutory and Strategic Planning Context

This would include a review of compliance and consistency with a range of key relevant legislation, environmental planning instruments, development control plans and NSW Government plans and policies.

6.3 Impacts on the Natural Environment

6.3.1 Ecological Impacts

This would include implications for marine and terrestrial environments. Eco Logical Australia (ELA) have undertaken aquatic and terrestrial surveys for the Bays Market District. The aquatic environment is classed as Type 3 - minimally sensitive key fish habitat represented by unvegetated subtidal and intertidal substrate, which has a high resilience to disturbance.

No endangered or critically endangered ecological communities were found on site. No threatened flora or fauna species were identified during the terrestrial site inspection. No hollow-bearing trees which may provide roosting/nesting habitat for threatened mammals (including microbats) and birds, were identified. Furthermore there are no occurrences of naturally occurring sandstone outcrops.

6.3.2 Contamination

Investigations would be undertaken to establish the nature of any contamination on the site and to provide sufficient information to determine if the land is contaminated, and if the land is contaminated, to enable the consent authority and relevant planning authority to be satisfied that the land is suitable, or can be made suitable for the proposed use.

6.3.3 Surface and groundwater management

Detailed consideration will be given to managing existing drainage infrastructure in the vicinity of the site and to providing measures to manage water quality and quantity from the development in an acceptable manner having regard to the nature of the use and its waterfront location.

6.3.4 Air Quality Impacts

Air quality will be considered in subject Stage 2 Detailed works SS DA and necessary permits obtained. However, for example the main wholesale and auction rooms will be located on the eastern side of the site away from nearby residences and the adjoining Sydney Secondary College. All areas where marine products are stored and handled will be enclosed.

6.3.5 Geotechnical

The initial design is informed by detailed geotechnical advice that has been obtained to date that has established soil type, composition of fill on the site and location of suitable foundation substrate. The site is geotechnically suitable for the proposed works.

6.4 Impacts on the Built Environment

6.4.1 Aboriginal and European heritage

The site does not contain any heritage items. The site is in the vicinity of a number of heritage items. An assessment will be undertaken to assess the heritage significance of the site and its surrounding area. Thematic and local (not site specific) studies have been undertaken for the Bays Market District.

For the Stage 2 SSD DAs, site specific heritage impact assessments will identify any potential impacts on heritage and heritage items or conservation areas in its vicinity of the site identifying potential impacts and any required mitigating strategies.

6.4.2 Overshadowing impacts

The orientation and position of the site is such that shadowing impacts are likely to be limited and restricted to parts of Blackwattle Bay and its foreshore and Pyrmont Bridge Road and a potentially a small amount of shadowing on Wentworth Park (to be determined by extent of existing shadows and final building heights). The EIS will include shadow diagrams to assess overshadowing impacts.

6.4.3 Noise impacts

Noise impacts will be considered in the EIS based on available information on the activities on the site. Demolition noise impacts on all sensitive receptors will be considered. More detailed assessment of construction and operation noise would be undertaken for the subsequent main works development application.

6.4.4 Traffic and transport impacts

The development is likely to result in a redistribution of traffic movements in the area and some additional traffic generation. Additional trips are expected and thus the development would have an impact on the existing transport network. A Traffic Impact Assessment will be prepared to assess the capacity of the existing transport network in services the new fish market at the proposed site.

It will address the necessary statutory requirements (e.g. the Infrastructure SEPP) and the following (and not limited to) matters:

- The modal split of the existing fish market facility and the desired strategic modal split for the new facility, ensuring walking, cycling, car share, delivery and boat access are accommodated on the site.
- Parking provision and justification.
- Traffic management on site.
- Adjoining road capacity and required local road improvements for multi-modal access.
- Connectivity to existing transport infrastructure, such a local road, adjoining foreshore areas (existing and planned), cycle paths and public transport).
- Transport implications of necessary local road and public domain improvements.

6.4.5 Built form

The EIS will establish the built form principles that would apply to the development which would for part of the subsequent development application for the new facility.

The design of the facility is the winner of a competitive design process which ensures a high-quality design and design excellence.

6.4.6 Visual Impact

Potential visual impacts of the proposal will be assessed in the EIS. The assessment will include photomontages of the site from vantage points such as Wentworth Park, Blackwattle Bay and from residential area within Ultimo, Pyrmont and Glebe.

The proposed main building is proposed to be viewed in the 'round' and consideration will be given to its illumination and night-time appearance as it will be a 24-hour facility.

6.5 Construction Management

Construction impacts will be assessed in this and the subsequent DA for the construction of the facility.

6.6 Operational impacts

6.6.1 Plan of Management

A draft plan of management will be prepared for the subsequent DA for the new facility to detail the proposed management approach for all aspects of the new fish market.

6.6.2 Security Management

A draft security management plan will be prepared for the subsequent DA for the new facility to assess the safety and security measures required for the functioning of the new fish market. The report will also consider Crime Prevention through Environmental Design principles.

6.6.3 Waste Management

It is anticipated that a significant amount of commercial and marine based waste will be generated from the development. An assessment of the requirements for waste management facilities will be undertaken as part of the subsequent DA for the new facility.

6.6.4 Accessibility

The design and construction of the building will fully comply with the current version of the Disability Discrimination act, AS1428 (including all amendments) and all other relevant access requirements. A detailed access assessment will be prepared for the subsequent DA for the new facility.

6.6.5 Infrastructure and Utilities

An infrastructure assessment will be undertaken to examine the existing infrastructure capacity, potential future capacity and any required upgrades.

6.7 Social and economic impacts

The new fish market will generate significant public interest in terms of social and economic impacts. The EIS will address the broader social and economic impacts, including direct and multiplier effects to the local and more extensively Sydney's economy. It is expected that the new fish market will provide a range of positive impacts both during its construction and operation in conjunction with the Bays Market District more broadly.

6.8 Cumulative Impacts

An assessment of the cumulative impacts associated with the new fish market, the Bays Market District redevelopment, the Bays Precinct more broadly and various other existing and proposed developments within the sites locality will be included in the EIS.

7. CONCLUSION

The preliminary assessment of the Concept DA provides the relevant background to, and description of, the concept proposal and the first stage of the development being demolition. Key environmental considerations are identified.

SEAR's are requested to inform the preparation and content of the required EIS.

APPENDICES

APPENDIX 1

Design Governance Framework

Design Governance Framework

1. Overview

The Design Governance Framework will ensure a design excellence outcome for the rejuvenation of the Sydney Fish Market to a world class market offering within the Bays Market District. The framework is a mix between the criteria-based selection process utilised by RMIT and the methodology outlined in the City of Sydney's Competitive Design Policy. The framework seeks architects whose ambitions are aligned with The Bays Precinct and UGDC.

The framework proposes a two stage competitive procurement process to select a world class lead designer. The first stage will include an open Registration of Interest (ROI) campaign. The second stage will include an Invitation to Tender (ITT). More information about the process is provided below.

Once procured, the lead designer will be engaged to work closely with UrbanGrowth NSW and other key stakeholders during the design process and public consultation phase of the project. Both the procurement process and the design process will be governed by the Evaluation Committee and Design Review Panel.

The Evaluation Committee will advise UrbanGrowth NSW on:

- Shortlisting 3-5 suitably qualified design teams via a Registration of Interest (ROI), and
- Selecting the lead design team through an Invitation to Tender (ITT).

The Design Review Panel will advise UrbanGrowth NSW on:

- A design process that ensures design excellence through periodic review of the design and technical aspects of the project from concept to delivery.

While UrbanGrowth NSW will facilitate the process, the governing body that will be responsible for selecting the lead design consultant during the Design Procurement Process will be the Evaluation Committee. The Evaluation Committee will include the following representatives:

1. UrbanGrowth NSW – financial and development viability oversight
2. Sydney Fish Market – functional brief and operational viability oversight
3. Office of the Government Architect – design excellence oversight (Chair)
4. City of Sydney – design excellence oversight
5. Independent Registered Architect or Landscape Architect – design excellence oversight

Following the Design Procurement Process, during the Design Process phase of work, the Evaluation Committee will become the Design Review Panel.

Further information regarding the procurement process and the design process within the Design Governance Framework is detailed below.

2. Procurement process

UrbanGrowth NSW is proposing to undertake a two stage procurement process that will ensure a design excellence outcome for the rejuvenation of the Sydney Fish Market to a world class market offering within the Bays Market District.

Registration of Interest

The first stage of the procurement process will utilise an open ROI campaign to attract and encourage submissions from high profile local and international design teams. International design teams will be required to partner with an Australian registered architect or landscape architect. The ROI assessment will establish a shortlist of 4-6 suitably qualified design teams.

The assessment criteria will ensure that evaluation is based entirely on design merit, focusing primarily on four key indices that will be evaluated by the Evaluation Committee. No design proposals or fee proposals will be provided at this stage. The length of the proponent's submissions will be limited via the returnable schedules to ensure concise responses that respond directly to the following evaluation criteria:

- Demonstrated capacity and ambition for creative and innovative design and ability to think laterally;
- Demonstrated capacity to relate to and service a complex client (includes key personnel);
- Demonstrated ability to design for resilience and sustainability;
- Past projects with respect to which the Respondent has provided similar services on comparable projects.

Weightings and priorities that the Evaluation Committee will apply to the evaluation criteria will include both a gateway and an order weighted assessment. For example, evaluation criterion 1 will be both the gateway and the criterion with the highest weighting. Respondents that do not sufficiently respond to evaluation criterion 1 may be put aside not be further assessed against the remaining assessment criteria. The remaining Evaluation Criteria and the sub-criteria (see Returnable Schedules) are order weighted.

An Advisory Group consisting primarily of UrbanGrowth NSW members will assist the Evaluation Committee during the ROI evaluation period. Specialist consultants may be called upon to provide strategic advice or further information to the Evaluation Committee.

It is anticipated that the ROI period will last approximately 8 weeks; 4 weeks for proponents to prepare submissions and 4 weeks for assessment. The graphic below illustrates the anticipated timeframe and schedule of evaluation meetings.

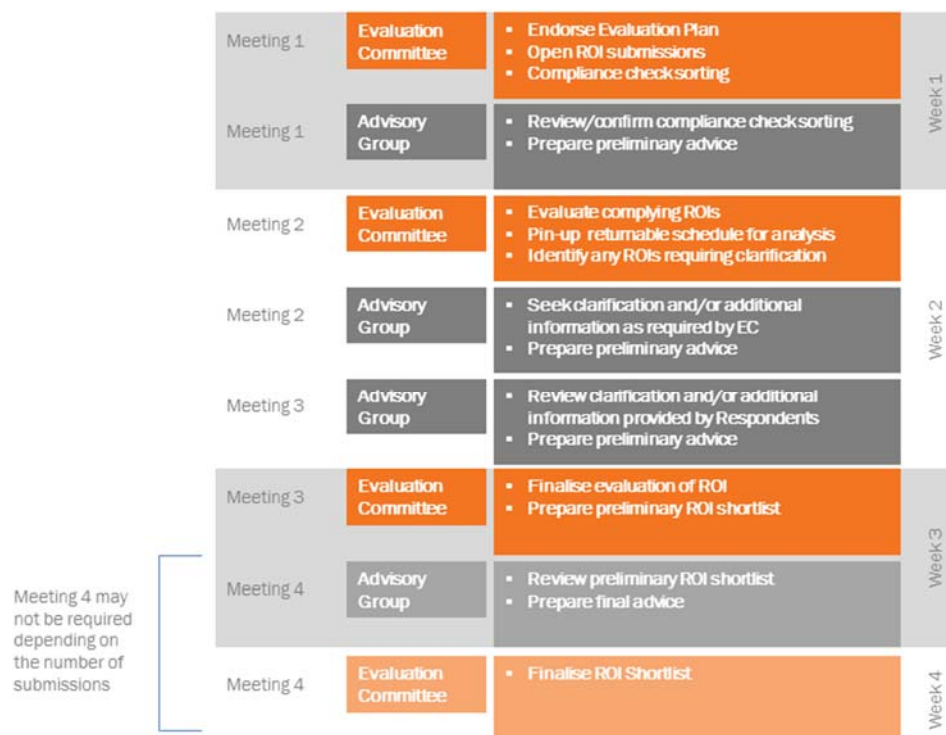


FIGURE 2 – INDICATIVE TIMEFRAME AND SCHEDULE OF ROI EVALUATION MEETINGS

Invitation to Tender

Stage two of the procurement process will invite a shortlist of 4-6 design teams to submit an Invitation to Tender (ITT). The primary objective of this phase is to select the preferred design team that is best qualified to deliver an innovative design excellence outcome as judged via their illustrative approach and methodology to the design brief. Similar to the ROI, the length of the respondents' submissions will be limited via the returnable schedules to ensure concise responses that respond directly to the following assessment criteria:

- Response to the brief
- Approach and Methodology
- Personnel and allocation of resources to a set budget

The respondents will be provided with a budget to which they will allocate personnel and resources. The budget will be based on the estimated construction cost of the new market facility including the immediate surrounding public domain improvements. The respondents will be required to split the budget among four distinct phases of work; concept/schematic design, design development, construction documentation and construction administration. The rationale for the budget is to 'level the playing field' and focus the respondents' attention and the Evaluation Committee's attention on the Response to the brief and the Approach and Methodology. Respondents will need to explicitly illustrate their thought process as the assessment criterion of Response to the brief is not the final design outcome but the process undertaken. Respondents' Approach and Methodology should also include when, where and how community consultation and participation will occur throughout the Design Process.

New Fish Market – Bays Market District

With regard to the response to the brief, all respondents will be supplied with a design brief which sets out project aspirations, site information, budget, functional/operational requirements and any other parameters relevant to development of an effective initial design concept for a new Fish and Fresh Food Market. The respondents will have six weeks to complete their illustrative concept. During the course of the six week period (currently anticipated to be during week four), respondents will be required to participate in an interim design review where they will present the process undertaken to arrive at their illustrative concept to the Evaluation Committee.

The design review should include 3-5 people from the design team and should last 2 hours; 60 minutes for an overview presentation and 60 minutes for a design workshop. As key elements of the commission include an interactive Design Process, which is comprised of a series of iterative creative workshops to achieve an innovative design solution, and public consultation, the interim design review offers the UrbanGrowth NSW and the Evaluation Committee an opportunity to interact with the respondent design teams prior to receiving and evaluating final submissions.

It is proposed that shortlisted design teams will be paid for their participation in the ITT to cover the time and effort to undertake an illustrative concept with an interim design review. The estimated fee, based on a small design team working nearly full time for three weeks on the response to the brief is \$80,000-100,000. As the shortlisted respondents will be paid to prepare their submission, the ITT conditions will require respondents to waive any rights that would otherwise restrict the ability of the UrbanGrowth NSW to use the ideas submitted.

It is anticipated that the ITT period will last approximately 10 weeks; 6 weeks for proponents to prepare submissions and 4 weeks for assessment. The graphic below illustrates the anticipated timeframe and schedule of evaluation meetings.

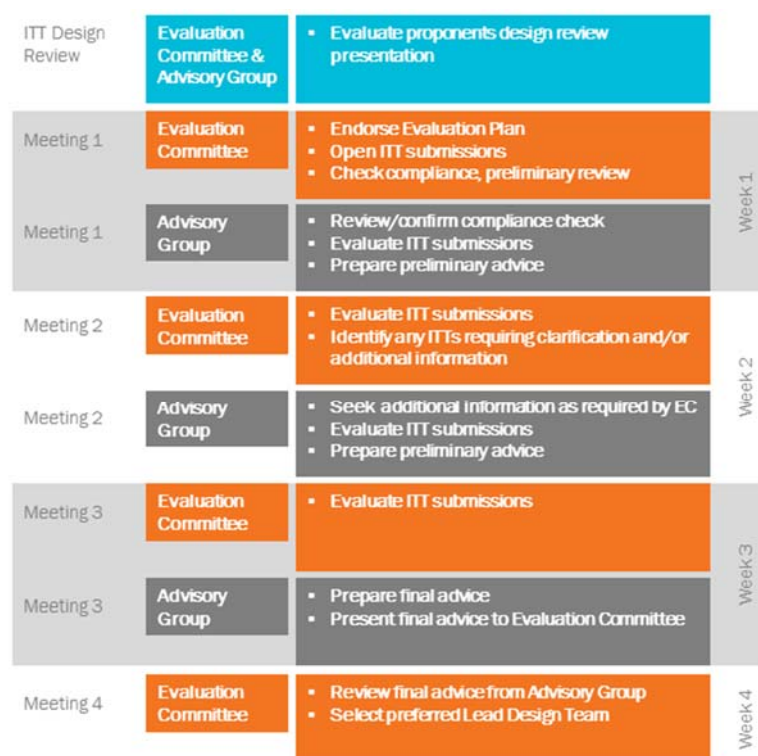


FIGURE 3 –INDICATIVE TIMEFRAME AND SCHEDULE OF ITT EVALUATION MEETINGS

3. Design Process

The Design Process is comprised of a series of iterative creative problem solving workshops to achieve a comprehensive, measurable and innovative design solution that will rejuvenate the Sydney Fish Market (wholesale and retail) while providing for an expanded fresh food offering, creating a world class Bays Market District that is connected to the water.

Through the design process UrbanGrowth NSW will facilitate the development and testing of a variety of design options based on a range of stakeholder inputs. Along its continuum, from concept design to implementation, design progress presentations will be made to the Design Review Panel. During the course of the presentations, the Design Review Panel will provide insights and advice to the lead designer to guide them in further developing the concept design.

4. The Terms of Reference

The Terms of Reference for the Evaluation Committee, Design Review Panel and Technical Advisory Group is to:

- Advise with regard to the short listing and selection of design firms/consortia on behalf of UrbanGrowth NSW;
- Advise UrbanGrowth NSW on:
 - The standard of architectural design and urban design;
 - Impacts of form and external appearance on the quality and amenity of the public domain;
 - The constructability, functionality, and operational performance of the new market facility; and
 - Sustainable design principles.
- Ensure a design excellence outcome of the new market facility;
- Advise UrbanGrowth NSW on any significant changes to the concept plan;
- Advise UrbanGrowth NSW on external issues impacting on the public domain.

APPENDIX 2

Preliminary Concept Plans

New Sydney Fish Market SSD Pack 1 Concept & Demolition

November 16th 2017

Contents

1. CONCEPT PLAN

- 1.1 EXISTING SITE PLAN
- 1.2 PRINCIPLES
- 1.3 FOOTPRINT
- 1.4 LONG SECTION
- 1.5 CROSS SECTION
- 1.6 USAGE PER LEVEL

2. EARLY WORKS DEMOLITION

- 2.1 EXISTING SITE PLAN
- 2.2 STRUCTURES TO BE DEMOLISHED

1. Concept Plan

1. CONCEPT PLAN

1.1 EXISTING SITE PLAN

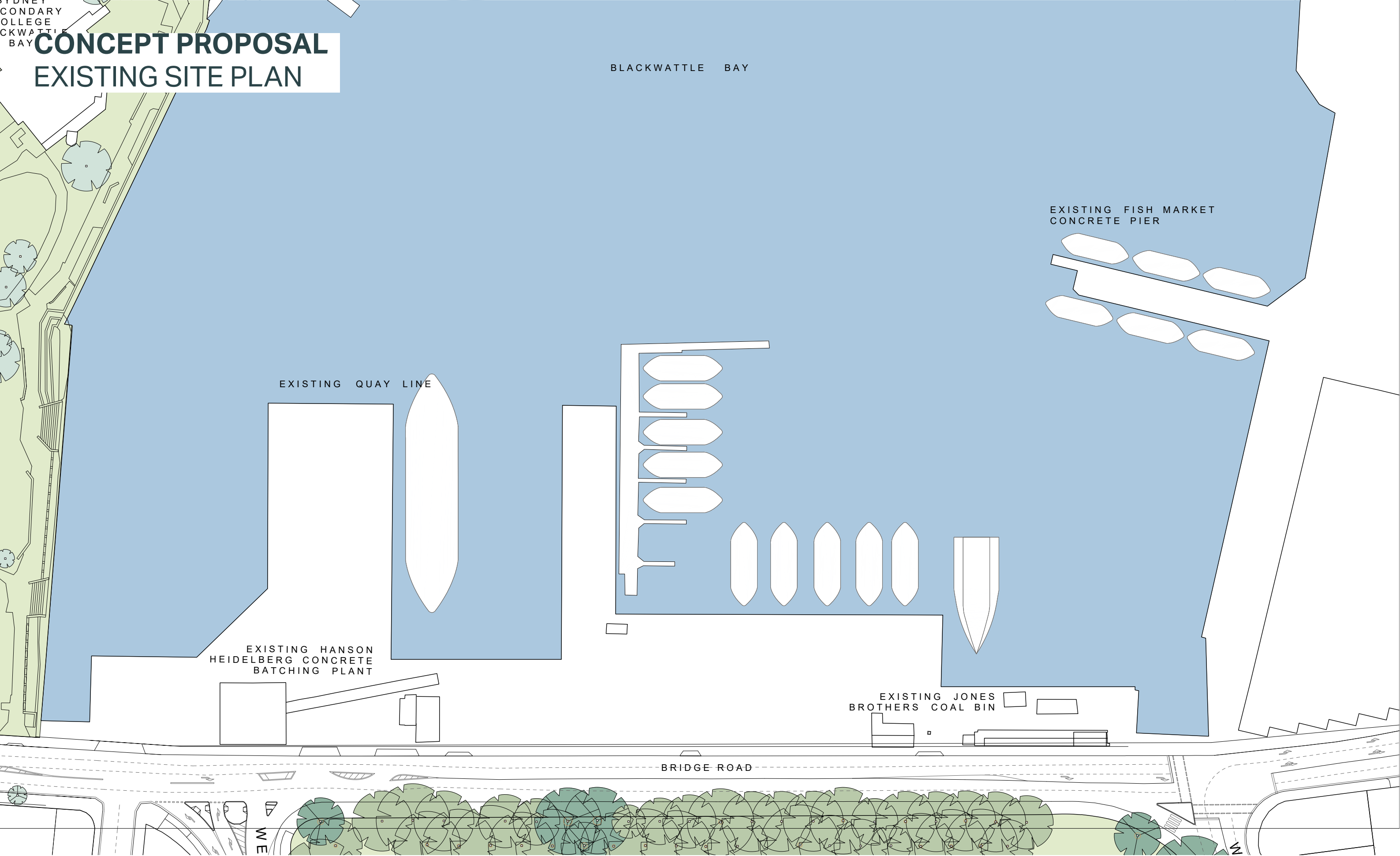
1.2 PRINCIPLES




1.3 FOOTPRINT

1.4 LONG SECTION

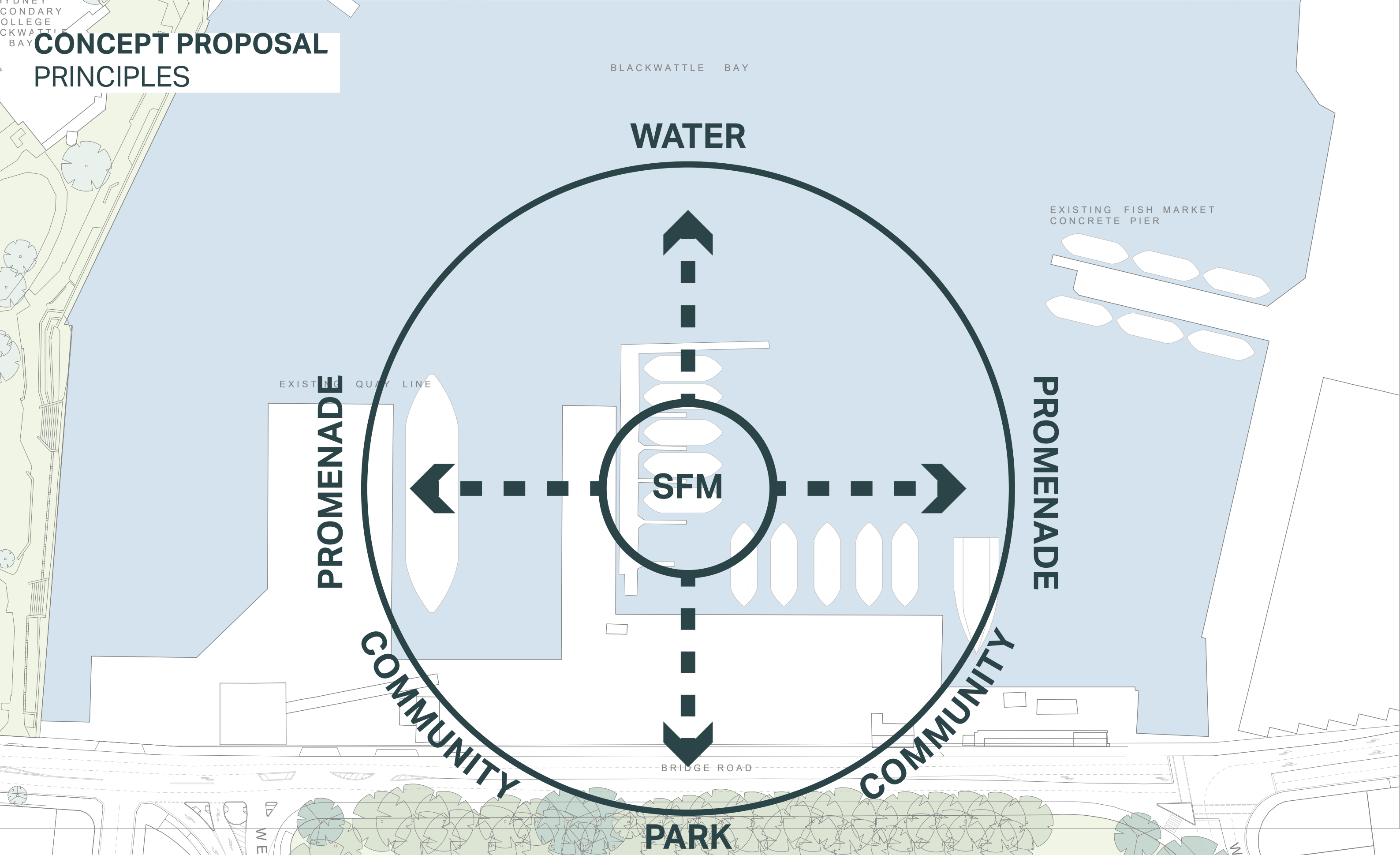
1.5 CROSS SECTION




1.6 USAGE PER LEVEL



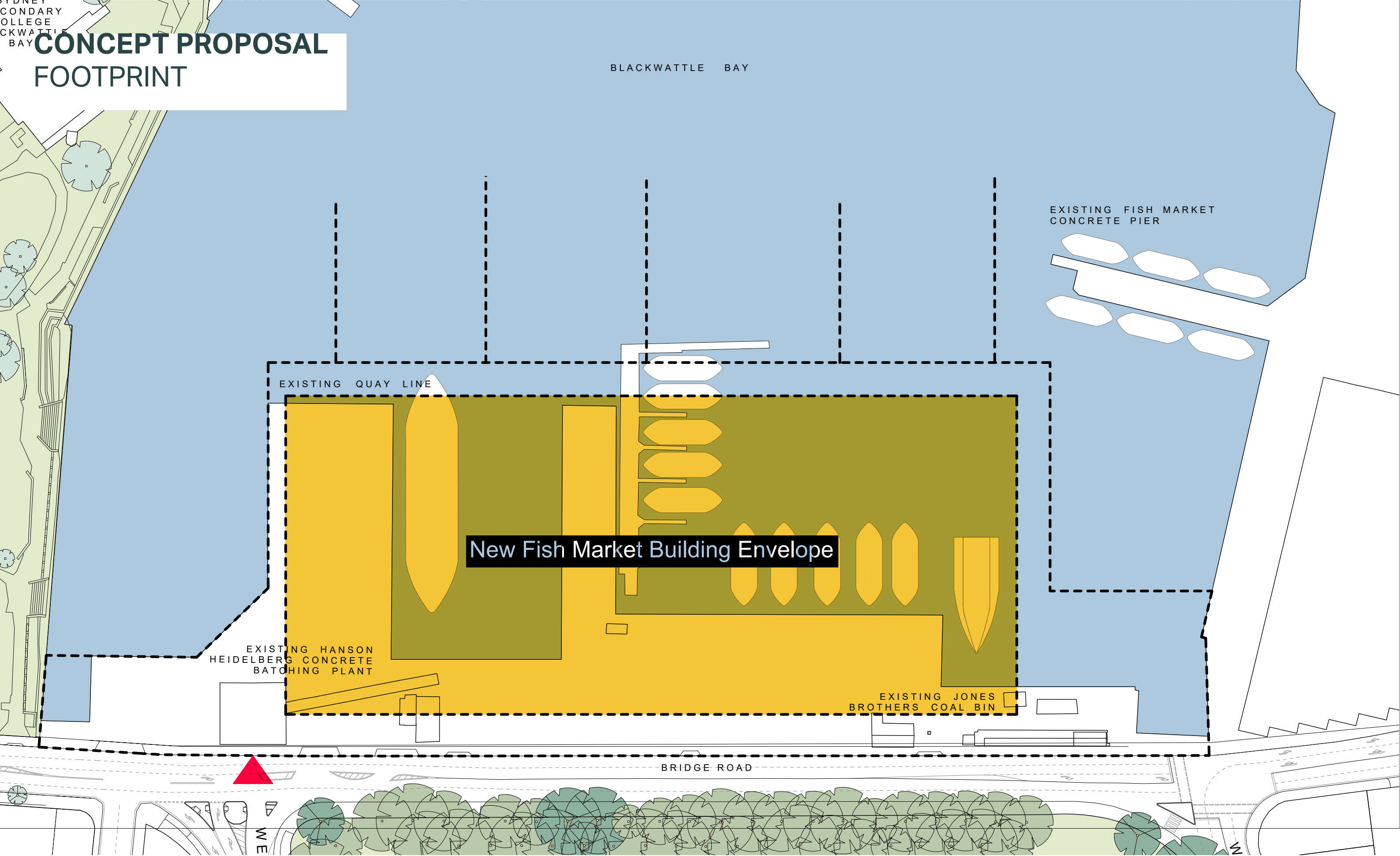
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PHASE	DATE	SCALE	DRAWN	CONTROL	APPR.	
CONCEPT	10-Nov-17	1:1000 (A3)	XXX	XXX	XXX	

CONCEPT PROPOSAL
PRINCIPLES



NEW SYDNEY FISH MARKET			PROJECT NUMBER		 	
			1251			
DRAWING TITLE				DRAWING NR		
SEARs Request - New Fish Market SSD Concept Plan						
PHASE	DATE	SCALE		DRAWN	CONTROL	APPR.
CONCEPT	10-Nov-17	1:1000 (A3)		XXX	XXX	XXX

CONCEPT PROPOSAL
FOOTPRINT



BUILDING FOOTPRINT

----- **DEVELOPMENT FOOTPRINT**






VEHICULAR ACCESS



NEW SYDNEY FISH MARKET

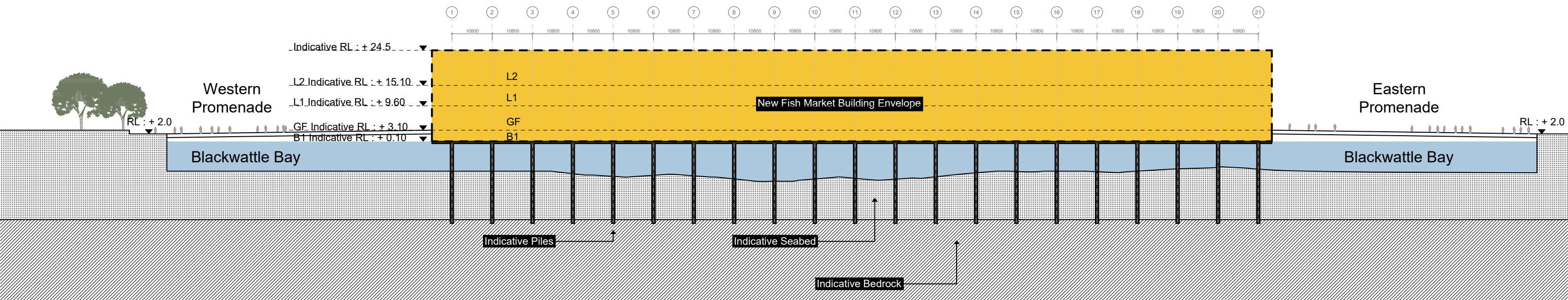
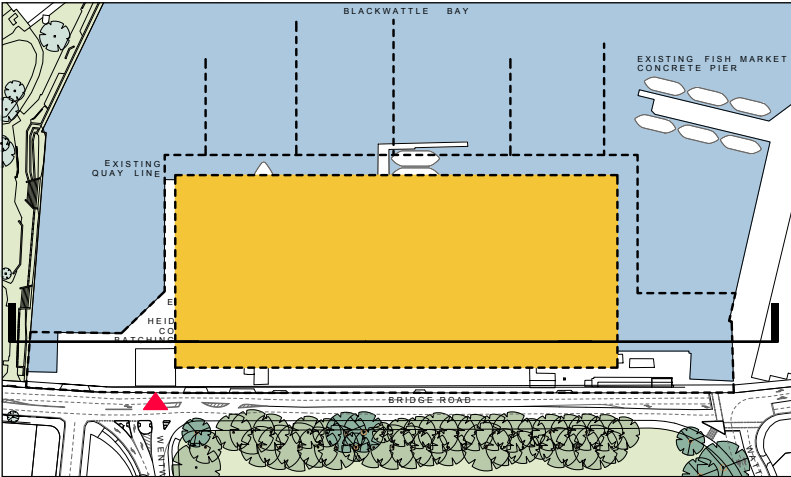
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NEW SYDNEY FISH MARKET			PROJECT NUMBER			
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DRAWING TITLE			DRAWING NR			
SEARs Request - New Fish Market SSD Concept Plan						
PHASE	DATE	SCALE	DRAWN	CONTROL	APPR.	
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CONCEPT PROPOSAL

LONG SECTION

LEGEND

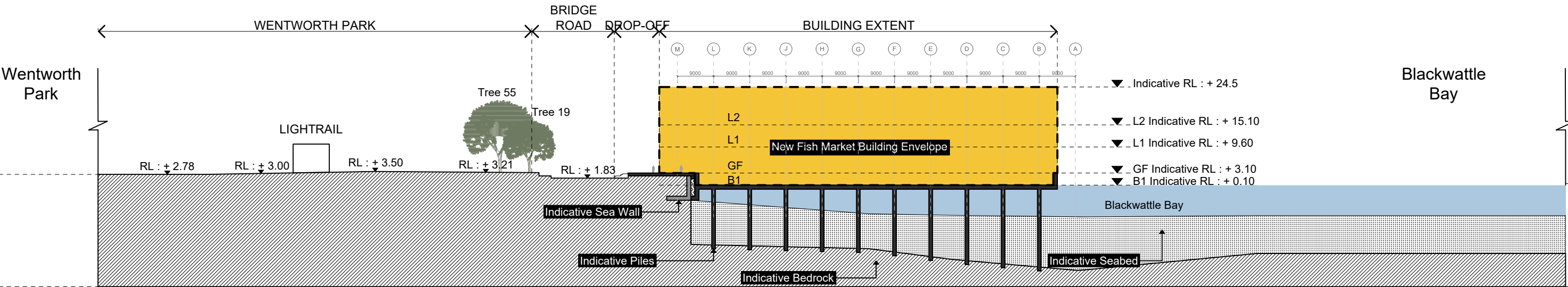
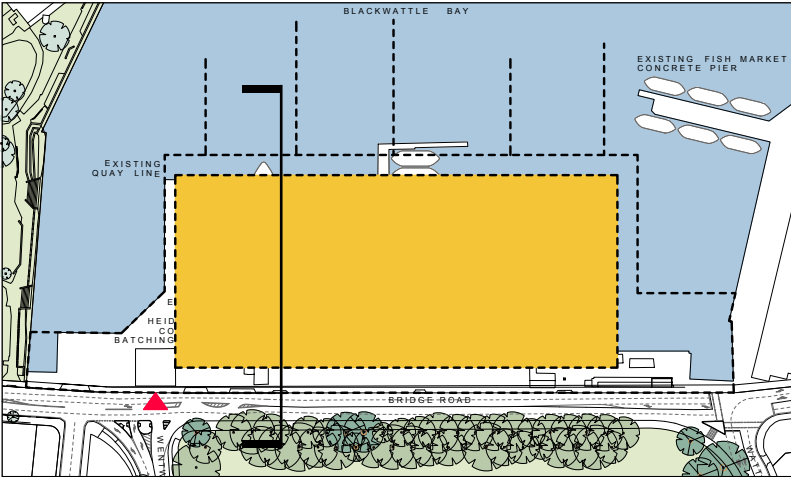





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SEARs Request - New Fish Market SSD Concept Plan						
PHASE	DATE	SCALE	DRAWN	CONTROL	APPR.	
CONCEPT	10-Nov-17	1:1000 (A3)	XXX	XXX	XXX	

CONCEPT PROPOSAL

CROSS SECTION

LEGEND



NEW SYDNEY FISH MARKET			PROJECT NUMBER			
			1251			
DRAWING TITLE			DRAWING NR			
SEARs Request - New Fish Market SSD Concept Plan						
PHASE	DATE	SCALE	DRAWN	CONTROL	APPR.	
CONCEPT	10-Nov-17	1:1000 (A3)	XXX	XXX	XXX	

DETAILED BUILDING WORKS PROPOSAL

USAGE PER LEVEL

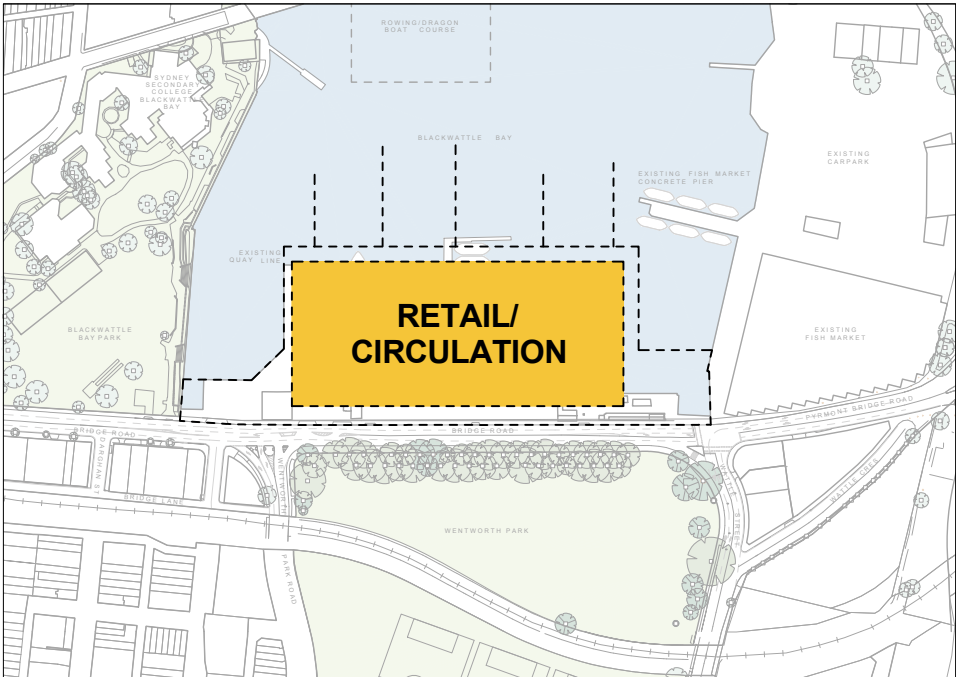
BASEMENT LEVEL
INDICATIVE RL +0.1m



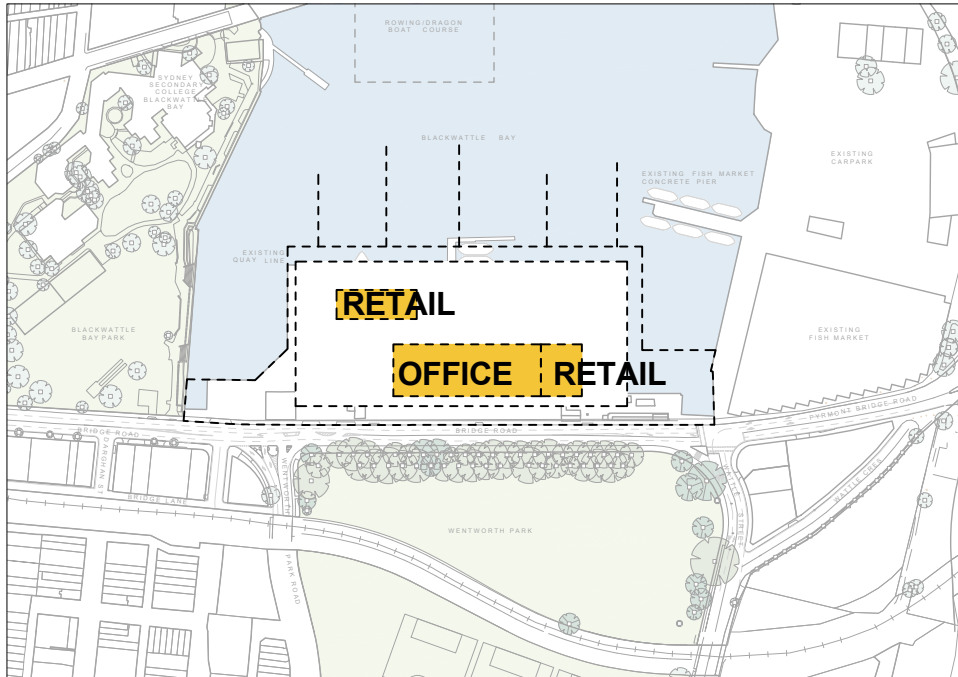
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INDICATIVE RL +3.1m



UPPER GROUND LEVEL 01
INDICATIVE RL +9.6m



LEVEL 02
INDICATIVE RL +15.1m



BUILDING FOOTPRINT

----- **DEVELOPMENT FOOTPRINT**

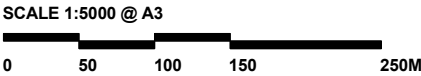





VEHICULAR ACCESS



NEW SYDNEY FISH MARKET

1251_171116_SEARS SSD PACKAGE_PACK 1_CONCEPT & DEMOLITION



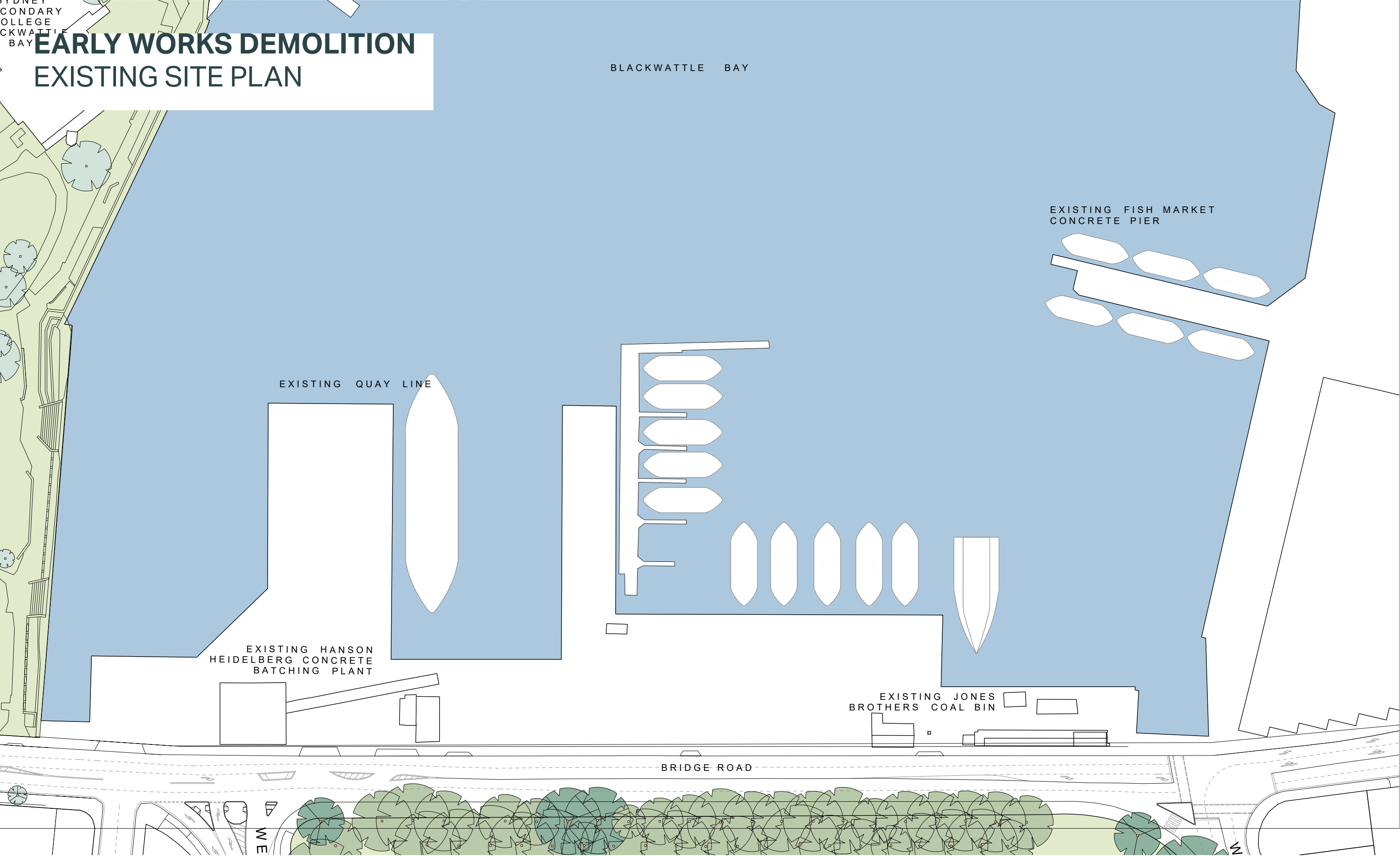
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SEARs Request - New Fish Market SSD Concept Plan						
PHASE	DATE	SCALE	DRAWN	CONTROL	APPR.	
CONCEPT	10-Nov-17	1:5000 (A3)	XXX	XXX	XXX	




2. Early Works Demolition

2. DEMOLITION

2.1 EXISTING SITE PLAN

2.2 STRUCTURES TO BE DEMOLISHED

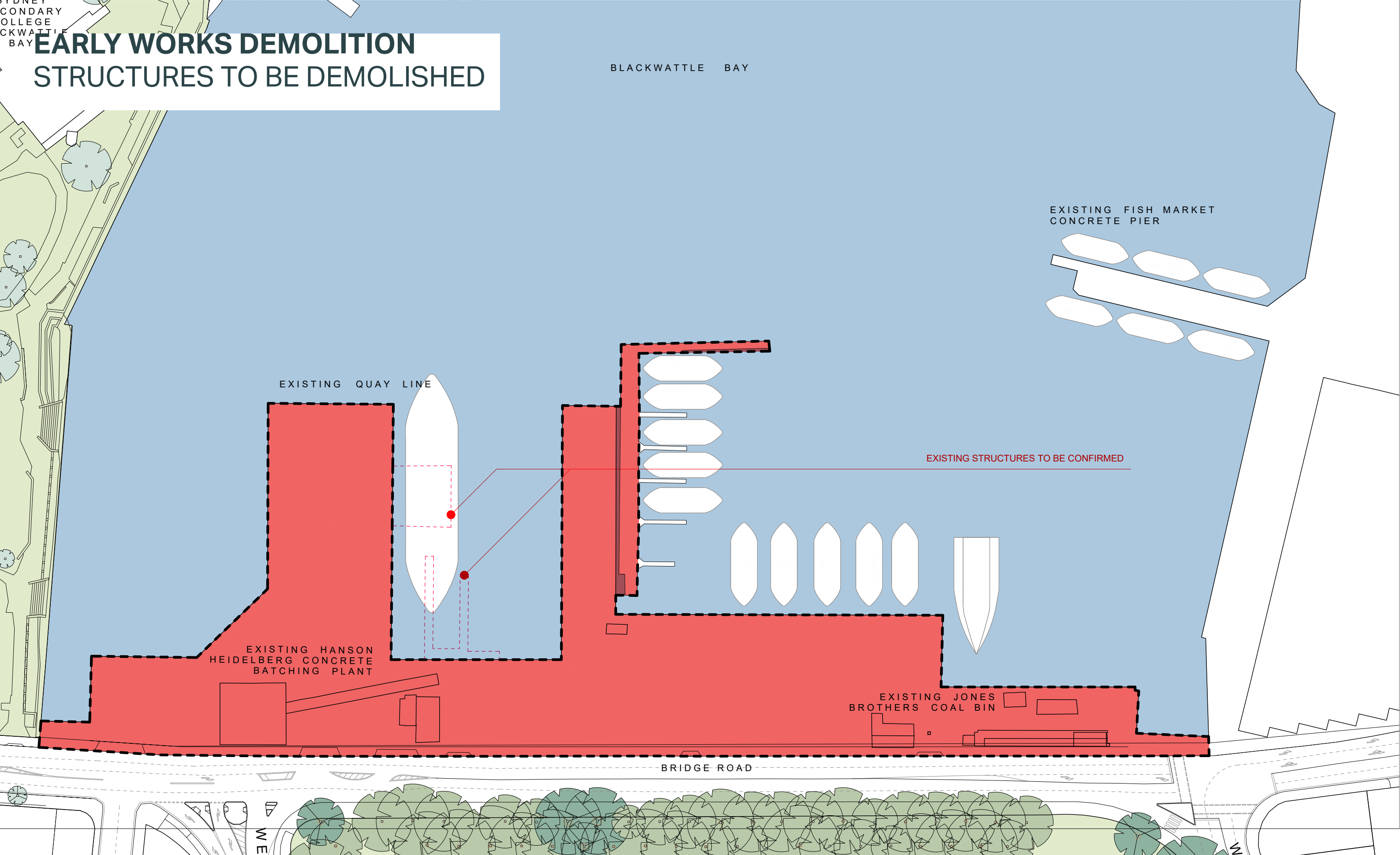


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DRAWING TITLE					DRAWING NR			
SEARs Request - New Fish Market SSD Early Works Demolition								
PHASE		DATE	SCALE		DRAWN	CONTROL	APPR.	
CONCEPT		10-Nov-17	1:1000 (A3)		XXX	XXX	XXX	




CONDARY
OLLEGE
CKWATTLE
BAY

EARLY WORKS DEMOLITION

STRUCTURES TO BE DEMOLISHED



STRUCTURES TO BE DEMOLISHED

NEW SYDNEY FISH MARKET			PROJECT NUMBER			
			1251			
DRAWING TITLE					DRAWING NR	
SEARs Request - New Fish Market SSD Early Works Demolition						
PHASE	DATE	SCALE		DRAWN	CONTROL	APPR.
CONCEPT	10-Nov-17	1:1000 (A3)		xxx	xxx	xxx



APPENDIX 3

Demolition Report



BLACKWATTLE BAY ADVICE ON DEMOLITION OF MARINE STRUCTURES

Approval, Review and Amendment

Revision #	Developed By	Amendment Summary	Date	Signature
A	Peter Philipp	Client Issue	29/11/2016	
B	Peter Philipp	Re-issue incorporating TH Review	29.11/2016	

	Demolition of Existing Marine Structures Blackwattle Bay	Document ID: 161129 BWUB REVB
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Contents

Approval, Review and Amendment.....	1
1. Background:	3
2. Wharf Structure Area 1.....	3
2.1. Description of the Structure	3
2.2. Likely Demolition Methodology.....	3
3. Wharf Structure Area 2.....	4
3.1. Description of the Structure	4
3.2. Likely demolition methodology	4
4. Wharf Structure Area 3.....	5
4.1. Description of the Structure	5
4.2. Likely Demolition Methodology.....	5
5. Estimated Duration of the Works.....	6
6. Expected Environmental Requirements	6
7. Key Risks.....	6
7.1. Key Safety Risk:	6
7.2. Key commercial and program risks:.....	7

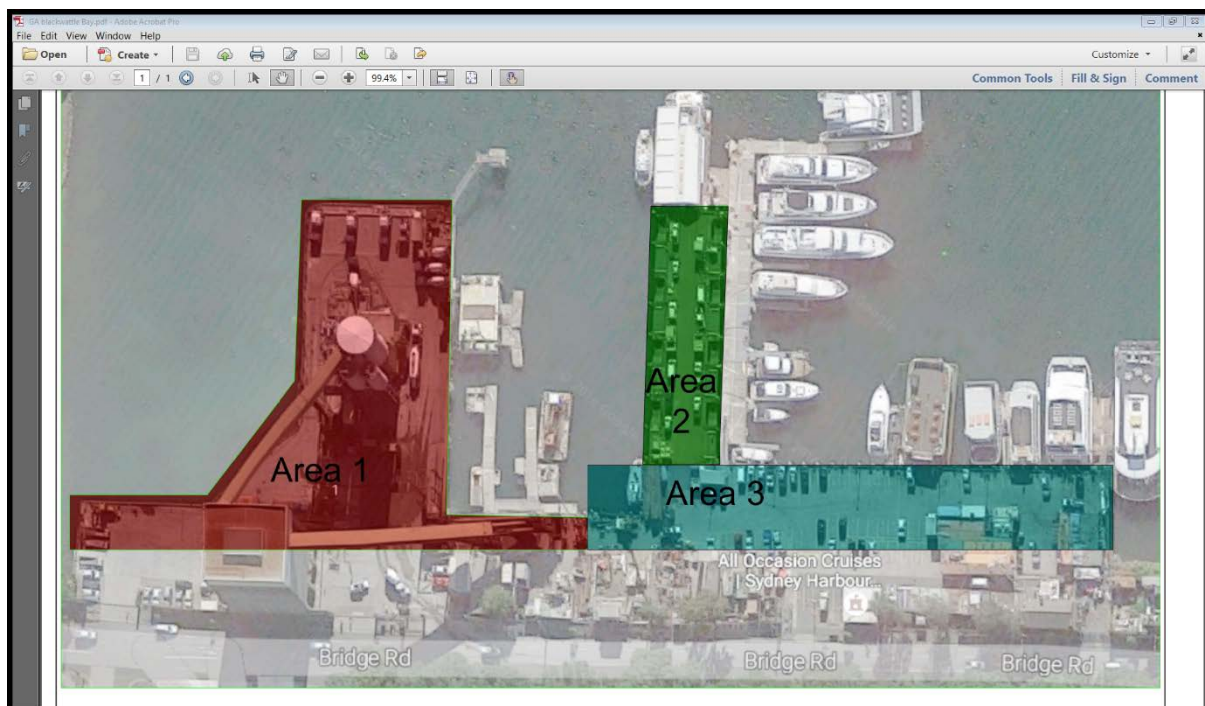
1. Background

SMC Marine have been engaged to provide time and cost estimates on the demolition of marine structures within Blackwattle Bay. The marine structures are part of Lot 5 D1064339 (Area 1) and Lot 4 DP1064339 (Area 2) and (Area 3). Please refer to attached general arrangement plan.

A site visit of Area 1 was undertaken with Urban Growth with a vessel. Drawings outlining various structural repairs of Area 1 were reviewed.

A site visit of Area 2 and Area 3 was not undertaken and no drawings were reviewed.

This report discusses wharf structures only.



2. Wharf Structure Area 1

2.1. Description of the Structure

The wharf structures in area 1 comprise of a reinforced concrete deck supported by 250x250 hardwood girders. The girders span longitudinally and are spaced at approximately 1m centres. The girders are supported by 300x300 transverse timber headstocks. The headstocks are in turn supported by turpentine piles. Pile grids are not symmetrical but typical spans are around 3.0m.

The wharf has been designed as a commercial facility and has been subject to significant structural maintenance to sustain the live loads, predominately concrete trucks and semi-trailers and the dead loads of various buildings and machinery required for the batching plant.

2.2. Likely Demolition Methodology

The wharf demolition will require significant marine based plant and equipment. The likely major plant would be a heavy lift barge with a crane and or excavators established on the barge deck.

	Demolition of Existing Marine Structures Blackwattle Bay	Document ID: 161129 BWUB REV B
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Demolition materials would be processed on land probably at White Bay or Glebe Island. The reinforced concrete slab would be cut into sections using a road saw. The dimensions of the cut sections would be governed by the lifting capacity of the marine plant and road transport restrictions. The sections of slab would be lifted using the marine plant and transported to a commercial wharf facility using a transport barge. Land based plant would then lift the concrete sections into trucks where they would be transported to a facility that pulverises the concrete and separates the reinforcement for scrap steel.

Structural timber sections would be removed using marine based lifting equipment. Partial collapses during demolition pose a risk, once connecting structural timbers are removed piles that have been repaired using a timber pile splice have negligent lateral capacity. Access of personnel in proximity to the partially demolished structure is of high risk and would need to be carefully addressed by the contractor.

It is environmental best practice to maximise the recycling of demolished timber. Recovered timber should be graded into three categories high architectural use (joinery exposed beams etc), low architectural use (street furniture, landscaping etc) and landfill. Although not typically cost effective this process leads to a real environmental benefit through direct recycling.

It is a requirement of RMS to undertake all reasonable attempts to fully extract piles. Possible methods include applying significant static loads up to 50T with marine based lifting equipment. Water jetting is also used to aid extraction. It is usual for timber piles to be disposed of at a landfill facility, classified as untreated timber.

3. Wharf Structure Area 2

3.1. Description of the Structure

The wharf is a finger jetty that protrudes from the main wharf. At the time of this report no drawings were available and a site visit was not possible. SMC Marine previously submitted a development proposal for the site and is familiar with the structure.

The wharf deck consists of asphalt applied to reinforced concrete. The substructure is a mix of reinforced concrete structural members, timber beams and braces. The majority of piles are turpentine. Reinforced concrete piles also are present, some of which are installed on a rake or an angle other than vertical. There are a series of galvanised structural steel access platforms and stairs to provide access to vessels at different tides. The jetty is surrounded by turpentine fender piles.

3.2. Likely demolition methodology

The wharf demolition methodology will be similar to that described for Area 1. Access for riggers and personnel will be more challenging due to the increased height of the structure from the water. The concrete raked piles will cause a challenge when extracting the piles. As the piles are installed on an angle the piles can withstand a significant vertical pulling load. Raked or angled pulling frames can be used to align the pulling force with the angle of the pile however this is outside many contractors' capabilities.

	Demolition of Existing Marine Structures Blackwattle Bay	Document ID: 161129 BWUB REV B
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4. Wharf Structure Area 3

4.1. Description of the Structure

The wharf is a concrete jetty of unusual design. At the time of this report no drawings were available and a site visit was not possible. SMC Marine previously submitted a development proposal for the site in 2005 so the structure is familiar however the precise structural details are not certain.

It is believed that the wharf deck is a post tensioned slab that was poured in situ. The wharf beams are approximately 600mm deep and are likely to be either pre or post tensioned due to the significant span of the pile bents (approximately 9m)

The precast headstocks are expected to be conventionally reinforced and connected to the steel piles by a cast in situ reinforced concrete plug.

4.2. Likely Demolition Methodology

The demolition methodology of tensioned structures is highly specialized due to the 'locked in' loads in the tensioned members. Catastrophic failures are possible as the conventional reinforcement may not be sufficient to hold the self-weight of the structure if the tensioned strands are released. This is a particular challenge if the conventional reinforcement has reduced structural capacity or bond strength due to corrosion.

Demolition of post tensioned structures is more difficult if the ducts containing the post tensioned strands are not grouted. If the ducts are not grouted strands are unrestrained allowing them the 'whip' when cut. It is now common practice to grout all ducts in post tensioned structures.

The demolition of tensioned concrete structures in NSW requires an unrestricted demolition licence.

The demolition methodology would require a detailed structural analysis to determine the concrete cutting geometry, the sequence and method of releasing strand tension if required, and the detailed design of temporary support.

Temporary support could consist of a structural steel beam or truss lifting frame that is connected to the slab and precast plank to be removed. It is likely that core drilling will be required to attach a temporary frame. The slab would then be cut using a variety of concrete cutting techniques including road saws, diamond wire saws and handheld demolition saws. Once separated the slabs would be lifted off, probably still connected to the tensioned beams. Concrete sections would then be transported to a suitable commercial wharf facility. They would likely be processed using a concrete pulveriser attached to a large excavator. Care would be taken as locked in tension loads are released.

The concrete headstocks would be supported by temporary works so they can be safely separated from the steel piles. The steel piles would be cut using a diamond wire saw or conventional flame cutting equipment. They would then be transported and processed using the same methodology as the concrete slab sections.

	Demolition of Existing Marine Structures Blackwattle Bay	Document ID: 161129 BWUB REV B
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It is a requirement of RMS to undertake all reasonable attempts to fully extract piles. Possible methods include applying significant static loads up to 50T with marine based lifting equipment. Controlled shock loads and water jetting is also used by marine contractors to aid extraction. Steel piles can also be extracted by core barrelling another steel pile over the top of the existing piles before extraction. Vibratory hammers are very effective in the extraction of steel piles.

5. Estimated Duration of the Works

The duration of the works has been estimated using two gantt charts. Lot 5/DP1064339 (Area1) is shown on one gantt chart. The other gantt chart shows Lot 4/DP1064339 (Area2 and Area3).

Area 1 has an estimated program time of approximately 6 months

Area 2 and 3 have an estimated program time of approximately 7.5 months.

The resources assumed are for each gantt chart are:

- One heavy lift barge with a crane in excess of 80T capacity.
- Smaller access barges.
- One barge for transport of materials from the demolition site to a processing wharf facility.
- Various excavators for separation and processing of materials.
- Various work boats and tugs

Demolition of all structures could be completed at the same time (within 7.5 months) this would require two heavy lift barges. Offsite facilities would be similar as the processing of materials would be significantly quicker than the site works.

6. Expected Environmental Requirements

It is expected that the environmental controls would be:

- A 2m deep silt curtain around the entire site and all marine plant.
- Temporary works to collect concrete slurry from concrete cutting equipment. Concrete slurry contains concrete fines and potable water. It is best practice to contain concrete slurry if the marine structure is over live sea grass or a reef.
- Possible baseline and periodic water testing inside and outside the silt boom.

7. Key Risks

7.1. Key Safety Risk:

- Rigger access around dilapidated structures.
- Partial collapse of structures.
- Commercial divers working in close proximity of dilapidated structures.
- Demolition of suspended tensioned structures in Area 3.

7.2. Key commercial and program risks:

- Cleaning the seabed of pre-existing debris if required due to the high cost of commercial divers.
- Requirement to extract stumps from piles that have snapped due to the high cost of commercial divers this is a particular risk on Area 1 due to the age of the structure.
- Significant contamination requiring rigorous environmental controls.
- Inadequate or high cost of commercial marine wharf space in Sydney Harbour to process demolition materials.

APPENDIX 4

Stakeholder Engagement

The Bays – Stakeholder engagement

Financial year 2015/2016

Stakeholders	Consultation Method	Frequency	Issues
Local councils – City of Sydney and Inner West Council	<ul style="list-style-type: none"> Meetings Workshops Briefings Emails/phone calls Active Recreational Needs Study Commencement workshop 28 April 2016	<ul style="list-style-type: none"> At least fortnightly Regularly as required Attendance at Active Recreational Needs Study Commencement workshop 28 April 2016 and subsequent meetings 	<ul style="list-style-type: none"> Feedback on destinations
Community	<ul style="list-style-type: none"> Meetings Phone calls/emails Open House program Call for Great Ideas – Community Advisory Panel White Bay Power Station Industry Event 2015 Bays Precinct Reference Group 	<ul style="list-style-type: none"> As required Open Houses on the following dates: <ul style="list-style-type: none"> 15, 22, 24 and 28 November 20, 21, 27 February and 5 March 21, 28 May and 19 June Panel reviewed ideas in August 2015 Event in October 2015 Meetings (as above) 	<ul style="list-style-type: none"> Development of plans for precinct Impacts on local infrastructure and properties Opportunities for business and community
The Bays Precinct Reference Group (41 member organisations including community, business, industry, and peak groups)	<ul style="list-style-type: none"> Meetings Phone calls/emails 	<ul style="list-style-type: none"> December 2015 Attendance at Active Recreational Needs Study 	<ul style="list-style-type: none"> Community consultation Development of plans for precinct Impacts on business operations, infrastructure and properties

		Commencement workshop 28 April 2016	<ul style="list-style-type: none"> • Opportunities for business and community
School students	<ul style="list-style-type: none"> • Letters • Facilitation of two fieldwork trips and competition “Mastering the Bays” in partnership with Observatory Hill Environmental Education Centre for World Town Planning Day • Launch of ‘The Big Plan’ • Observatory Hill Environmental Education Centre’s fieldwork program for Stage 3 (Primary) • Teacher survey • Phone calls, emails 	<ul style="list-style-type: none"> • Letters in October 2015 about Transformation Plan • Field trips in November 2015 • ‘The Big Plan’ distributed to schools in May 2016 and workshop on 19 May 2016 at Annandale North Public School. • Fieldwork program bookings for Term 3 2016 • 21 teacher surveys completed providing feedback on the Big Plan 	<ul style="list-style-type: none"> • Development of plans for precinct
University students	<ul style="list-style-type: none"> • Tours of White Bay Power Station (as part of course work) • Lectures and presentations as part of course • University round tables • White Bay Power Station Industry Event 2015 • Emails/phone calls 	<ul style="list-style-type: none"> • University round table event with a focus on The Bays held on 2 October 2015. • Other University Round Table Events were held 20 November 2015, 15 February 2016, 6 May 2016. • Exhibition of university student work on White Bay Power Station at event in 30 October 2015 • As required 	<ul style="list-style-type: none"> • Development of plans for precinct • Design, heritage and other aspects of existing spaces • Access to buildings/land
Sporting groups	<ul style="list-style-type: none"> • Meetings • Emails, phone calls • Active Recreational Needs Study Commencement workshop 28 April 2016 	<ul style="list-style-type: none"> • Attendance at Active Recreational Needs Study Commencement workshop 28 April 2016 	<ul style="list-style-type: none"> • Current and future provision of sporting facilities

Other government agencies	<ul style="list-style-type: none"> • Project working group meetings • Bays Communications Coordination Group • Meetings • Workshops • Phone calls/emails 	<ul style="list-style-type: none"> • Monthly • Regularly as required 	<ul style="list-style-type: none"> • Coordination of planning and delivery • Development of plans for precinct • Access to buildings/land • Engagement with tenants • Community/stakeholder engagement
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Financial year 2016/2017

Stakeholders	Consultation Method	Frequency	Issues
Local councils – City of Sydney and Inner West Council	<ul style="list-style-type: none"> • Meetings • Workshops • Briefings • Emails/phone calls 	<ul style="list-style-type: none"> • At least fortnightly • Regularly as required 	<ul style="list-style-type: none"> • Planning coordination • design excellence • community consultation

Community	<ul style="list-style-type: none"> • 'Open House' program: <ul style="list-style-type: none"> ○ Market stalls ○ drop-in information sessions • Active recreational needs online survey • Enquiries to project email and public information line 	<ul style="list-style-type: none"> • Open Houses on the following dates: <ul style="list-style-type: none"> ○ 4, 27 August ○ 5 February ○ 6, 8 April ○ 24 June • Active recreational needs survey - 785 responses from 6 December 2016 – 7 February 2017 • 311 emails approximately 	<ul style="list-style-type: none"> • Project plans • project impacts • infrastructure • community consultation • Current and future provision of sporting facilities
The Bays Precinct Reference Group (41 member organisations including community, business, industry, and peak groups)	<ul style="list-style-type: none"> • Meetings • Phone calls/emails 	<p>Meetings held on the following dates:</p> <ul style="list-style-type: none"> ○ 23/24 August ○ 9/10 December ○ 21/22 March 	<ul style="list-style-type: none"> • Planning coordination • future infrastructure
School students	<ul style="list-style-type: none"> • Tours • workshops • presentations 	<ul style="list-style-type: none"> • 26 April • 19, 24 May • 2, 29 June • GTA Conference • Youth Eco Summit – Sept • World Town Planning Day - Nov 	<ul style="list-style-type: none"> • Urban design
University students	<ul style="list-style-type: none"> • Presentations • briefings • project working groups • emails and phone calls • Site tours • Interviews 	<ul style="list-style-type: none"> • Numerous activities facilitated both through the Bays Precinct Project team and Collaborative Learning. 	<ul style="list-style-type: none"> • Urban design • innovation

Schools	<ul style="list-style-type: none"> • Survey • Email • Phone calls 	<ul style="list-style-type: none"> • 7 survey responses received for the school survey 	<ul style="list-style-type: none"> • Current and future provision of sporting facilities
Sporting group	<ul style="list-style-type: none"> • Meetings • emails • phone calls • survey 	<ul style="list-style-type: none"> • 25 submissions received for the sporting group survey • 1 Meeting with Glebe Rowing Club 	<ul style="list-style-type: none"> • Current and future provision of sporting facilities
Other government agencies	<ul style="list-style-type: none"> • Project working groups • coordination groups • meetings • briefings 	<ul style="list-style-type: none"> • Daily (260 meetings and briefings) 	<ul style="list-style-type: none"> • Planning coordination

Financial year 2017 to date

Stakeholders	Consultation Method	Frequency	Issues
Local councils – City of Sydney and Inner West Council	<ul style="list-style-type: none"> • Memorandum of Understanding • Sydney Fish Market Design Review Panel • Bays Market District Project Working Group • Design Directorate 	<ul style="list-style-type: none"> • At least fortnightly • Regularly as required 	<ul style="list-style-type: none"> • Planning coordination • design excellence • community consultation

	<ul style="list-style-type: none"> Quarterly communications and engagement meetings Briefings, phone, email as required 		
Community	<ul style="list-style-type: none"> 'Open House' program: <ul style="list-style-type: none"> Market stalls Sponsorship Online survey Bays Market District draft masterplan principles Two public workshops Bays Market District draft masterplan principles Enquiries to project email and public information line Letters Meetings as required 	<ul style="list-style-type: none"> Open Houses on the following dates: <ul style="list-style-type: none"> 6 August 17 September 19 November Online survey 31 July – 25 August, 508 responses Public workshops 10 and 12 August, 91 participants 20 enquiries to project email Approximately 50 responses to letters Individual meetings as required 	<ul style="list-style-type: none"> Project plans project impacts infrastructure community consultation
The Bays Precinct Reference Group (41 member organisations including community, business, industry, and peak groups)	<ul style="list-style-type: none"> Meetings Phone calls/emails 	<p>Meetings held on the following dates:</p> <ul style="list-style-type: none"> 3 , 4 August 7 September 	<ul style="list-style-type: none"> Planning coordination future infrastructure
School students	<ul style="list-style-type: none"> Tours workshops presentations 	<ul style="list-style-type: none"> Ongoing tours in partnership with the Observatory Environmental Education Centre Youth Eco Summit 16,17 November 	<ul style="list-style-type: none"> Urban design

		<ul style="list-style-type: none"> • White Bay Power Station tours - 13 September, 11 October 	
University students	<ul style="list-style-type: none"> • Presentations • briefings • project working groups • emails and phone calls • Site tours • Interviews 	<ul style="list-style-type: none"> • As part of Collaborative Learning program • Site tours 20 September 	<ul style="list-style-type: none"> • Urban design • innovation
Other government agencies	<ul style="list-style-type: none"> • Project working groups • coordination groups • meetings • briefings 	<ul style="list-style-type: none"> • Daily meetings and briefings 	<ul style="list-style-type: none"> • Planning coordination