



DARLING
HARBOUR
LIVE

Stakeholder and Community Engagement Report

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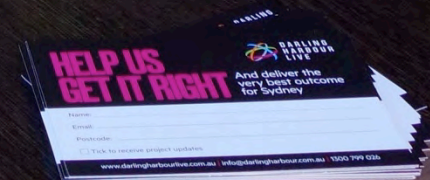
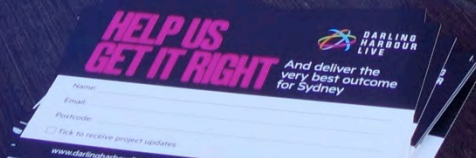
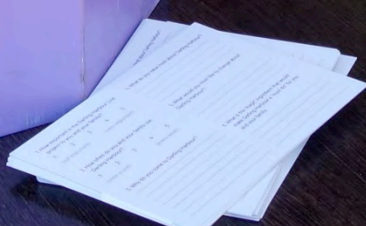
HAVE YOUR SAY

Sydney's new international convention, exhibition and entertainment hub

HELP US GET IT RIGHT!

And deliver the very best outcome for Sydney

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TABLE OF CONTENTS

| | |
|----------|--|
| 1 | EXECUTIVE SUMMARY |
| 2 | APPROACH |
| 2.1 | Project Background |
| 2.2 | Engagement and Consultation Objectives |
| 2.3 | Methodology |
| 2.4 | Team |
| 2.5 | Project Positioning and Key Messages |
| 3 | CONSULTATION AND ENGAGEMENT TOOLS |
| 3.1 | Overview |
| 3.2 | Printed Material |
| 3.2.1 | Mail-Outs |
| 3.2.2 | Newsletters |
| 3.2.3 | Project Factsheets |
| 3.2.4 | Postcards and Feedback Forms |
| 3.2 | Face to Face Communication |
| 3.2.1 | Manned Model Displays |
| 3.2.2 | Community Forums |
| 3.2.3 | One on One Briefings |
| 3.2.4 | Roundtable Session |
| 3.2.5 | Qualitative Workshops |
| 3.2.6 | Working Groups |
| 3.2.7 | Presentations |
| 3.2.8 | Participatory Design Workshops |
| 3.4 | Technology |
| 3.4.1 | Project telephone Number |
| 3.4.2 | Project e-mail |
| 3.4.3 | Project Website |
| 3.4.4 | Online forum |
| 3.5 | Language Support |
| 3.6 | Consultation Manager |
| 4 | STAKEHOLDER MAPPING |
| 4.1 | Stakeholders |
| 4.1.1 | Agencies and Peak Bodies |
| 4.1.2 | Government |
| 4.1.3 | Industry |
| 4.1.4 | Opinion Formers |
| 4.1.5 | Precinct Players |
| 4.1.6 | Service Providers and Utilities |
| 4.2 | Community |
| 4.2.1 | Executive Committees and Resident Associations |
| 4.2.2 | Local Residents |
| 4.2.3 | Residents of Greater Sydney |

- 5 CATCHMENT ANALYSIS**
 - 5.1 Establishing the Community Catchments
 - 5.2 Character and Identity of the Local and Primary Catchment
 - 5.3 Demographic Profile
 - 5.4 Pre-existing Issues

- 6 THE BASELINE CONSULTATION: BID PHASE**
 - 6.1 Objectives
 - 6.2 Key Findings
 - 6.3 Influence on Design Development

- 7 THE PRE-LODGEMENT CONSULTATION**
 - 7.1 Industry
 - 7.2 Government
 - 7.2.1 Department of Planning and Infrastructure
 - 7.2.2 Environmental Protection Agency
 - 7.2.3 Transport for New South Wales and Railcorp
 - 7.2.4 Roads and Maritime Services
 - 7.2.5 Police and Emergency Services
 - 7.2.6 Department of Education and Training
 - 7.2.7 City of Sydney
 - 7.2.8 Heritage Office
 - 7.3 Agencies and Peak Bodies
 - 7.4 Service Providers and Utilities
 - 7.4.1 Sydney Water
 - 7.4.2 Jemena
 - 7.4.3 Telstra and NBN
 - 7.4.4 AusGrid
 - 7.5 Opinion Formers
 - 7.6 Precinct Stakeholders
 - 7.6.1 Australian Broadcasting Corporation
 - 7.6.2 Australian National Maritime Museum
 - 7.6.3 Commonwealth Bank
 - 7.3.4 Darling Quarter
 - 7.6.5 Frasers Property Group
 - 7.6.6 Harbourside
 - 7.6.7 Haymarket Chamber of Commerce
 - 7.6.8 Powerhouse Museum
 - 7.6.9 Star casino
 - 7.6.10 Ultimo College
 - 7.6.11 University of Technology Sydney
 - 7.7 Local Residents
 - 7.7.1 Key Questions Asked
 - 7.7.2 Key Matters Raised
 - 7.8 Resident Associations
 - 7.9 Greater Sydney Community

- 8 ADDRESSING CONCERNS**
 - 8.1 Matters Arising from the Baseline Engagement
 - 8.2 Matters Arising from the Pre-lodgment Engagement

- 9 APPENDICES**

1 EXECUTIVE SUMMARY

Project Background

The New South Wales Government is committed to creating an international standard convention, exhibition and entertainment hub in Darling Harbour. The project is critical to positioning Sydney as a global business and lifestyle centre and increasing the appeal of the CBD as a place for local people to live, work and study; it will also stimulate the revitalisation of one of Australia's most significant visitor destinations. The project vision seeks to:

'Reaffirm Darling Harbour as Australia's premier gathering place by creating an exciting, connected, active and vibrant precinct that brings delight to visitors and Sydney-siders alike'; and

'Deliver world class core functions of convention, exhibition and entertainment facilities that exceed the expectations of domestic and international visitors'.

In December 2012, following an extensive Expression of Interest and Request for Proposal process, the Darling Harbour Live consortium was announced as the Government's preferred partner for the redevelopment of the twenty hectare site. The core facilities (comprising the convention, exhibition and entertainment facilities, with associated revitalisation of the public realm) will be built and operated through a public private partnership while the delivery of a new mixed-use neighbourhood and hotel complex will be managed through separately contracted project development agreements.

The Stakeholder and Community Engagement Program

The consortium is committed to working with all stakeholders within a framework that enables their long-term involvement and participation. The Hornery Institute¹ was therefore engaged by Darling Harbour Live to implement an early stakeholder and community engagement program to inform the master planning and design development of the preferred scheme. This report draws on the engagement activities undertaken between May 2012 and March 2013 and has been compiled to support planning applications with respect to the three development areas – Bayside to the north, Central and Haymarket to the south

It provides commentary with respect to:

- The current community and stakeholder context;
- Outcomes from the baseline and pre-consultation engagement programs; and
- Design mitigation in response to key issues raised.

¹ The Hornery Institute [THI] is an independent non profit organisations founded by the late Stuart Hornery on his retirement in 2000. THI has developed integrated expertise in evidence-based urban strategy, placemaking/place management and community engagement using design-led thinking. Based in Brisbane, the team works with public and private sector client together with other non profit organisations and agencies throughout Australia. The team has a good working understanding of the local communities in Haymarket, Pyrmont and Ultimo, as well as the residents and visitors of the CBD area through project work undertaken in this area since 2008.

During this period, a range of printed materials, face-to-face engagement events and technology-based platforms (identified in section 3) have facilitated dialogue with diverse audience groups including representation from:

| | |
|----------|--|
| 12 | Industry Associations |
| 21 | Representatives of Government |
| 14 | Agencies and Peak Bodies |
| 7 | Service Providers and Utilities |
| 6 | Opinion Formers |
| 14 | Precinct Stakeholders |
| 16 | Resident Action Groups and Executive Committees |
| 300 plus | Representatives from the Local Resident and Business Community |
| 60 plus | Representatives from the Greater Sydney Community |

Section 4 of this report details the individual stakeholder groups who have been engaged to this point. To ensure consistency, all collateral has reflected the same project positioning and key messages.

Understanding the Context

Darling Harbour Live has grounded its approach to stakeholder and community engagement in developing a broader contextual understanding of the place narrative together with the current experience of stakeholders who live and work there or use the area in their leisure time. Section 5 provides an overview of Darling Harbour, Haymarket, Pyrmont and Ultimo, together with the changing characteristics of their resident communities.

The prevailing character of the area is intrinsically connected to its maritime environment and more recently its industrial heritage; with an identity that has been influenced over time by layers of commerce, trade and entertainment. The planned regeneration of the Darling Harbour as an events and entertainment precinct over the last twenty five years has been a catalyst to its gradual transformation into a hub for education, innovation, media and creative industries, a trend that is gaining momentum.

Over the last two hundred years, the local community has experienced cyclical growth and change influenced by the structure and fortunes of the local economic base at any point in time. Since 2006 there has been a significant increase in the population of the Haymarket, Pyrmont and Ultimo communities, combined with changes in their demographic mix as more families with primary school aged children move into the local area. The usual resident population has a younger profile in comparison with Greater Sydney, is well educated and culturally diverse.

Based on a limited review of materials published both by the City of Sydney and community organisations, the following issues are regarded as challenging to life in the local area:

- Traffic congestion on key routes;
- Insufficient parking – exacerbating parking;
- Inadequate public transport options;
- Lack of facilities for children and youth;
- Existing social and recreational infrastructure nearing capacity;
- Under-supply of community spaces
- Walkability and permeability of the area, degraded pedestrian experience;
- Rapid growth and urbanisation

The communities' experience of these pre-existing issues (whether perceived or actual) will influence how they regard the proposed redevelopment of key assets in Darling Harbour.

Engagement Outcomes

The stakeholder engagement program commenced during the Request for Proposal stage; feedback collected at this time was influential both in shaping the masterplan for the precinct and influencing the design of the core facilities (as referenced in section 6). Specifically early engagement with community and precinct stakeholders established the importance of:

- **Creating a connected precinct that is permeable to its community** and enhances the experience of pedestrians and cyclists moving into, out of and around the precinct (increasing connections with Chinatown were specifically referenced at this juncture);
- **Delivering authenticity** (creating real place not just a visitor destination) by making the mix of uses available in the precinct relevant to the daily needs of the local community;
- **Focusing on the public realm** and creating a place that is human in scale and responsive to its context;
- **Maximising opportunities for activation** and creating a safe evening destination for local people, Sydney-siders and their visitors to enjoy throughout the year;
- **Managing the impacts of the construction phase** on local residents and businesses as well as ensuring that the activation of the precinct is maintained throughout the build phase.

The precinct stakeholders also emphasised the opportunity inherent in the revitalisation of the precinct to become an **innovation hub** or flywheel for Australia's creative industries; whilst community representatives focused on the chance to include **social and recreational** amenities.

The preferred scheme incorporates key design outcomes that reflect these themes including the north south spine and east west connections; articulation of the core facilities into a series of addresses each with a separate identity; creation of three key public spaces at Harbourside, Tumbalong Park and Haymarket Square and the mixed use neighbourhood with its IQ Hub, proposed wellbeing and childcare facilities.

The pre-lodgment engagement allowed stakeholders the opportunity to interact with the Darling Harbour Live team and understand the detail of the preferred scheme and provide feedback (reflected in section 7). From this exercise, the following themes were most frequently raised as matters of concern:

- The provision of adequate **public transport services** to the precinct, to address existing perceived deficits and meet anticipated increases in demand;
- Net loss in **car parking spaces**, particularly at the southern Haymarket end of the precinct;
- The provision of **local amenity and services** including the need for childcare, youth activities, medical services, libraries and meeting room spaces. In this respect the issue of local primary and high schools was prominent in community commentary.
- The quantum and quality of the **public realm** specifically referencing the desire for more active recreational opportunities, provision of a basketball court, barbeques and open green spaces;
- Specific considerations with respect to **pedestrian (and cyclist) experiences**; elderly people, people with disability and families with small children;
- Timeframes and **construction impacts** with respect to both the core facilities and the mixed use Haymarket neighbourhood;
- **Design issues** with respect to the location, height and orientation of tall buildings (in the northern and southern precincts) and their impacts on the character of the local area, solar access, shadowing in the public realm and changes to views;
- Industry and some Government stakeholders also raised **detailed operational matters** with respect to the core facilities relating to their capacity, column widths and loading arrangements. Most of these were satisfactorily resolved as more detailed information became available; and
- The local community and their representatives also spoke of their concern about the **cumulative impacts** of the multiple developments occurring throughout the wider harbour area and the failure to address the **changing demographic** resulting from this increasing urbanization.

The baseline and pre-lodgment engagement exercises elicited supportive commentary from many stakeholders and some community representatives.

- Recognition of the **need for a new, international standard convention, exhibition and entertainment hub** to bring new business and entertainment opportunities to the State;
- Acknowledgement of the **positive economic contribution** that will accrue from this development and its potential to position Sydney competitively as a Australia's global city;
- The opportunity to **refresh the public realm** and revitalize the appeal of Darling Harbour as a key leisure destination was favourable regarded;
- There was cautious support for reconnecting the city grid and increasing **east west connectivity**;
- **Enthusiasm for the IQ HUB** as a key component of the new Haymarket precinct.

There was also some degree of support expressed for the approach taken which appeared to stakeholders to balance the competing requirements of the precinct.

Design Modifications

The final design response has taken into consideration matters raised during both the baseline and the pre-lodgment stages of the stakeholder and community engagement program (sections 6.3 and 8.2 respectively). The following summary summarises the headline design responses:

A **whole of precinct approach** has been taken to the master planning of the preferred scheme, re-integrating both the urban form and activity within Darling Harbour, with that of the surrounding area to maximise physical, economic, social and cultural outcomes for all stakeholders.

Enhanced connectivity and permeability has been achieved opening the precinct up and addressing the perception that it turns its back on the local community through the delivery of new east-west connections, a strong north-south Boulevard and greater articulation of the core facilities.

Improving public transport connections falls outside of the remit of Darling Harbour Live. The preferred scheme is supported by a Green Transport Plan, includes the re-alignment of station entrances to coincide with key pedestrian access points to the core facilities and incorporates both active transport infrastructure and wayfinding strategies to improve the pedestrian and cyclist experience throughout the precinct. Infrastructure NSW is working on a whole of Government basis to address the issues raised.

The reduction in car parking spaces is consistent with reductions in CBD congestion and will encourage modal shift. Based on car parking demand studies, Darling Harbour Live is confident that adequate parking provision is available within the broader precinct to support events. The approach to Hotel car parking arrangements is consistent with a number of Hotels with the Sydney CBD, with agreements entered into with adjacent or nearby car parking operators. The existing design response has catered for adequate car parking within the precinct.

The public realm is recognised as both a significant local asset and key visitor attraction. The preferred scheme delivers a net increase in public open space through the provision of a revitalized Harbourside place, an expanded and re-graded Tumbalong Park and a new urban square in Haymarket. The public realm is WiFi enabled and opportunities to incorporate the following recreational amenity are being explored: basketball facilities, an extension to the current children's playground, a new play-scape area under the freeway and the provision of temporary and pop up activities including street performances and skateboarding.

The provision of **social amenity and services** is critical to creating a strong community and a successful space. The preferred master plan features an active ground plane incorporating retail and community uses relevant to the local demographic. It is currently proposed that the Haymarket will explore the inclusion of childcare and wellbeing uses as well as the signature IQ (incubator) Hub and the opportunity to accommodate a new and expanded library for is being actively pursued with the City of Sydney. The community concern with the respect to primary and secondary school facilities falls beyond the remit of the project, however Infrastructure NSW has raised the matter with the Department of Education and Training.

Design issues with respect to the location, orientation and height of buildings have been reviewed in the light of community concern with respect to shadowing, solar access and changes in views. The master plan has been developed in accordance with the Urban Design Principles, released by the State Government to guide development on the site, which consider view sharing, shadowing and solar access. Darling Harbour

Live believes that the design solution proposed for the Haymarket respects the urban context and has building heights and massing appropriate to its inner city location in close proximity to Central Station. The tallest tower in the indicative design for the Haymarket is lower than the Peak Apartments. The arrangement of towers within this southern development area has been driven by the imperatives of minimising shadowing and adhering to the principle of view sharing. It is therefore believed that the preferred scheme achieves the reasonable protection of both public and private views.

The Hotel is a key element of the scheme and critical to the optimal functioning of the core facilities. Its location has been dictated by the need for it to be integrated with the convention and exhibition centres. The creation of two slender towers with a double cantilever between them, and a podium located behind the established building envelop of Harbourside shopping centre has already been driven by adherence to the view sharing principle.

Impacts on the authenticity of the area have been managed through design and operational strategies including respect for the topography of the valley floor, treatment of the key heritage assets and the decision not to excavate (therefore leaving artifacts untouched in situ). Darling Harbor Live will also work with the precinct stakeholders and local community representatives to capture the social narrative of the site through public art and programming responses.

Minimising construction impacts and maintaining qualities of place and quiet enjoyment are understood as pivotal to supporting the brand and identity of Darling Harbour during the construction phase. Key strategies will include deferring the commencement of demolition until after the holiday period over Christmas 2013 and compressing the construction timeline by building the core facilities in parallel. Obviating the need for the construction of further underground car parking will minimise noise and vibration and it is not anticipated that there will be an extensive requirement for out of hours work. The existing Entertainment Centre and public realm will remain open to activate the site through to the end of 2015.

Darling Harbour Live recognises economic imperative and strategic city shaping nature of this project combined with its potential significance in the lives of local residents and businesses. It recognises the tensions that can arise from these potentially opposing perspectives and is therefore committed to maintaining an ongoing dialogue and program of consultation with all stakeholders throughout the lifecycle of the project to ensure optimal resolution of all matters as they arise.



Section 2 The Approach

2 APPROACH

2.1 Project Background

Darling Harbour is a well loved and iconic part of Sydney; the current convention, exhibition and entertainment centre facilities located there were constructed in the 1980s and have served Sydney and New South Wales well for more than 25 years.

The scale and configuration of these facilities however have limitations in their ability to service the changing requirements of the convention, exhibition and entertainment industries. This has led to a tangible loss of market share as domestic and international events select more contemporary venues throughout Australia and the Asia Pacific region.

The New South Wales Government is therefore committed to the precinct-wide approach to renewal and expansion to create an international standard convention, exhibition and entertainment hub. This project is critical in enabling Sydney to reclaim its position for hosting world-class events and meeting the Government's aspiration 'to make NSW number one again'. The vision set for the project seeks to:

'Reaffirm Darling Harbour as Australia's premier gathering place by creating an exciting, connected, active and vibrant precinct that brings delight to visitors and Sydney-siders alike'; and

'Deliver world class core functions of convention, exhibition and entertainment facilities that exceed the expectations of domestic and international visitors'.

Following an extensive and rigorous *Expressions of Interest* and *Request for Proposals* process, Darling Harbour Live (formerly known as 'Destination Sydney'), a consortium comprising AEG Ogden, Lend Lease, Capella Capital and Spotless was announced by the New South Wales Government in December 2012 as their preferred partner in the transformation of 20 hectares of Darling Harbour [the site].

The site (illustrated in Figure 2.1) is located within Darling Harbour, a 60 hectare waterfront precinct on the south-western edge of Sydney Central Business District, and is bounded by:

- Light rail line to the west;
- Harbourside Shopping Centre and Cockle Bay to the north;
- Darling Quarter, the Chinese Gardens and Harbour Street to the east; and
- Hay Street to the south.

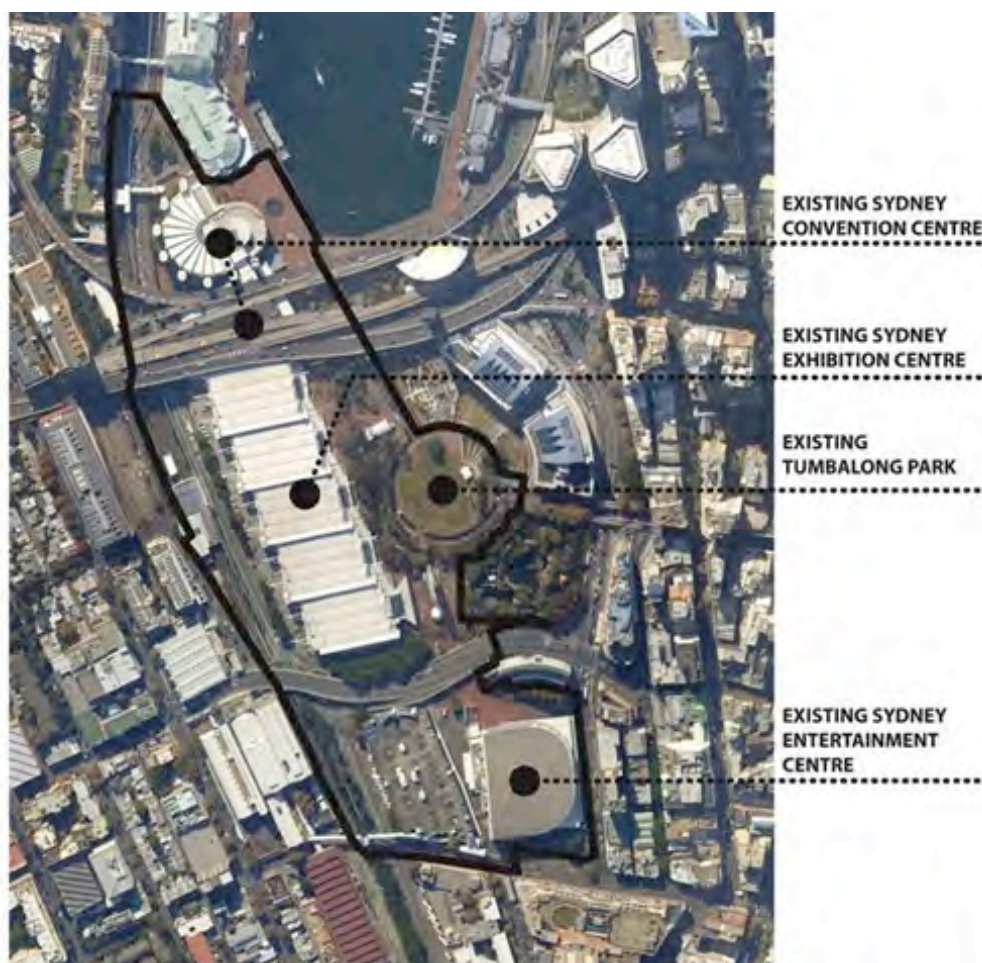


Figure 2.1: The site boundaries [Google Earth 2013]

The preferred master plan (Figure 2.2) reflects three distinct but inter-connected redevelopment areas. From north to south:

Northern (Bayside)

Comprising the hotel complex being delivered through a project development agreement [PDA].

Central

The PPP components of the project comprising the new convention, exhibition and entertainment facilities together with associated retail and public realm upgrades.

Southern (Haymarket)

A mixed use precinct including student housing, public car parking, a commercial office building, and four mixed use development blocks (retail/commercial/residential podium with residential towers above) centered around a new public square delivered - through a project development agreement [PDA].

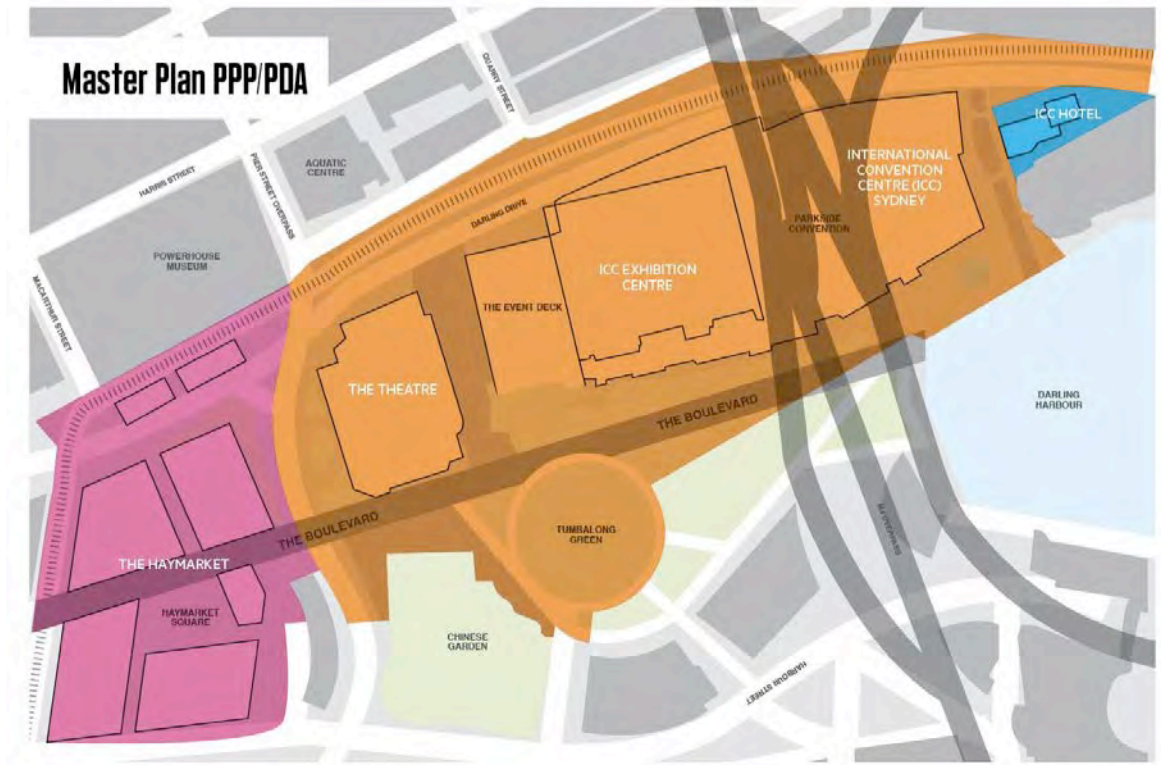


Figure 2.2: The Preferred Master Plan indicating the northern, central and southern planning zones



Figure 2.3: Visual representation of the scheme viewed from the west as at December 10 2012

Key features of the Darling Harbour Live preferred master plan include:

1. The delivery of world class convention, exhibition and entertainment facilities including:
 - Capacity for 12,000 delegates in convention spaces;
 - Up to 40,000 sqm of exhibition space;
 - Over 8,000 sqm of meeting room spaces;
 - A ballroom capable of accommodating 2,000 people; and
 - A premium red carpet entertainment facility with capacity for 8,000 people.
2. An hotel complex of up to 900 rooms;
3. A renewed and upgraded public realm including outdoor event space in an expanded Tumbalong Park and a new 'Haymarket Square';
4. A new mixed use neighbourhood at the southern end of the precinct comprising student accommodation; residential apartments; shops, cafes and restaurants; commercial office space; community amenities and the IQ Hub which focuses on the incubation of creative and high tech businesses; and
5. Improved pedestrian connections, north-south and east-west.

In response to separate contractual arrangements with the NSW Government, individual State Significant Planning Applications are being prepared for each redevelopment area and will be submitted to the Minister for Planning and Infrastructure pursuant to Part 4 of the Environmental Planning and Assessment Act 1979. This Stakeholder and Community Engagement Report relates to the three planning applications.

2.2 Engagement and Consultation Objectives

2.2.1 Commitment

Community engagement and consultation is fundamental to the successful design and operation of Sydney's new international convention, exhibition and entertainment precinct and the Darling Harbour Live team is committed to working with all stakeholders within a framework that enables their long-term involvement and participation.

The Darling Harbour Live team's approach to engagement and consultation is based on their commitment to being:

- **Proactive** – engaging often and consulting early;
- **Inclusive** – reaching out to all audiences and delivering complete information in a format and through medium that community and stakeholders prefer and that is accessible to them; and
- **Transparent** – ensuring a two way dialogue that is sincere and remains relevant at every stage of the project lifecycle.

2.2.1 Objectives

This *Stakeholder and Community Engagement Report* details all consultation activities undertaken (and outcomes documented) prior to lodgment of the development applications for the northern, central and southern redevelopment areas [pre-lodgment consultation and engagement].

The pre-lodgment exercise was designed to meet the objectives of:

1. Mapping stakeholders who currently live, learn, work and play in the precinct;
2. Exploring their values, needs, aspirations and concerns about the precinct today;
3. Influencing the design response during the Request For Proposal stage by understanding the aspects of the proposed project that excited or concerned them;
4. Introducing the Darling Harbour Live team and forming relationships with their stakeholders;
5. Enabling stakeholders to understand the master plan, review concept designs for key buildings and establish the development program ahead of lodgment;
6. Providing a structured opportunity for questions and comments;
7. Exploring stakeholder and community concern and providing feedback to the design team; and
8. Building awareness about the formal consultation process.

2.3 Methodology

The pre-lodgement consultation exercise was undertaken as a core component of the Darling Harbour Live *Stakeholder and Community Involvement Plan* and builds on the guiding principles, approach and strategic direction defined in the *Infrastructure NSW Stakeholder and Community Involvement Strategy*.

The Stakeholder and Community Involvement Plan provides the framework through which Darling Harbour Live will inform, consult, engage and involve ALL stakeholders throughout the proposed redevelopment of the Sydney International Convention, Exhibition and Entertainment Centre. It provides comprehensive guidance with respect to consultation or engagement and community development activities throughout the pre-lodgement, development and operational phases of the project.

The pre-lodgement consultation recognises the requirements for consultation as defined by the NSW Department of Planning and Infrastructure's Guidelines for Major Project Community Consultation (October 2007). The approach has also been guided by the Director General's requirements for the Sydney International Convention Exhibition and Entertainment precinct (SSD 5752-2012) received January 2013, which stipulated:

During the preparation of the EIS, you must consult with the relevant Local, State or Commonwealth Government authorities, services, community groups or affected landowners. Undertaken an appropriate and justified level of consultation in accordance with the Department's Major Project Community Consultation Guidelines (October 2007)

In particular you must consult with the:

- *City of Sydney Council;*
- *Transport for NSW;*
- *Roads and Maritime Services;*
- *Railcorp;*
- *Utility service providers;*
- *Office of Environment and Heritage;*
- *Environment Protection Authority; and*
- *The local community including business groups, education providers and neighbouring residents.*

The EIS must describe the consultation process and the issues raised, and identify where the design of the development responds to these issues. Where issues are not addressed with a design response a short explanation should be provided.

2.4 Team

Darling Harbour Live has a dedicated community engagement team combining in-house experts supplemented by specialist consultants; this team has been the consistent point of contact with precinct stakeholders and members of the community throughout the bid and pre-lodgment phases.

During the bid phase, consultation was undertaken by Infrastructure New South Wales and built on by the proponent’s own engagement activities. Following the announcement of their preferred status, key consultation activities have been undertaken jointly by teams from Darling Harbour Live and Infrastructure New South Wales, supported by specialist resources as required.

BID PHASE



PRE-LODGE MENT PHASE

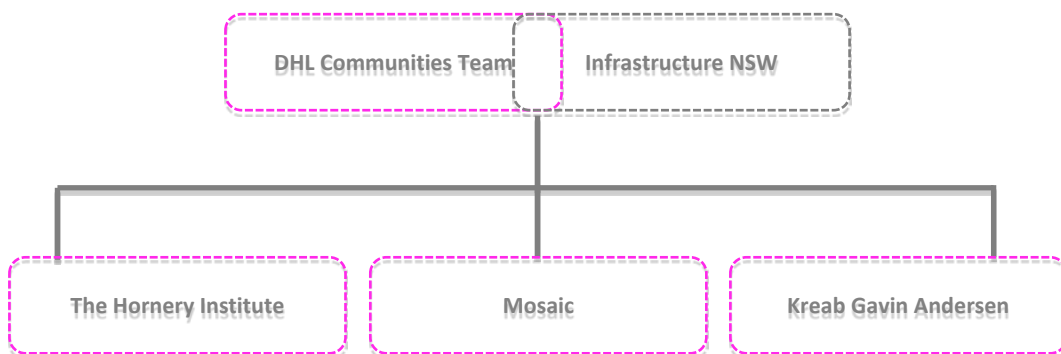


Figure 2.4 The Pre-Consultation Lodgment Team

2.5 Project Positioning and Key Messages

Infrastructure NSW and Darling Harbour Live are working to create Australia's largest convention exhibition and entertainment facilities, as part of the revitalization of Darling Harbour. The development of this world-class events precinct is regarded as key to making New South Wales number one again and reinforcing the role of Sydney as Australia's global city.

The following reflects the project positioning and key messages that have been used throughout the pre-lodgment consultation exercise.

2.5.1 Project Context

Darling Harbour has always been of great significance to people living and working in New South Wales. Emerging over time as an important source of food for the Gadigal people, a significant industrial goods handling precinct and the point of embarkation for displaced persons and immigrants arriving in the aftermath of the World War Two.

Since the announcement of its 'return to the people of Sydney after 150 years of industrial use' (Neville Wran: 1984) it has been one of Australia's most successful events and entertainment precincts. The area is also at the centre of the thriving residential neighbourhood of Haymarket, Pyrmont and Ultimo and as such provides valuable recreational open space for local people.

2.5.2 Project Need

Specifically, the project is required to address:

- The increasing loss of convention business to on and off shore competitors with contemporary venues, better suited to changing industry practices and increasing market expectations; and
- The long-term success of Darling Harbour as a recreational asset for the city – after 25 years of high frequency use, the public realm is ready for improvement.

2.5.3 Project Vision

The established Government vision for the project has consistently formed the touchstone for positioning the project:

'World class core functions of convention, exhibition and entertainment facilities that exceed the expectations of domestic and international visitors; reaffirming Darling Harbour as Australia's premier gathering place by creating an exciting, connected, active and vibrant precinct that brings delight to visitors and Sydney-siders alike.'

2.5.4 Desired Project Outcomes

The New South Wales Government defined the following project outcomes:

- Providing Sydney with unified high quality convention, exhibition and entertainment facilities that benefits Australia's global city;
- Maximising the project's direct and indirect economic benefits to New South Wales;
- Providing a value for money solution with completion on time and on budget;
- Demonstrating excellence in design and environmental sustainability; and
- Enhancing connectivity around and through the Precinct, and optimising the quality of the Public Realm.

2.5.5 The Preferred Proponent

Darling Harbour Live (formerly known as Destination Sydney) was appointed as the Government's preferred partner for the revitalisation of key assets in Darling Harbour. The consortium comprises Capella Capital, Lend Lease, AEG Ogden and Spotless.

2.5.6 Project Delivery Mechanisms

The master plan reflects an holistic response to the challenges and opportunities presented by the project. Its delivery however is via two independently contracted vehicles – the public private partnership for the development of the core facilities and the project development agreement for the commercial components.

2.5.7 The Design Approach

The master plan has been based on 5 key design principles:

- Creation of a north south boulevard to connect Quay Street to the water, increasing legibility in the precinct and facilitating movement between Central Station and Cockle Bay;
- The celebration of three key public spaces – Harbourside Place, Tumbalong Park and Haymarket Square, with complimentary recreational, civic and ceremonial functions;
- Increased east west connections with the maintenance of the three existing connections and the creation of five additional routes;
- Delivering signature buildings, recognising the need to create buildings with a strong visual identity;
- The terraced landscaping that will increase the capacity of Tumbalong Park as a live site and expand green and open space in the precinct.

2.5.8 The Core Facilities

- The International Convention Centre Sydney will deliver a state of the art convention, exhibition and entertainment facility able to host multiple major events concurrently;
- The convention spaces comprise four major plenary halls (when the theatre is also being used in plenary mode) supported by more than 8,000 sqm of meeting room space and a 2000 person ballroom;
- The double stacked Exhibition Centre increases the available floor space to 35,000 sqm with an additional 5,000 sqm provided on the event deck;
- The Exhibition Centre has a series of design innovations that will enable Tumbalong Park to be increased in size, optimises solar access to the park and allows internal loading to both floors by moving the building to the west and terracing the eastern façade; and
- The theatre provides an international standard entertainment venue providing 8,000 seats with an uncompromised view.

2.5.9 The Commercial Facilities: Hotel

- Sydney has an existing undersupply of hotel rooms;
- The convention business requires an integrated hotel facility in order to maximise its marketability for major events;
- The hotel provides up to 900 rooms combining a mid market and upscale offer that suits the needs of both convention and exhibition participants; and
- The hotel is being delivered outside of the PPP, under separate contractual arrangements.

2.5.10 The Commercial Facilities: Mixed Use Neighbourhood

- The mixed-use neighbourhood has the working title 'The Haymarket'. It is being delivered outside the PPP, under different contractual arrangements;
- A core design objective for the Haymarket is the re-connection of the city grid;
- It comprises four residential and a commercial building with retail, community services and creative industries incubator uses in the podium;
- It also incorporates 1,000 beds within managed student accommodation; and
- Haymarket Square is a major urban square, of a similar scale to Martin Place.

2.5.11 The Program

- The program will minimise disruption and deliver the new facilities as quickly as possible;
- Subject to planning, work will start in January 2014 and be completed by the end of 2016, the hotel and public realm revitalisation will be completed in the same timeframe;
- The timeframe for the mixed use precinct will be market driven, it is estimated that the build out will be complete by the end of 2020.



Section 3 Consultation and Engagement Tools

3 CONSULTATION AND ENGAGEMENT TOOLS

3.1 Overview

The consultation tools selected for this pre-lodgment engagement exercise have been guided by:

- The Department of Planning’s guidelines for consultation as they apply to Major Projects;
- The Director General’s requirements issued in January 2013; and
- The overarching commitments and specific consultation objectives set by Darling Harbour.

Three key platforms have been used across all stakeholder groups, specifically printed material, face-to-face communication and technology based platforms. Table 3.1 summarises the penetration achieved by each of the consultation and engagement tools used during the pre-lodgment exercise:

| | |
|---|---|
| Newsletters | 10,300 letters printed and approximately 8,000 letterbox dropped in Haymarket, Pyrmont, Ultimo (subject to body corporate protocols) |
| Local and metropolitan newspaper advertising | City News, City Hub, Bondi View, Inner West Courier and Central with a combined print run of 10,300. The Sydney Morning Herald, Daily Telegraph, 2UE and 2GB extended the media catchment to drive traffic to online forums and the website. |
| Model display | Manned in Darling Harbour, the City of Sydney and Parramatta for periods of time on 25 days (including weekends) generating more than 200 registrations of interest |
| Community Forums x 7 | Delivered morning and early evening sessions throughout the local area with +/- 150 local residents and business in attendance |
| Roundtable session | Peak bodies and key social and cultural portfolios within the City of Sydney – 20 individuals from 12 organisations attended (35 invited) |
| View Sharing Analysis | Undertaken with sample apartments at Goldsbrough Mort, Bullecourt, 18-20 Allen Street and the Novotel |
| One on One Briefings | Undertaken with key precinct players, Government agencies, opinion formers and industry representatives |
| Online Engagement | 154 registered stakeholders receiving email updates and 338 participants accessed a moderated blog on 665 occasions, registering 1,500 information hits. |
| Qualitative workshop x4 | Two at each stage delivered with residents from the local area and audiences from Greater Sydney as a control group exercise. |
| Resident Working Sessions | X 2 structured working sessions for representatives of local action groups and resident committees around the public realm and social amenity outcomes. |

Table 3.1 Penetration achieved and engagement tools used

3.2 Printed Material

During the Request For Proposal stage no printed material was distributed by the Darling Harbour Live team as their submission was protected by confidentiality. During this same period however project updates were circulated by Infrastructure New South Wales to raise awareness about the project.

Since the announcement of Darling Harbour Live's preferred status, a series of letters and newsletters have been made delivered to the homes and businesses within the primary community catchment and have been available at the model exhibition and community forums.

3.2.1 Mail-Outs

Letters of introduction from Darling Harbour Live were delivered to all letter boxes within the suburbs of Haymarket, Pyrmont and Ultimo (subject to restrictions and protocols of some body corporates) in the last week of December 2012 [attached as Appendix 1] inviting local residents and businesses to register their interest in the project.

3.2.2 Newsletters

Infrastructure New South Wales distributed a project newsletter during the week of introducing the preferred scheme [attached as Appendix 2], this was followed on 21st January 2013 by the first Darling Harbour Live newsletter which was distributed to all letterboxes in the agreed primary catchment of Haymarket, Pyrmont and Ultimo [Appendix3]

3.2.3 Project Fact Sheets

Five hundred project factsheets outlining the preferred master plan and summarising its key elements were made available at the manned model exhibitions and at each of the community forum events [attached as Appendix 4]. These fact sheets were available for download through the website and online forum.

3.2.4 Postcard Feedback Forms

To ensure that local people attending the community forum events were also able to indicate their ideas about the future of the public spaces within Darling Harbour, a feedback postcard was designed and made available at the manned model exhibitions and at each of the community forum events [attached as Appendix 5].

Where stakeholders had pre-registered their contact details, they were also able to receive newsletters, fact sheets and notification of consultation events via e-mail; approximately 154 community members have elected to receive electronic communications to date.

3.2.5 Newspaper Advertising

Media print and radio advertising was used to promote the display of the Darling Harbour Live model, the community forums and the online engagement platform. Appendix 6 details the advertising that was placed in local and metropolitan media.

3.3 Face-to-Face Communication

Face-to-face engagement was the primary form of engagement used by Darling Harbour Live during the bid phase, specifically one-on-one briefings with precinct players and opinion formers to understand their expectations and assess the degree of potential alignment with their own plans for future operations in the precinct;

During the same period Infrastructure New South Wales conducted stakeholder meetings and community information sessions. The outcomes from both streams of engagement activities were synthesised and used to inform the bid design.

The preferred scheme was announced during the Christmas period, as such, personal interaction was regarded as a critical method of communicating with stakeholders. Senior team members from both Darling Harbour Live and Infrastructure New South Wales worked directly with stakeholders and community members to assist their understanding of the master planning approach, design key elements and proposed program.

During a three-month period between December 11th 2012 and March 12th 2013 the following platforms were leveraged:

3.3.1 Manned Model Displays

A scale model representing the preferred scheme was placed on display in key locations in Darling Harbour, the City of Sydney and Parramatta for 25 days between January 16th and February 20th. The following schedule indicates the various locations of the model as well as the times during which it was manned.

| | |
|---|---|
| 16th – 26th January between 2 – 4pm | Children’s Theatre, Darling Quarter |
| 29th January - 1 st February between 9am-5pm | Sydney Aquarium, manned between 2-4pm |
| 4th – 6th February between 9am-5pm | Sydney Aquarium, manned between 2-4pm |
| 11th – 13th February between 9am-5pm | Sydney Town Hall Model Room |
| 14th – 15th February between 1-4pm | City of Paramatta Customer Service Centre |
| 18th and 20 th February between 9-6pm | Children’s Theatre, Darling Quarter manned between 4-6pm |
| Tuesday 19 th February between 8am-10pm | Children’s Theatre, Darling Quarter manned between 8am–10pm |

3.3.2 Community Forums

The community forums provided a vehicle for introducing the Darling Harbour Live team to the community so that they could explain the preferred scheme in their own words and take community feedback directly. Based on demand, morning (1000 - 1300) and evening (1800 – 2100) sessions were hosted at:

- Harlequin Inn, Pyrmont on February 5th;
- Holiday Inn, Haymarket on February 6th; and
- Mustard Seed, Uniting Church, Ultimo on February 7th.

Advertising for each of these sessions was placed in the local papers and appeared in Mandarin as well as English. Additional sessions were held in Haymarket with the Haymarket Chamber of Commerce, reflecting the interests of businesses located primarily in China Town.

Each of the sessions followed the same format of a presentation; questions and answers and a structured feedback session using a ‘traffic light format’ [attached as Appendix 7].

The rooms were set up in a café style with an Infrastructure New South Wales or Darling Harbour Live team member hosting each table: the sessions were moderated by an independent facilitator and supported by a Chinese languages translator.

The power point slides used to inform the sessions are attached as Appendix 8, questions asked and concerns raised were transcribed, entered into Consultation Manager and analysed to determine key areas of community feedback.

3.3.3 One on One Briefings

One on One briefings have been undertaken with key players in the precinct, agencies, industry peak bodies and opinion formers to ensure that they had understood the approach to and key elements of the development prior to lodgment of the planning applications. Each session lasted between sixty and ninety minutes and was attended by members of both the Infrastructure NSW and Darling Harbour Live teams (unless otherwise noted).

Outcomes from these sessions were noted at the time and subsequently entered into Consultation Manager. The power point presentation used is attached as Appendix A9.

3.3.4 Roundtable Session

A ‘roundtable’ session was held at the City of Sydney in order to provide a detailed briefing to key agencies and peak bodies. The list of invitees and attendees is attached as Appendix A.10 together with the powerpoint presentation used [Appendix A11].

3.3.5 Qualitative Workshops

In order to understand the perspectives of a wider resident base, GA Research was engaged to conduct two qualitative research workshops with a sample of the broader Sydney community who had not yet engaged directly with the project team.

These workshops were designed to explore knowledge and perceptions of the Darling Harbour redevelopment and Darling Harbour Live's preferred plan. Each session had 19–20 participants with a mix of ages, genders and life stages. The report is attached in Appendix 16.

During the bid phase, THI also conducted a limited audience insight exercise to ascertain baseline community concerns and aspirations.

3.3.6 Working Groups

Two further working groups were held with community members to explore the social and recreational needs of the local community in greater detail and present the public realm response. The initial briefing session was hosted in the community on February 14th and the follow up session was held at Mustard Seed Hall on March 12th 2013.

3.3.7 Presentations

As part of the best practice View Sharing Analysis, the community team facilitated presentations to the managing bodies, executive committees and subsequently residents of relevant apartment blocks to position the master-plan, explore the concept of view sharing and establish the program and process of public comment under major project guidelines.

Presentations were also used with Government Agencies and members of the Convention, Exhibition and Entertainment Industry, the presentations used are attached as Appendix 12.

3.3.8 Participatory Design Workshops

A series of intensive participatory design workshops were undertaken during the request for proposal phase to inform the concept design. These workshops sought to identify:

- What was already valued in the local area and establish prevailing issues;
- Consider what the community would like to see addressed by the development of the core assets and commercial neighbourhood and what success would look like to the; and
- What they were concerned about.

The workbooks and stimulus materials used are attached as Appendix 13.

3.4 Technology

The final platform used was technology, the use of telephones, online and multi media applications. Throughout the Request For Proposal phase Infrastructure NSW maintained a project website and regular e-mail broadcasts to key precinct players and resident associations.

Following the announcement of the preferred scheme the following technology platforms have been used to engage with stakeholders and community members to encourage their questions and feedback.

3.4.1 Project Telephone Number

A 1300 799 026 number was established on 2nd January, since this time it has received 72 calls; calls are answered by the community team who are working within the response protocol established by the Darling Harbour Live *Stakeholder and Community Involvement Plan*. Calls have been logged as entries into Consultation Manager and callers have been encouraged to register their e-mail details so that they can be alerted to all future consultation and engagement activities.

3.4.2 Project E-Mail

A project e-mail address was initiated by Infrastructure New South Wales during the request for proposal phase www.siceep.com since the announcement of the preferred scheme, this point of enquiry has been transitioned to info@darlingharbourlive.com.au. All issues raised have been logged within Consultation Manager and questions responded to by the Community Team. Stakeholders and community members interacting with the project team in this way have also been registered for receiving future notifications about consultation and engagement activities.

3.4.3 Project Website

A project website, www.darlingharbourlive.com.au has been established to complement the original infrastructure New South Wales website www.siceep.com website that was used during the request for proposal phase of the project and remains active and maintained by Infrastructure NSW. This website is being developed incrementally as more information becomes available about the project.

3.4.4 Online Forum

An online forum, Your Say Darling Harbour Live, was hosted by 'Bang the Table' between 13th February and 1st March.

The site was visited a total of 613 times by 338 individual visitors of whom ten interacted through comments lodged on the forum, contact requests and responses to structured questions. In addition, sixty documents (fact sheet and newsletters) were downloaded and a report is attached as Appendix 17.

3.5 Language Support

A Mandarin-speaker was available at each of the community forums and some print media advertising was accompanied by a Chinese language translation. Additional language support was available on application and this was promoted on the website. In the event, the Chinese translator was of assistance in two out of the seven community forum events.

3.6 Consultation Manager

Consultation Manager Version 2.0 has been installed as the core platform for capturing and tracking all stakeholder interaction and community feedback. This database is being proactively managed by the Darling Harbour Live Community team; although each consortium member has a nominated point of data entry and is able to view ownership is shared by each consortium member, with a nominated.

Actions are issued and tracked to ensure consistency of approach, appropriate response times and to make sure that the questions asked receive an appropriate response. Reporting from Consultation Manager is based on:

- Stakeholder and Groups;
- Date;
- Properties;
- Events;
- Team members;
- Actions; and
- Issues.



Section 4 Mapping Stakeholders

4 MAPPING STAKEHOLDERS

3.1 Stakeholders

Stakeholder analysis was undertaken during the Request For Proposal stage in order to identify relevant participants; they were mapped under the following headings, listed in alphabetical order:

- Agencies and peak bodies;
- Government;
- Industry partners;
- Precinct players;
- Opinion formers; and
- Services and utility providers.

The following table indicates the breadth of stakeholder engagement that has been undertaken during the pre-lodgment phase.

4.1.1 Agencies and Peak Bodies

| |
|--|
| National Trust |
| BIKESydney |
| Australia Day Council |
| Good Living Growers Market |
| Guide Dogs NSW |
| History Council of NSW |
| Homelessness NSW |
| IDEAS Sydney |
| Motorcycle Council of NSW inc |
| Multicultural Disability Advocacy Council of NSW |
| Local Community Services Association |
| Historic Houses Trust |
| Metropolitan Land Council |
| Action for Transport |

4.1.2 Government

Environmental Protection Agency

Roads and Maritime Services

NSW Government Architect (Director)

Transport for New South Wales

Department of Planning and Infrastructure

Department of Education and Training

Sydney Harbour Foreshore Authority

City of Sydney

Lord Mayor

Councillors

Chief Executive

Director City Planning, Development and Transport

Stormwater

Director of City Life

Manager Social Programs and Services

Business Precinct Management and Economic Development

Strategy Director

Manager Strategic Community Consultation

Manager of Community Development

Manager of Design and City Projects

Manager Parks, Trees and Aquatic facilities

4.1.3 Industry

Diversified

Exhibition and Trades Fairs

Australian Business Events Expo

Boat Show

Gaming Technologies

Exhibitions and Event Association of Australia

Arinex

International College of Management Sydney

Meetings and Events Australia

Business Events Sydney

REEDS

4.1.4 Opinion Formers

Sydney Business Chamber

Committee for Sydney

Australian Chinese Business Council

Property Council of Australia

National Council for Indigenous Excellence

Architects Institute of Australia

4.1.5 Precinct Players

University of Technology

Sydney Institute of TAFE Ultimo College

Powerhouse Museum

Ian Thorpe Aquatics Centre

Historic Houses Trust

Chinatown - Haymarket Chamber of Commerce

Fairfax Media

Frasers Property Group

Australian Broadcasting Corporation

Australian National Maritime Museum

The Star

Harbourside Shopping Centre

Darling Quarter

Commonwealth Bank

4.1.6 Service Providers and Utilities

Sydney Water

Ausgrid

Jemena (gas)

Telstra

National Broadband Network

VEOLIA Light Rail

Ministry for Police and Emergency Services

4.2 Community

The community was segmented in accordance with their proximity to the site and participation was sought from:

- The executive or management committees of neighbouring apartment buildings;
- Local resident associations and action groups;
- Residents and businesses in Darling Harbour, Haymarket, Pyrmont and Ultimo;
- Representatives from the wider Sydney community.

4.2.1 Executive Committees and Resident Associations

Council of Pyrmont and Ultimo Community Associations

Pyrmont Action Association

Friends of Pyrmont Community Centre

Blackwattle Cove Coalition

Ultimo Village Voice

Chinese Historical Association of Australia

Pyrmont Community Group

Pyrmont Action Inc

Pyrmont Community Group

Social Infrastructure for Children In Ultimo Pyrmont (Sinc-UP)

Goldsbrough Executive Committee

Executive Committee Bullecourt

Executive Committee Peak Apartments

Novotel

The Executive Committee Oaks Goldsbrough Apartments

Executive Committee 18-20 Allen Street

Local residents and representatives from the wider Sydney community have been engaged through the media, letter-drops, website, on line activities and structured recruitment. They have been encouraged to register their interest in the project to ensure that they receive on going communications throughout the project lifecycle.



Section 5 Catchment Analysis

5 CATCHMENT ANALYSIS

5.1 Establishing Community Catchments

Darling Harbour is an iconic and centrally located destination, comprising a diverse range of locally, regionally and nationally significant business, entertainment and recreational assets. The pre-lodgment consultation program has sought to balance the need for effective engagement with key stakeholders and members of the local community with building awareness of the project and seeking feedback from all Sydney-siders.

Three community catchments have therefore been nominated:

- **Local Catchment** – comprising the residential, commercial and institutional site neighbours, together with those agencies and opinion formers that have an interest in the precinct;
- **Primary Catchment** – comprising residents and businesses within the suburbs of Haymarket, Pyrmont and Ultimo; and
- **Secondary Catchment** – comprising residents and businesses throughout Greater Sydney together with interstate and overseas visitors to Darling Harbour.

5.1.1 Local Catchment

The local catchment comprises the residential and commercial operators, together with the Institutions that are located within or immediately adjacent to Darling Harbour. These are illustrated in Table 3.1 below and can be identified as:

| <i>Local residents</i> | <i>Local Businesses</i> | <i>Institutions</i> |
|--|-------------------------------|--|
| Residents of the Goldsbrough Mort Building | Ian Thorpe Aquatic Centre | University of Technology, Sydney |
| Residents of Oaks Goldsbrough | Haymarket Chamber of Commerce | Ultimo College, Sydney Institute of TAFE |
| Residents of Bullecourt | Harbourside Shopping Centre | Australian Broadcasting Corporation |
| Residents of 18-20 Allen Street | Commonwealth Bank | Powerhouse Museum |
| Residents of The Peak Apartments | The Novotel | Australian National Maritime Museum |

Table 5.1: Residents, Businesses and Institutions in the Local Catchment

5.1.2 Primary Community Catchment

The primary community catchment for consultation purposes comprises the residents and businesses of the three suburbs of Haymarket (bordered in green), Pyrmont (bordered in red) and Ultimo (bordered in blue) as illustrated in Figure 3.1.

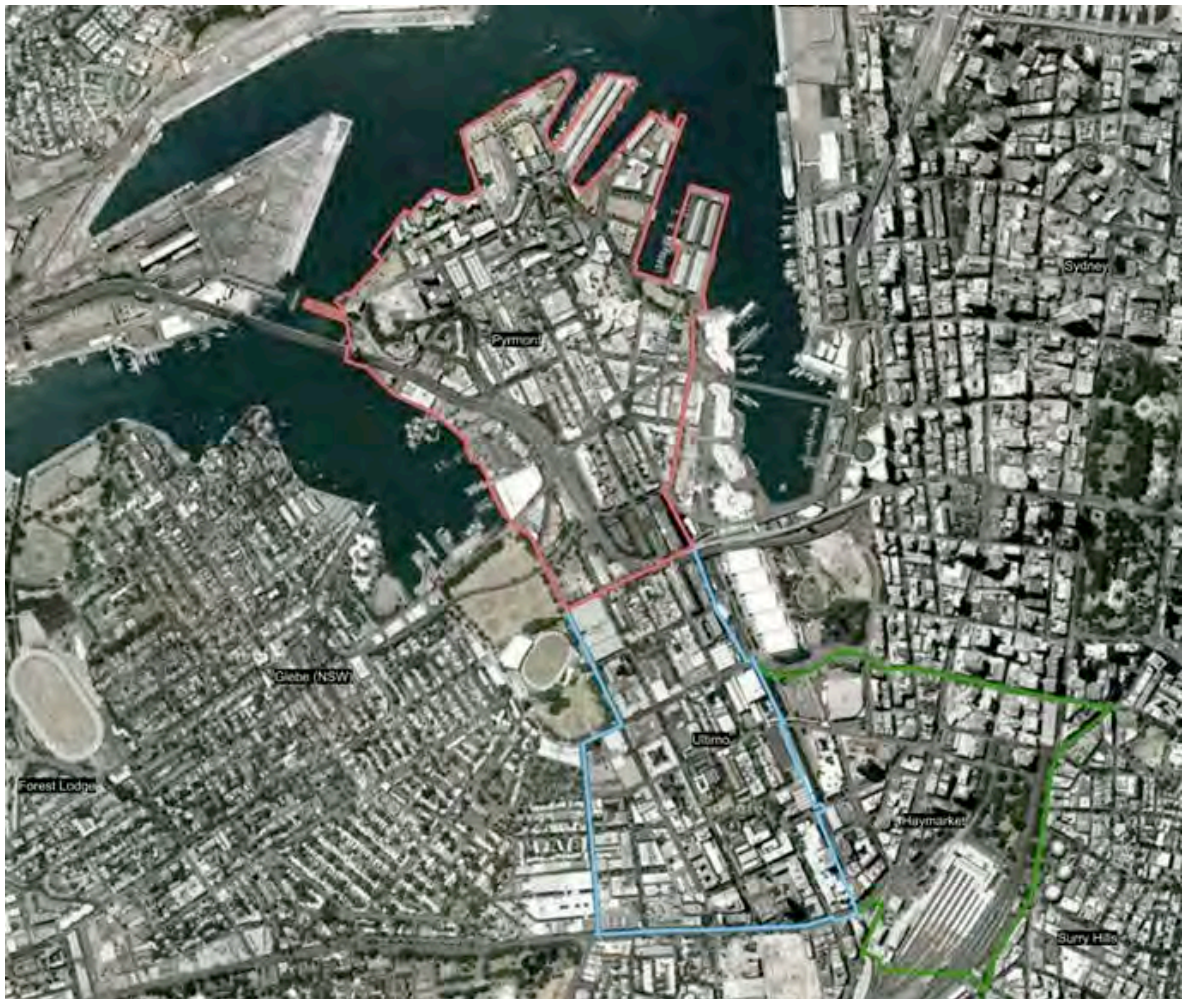


Figure 5.1: The local area and primary community catchment

5.1.3 Secondary Community Catchment

The residents, businesses and visitors from Greater Sydney (and beyond) comprised the secondary community catchment.

5.2 Character and Identity of the Local and Primary Catchment

5.2.1 The Local Catchment: Darling Harbour

Darling Harbour is regarded as the boundary between Wangal and Gadigal clans of the Dharug people who occupied the area for more than 7,000 years because of its plentiful supply of plant, animal and seafood. After European settlement, indigenous people continued to live in the Pyrmont Peninsula, however they suffered greatly from smallpox and by the 1840s very few had survived.

For nearly two hundred years after European colonisation, the area around Darling Harbour was at the industrial heartland of Australia and one of its key centres for trade. As such it is associated with many national 'firsts'; the first steam engine was located there in 1815, first electricity generated in Australia also occurred in the local area.

Darling Harbour took over from Circular Quay as the major port for the colony because of its proximity to the warehouses, factories and railhead. On the eastern side, a market wharf was established such that produce brought down the river from Paramatta could be docked and transferred to the markets at the Queen Victoria Building. Other wharves on that side of the harbour handled coal as fuel for the steam engine boilers and by 1841, the world's first public gaslight company was located at Hickson Road.

By 1900 wharves had also been developed on the western side in parallel with the rail system and refrigerated freight services. These wharves worked with wool, iron, steel and tanning industries located throughout Pyrmont and their demands eventually led to the construction of the world's first iron wharf built on the current location of Tumbalong Park.

The opening of Paddy's markets at the southern end of Darling Harbour in 1910 confirmed the area as a key distribution centre; during the Second World War it was critical to the movement of troops and supplies and later a point of disembarkation for refugees and Government Scheme immigrants.

By the 1960s changing technology and the availability of deep water facilities at Port Botany had reduced the scale of operations within Darling Harbour and by the end of the 1970s it was largely derelict. The announcement of the area's redevelopment and return to the people was made in 1984 with the new convention exhibition and entertainment facilities being opened by Her Majesty The Queen in 1988.

Today Darling Harbour is one of the most frequently visited destinations in Australia, hosting more than 25 million visitors annually.

5.2.2 The Primary Catchment Area: Pyrmont and Ultimo

Commerce and industry were the key drivers for the development of the Pyrmont Peninsula from the mid 1800s. Sandstone used in the construction of many of the CBD's early civic buildings was quarried in the locality during the early to mid 1850s. By 1890s Pyrmont and Ultimo were home to more than 19,000 people and the railway yards, wharves, wool stores, piggeries, smithies, power station (opened in 1904) iron foundries and refining mills were major employers in Sydney. It had also become a key node in the export of Australian wool, flour, milk and sugar.

During the second world war it became a centre for the manufacture of munitions and other military supplies, later becoming the point of immigration for refugees and post war settlers from Europe. After a peak in the 1940s, the population and commercial base of the precinct dwindled such that by the early 1990s there were only 3,000 people living in the area and much of the industry had closed or relocated.

The City West Development Corporation (which became Sydney Harbour Foreshore Authority) was set up to oversee renewal projects in city fringe areas including Pyrmont and Ultimo. Examples of early renewal projects included the 27 hectare former colonial sugar plantation that became Jackson's Landing and the repurposing of warehouses for apartments at Pyrmont Point and Darling Island.

Today the Pyrmont and Ultimo communities are influenced by the presence of students and research fellows attending Sydney Institute of TAFE, UTS, Notre Dame and Sydney University institutions in and around the precinct. It has also become home to media, high technology and creative industries organisations ranging from micro, start up and small scale businesses through to headquarters for multi-national corporations including the ABC, Channels 7 and 10, Fairfax Media and Google.

The area today is also home to a unique concentration of recreational and cultural infrastructure including the Sydney Fish market, Jones Bay Wharf, the Powerhouse and National Maritime Museums, Sydney's heritage fleet, the Star casino and the existing convention, exhibition and entertainment precinct. The heritage features and public realm works that increase access to the harbour have created a distinctive setting for a growing range of community activities and events.

The topography of Ultimo and Pyrmont is characterised by its central ridge line along Bulwara Road and Harris Street as well as the distinctive landforms of Cockle, Pyrmont, Blackwattle, Elizabeth, Johnsons and Jones Bays. The large-scale former industrial buildings (woolstores and warehouses) are located on the flat foreshore areas and the eastern and western edges of Ultimo with finer scale, low rise residential buildings in the central ridgeline area.

5.2.3 The Primary Catchment Area: Haymarket

Haymarket is located south of the CBD and embraces Chinatown and Railway Square. It was originally the home of the Gadigal people who were radically impacted by smallpox and other European pathogens which had reduced their community by 70 per cent during the nineteenth century.

European settlement occurred in Haymarket from the arrival of the First Fleet because fishermen settled in the area as early as 1780 building makeshift homes in the area that became known as Cockle Bay.

In 1866 Belmore Markets moved to the Haymarket providing the early residents with fresh produce, livestock and cheap household goods. In 1893 the markets moved to the site of the Capitol and included weekend theatre and circus productions. This combined with increasing cheap housing made the Haymarket a popular location on Friday and Saturday nights as a place of entertainment. By 1914 the markets had moved to the current location of Paddy's markets.

During the period from 1879 Anthony Horden & Sons opened an Emporium on Brickfield Hill which employed 300 staff and dominated the area around the Haymarket at its peak. The doors of this retail landmark were shut in 1973 and the building demolished in 1987.

It became an increasingly industrial area with the advent of the city circle railway line associated infrastructure focused on Central Station.

Haymarket's reputation as a centre for the Chinese community started in the early 1900s with the local markets forming an important trading vehicle for Chinese market gardeners and merchants. A nucleus of Chinese shops and cookhouses expanded over the following decades and by the second world war, the Dixon Street precinct and surrounding area had become known as Chinatown. Whilst this area shrank in the 1960s through to the early 1980s, there has been a resurgence in the vitality of this community which has been on going since the late 1980s.

Today the character of the area is dominated by its multi cultural community with more than 70 per cent of people speaking languages other than English at home. Its identity is closely associated with Chinatown focused around Dixon Street; equally its image is influenced by the presence of the entertainment centre and Capitol theatre.

The fine grain street pattern has been interrupted by large scale buildings including the entertainment centre and Peak apartments rising at podium level out of Paddy's markets.

5.3 Demographic Profile of the Local and Primary Catchment

5.3.1 Growth in the Usual Resident Population

At the 2011 Census, the Basic Community Profile indicates that the usual resident population of the three suburbs of Pyrmont, Ultimo and Haymarket was 24,105 people, reflecting a 15.1 per cent increase over the five year period from 2006 (the slight boundary changes would not have materially changed this rate of growth given that the expansion of the boundary in 2011 did not include new residential areas).

Whilst Pyrmont has the highest proportion of residents (11,618) the communities of Haymarket and Ultimo have experienced higher rates of growth at 24.73 per cent and 28.13 per cent respectively. By comparison Pyrmont's rate of growth over the same period was 4.78 per cent whilst Greater Sydney grew 6.60 per cent.

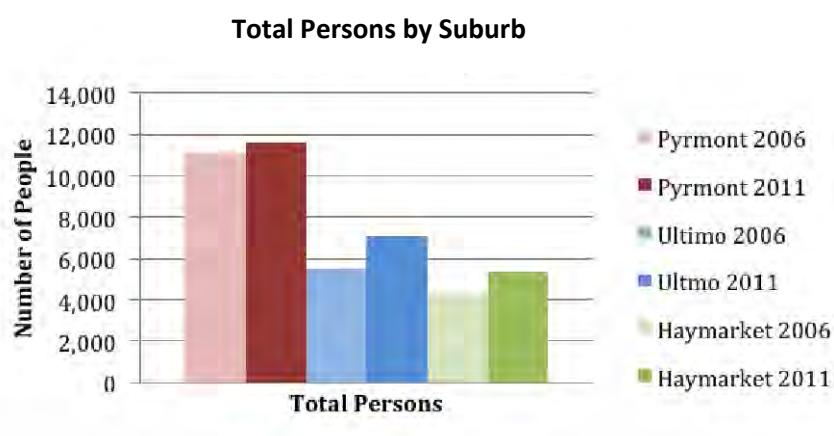


Figure 5.2: The population change between 2006 and 2011 by suburb

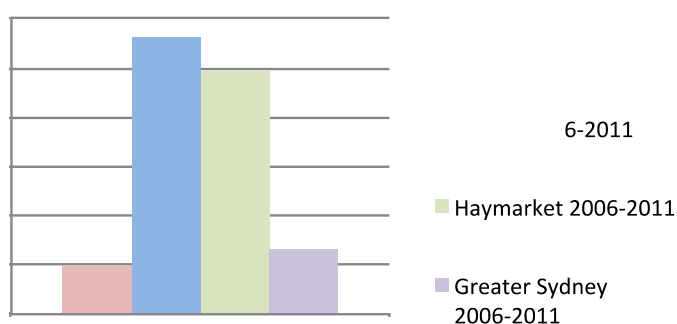


Figure 5.3: Population growth between 2006 and 2011 by suburb

5.3.2 Characteristics of Usual Resident Population

The current population of Haymarket, Pyrmont and Ultimo is young; the most significant cohort is 25 – 34 which comprises 41.65 per cent, 36.59 per cent and 36.84 per cent respectively; this is significantly higher than the proportion of the same cohort present in the Greater Sydney community (15.41 per cent).

As illustrated in the following graph (Figure 3.4) the 2011 data confirms that since 2006 there has been:

- A reduction in the proportion of 20-24 year olds in the Haymarket and Pyrmont communities (decreasing from 31.48 per cent and 13.72 per cent to 25.35 per cent and 8.86 per cent respectively;
- Pyrmont has also experienced a reduction in 15-19 year olds (from 3.44 per cent to 2.18 per cent respectively), positioning is below the average for the Greater Sydney area of 6.81 per cent;
- The proportion of 5-14 year olds cross all three suburbs is lower than the average for Sydney (2.38 per cent, 4.11 percent and 3.19 per cent respectively against 12.39 per cent for the city as a whole. Children aged 5-14 have increased as a proportion of the population in Pyrmont and Haymarket during this period;

Age Group Percentage Change 2006-2011

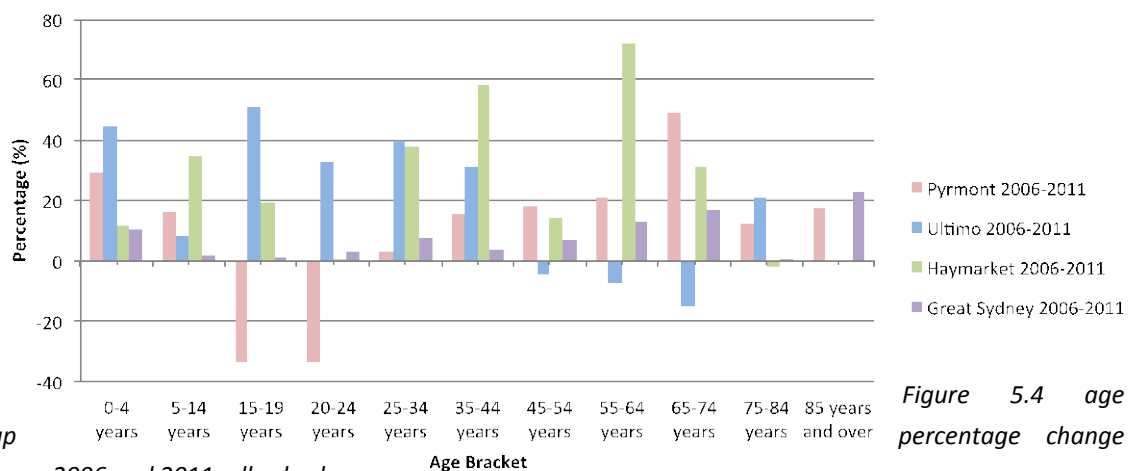


Figure 5.4 age percentage change between 2006 and 2011, all suburbs

Household income has increased across the primary catchment since 2006; in this context the residents of Haymarket have the highest proportion of people with negative or nil income whilst the residents of Pyrmont have the highest incidence of average weekly household income over \$2,000.

The dominant household structure in all three suburbs is couple family with no children and this family type is high when compared to Greater Sydney. Between 2006 and 2011, Pyrmont however experienced a small increase in both single and couple households with children; Haymarket and Ultimo experienced small reductions in this respect

The primary community catchment is highly multi cultural. Only 10.32 per cent of people living in the Haymarket were born in Australia; the figures for Pyrmont and Ultimo are 39.54 and 22.50 per cent respectively in comparison to 59.94 per cent for the Greater Sydney area. Across all three suburbs, China and Hong Kong, Korea, Thailand, Indonesia and the United Kingdom reflect the most popular places of origin.

5.3.5 Relevance of Demographic Characteristics in the Primary Community Catchment

Understanding the prevailing characteristics of the usual resident population in the primary community catchment was important in devising the methodology for community consultation and engagement during the pre lodgment period.

The age, prevailing employment status and ethnicity of the community were regarded as significant and resulted in the provision of evening and weekend opportunities for the workshops and model displays as well as the availability of language support, particularly with respect to Mandarin and Cantonese speaking residents and businesses.

5.5 Pre-existing Issues

The following commentary relates to issues currently reported by the communities of Haymarket, Pyrmont and Ultimo and has drawn on work undertaken by the City of Sydney and community publications¹. As such they reflect only the opinions of these organisations.

1. Congestion on key routes through the area including Pyrmont Bridge Road, Harris Street and the approach to Anzac Bridge cause delays and increase pollution;
2. Insufficient parking, leading to increased congestion;
3. Local traffic congestion impedes the pedestrian experience;
4. Pedestrian routes from the community to the Harbour and to Wentworth Park are considered difficult and unsafe;
5. Public transport is inadequate both in terms of routes and timetabling;
6. Existing community facilities are stretched beyond their intended capacity (schools and community centres were cited as specific examples) and there is not clear strategy to deliver new ones;
7. The deficit of community facilities has resulted in a lack of platforms for community life and as a result clubs and associations struggle;
8. There is a perceived lack of open space and neighbourhood-scale active sporting facilities;
9. Lack of services and amenities for youth in the local area;
10. Pyrmont and Ultimo residents consider themselves to have a lack of neighbourhood amenities and businesses;
11. The community considers that planning for their local area is fragmented and cumbersome because it involves more than one authority;
12. There is a community perception that Darling Harbour and the surrounding area is unsafe at night, experiencing drinking and anti-social behavior – not limited to major events or holiday periods;
13. The community reports variable standards of street lighting in the public realm adds to the perception that the area is unsafe after dark especially for families and young people;
14. Rapid growth, with high rise developments resulting in significant changes to the urban character and environment;
15. Dynamic local population profile resulting in rising and changing demand for social and recreational infrastructure; and
16. The lack of brand clarity about Pyrmont and Ultimo in particular, establishing their positioning relative to Haymarket and the CBD.

¹ Pyrmont Progress Association 2009: Creating a Neighbourhood Village, A Strategy for Pyrmont Towards 2015
Pyrmont Action Association's Local Action Plan 2012
Sydney 2030 and 2030 in Your Village: Harris Street 2011
THI a New Precinct for Sydney 2012



Section 6 Baseline
Consultation: Bid Phase

6 THE BASELINE CONSULTATION: BID PHASE

Both Infrastructure NSW and Darling Harbour Live invested in building their understanding of the stakeholder and community environment during the Request For Proposal stage. The Darling Harbour Live team elected to extend the engagement undertaken by Infrastructure New South Wales and contracted with the Hornery Institute to undertake a series of audience insight activities between May and August 2012 to:

- Understand the tempo of the Haymarket, Pyrmont and Ultimo Communities;
- Explore stakeholder concerns and aspirations for the future of the area in which they lived, worked, studied or spend their leisure time; and
- Identify the optimal positioning for the revitalized assets key assets and consider the inherent shared value opportunities.

6.1 Objectives

The specific objectives of this early engagement were to ascertain stakeholder/community views including:

- Perspectives about the area today – what they value and what should be changed;
- Aspirations about what the proposed revitalization of the precinct could achieve (for them and for Sydney), i.e what success would look like; and
- Concerns about what could eventuate from the proposed revitalisation of the precinct, in other words what failure would look like.

This exercise was undertaken between May and July 2012 and involved one-on-one meetings with:

- Key precinct players including UTS, Ultimo College (Sydney Institute of TAFE), the ABC, the Powerhouse Museum, the Australian National Maritime Museum, Ian Thorpe Aquatics Centre and Fairfax Media;
- Opinion formers including the National Trust, Historic Houses Association, the Property Council, Committee for Sydney and the Sydney Chamber; and
- Representatives from the Chinatown community contacted via the Haymarket Chamber of Commerce.

Intensive, participatory design workshops were also undertaken with:

- Local resident associations and interest groups representing the Haymarket, Pyrmont and Ultimo communities; audience insight was derived from three control groups recruited from:
 - Students and local residents not affiliated with formally constituted resident associations;
 - Residents of Sydney's North Shore and residents from the western suburbs to reflect the thinking of people using the precinct as a destination.

This exercise was undertaken prior to the development brief being finalised and before design work was commenced. It therefore articulates the concerns and aspirations of a representative sample of local people, but DOES NOT reflect comments on the preferred scheme.

6.2 Key Findings

Participants were generous with their time and passionate about the future of the precinct. Their perspectives were captured in a report to the Darling Harbour Live team, A New Precinct For Sydney, attached as Appendix 14. The key findings were used to influence the overarching approach to the master plan and the design development of the core components.

6.2.1 Perspectives of the Area Today

During the workshop session, participants from the local area were asked to record their perspectives on the area as it is today, specifically what they most valued and any aspects that they would like to change.

They described the primary community catchment of Haymarket, Pyrmont and Ultimo as geographically and socially fragmented, with increasing divisions between the old and the new. They did however speak of a renewed sense of community confidence and an increasing drive for positive social change.

The aspects of the local area that emerged most favourably were:

- The central location and proximity to the amenity and opportunity of the CBD;
- The heritage, history and tradition of the area;
- The increasing cosmopolitan and multicultural flavour; and
- The dynamic and evolving nature of the area.

Participants least liked:

- The lack of community and civic facilities including recreational, sporting and educational amenities;
- The fragmentation of the area geographically and socially;
- Traffic congestion and pollution;
- Lack of public transport and inaccessibility;
- Neglected buildings and under developed areas; and
- Tone of the area – undesirable at night, cheap shops and indicative presence of a brothel.

When asked what they would like to change, the most frequently recurring themes were:

- Community amenities and facilities, especially for youth;
- Access to Darling Harbour from Pyrmont and Ultimo (and better pedestrian amenity);
- Better entertainment and recreation opportunities for local people including a sports centre and a team to support; and
- Road safety, traffic and pollution.

Residents from the Northern Suburbs and Western Sydney spoke of ease of access and parking together with the need to increase choice with respect to the price point of dining options and activities so that Darling Harbour could be enjoyed equally as a 'value for money' day out or a venue for a special occasion. Family friendly everything was regarded as non negotiable by all participants.

6.2.2 Community Aspirations

The participatory design workshops enabled local residents and members of the wider Sydney community to articulate their ‘hope value’ for the project. The following reflects the top three outcomes from this exercise, more detail is provided in A New Precinct for Sydney attached as Appendix 14.

1. The inclusion of more civic and community facilities relevant to local people including a library, community meeting spaces, sports facilities and recreational opportunities;
2. Improved access between Pyrmont/Ultimo and Darling Harbour, Chinatown and the CBD;
3. Public realm improvements including increased signage and way-finding for pedestrians and cyclists.

The need for the City of Sydney to be involved in the planning and design of the proposed development was also referenced in this context. Local people expressed the need for sustained opportunities to participate in decision-making with respect to the community in which they live and work.

When asked about the experience that the revitalised elements of Darling Harbour should offer, there was strong alignment with respect to responses from local residents and those in the Northern Suburbs and Western Sydney groups. The key outcomes are summarised in table 6.1:

| Local Residents | Northern Suburbs | Western Sydney |
|--|--|--|
| Socialise, watch people and be seen | Catch up with friends and family | |
| Activated day and night – always something to do | Buzzing with activities Activities that engage with learning Night time activities and entertainment | Lots of things to see and do, activities for all ages. Markets and shopping Enjoy activities or street life including concerts movies and street performers |
| Cultural activities, events and exhibitions | Entertainment including cultural events and activities | Special events that attract people from all over Sydney |
| Relaxation | Quiet and reflective time and space | Relaxation |
| Festivals and programmed events – especially for youth | Indoor and outdoor activities for families and children Children can participate and create | Events and festivals; programmed activities for children |
| Dining at all price points | Dining | Eating and drinking in a variety of locations, places to eat at night |
| Outdoor activities and exercise | | Outdoor activities including BBQs, walking sports and exercise |
| | | Participating in or spectating sport |

Table 6.1 Elements that the revitalised Darling Harbour should offer

6.2.3 Areas of Opportunity Identified by Precinct Players

All precinct stakeholders agreed that this project had the opportunity to be a ‘game-changer’ for the precinct, their neighbourhood and for Sydney as a global city. A unifying concern was that the approach would not be sufficiently strategic or holistic to realise their ambitions in this respect: The following areas of opportunity emerged strongly from the one on one interviews:

- The delivery of a cohesive and joined up precinct that connects into the wider precinct and leverages walking and cycling networks);
- A stunning public realm – a place that people really want to visit and be a part of;
- Joined up , strategic and whole of precinct thinking that amplifies outcomes;
- A precinct that owns creative industries in Australia and invests in the new innovation economy – creating an ideas quarter;
- Creating a place to enjoy Sydney in the evening – safely;
- Enabling layers of activity, curated and organic, that enriches the destinational appeal of the precinct and wider area for local people and visitors;
- Consolidate the emerging industry cluster to make it a flywheel for Sydney’s knowledge based and creative industry economy;
- Introduce signature architectural elements – the best look and feel of Sydney;
- Create an offer that actively seeks to connect with emerging audiences – youth and multicultural families;
- Establishment of a collective learning precinct where the institutions leverage eachother and the core facilities to build business capacity;
- Tell the story of the area and bring the maritime and industrial heritage back into the precinct; and
- Increase the depth of engagement with Chinatown.

6.2.4 Issues identified by the Community

The detailed concerns raised about the project are reflected in table 6.2, grouped by issue for ease of reference. They are listed alphabetically and have not been ranked by incidence or significance.

| Issue | Concern |
|---------------------|---|
| <i>Activation</i> | That the precinct will (or will appear to be) be dead or dormant outside of core business hours and will not contribute to life in the precinct |
| | That it will continue to be unsafe and under-utilised after dark |
| <i>Authenticity</i> | That it will not be relevant to local people; there needs to be provision and inclusion of amenities for daily life that local people need as well as cultural, community and recreational amenity that is relevant to the community and not just visitors. |

| Issue | Concern |
|-------------------------------------|---|
| | That it will ignore the story and the maritime and industrial heritage of the precinct will be lost – there is a need to preserve this history and bring it into focus. |
| | The character and design must be true to Darling Harbour’s established image and reflect Sydney in every way |
| <i>Connections and permeability</i> | Improve connections between the communities of Haymarket, Pyrmont, Ultimo and the precinct and city beyond |
| | Increasing density and delivering a wall of buildings will further disconnect the precinct from its local community. |
| | Need to improve navigability within the site itself and make it more legible |
| | Need to address Harris Street as part of the great divide, otherwise the local area will still be cut off |
| | Improve public transport, cycling and pedestrian connections into, out of and around the precinct |
| | Ensure that we explore water based transport options to the precinct |
| <i>Construction impacts</i> | Loss of business during the construction phase because major events are hosted at alternative venues |
| | That Darling Harbour will be dead and inactive during the construction phase |
| | Concern for pedestrian and cyclist access, safety and experience during the construction period |
| | Traffic congestion and air pollution resulting from construction vehicles |
| | Disruption to quiet enjoyment in the precinct |
| <i>Design</i> | That the buildings will not be human scale |
| | That density is being increased and view corridors will be obscured |
| | That new buildings will be tall or bulky and will impede solar access to public spaces |
| | That new buildings will be cheap, low grade or generic in design |
| | Signature elements cannot be generic, they have to be in Sydney’s vernacular |
| | That the master plan adequately connects with Chinatown so that synergies can be leveraged and each can borrow from the energy of the other |
| <i>Mix of use</i> | That there are real reasons to visit and that it is more than a business event and entertainment precinct for tourists and visitors |
| | That we miss the opportunity to create a flywheel for Sydney’s creative industries and knowledge based economy |
| | That there is a depth of real amenity in the precinct – but that this does not adversely impact local businesses |

| Issue | Concern |
|------------------------------------|--|
| <i>Process and planning</i> | That the lack of holistic thinking and leadership results in an outcome that fails to deliver on the opportunity |
| | Lack of strategic thinking results in no real return to local people and businesses |
| | Lack of precinct wide thinking fails to integrate the precinct into the broader area |
| | Lack of holistic thinking means that cumulative impacts are not considered |
| <i>Public realm and open space</i> | That the resulting environment is sterile and antiseptic; the outcome is not a vibrant and stunning public realm but something generic and low grade |
| | The outcome lacks intimacy and human scale, it is inclement and not navigable |
| | Potential for reduction in the green space or increased privatization of public areas |

Table 6.2 Issues identified by the community

6.2.5 Concerns Expressed by Precinct Stakeholders

The following reflects a synthesis of the common areas of concern expressed by the precinct stakeholders when asked what ‘failure’ of this project would look like in 2020. This exercise was undertaken prior to the design of the preferred scheme being undertaken and as such reflects their general concerns about any redevelopment of this site.

1. The new core facilities would be aircraft hangers that turn their backs on the neighbourhood and further compromise permeability;
2. That the public realm would be impoverished, dull, not navigable, inclement and/or unsafe;
3. That there would be no whole of city or whole of precinct thinking and as such no real social, cultural or economic return to the neighbourhood or to Sydney;
4. That the precinct would be dormant or dead with no precinct activation and contributing nothing to the life of real people in the precinct;
5. That a lack of leadership would result in lost opportunity (in terms of its ability to be a creative, cultural and learning precinct);
6. That the design would be generic or low grade, not authentic and at the wrong scale;
7. It would be dominated by a single use and as such not activated outside of core hours, with dead frontages to the public realm especially at weekends; and
8. A sterile and antiseptic environment that lacks a human scale or interface.

6.3 Influence on Design Development

The outcomes from the baseline consultation exercise undertaken with the precinct stakeholders and representatives from the community influenced the masterplan and design development during the request for proposal phase in the following ways:

Delivering an integrated response

Consideration of the site holistically to leverage maximum outcomes for the precinct and its user combined with an investment in meeting with precinct stakeholders to understand potential points of alignment with the future plans of third parties.

Addressing Authenticity

Delivering the Haymarket as a mixed-use neighbourhood (including residential, commercial, retail and community uses) and ensuring a service and convenience retail offer that increases amenity for local people.

The introduction of the IQ Hub component responded to the need for local, low cost and incubator space for start up businesses attracted to the knowledge hub around the University and TAFE.

On going focused programming for the public realm with a local activation and youth focus was proposed as an integral component of the master plan and the specification for the landscape and public realm strategy developed accordingly, including extension of the existing children's play facilities through the addition of an urban jungle concept.

Connectivity and Accessibility

Creating a strong north south spine which connects Quay Street to Cockle Bay and improves the ability of residents and visitors to connect the visitor attractions and waterfront environment of Pyrmont to the creative and knowledge based precinct in Ultimo and Haymarket.

Proposed re-alignment of entrances to the light rail stations to assist in wayfinding and simplify access.

Permeability

Introducing five new east west connections at grade between Pyrmont/Ultimo and Darling Harbour, Chinatown and the CBD; and reconnecting the city grid at the southern end, increasing accessibility to Chinatown.

Breaking down the building footprints and creating individual addresses and identities for the core convention, exhibition and entertainment facilities.

A wayfinding and signage strategy will be developed for the precinct and the surrounding community to improve movement into, away from and around the area.

Signature Design

Internationally respected architects were engaged to work on the core facilities and hotel, to ensure quality design solutions were achieved that would add to the identity of the precinct and provide new landmarks for the City.

The design solution for the exhibition facilities ensured a tiered approach that articulated the building to the public realm more effectively and mitigated shadowing impacts on the Tumbalong Park.

Public Realm

The quantum of public realm has been increased through reorganization of the building footprints and double stacking of the exhibition halls. Specifically Tumbalong Park will be 3,000 sqm larger and there is a new urban square proposed for the Haymarket.

Tumbalong Park will also be redeveloped at grade to enable wider recreational usage for informal sporting activities.

Disruption during Construction

Limiting excavation by leaving the existing car parking in situ and selecting above ground parking options in the southern precinct, sleeved by retail and community uses.

Management of the construction timeline to expedite completion of the core facilities, allow the existing entertainment centre to remain open until the end of 2015 and compression of public realm work into the final stages of the development.



Section 7 Pre-Lodgment Consultation

7 PRE-LODGMET CONSULTATION

Darling Harbour Live has undertaken a further program of stakeholder and community engagement in conjunction with Infrastructure NSW, since their announcement as the Government's preferred partner for the redevelopment of 20 hectares of Darling Harbour.

This exercise was undertaken between the 10th December 2012 and 12th March 2013. In order to maximize opportunities for participation by all interested stakeholders, it was delivered through multiple platforms that were available concurrently. The data collected from each engagement event has been recorded in our software program, "Consultation Manager".

This section of the report reflects feedback received by audience group:

- 7.1 Industry;
- 7.2 Government;
- 7.3 Agencies and Peak Bodies;
- 7.4 Service Providers and Utilities;
- 7.5 Opinion Formers;
- 7.6 Precinct Stakeholders;
- 7.7 Local Residents;
- 7.8 Resident Action Groups; and
- 7.9 Greater Sydney Community

Table 7.0 over the page summarises the key areas of support expressed and matters raised by stakeholder group.

Table 7.0 Stakeholder Feedback Matrix

| Industry | Government | Agencies and Peak Bodies | Utilities and Service Providers | Opinion Formers | Precinct Stakeholders | Local Residents | Resident Action Groups | Greater Sydney Community |
|---|--|--|--|---|---|---|--|--|
| MATTERS RAISED | | | | | | | | |
| Operational Detail with Respect to the Exhibition Centre Changes to the loading arrangements Column widths Capacity | Operational Detail Concern with respect to loading and staging of events during the construction period | Loss of Views To buildings of historical interest, i.e. the Powerhouse and Goldsbrough Mort | Supply and co-ordination matters – see separate <i>Utilities and Infrastructure Plans Report</i> | Initial concerns about the reduction in capacity of the Theatre | Orientation of Haymarket Integration of the laneways and optimal orientation of the buildings Location of the Haymarket Square | Building Heights in the Haymarket Loss of views Economic loss Loss of solar access Shadowing Out of context | At grade connectivity with the surrounding communities by foot and bike | Managing the Impacts of Large Scale Events Evacuating the precinct Managing the experience of visitors and residents |
| Timeframe and Programme Interim arrangements | Provision of Local Amenity and Services Need for new library and community meeting facilities in the immediate area | Provision of Local Amenity and Services For local people and convenience amenities for visitors | | Provision of Local Amenity and Services For local people and convenience amenities for visitors | Provision of Local Amenity and Services For local people and convenience amenities for visitors | Provision of Local Amenity and Services For local people and convenience amenities for visitors Lag in social, community and human services | Provision of Local Amenity and Services For local people and convenience amenities for visitors Lag in social, community and human services | Inclusion of Student Accommodation Its implications for the tone of the area |
| Public Transport | Public Transport Bus and ferry provision Timeframe for light rail | Public Transport Bus and ferry provision Timeframe for light rail | | Public Transport Bus and ferry provision Timeframe for light rail | | Public Transport Under provision and lack of confidence in light rail Very poor service to the City and Loss of monorail | Public Realm Loss of green space Insufficient recreational amenity for local people Request for basketball court | Public Transport Bus and ferry provision Timeframe for light rail |
| Loss of Parking Spaces Specifically for the hotel | Retaining the character of the local area and blending the edges of the precinct | Impact on Historical Character of the area | | Reduction in car parking | Reduction in car parking | Reduction in car parking Increased congestion and diminished pedestrian experience | Congestion will be increased by loss of car parking | Reduction in car parking |
| Impact of the Hotel Potential for this to flood the market and impact room rates | Pedestrian Experience Specifically on the Boulevard Consideration for visually and mobility impaired visitors Optimising integration of surrounding area | Pedestrian Experience Specifically on the Boulevard Consideration for visually and mobility impaired visitors | | Construction Impacts Closure of Tumbalong Park and loss of activation | Construction Impacts Closure of Tumbalong Park and loss of activation Basis for 900 Hotel keys | The Hotel Need at this scale Adjacent to the harbour Height out of context Quality of Design Views will be lost | | Loss of Amenity Closure of Tumbalong Park and loss of activation Closure of the Entertainment Centre Reduced scale of the new Entertainment Centre |
| | Public Realm Resolution of design detail for public realm and maintenance of high quality experience throughout lifecycle of the project | Cycling Location of end of trip facilities Grade changes for east west routes Shared ways, slow lanes | | | | Public Realm Loss of green space Insufficient recreational amenity for local people Request for basketball court. Privatisation of Public land | Public Realm Loss of green space Insufficient recreational amenity for local people Request for basketball court | Pedestrian Experience Consideration for elderly people moving around the precinct |
| | Haymarket Connectivity and design detail with respect to the public realm and ground plane activation. Integration of new areas with established character in Chinatown | | | | | Fails to Address Changing Demographic Lack of youth activity Children and families need to be serviced Specific request for school and childcare facilities | Fails to Address Changing Demographic Lack of youth activity Children and families need to be serviced Specific request for school and childcare facilities Shortage of schools | |

| Industry | Government | Agencies and Peak Bodies | Utilities and Service Providers | Opinion Formers | Precinct Stakeholders | Local Residents | Resident Action Groups | Greater Sydney Community |
|---|---|---|---------------------------------|---|---|--|--|---|
| KEY AREAS OF SUPPORT | | | | | | | | |
| Provision of state of the art convention, exhibition and entertainment facilities That will deliver new opportunities to residents, businesses and visitors | Provision of state of the art convention, exhibition and entertainment facilities That will deliver new opportunities to residents, businesses and visitors | Provision of state of the art convention, exhibition and entertainment facilities That will deliver new opportunities to residents, businesses and visitors | | Provision of state of the art convention, exhibition and entertainment facilities That will deliver new opportunities to residents, businesses and visitors | Provision of state of the art convention, exhibition and entertainment facilities That will deliver new opportunities to residents, businesses and visitors | Provision of state of the art convention, exhibition and entertainment facilities Are important to Sydney's economy and competitiveness. | | Provision of state of the art convention, exhibition and entertainment facilities That will deliver new opportunities to residents, businesses and visitors |
| Economic Generation and Business Development | Economic Generation and Business Development | Economic Generation and Business Development | | Economic Generation and Business Development IQ Hub, precinct as a hub for creative industries | Economic Generation and Business Development IQ Hub, precinct as a hub for creative industries | Cautious support for increased connections east west | | Economic Generation and Business Development Good for Sydney |
| Positions Sydney as Australia's global city Supports the aspiration of making NSW number one again | Positions Sydney as Australia's global city Supports the aspiration of making NSW number one again | Positions Sydney as Australia's global city Supports the aspiration of making NSW number one again | | Positions Sydney as Australia's global city Supports the aspiration of making NSW number one again | Positions Sydney as Australia's global city Supports the aspiration of making NSW number one again | Cautious support for the refreshed and revitalised public realm and inclusion of BBQs. | Refreshed and revitalised Public Realm Can accommodate increased amenity for local people | Refreshed and revitalised Public Realm Intensifies destination appeal |
| | | Increased east west and north south connections | | Refreshed and revitalised Public Realm Intensifies destination appeal | Reflects a well integrated and well planned response to the multiple challenges of meeting the brief on this site | Possibility for delivery of key social and community amenity Childcare, medical and library facilities | Possibility for delivery of key social and community amenity Childcare, medical and library facilities | Reflects a well integrated and well planned response Look and feel of the proposed design |
| | | | | Increased east west and north south connections | Exciting opportunities inherent in the Haymarket Precinct | | | Exciting opportunities inherent in the Haymarket Precinct |
| | | | | Vibrant new neighbourhood linked to Chinatown, education, media and creative precinct | Opportunities for precinct-wide approach to sustainability | | | |

7.1 Industry

Industry consultation was undertaken directly by AEG Ogden as the operator of the facilities, with support from the other consortium members as required. These engagement activities primarily comprised one-on-one briefings and group presentations undertaken to introduce the consortium, explore the preferred scheme, explain the program and invite comment with respect to internal design and operational specifications.

Participants acknowledged that Sydney was failing to reach contemporary industry expectations and was therefore losing business to other domestic and international venues. There was therefore widespread support for the redevelopment of the core facilities and enthusiasm about the events that could be accommodated in the new facilities; participants were also supportive of the decision to leave the entertainment centre open throughout 2015.

Areas of concern that were expressed prior to AEG Ogden giving a detailed presentation related to:

- The frequency of columns in the Exhibition Centre – resolved through detailed explanations of the grid pattern;
- The capacity of the Exhibition Centre given its smaller footprint;
- Changing loading arrangements for the Exhibition Centre;

Issues that were not resolved by the presentation focused around:

- Potential for distortion to market rates for 4.5 star hotels, given new facilities are planned for both Darling Harbour and Barangaroo;
- The nil parking allocation for the hotel and the general reduction in car parking throughout the precinct (during and after the construction period);
- The timeframe and commitment to increasing public transport to the precinct, specifically the light rail project.

7.2 Government

Consultation has occurred with relevant authorities and departments across state and local Government during the bid and pre-consultation phase. Further detailed discussions have occurred prior to the lodgement of the Development Applications (DAs) to ensure that key considerations are addressed in a robust and thorough manner within the DAs. Once the DAs are lodged, the Department and Planning and Infrastructure will refer them to the majority of the government stakeholders listed below as required.

Key outcomes, comments and concerns raised are summarised below.

7.2.1 Department of Planning and Infrastructure

The Department of Planning and Infrastructure is the planning assessment authority and as such Darling Harbour Live has consulted on a number of occasions regarding the following:

- The Director General Requirements – Infrastructure NSW obtained Director General’s Requirements (DGRs) in December 2011 based on the overarching brief requirements for the SICEEP project. Darling Harbour Live requested that these DGRs be updated to reflect the detail provided in the Preferred Master Plan, thus allowing more acute assessment of the issues by the Department and other agencies.
- Environmental assessment considerations and proposed methodology of assessment including:
 - stormwater, flooding and climate change modeling;
 - view and visual impact analysis; and
 - structure of the Stage 1 DA Concept Proposal for the Haymarket;
- General planning process requirements including lodgement of the DAs, public exhibition timing, process for responding to any submissions and determination.

In addition, the Darling Harbour Live attended and presented at a Planning Focus Meeting at the invitation of the Department. That meeting was attended by a range of government authorities and agencies including:

- Sydney Harbour Foreshore Authority;
- Transport for NSW;
- Railcorp;
- Roads and Maritime Services;
- Environmental Protection Agency;
- Heritage Office;
- Sydney City Council;
- Sydney Water;
- Energy Australia

Darling Harbour Live presented the proposed scheme, the planning strategy and answered a range of questions. The Department will continue to hold Planning Focus Meetings as a critical component of the assessment of DAs across the site. Darling Harbour Live will continue to attend the meetings to present updates and answer queries as necessary.

7.2.2 Environmental Protection Agency

Following the presentation of the preferred scheme and the staging of the development applications the discussions were focussed around the remediation strategies for the site. The EPA raised no concerns with the approach. In addition the EPA advised that it may be the future regulatory authority for noise and waste (dependent on the final details of the DA).

7.2.3 Transport for New South Wales and Railcorp

Discussions with respect to transport issues and opportunities within and around the precinct. Discussions have also included:

- consultation with regard to the improvement works proposed to the light rail station and the MTS office; and
- acquisition of a small portion of land for inclusion in the Haymarket precinct.

7.2.4 Roads and Maritime Services

Following an explanation of the scheme, the RMS team's major comment related to appropriate traffic modelling and traffic management strategies and the need for this to be addressed throughout the life of the project.

7.2.5 Police and Emergency Services

New South Wales Police are to facilitate a future workshop exercise with emergency management teams during the detailed design phase. Darling Harbour Live has committed to investigate the transferability of strategies that are in place within the Opera House precinct.

7.2.6 Department of Education and Training

A briefing session was arranged with the regional office of the Department of Education and Training to convey community concern with respect to the future provision of primary and secondary schools in the Pyrmont and Ultimo area. Whilst it was indicated that the existing provision was still considered adequate for demand in the short term, it was noted that the forward planning team would appreciate being informed about the residential yield as plans consolidate over the development period.

7.2.7 City of Sydney

There have been multiple points of engagement with the City of Sydney to ensure that the City is informed about the proposed scheme, understands the staging of the development and that any considerations specific to the City can be addressed in a robust and thorough manner in the development application. Darling Harbour Live have met with the Mayor, the Chief Executive, the Director of Planning, Development and Transport, City officers responsible for planning, stormwater, flooding and climate change, culture and community, events, traffic and public transport and sustainability.

Meetings with the City of Sydney have been positive, productive and informative. There is support for the revitalisation of the precinct and the opportunity that will accrue to it from an

economic, social and city brand perspective. The following reflects the key matters raised and considered in the Development Applications:

- Importance of retaining the character of Darling Harbour but knitting into Chinatown in the south with the new Haymarket precinct;
- Retention of Pier Street requires design solution to minimise detrimental impact to the public realm;
- Identification of key interface issues at the boundary of the project to ensure integration with surrounding projects and no 'leftover' spaces. The City of Sydney were also keen to understand this so that the City's public realm budget could be strategically planned to coordinate with the proposed scheme;
- The detailed design resolution around Macarthur Street and future connections given the level changes;
- Alignment and connection with SHFA's Goods Line project which is proposed directly to the south of the Haymarket precinct;
- Detailed design resolution or finishes of the Haymarket precinct including façade treatments and materials to ensure that the new neighbourhood knits with the old;
- Improved sight lines and connectivity to Chinatown for wayfinding and again to ensure integration of the new with the old;
- Provision of community space including a library, child care facilities, meeting space and amenity;
- Pedestrian experience including desire lines and wayfinding must be carefully considered;
- Character of the open space to be complementary to the surrounding buildings;
- That the tent/marquee use of the event deck should be limited to ensure its use as a publicly accessible space;
- Architectural expression between the two hotel towers should be differentiated;
- Design excellence and the consideration of design competitions for each DA;
- Consideration of the social amenity of the Peak Apartments podium;
- Stormwater, flooding and climate change methodology and assessment;
- Sustainability considerations including whole of precinct investigations.

An undertaking was made to continue to meet with the City of Sydney on a range of key matters including sustainability, cycling facilities and public transport, the potential provision of the library and design excellence as it relates to the Haymarket precinct.

7.2.8 Heritage Office

Darling Harbour Live presented to the sub-committee of the Heritage Council at the invitation of the Heritage Office. Darling Harbour Live presented the preferred scheme. The Heritage Office has requested a Heritage Impact Assessment and this has been prepared as part of the DAs.

7.3 Agencies and Peak Bodies

Engagement with agencies and peak bodies reflecting special interest and advocacy groups was channeled through a roundtable session. Participants were broadly supportive of the proposed revitalisation of key assets within Darling Harbour and took the opportunity to ask questions to increase their detailed understanding of the proposal. The most frequently asked questions related to:

- The exact routes for the proposed east west connections and whether they were at grade or required level changes to be navigated;
- The provision of end of trip facilities for bicycles and motorcyclists (clarification of its location);
- The provision of dedicated parking for motorcycles as well as bikes;
- The extent to which access for people with disability has been considered, together with how way-finding strategies would communicate their most effective routes;
- Path separation for cyclists and pedestrians – could a slow lane be implemented;
- The selection of LEED as the objective standard for environmental measures;
- Clarification of the loading and staging arrangements for the Exhibition Centre and whether they would improve traffic on Darling Drive;
- Clarification of the residential proposition;
- Whether the proposal could increase opportunities for primary contact with the water; and
- How the student accommodation would be owned and managed.

The main concerns expressed by participants related to:

- The inter-relationship of the project with the distinctive historical character of the precinct and the extent to which it acknowledges its industrial heritage;
- The provision of neighbourhood facilities;
- The arrangement of the new buildings is not respectful to the Goldsbrough Mort and Powerhouse and only preserves glimpses of them for people to enjoy;
- The impact that the IQ Hub (with its affordable spaces) may have on the regeneration of Harris Street;
- The connections to the west for cyclists indicating that the grade changes would be too hard to negotiate;
- The widths of main pedestrian pathways (and shared ways) could be challenging for people with impaired vision; there was a preference for bike safe routes;
- How to signal the location at ground level interactive water features for people with visual disability; and

- The need to increase the public transport options to the precinct if parking is to be restricted (which was broadly supported by the group) – investigation of ferry routes was requested.

All participants signified their preparedness to be part of ongoing consultation with respect to advice relating to their area of expertise or constituency group.

7.4 Services Providers and Utilities

Hyder Consulting was engaged by Lend Lease to provide advice relating to civil infrastructure for the proposed redevelopment of the core facilities within Darling Harbour, based on the Director General's Requirement 11 issued on 21st January 2013. A full report (*Utilities and Infrastructure Plans Report*) detailing consultation with these utilities companies forms part of each Development Application.

In this context, Hyder Consulting and AECOM contacted the local utility providers:

7.4.1 Sewer – Sydney Water

Correspondence from Sydney Water has indicated that subject to commercial negotiation and confirmation of developer charges, Sydney Water will be able to supply the site with the required sanitary water and potable water connections.

7.4.2 Gas – Jemena

Jemena has indicated that whilst the infrastructure in the immediate vicinity of the site has the capacity to service the needs of the different developments across all three precincts, the gas supply to the city of Sydney in general is close to reaching the available capacity of the trunk mains that feed it.

7.4.3 Telecommunications – Telstra and NBN Co

Telstra have existing copper telecommunications cable to the Convention, Exhibition and Entertainment Centre buildings. This existing infrastructure may be reconfigured and augmented to serve the site. The development is also proposing some realignment along Darling Drive, which may impact Telstra assets in this location. Hyder Consulting have discussed these proposed changes with Telstra and will be developing a plan to protect, redirect or remove the infrastructure in this area.

NBN Co issued an Early Certificate determining that the development is within the NBN fibre footprint and subject to agreeing to NBN Co's terms and conditions. NBN Co has agreed to procure the installation of fibre infrastructure at the development.

7.4.4 Electrical - AusGrid

To serve the Project, four new AusGrid substations are proposed, all configured as enclosed chambers within the new building structure. Preliminary meetings were held with Planning Engineers (Distribution and Major Projects) between April and May 2012. These meetings and submissions culminated in AusGrid providing a Feasibility Study which detailed the proposed supply arrangements for the project.

Lend Lease and Infrastructure NSW re-opened discussions with AusGrid after the announcement of preferred proponent.

7.5 Opinion Formers

Briefings with a number of opinion formers have been conducted to ascertain broader perceptions about the need for the project and level of support or concern for the preferred scheme. Representatives from these organisations (referenced in 4.1.4) have expressed:

- Recognition that this is an under-developed area of the inner city and that the time is right for its renewal;
- Strong support for the project, recognising the important role of business events to the long-term economic success of Sydney and New South Wales;
- Understanding of the value of Darling Harbour as a recreational amenity for the residents of and visitors to Sydney and the need to refresh its offer to keep it relevant to changing audience needs;
- Acknowledgment that investing in key city-making platforms (such as the business and entertainment venues within Darling Harbour) is necessary to reinforcing Sydney's city brand and supporting its role as Australia's global city;
- The pragmatism of the Government's approach in seeking a public private partnership approach to renewing these facilities;
- Support for a large new Hotel;
- Support for the program enabling the Entertainment Centre and Tumbalong Park to function on a business as usual basis through to the end 2015, retaining activation in the precinct for the majority of the construction period; and
- Enthusiasm for the concept of the IQ Hub as a catalyst to formalising an industry cluster around the creative industries to build Sydney's innovation capacity.

Key points of clarification raised in these briefing sessions have related to:

- The construction timeframe for the core facilities and anticipated levels of disruption;
- The identity of the architect(s) of the signature buildings;
- Greater clarification about the proposal and timing for the Haymarket precinct;
- Commitments with respect to extensions of the light rail;
- Additional explanations of the east west connections through the site to the communities beyond; and
- The role of the Sydney Harbour Foreshore Authority.

The areas of concern raised during these sessions related primarily to reductions in the car parking provision and the availability of public transport to the precinct. Initially, some of these stakeholders also expressed concern about the reduction in the size of the Theatre; this was mitigated once the design features of the Theatre were explained in greater detail.

There was also consideration of the need to deliver neighbourhood scale amenities to support the intensification of the residential community.

7.6 Precinct Stakeholders

The following commentary relates to one-on-one and small group briefing sessions or presentations undertaken with institutions and businesses located in the precinct, specifically:

- Australian Broadcasting Corporation
- Australian National Maritime Museum
- Commonwealth Bank
- Darling Quarter Management Team
- Frasers Property Group
- Haymarket Chamber of Commerce
- Harbourside Shopping Centre
- Powerhouse Museum
- The Star (Casino)
- Ultimo College, Sydney Institute of TAFE
- University of Technology, Sydney

These stakeholders regarded the redevelopment of key assets in Darling Harbour favourably, and acknowledged the benefits that accrued to the Sydney business and tourism economy as well as potential areas of alignment with their own organisations. Consequently, concerns tended to relate to the construction period and programme.

The following reflects a brief commentary with respect to specific issues and areas of opportunity identified by each of these stakeholders during their one-on-one briefing sessions.

7.6.1 Australian Broadcasting Corporation

The ABC was enthusiastic about the potential that the project brought to the wider precinct, and were conversant with the details of the preferred scheme. They expressed support for the IQ Hub and offered to work in a curatorial partnership to deliver creative digital content to the precinct. Complimentary use of meeting rooms and core facilities was also discussed.

7.6.2 Australian National Maritime Museum

The team from the Australian National Maritime Museum has been very supportive of the proposed redevelopment of key assets in Darling Harbour and was positive about all aspects of the preferred scheme. Key questions included clarification of the north-south and east-west connections together with greater detail about the capacity of the core facilities. There was a willingness to participate in the IQ Hub and to collaborate on place activation strategies and programming.

7.6.3 Commonwealth Bank

As the tenant of the new buildings in Darling Quarter, CBA has been very supportive of all aspects of the preferred scheme and regard it as the opportunity to complete the upgrade of the Darling Harbour precinct and enhance the environment for all users. CBA requested that childcare be considered as they have identified this to be underprovided for in terms of people working in and around the precinct.

7.6.4 Darling Quarter

The owners, fund managers and asset managers of Darling Quarter view the preferred scheme very positively and are supportive of the intention to revitalise the western edge of Darling Harbour and encourage more people into the precinct. The investor has agreed to explore the potential for extending the sustainability initiatives within the Darling Quarter building to service the precinct more broadly.

7.6.5 Frasers Property Group

The Frasers Property Group were briefed as a courtesy given their ownership of the Carlton United Brewery site. The key questions related to the timing and offer of the residential apartments and the construction timeline. It was agreed that greater co-operation between developers with respect to social planning outcomes is desirable.

7.6.6 Harbourside Shopping Centre

There have been a number of meetings with respect to both impacts during construction and ongoing operations. This has raised a number of issues with the project team which will form the basis of further consultation and discussion.

Key matters arising included concern with respect to access and loading arrangements for the hotel and alternative design solutions to mitigate impacts on the western entry to the shopping centre have been considered. Clarity was also provided with respect to the retail proposition for the preferred scheme to demonstrate its minimal impact potential on the future trading of Harbourside

7.6.7 Haymarket Chamber of Commerce

The Haymarket Chamber of Commerce represents the diverse interests of businesses in the local area, many located in Chinatown. Through a series of briefings, a broad range of participants have been able to comment on the preferred scheme. Whilst there was recognition of the importance of the project to the broader Sydney community and the economy of New South Wales, there were some issues raised with respect to the proposed development of the Haymarket precinct, specifically:

- The internal orientation of the square;
- The treatment of Hay Street, which they would like to see reflect more of a landscape treatment;
- The width of Little Hay Street which was regarded as too narrow to achieve effective connectivity;
- The width and activation of Factory Lane based on its current performance and footfall;
- The relocation of the entertainment centre which they perceive to impact its strength as a driver for footfall in Chinatown; and
- The net loss of car parking spaces.

7.6.8 Powerhouse Museum

Representatives from Darling Harbour Live and Infrastructure NSW met with the Powerhouse Museum to discuss the proposal and future potential links from the museum to the precinct. It was agreed that a long term aspiration of all parties is to achieve greater integration between the Museum and Darling Harbour; and the potential to make Macarthur Street pedestrian friendly was seen as a way to assist the achievement of this goal. It is understood that the Museum currently utilises Macarthur Street for operational purposes, however the parties agreed to work together to investigate long-term solutions.

7.6.9 The Star

As part of a presentation to Tourism Accommodation Australia, several owners and operators were present including representatives from The Star casino. Support for the project was unanimous, with clarity around the details of programme and staging being sought.

7.6.10 Ultimo College, Sydney Institute of TAFE

The general tone of the session was very positive; key questions related to the construction timetable and clarification of design issues and connectivity in the Haymarket Precinct, specifically the alignment between the UPN and the Boulevard.

The TAFE identified curriculum enrichment opportunities for their students over the life of the project and expressed interest in participating in the IQ Hub, as well as offering to develop a business plan for the skills training initiatives.

7.6.11 University of Technology, Sydney

The team at UTS has been involved in a number of briefing sessions during the request for proposal and pre-lodgment phases of the project and is conversant with the detail of the preferred scheme. They have expressed strong support for the redevelopment of the precinct and acknowledge its latent potential as the creative industries precinct for Sydney. Key questions asked have included:

- Further clarification sought about the east west connections and level changes;
- Access arrangements for the student accommodation;
- Future of Macarthur Street;
- Material difference between the existing and proposed Conference Centre facilities;
- Potential location of a tri-generation plant;
- Rationale behind down-sizing the Entertainment Centre capacity; and
- Differentiation between High end and Midmarket residential product and confirmation of where the Haymarket residential apartments would be pitched.

Areas of opportunity included the provision of curriculum enrichment opportunities, participation in the IQ Hub and exploring options with respect to the student accommodation.

7.7 Local Residents

Local residents from the primary community catchment of Haymarket, Pyrmont and Ultimo are the most likely to experience positive and negative impacts from the proposed redevelopment due to their proximity. Understandably therefore they have been significant participants in the pre-consultation engagement events, particularly the manned model display and community forums.

This is a large and multifaceted project with an eight to ten year timeframe. Given the extent of technical information involved, it was important to provide multiple opportunities for stakeholders and community members to ask questions and seek clarification about elements of the project in order to inform their opinion about how it would impact them.

The six community forums were largely attended by engaged (and potentially impacted) local people with specific concerns about the proposed redevelopment of Darling Harbour; it was therefore a subjective environment. Whilst there was a general acceptance of the need to revitalise the precinct and an understanding that positive outcomes could be delivered for the community, the focus of these events trended towards discussions about their concerns.

Feedback from local residents has been in the form of questions seeking clarification about aspects of the preferred scheme as well as the timeline for its delivery and concerns about the approach that has been taken. This section records both.

7.7.1 Key Questions Asked

From the community perspective, the following reflects the most frequently asked questions (aggregating outcomes across engagement platforms) and ranked in order of incidence. As expected, questions were influenced by the perspectives of people engaging and their base level of understanding about the project.

- Why is there no provision of a primary and or high school in the precinct;
- What is the provision of childcare (and associated facilities for youth);
- What recreational planning has been undertaken for this area;
- Clarification of building heights and their relativity to buildings in the rest of the precinct;
- Has there been consideration of the cumulative impact of all of this development throughout the extended precinct – Frasers, Barangaroo, Light Rail, UTS and this development;
- Explanation of the rationale behind location of the hotel and questioning demand;
- Are technical studies relating to solar access, shadowing, car parking and traffic publically available;
- Was consideration given to remodeling the existing facilities given their architectural merit;
- What are the commitments being made about public transport and will they be honoured; and
- Will the existing east west connections be maintained throughout construction.

7.7.2 Key Matters Raised

The following reflects a synthesis of the concerns expressed by local residents, expressed by theme. They reflect the discussion in the room and commentary contained within responses to the traffic light and postcard feedback mechanisms.

Traffic Congestion, Car Parking and Public Transport

The expectation that the redevelopment of these assets in Darling Harbour would lead to increased volumes of private vehicles in the area was a key theme. Local residents and businesses were concerned about impacts of congestion and pollution, which would adversely affect their quality of life and the local environment. Skepticism was also expressed about the reduction in available car parking places throughout the precinct.

Concerns about the adequacy of public transport in the local area were frequently raised; local people, precinct stakeholders and visitors all regarded the area as public transport disenfranchised and difficult to get to without using a car. Key matters raised in this respect included:

- Insufficient car parking;
- Local congestion in Haymarket which could be made worse by the development;
- Lack of public transport to the area, with increasing demand from even more residents and visitor; and
- Loss of the monorail, with no comparable bus service and lack of certainty about commitments to the future light rail.

Views and Solar Access

Concern relating to building heights, view sharing and shadowing (or solar access) have been recurrent throughout all engagement events and across all stakeholder groups. The issue has been most emotive for community members in Haymarket and Ultimo, particularly those living in the apartment buildings where a change of view is expected.

A common thread throughout this discussion has been comments relating to 'ethics and redress', reflecting confusion about the ownership of views. There was a range of perceptions amongst local residents about the principles of precinct-wide view sharing in a highly urbanised location, and this was reflected in some highly expressed comments when the height and positioning of key elements of the project were revealed.

The following reflects the key matters raised in this respect:

- The ethics of blocking views and the availability of compensation or redress;
- The height of the buildings;
- The loss of solar access and shadowing created by the buildings;
- The design and clustering of the buildings does not enhance the Sydney skyline or enhance views; and
- The perception that the principle of view sharing is not being adhered to.

The Hotel

Whilst the integration of a hotel with the convention and exhibition facilities is regarded by the industry as a critical success factor, the local community challenged the concept, location, design and height proposed. These opinions were vigorously expressed by residents in Pyrmont and Ultimo.

Both the need for a hotel was contested and its capacity, which is more than the minimum requirement set in the brief, was regarded as excessive. The impact of the hotel on the existing views of some local residents, the character of the local area and the potential for creating shadowing across the public realm at the harbour's edge were all frequently raised through all engagement activities. Whilst residents speak of their community as 'an important heritage area', this is their perception of the character of the area and not its designated status.

The key matters that emerged in this respect were:

- The design of the hotel being out of scale with the character of the local area;
- The hotel will overshadow a significant public place – the authentic aspect of the precinct that defines its character and vitality;
- Changes to existing views;
- The design itself, that was regarded as ugly; and
- The lack of demonstrable need for a hotel.

The Residential Towers

Concerns relating to the residential towers were most frequently referred to by community stakeholders from the Haymarket, specifically referencing their height and orientation. The concept of over development and how the emerging residential population could be supported by existing social, recreational and community facilities were also frequently referenced across all stakeholder groups.

- The proposed scale of the development and key buildings are out of scale with the character of the area. It will introduce too many residents into an area that is already under-supported by social amenity or transport options;
- The buildings are out of scale with the fine grain character of the surrounding area;
- There will be a significant loss of views and there is no evidence that the solution proposed is equitable;
- Loss of value as a result of changes to existing views; and
- The buildings will overshadow the public realm and the streets and open spaces will be dark and damp in the winter.

Public Realm, Recreational and Social Amenity

The public realm is the key point of intersection with the proposed development for most stakeholders and as such it featured prominently in most engagement platforms. The polarisation between the local community and residents from Greater Sydney or precinct stakeholders was also most evident with respect to public realm outcomes.

For the residents of Haymarket, Pyrmont and Ultimo the recreational assets at Darling Harbour are a significant neighbourhood open space and are used by them on a frequently recurring basis. Their perceptions about what should be incorporated and how the area should be managed were therefore divergent from those expressed by business and tourist visitors to the precinct.

Local residents strongly expressed concern about the perceived loss of green open space, places for relaxation and facilities for active recreation. They also believed that the changing demographic in the precinct (specifically the increase in families with young children and youth) was being given inadequate acknowledgment.

The following reflects the key matters that have been raised in this respect:

- Perceived loss of green open space, leading to a reduction in places for community recreation;
- The demographics of the area have changed significantly with more young families and youth who are not provided for in recreational terms, this development will exacerbate this trend;
- Loss of water features and reduction in water as a prevailing theme;
- Densification of the area is being justified by its central location, but the area is underprovided for in terms of recreational, social and community amenity; and
- Evident that there is a business and tourism focus for this development, but what is the positive outcome for local people.

The full range of comments and questions raised through these community forums are attached as Appendix 15.

7.8 Resident Associations

The commentary in this section is specific to those resident associations who participated in the structured workshop sessions relating to social and community amenity and the public realm. The tone of these sessions was proactive and positive. There was support for the revitalisation of the precinct and acknowledgement that it was a significant business and visitor attraction for the city.

The following reflects excerpts from the minutes of a workshop to explore the social opportunities inherent in the redevelopment of key assets within Darling Harbour. It built upon the attendance of many resident group representatives at Community Forums where there had been insufficient time to consider the issues experienced by local residents, particularly those of the Pyrmont and Ultimo communities, and no time to contemplate the opportunities that could be leveraged. The official minutes of this session are attached as Appendix 15.

At the commencement of the session there was a presentation about the need for additional school-based infrastructure and childcare facilities for pre-school and after school care for primary students. This emerged as one of three concerns expressed by the group.

7.8.1 Community Goals for the Precinct in 2020

The resident action group representatives specifically explored the desired community goals, or what success would look like to the community in 2020 when the precinct is completed. Their responses reflect the enquiry 'If Darling Harbour is successful in the communities' eyes it will:

- Be community friendly:
 - It draws us in;
 - It is easy to access;
 - It does not turn its back on us; and
 - We feel welcome there.
- Have a family daycare centre;
- Have all the access and facilities that older people need to enjoy life, including access to the city;
- Be a place that is really connected with its communities;
- Include facilities for people who want to live in the area, i.e. all the services and amenities that are needed by a diverse community to make it a livable neighbourhood;
- Play a part in our active community;
- Tumbalong Park will function as a real park;
- Consider social planning holistically and keep pace with changing community needs;
- Embrace high rise supported by a high standard of living; and
- Reflect a fundamental shift in mindset; having a substantial resident community, no longer just a place for visitors. "It will be a place from birth to 93".

7.8.2 Community Wish List – Elements that Would Meet Social and Community Need

A wish list exercise explored the items of social, community, recreational, cultural and human services infrastructure that would assist in making the precinct a success for local people (not ranked):

- A new primary school and a high school within walking distance;
- Increased accessibility to the precinct from Pyrmont and Ultimo;
- A replacement for the Monorail;
- A library that includes an after- hours study area, homework club, resource centre and meeting rooms;
- A skateboard area;
- Long daycare in a safe environment close to places of employment;
- Dedicated outdoor multipurpose areas where sport can be played formally or informally;
- A youth team to support;
- Basketball courts that are also lined for netball;
- Community/cultural spaces for children and young people for creative arts based activities;
- A large, dedicated indoor space – multi modal;
- All weather rooftop space;
- Heritage and story of the area in the public realm;
- Sculptural pieces and art installations;
- Cultural exhibits;
- A timeline of the precinct;
- Reflection of its indigenous heritage;
- Limited concrete as a ground surface and limited reflective glass in buildings;
- Reinstatement of water features;
- Shaded walking routes in the public spaces;
- A New York ‘Highline’ style experience;
- Improved wayfinding and signage from the local area and throughout the surrounding communities;
- A community liaison person for the long term;
- Opportunities for the community to use the theatre;
- A dog (off leash) park;
- Commitment to the timing of the light rail loop;
- A community hub for the Haymarket;
- Medical facilities;
- Aged care services;
- Native plantings;
- Community gardens; and
- Fantastic management over time – in term of maintenance and programming.

At this stage it was made clear that no representations were being made about what could, or would, be delivered.

7.8.3 Public Realm and Recreational Opportunity

A subsequent working session was held on March 12th 2013 at the Mustard Seed Hall, attended by representatives from Ultimo Village Voice, Pyrmont Community Group, Pyrmont Action Inc and SINC-UP. This session was limited to public realm and recreational opportunity.

The tone of the session was positive and there was general support for the site planning and location of key activity areas; the representatives were keen to build on their knowledge and explore the fine grain elements of the scheme. Key areas of concern raised during this session were:

Provision of recreational activities for youth

The need for the inclusion of youth focused recreational infrastructure including the provision of a skatebowl and at least one full sized basketball court (preferably two and designed as multipurpose facilities). Very strong feelings were expressed about the location and design of the basketball courts, specifically the size, surface treatments and need for full visual surveillance.

Strengthening linkages with the surrounding area

Participants remain unconvinced about the efficiency of the east west connections. In this context optimising the alignment with the Ultimo Pedestrian Network was seen as a priority; seamless connection between the UPN (student housing and university) and the Boulevard was seen as highly desirable.

The Plan currently indicates a level change at Macarthur Street, which was regarded by participants as potentially problematic for some users and clumsy because it is indirect. Improve linkage from Pyrmont to the Police Station were also referenced.

Pedestrian experience

The need for functional separation between pedestrians and cyclists on the main spine, as well as consideration for 'slow lane' cycling was raised. Improved way-finding throughout the area, specifically signage for key buildings and transport was also regarded as important to the resident and visitor experience in the precinct.

Tumbalong Park

Residents discussed the surface treatment and design of Tumbalong Park. There was support for keeping it open and green (therefore increasing the potential for it to be used for informal active recreation) with no delineating paths and no concrete. There was also a request for reinforced turf treatment that minimises goat tracks and desire lines.

Planting Strategies

Participants were concerned about the use of certain palm tree varieties (due to maintenance, appearance being straggly, safety of falling fronds particularly due to high winds characteristic of the area). There was support for the use of cabbage tree palms and tree ferns– with planting design similar to that at Chifley Square. The representatives requested consideration be given to:

Increasing Shade

Support for the use of large shade trees minimising the amount of concrete and the associated heat, specifically the proposed shade trees in the Chinese Plaza together with the planting of larger trees around the perimeter of Tumbalong Park. There was an associated request for shade over the children's playground.

Increased Active Recreational Amenity

Support for a permanent skatebowl with the suggestion of additional open space that can accommodate large-scale skate facilities to be constructed temporarily for events. Need destinations for local children to meet and play (not just tourists and visitors from Greater Sydney). Support for all-weather community cultural space for children including wet areas, video making, events etc to be programmed by Sydney Harbour Foreshore Authority.

Local Retail Strategy

Residents expressed that a proactive retail strategy must reflect the needs and uses of the community (not just restaurants and cafes) - local services, Jones the Grocer and a Pharmacy were noted. Tourist driven retail (such as souvenirs) was not supported and not an extension of Paddys Market.

Public Art

Support for quality public art that is curated and coordinated across the precinct, however participants were still unclear about the public art strategy and what existing pieces will be relocated. They expressed support for public art that interprets history and heritage but is executed in a way that is not always literal.

Innovative Landscape outcomes

Suggestions were made about how to explore the incorporation of vertical gardens within the Haymarket Precinct and discussion included the use of native trees and plants wherever possible. Specifically participants were reluctant to see plane trees included in planting schemes. There was support for the existing Iron Barks – the look and character – even though it was recognised that the existing stand of trees would have to be removed.

7.9 Greater Sydney Community

The following represents a summary of the outcomes from the qualitative research workshops undertaken with a limited set of residents independently recruited from throughout Greater Sydney. These sessions were held in Parramatta and at Darling Harbour and a full report is attached as Appendix 16.

The sessions revealed widespread support for the project based on a sense that Darling Harbour looks tired and needs to be refreshed. At the beginning of the workshops, most participants were mildly or strongly supportive of the project with a handful saying they had a negative opinion of it. By the end of the workshops (after a detailed presentation on the project) participants tended to either remain positive or become more positive).

The following summarises the key concerns and expressions of support:

| | |
|---|---|
| <p>High level of support</p> <ul style="list-style-type: none"> Good for Sydney Planned well and thought through to meet various demands Vibrant and exciting Haymarket precinct Expanded public space Look and feel of the proposed design | <p>Medium level of support</p> <ul style="list-style-type: none"> Economic benefits Compressed construction timeline |
| <p>High level of concern</p> <ul style="list-style-type: none"> Construction impacts Reductions in car parking provision Public transport access The impact of student accommodation on the tone of Haymarket | <p>Medium level of concern</p> <ul style="list-style-type: none"> Providing more city-side access points Consideration for older people moving around the precinct Reduction in seating capacity in the Theatre Short period during which there would be no Entertainment Centre Managing the impacts of large events Costs to taxpayers |

The issue of obstructed views from some residential properties was explored in both workshops and was the subject of limited sympathy from the attendees. Participants at the Parramatta workshop acknowledged that they were glad their own view wasn't impacted but felt that, on balance, it was right for Sydney that the project proceeds. Most attendees at the local resident workshop felt that this was an inevitable part of inner-city living.

There was a general view that property prices would increase significantly as a result of the project and that people who had bought into the area would have been aware of the potential for their views to change at some stage.



Section 8 Addressing Concerns

8 ADDRESSING CONCERNS

8.1 Matters Arising from the Baseline Engagement

The baseline engagement conducted during the bid phase explored outcomes that stakeholders would like to see achieved through the revitalisation of Darling Harbour and redevelopment of the core facilities, together with aspects that would concern them.

These outcomes were used to inform the design direction and included:

- Delivery of an integrated, whole of precinct response;
- Enhanced east-west connectivity;
- Articulation of the core facilities to break down the barrier effect and increase accessibility for the local community, rather than turning their back on them;
- Increased permeability especially at the Haymarket end;
- Delivery of an authentic place that relates to local people and is respectful of its context;
- Incorporation of signature elements;
- Delivery of a stunning and highly activated public realm; and
- Minimisation of disruption during construction.

Section 6.3 of this report indicates the outcomes from this stream of engagement and reflects the detailed design principles and outcomes that resulted from it.

8.2 Matters Arising from the Pre-Lodgment Engagement

The following reflects Darling Harbour Live's consideration of the key issues that were raised during the pre-lodgment engagement program conducted with stakeholders and community members. Further support for the individual responses can be found in the Environmental Impact Statement and accompanying reports submitted to the Department of Planning and Infrastructure.

Issue: The Core Facilities

Operational issues of loading, column widths and capacity; and

Provision of interim venues until new facilities are operational.

| Consideration | Response |
|--|--|
| <p>The internal design response to the core facilities had evolved in close collaboration with the operators and as such applied leading edge industry thinking.</p> | <p>Early concerns relating to clarification of the loading arrangements, column widths and capacity were self limiting once design and operational detail was released.</p> |
| <p>The business and entertainment event industry is recognised as key platform supporting economic development and lifestyle amenity for residents, businesses and visitors to Sydney and the rest of New South Wales.</p> | <p>The reduced seating capacity of the Theatre is compensated for by the fan shaped design such that no view is compromised.</p> <p>New temporary facilities are being constructed on Glebe Island and together with existing facilities in the city are anticipated to meet demand in the short term.</p> |

Issue: Provision of Public Transport

Perception of existing deficit in the public transport network serving the wider area;

Lack of clarity and confidence around the delivery of proposed improvements to the light rail service

| Consideration | Response |
|---|--|
| <p>Public transport to and from the precinct is acknowledged as an important part of the sustainability solution for, and success of the project. Darling Harbour Live supports modal shift from private vehicles to public and active transport.</p> <p>While Darling Harbour Live is unable to increase public transport options, Infrastructure NSW is exploring options for increasing light rail, bus and ferry options through State Government channels.</p> | <p>Whilst the provision of additional transport services is beyond the remit of the consortium, their commitment to promoting a modal shift has led to the:</p> <p>Re-alignment of entrances to the light rail stations to coincide with key passenger points of access and egress to the core facilities;</p> <p>Development of a precinct-wide Green Transport Plan;</p> |

| Consideration | Response |
|---------------|--|
| | <p>Improved east-west connections (and end of trip facilities) for pedestrian and cyclists to facilitate active transport option into and around the precinct;</p> <p>Improved signage, to enhance pedestrian experience and improve way-finding (and therefore legibility of connections) to public transport options in and around the precinct;</p> <p>Delivery of the strong linear north south Boulevard to improve linkages to Central Station; and</p> <p>Provision of multiple taxi /coach set downpoints throughout the precinct.</p> |

Issue: Reduction in Public Car Parking Provision

Particularly given perceived deficits in public transport;

Perception that reduced parking options will increase traffic congestion by increasing circulation; and

Concern about lack of parking available at the hotel.

| Consideration | Response |
|---|--|
| <p>Darling Harbour Live supports modal shift from private vehicles to public and active transport and is therefore working to increase car-free trips to the precinct.</p> <p>The preferred scheme supports an overall reduction in public car parking, in alignment with the City of Sydney Parking strategy to reduce CBD congestion.</p> <p>Notwithstanding this, there are circa 10,000 car parking spaces within a ten to fifteen minute walk of the precinct and the Traffic Impact Assessment has endorsed the provision of parking within the scheme on this basis.</p> <p>Local parking permit schemes will not be affected.</p> | <p>Based on car parking demand studies Darling Harbour Live are confident that adequate packing provision is available within the broader precinct to support events.</p> <p>The approach to car parking is consistent with the reduction of CBD congestion, and encourages people to utilise alternative forms of transport.</p> <p>The approach to Hotel car parking arrangements is consistent with a number of Hotels with the Sydney CBD, with agreements entered into with adjacent or nearby car parking operators.</p> <p>Darling Harbour Live is exploring options to integrate pre-booked parking as part of event ticketing for special needs users including people with disabilities.</p> |

Issue: The Hotel

Community sentiment about the need, location, height and design of the hotel; and
Concern that the provision of another 4.5 star hotel will dilute market rates throughout the City.

| Consideration | Response |
|--|---|
| <p>The hotel is a key element of the Government’s desired outcomes and the size of the hotel is a function of the capacity of the convention and exhibition facilities as stipulated by the brief.</p> <p>From an industry perspective the delivery of a hotel that is integrated with and suitable to both the convention and exhibition facilities is a critical success factor.</p> <p>The location of the hotel is therefore dictated by the arrangement of the core facilities on the site.</p> | <p>The design has been attenuated to respect view sharing principles in the following ways:</p> <p>Positioning of the hotel such that its shadowing of Tumbalong Park is mitigated;</p> <p>Location of the podium component behind the established building envelope of Harbourside Shopping Centre;</p> <p>Creation of two taller and more slender buildings (rather than a shorter rectilinear design that would have resulted in a reduced view sharing outcome from all angles);</p> <p>Double cantilever design that increases the view corridor between the buildings.</p> <p>Research undertaken by DHL indicates an inadequate supply of hotel rooms across all star ratings and the provision of this new facility will not impact market rates.</p> |

Issue: Provision of Local Social Amenity and Services

Perception that there is already a lag in the delivery of social amenity and services in the local area;

Proposing growth in resident and visitor base that will result in increased demand being placed on a network that is already 'over capacity'; and

Changing demographics and under-provision of services for families with young children and youth.

| Consideration | Response |
|--|---|
| <p>Darling Harbour Live recognises that successful communities need the timely provision of social and community services relevant to local needs. The team has continued to engage with local resident action groups to ensure that their local insight, needs and aspirations have been accounted for.</p> <p>The provisioning of key social assets including primary and high schools is beyond the scope of the project or the remit of Darling Harbour Live; in these instances Infrastructure NSW has engaged with relevant State and City of Sydney agencies.</p> | <p>Ground plane activation throughout the precinct has been design to incorporate retail and community uses relevant to the local demographic. A retail research assessment to ascertain the profile of sustainable retail to service the needs of the local community and amenity of visitors has underpinned the retail solution.</p> <p>Currently exploring with the City of Sydney, the opportunity to deliver a new (and larger) community library with meeting room facilities within the southern (Haymarket) precinct.</p> <p>Childcare facilities are being proposed within the southern (Haymarket) precinct.</p> <p>Proposed health and wellbeing centre to include pharmaceutical and allied healthcare facilities is proposed.</p> <p>Proposed signature Bike Hub will be provided north of Pier Street.</p> <p>The active ground plane uses incorporate the IQ Hub. The IQ Hub is an incubator centre that brings together all of the major educational, cultural and creative industries players in the wider precinct to promote innovation.</p> <p>The operator AEG Ogden has committed to 200 hours of free community use of the facilities for meetings and community forums on an annual basis.</p> |

Issue: Public Realm

Perceived reduction in the proportion of green space within the precinct;

No increase in active recreational amenity;

Lack of facilities and amenities for youth.

| Consideration | Response |
|---|---|
| <p>The public realm is considered a signature element of Darling Harbour and is a significant recreational amenity for the local area as well as being a core component of the destination appeal for visitors.</p> <p>Delivering a stunning public realm and layering it with a calendar of events and programmes throughout the year has been a strong focus for Darling Harbour Live.</p> <p>The Consortium recognises the modality of the precinct; Darling Harbour hosts more than 25 million tourists and visitors annually and its appeal is built on its unique location adjacent to the water, the provision of cultural institutions and the quality of its public open spaces and events programme.</p> <p>It also acknowledges the importance of this open space to the local community, for whom it is an important part of the recreational open space network.</p> <p>Demographic information drawn from the recent release of ABS Census data indicates a growth in families with children and young people in the local community since 2006. The community articulates the impact of this in terms of the lack of services and amenities targeting these population groups; active recreational opportunity is one example.</p> | <p>Emphasis on creation of three main public spaces at Harbourside Place, Tumbalong Park and Haymarket Square.</p> <p>The net increase of Tumbalong Square delivered through innovation in loading arrangements for the Exhibition Centre which has enabled the building to move to the west creating more open space.</p> <p>Removal of level changes in Tumbalong Park to increase functionality and re-orientation of the Stage to improve performer experience.</p> <p>A new urban town square, in the Haymarket.</p> <p>Access to the Event Deck and Oxygen Lounge bar will available for public enjoyment without cost for a proportion of the year.</p> <p>The public realm throughout the precinct will provide free WiFi.</p> <p>Provision for the extension of the current Children’s Playground (wet and dry elements) in Darling Quarter to meet increased demand.</p> <p>The option to design and deliver a new play-scape and recreational area beneath the freeway is explored; this area is currently outside the site boundary.</p> <p>Barbeques to be provided in the public realm.</p> <p>Provision for basketball facilities as part of the southern (Haymarket) precinct.</p> <p>Areas throughout the precinct will be further explored for incidental and pop-up uses such as street performance, skateboarding, temporary retail (including markets) themed event-nights and major outdoor performances.</p> |

Issue: Connectivity and Pedestrian Experience

The community remain unconvinced about the efficacy of the east –west connections;

Climate attenuation with respect to solar and rain mitigation;

Personal safety, especially after dark;

Alignment with the Ultimo Pedestrian Network; and

Experience of older people and people with disability

| Consideration | Response |
|--|--|
| <p>A key criticism of the established precinct is its lack of navigability and the lack of connectivity with the surrounding community.</p> <p>Promoting active transport options has been a key outcome for the revitalisation of the precinct.</p> | <p>The Boulevard provides a strong north south connector that combined with the provision of increased east west connections will improve movement into and out of the precinct from the surrounding area.</p> <p>Wayfinding and lighting strategies to ensure uniformity throughout the wider precinct developed.</p> <p>Lighting strategies and safe house principles will enhance perceptions of safety throughout the precinct after dark.</p> <p>Passive surveillance and mix of uses will ensure that there are eyes on the street for extended periods of the day.</p> <p>Shade trees and structures provided in key public routes and space throughout the precinct.</p> <p>Cycling strategies will be explored to separate commuter cyclists from recreational riders and pedestrians.</p> <p>In addition refer to the <i>Access Report</i> in the Development Application.</p> |

Issue: Managing Construction Impacts

Noise, light and vibration during the construction phase; and
Loss of amenity during the construction period.

| Consideration | Response |
|--|---|
| <p>Whilst respecting the opinion of the local community, the master plan for the preferred scheme is consistent with the State issued urban design guidelines (Appendix 19) and the City of Sydney comments on this document (Appendix 18).</p> <p>Specifically the design solution in the Haymarket respects the urban context of the location and has building heights and massing appropriate to an inner city location in close proximity to major transport infrastructure [Central Station].</p> <p>The design proposals have been assessed by the Design Review Panel, as part of the interactive assessment process.</p> | <p>The indicative design illustrates that the height of the tallest tower in the southern (Haymarket) precinct is RL 138.63, which is lower than the Peak Apartments (RL 160).</p> <p>The arrangement of towers within the precinct has been driven by the imperatives of minimising shadowing and adhering to the principles of view sharing (included with the Design report).</p> <p>Some apartments within the southern (Haymarket) precinct will experience view changes.</p> <p>The proposed materplan achieves a reasonable balance between the protection of both private and public views.</p> <p>It is considered that the laneway connections proposed at Hay Street, Little Hay Street and Factory Lane will deliver optimal sightlines and physical connectivity between Chinatown and the new precinct.</p> <p>The use of Haymarket is a working title and further community consultation will occur before this identity is confirmed.</p> |

Issue: Respecting the Character of the Local Area

That the intensity of development and height of key are not respectful to the prevailing fine grain character of the area;

The height and location of the hotel are inappropriate in the northern (Bayside) precinct and do not respect the historical character of the local area.

| Consideration | Response |
|--|---|
| <p>Whilst respecting the opinion of the local community, the master plan for the preferred scheme complies with the State issued urban design guidelines (Appendix 19) and the City of Sydney paper on the precinct. (Appendix 18)</p> | <p>Urban design principles have maintained the philosophy of the valley floor with its low point in Tumbalong Park. The alignment of the Boulevard has no built form between the Haymarket and Cockle Bay, respecting the principle of the valley floor.</p> <p>The north building lot within the southern (Haymarket) precinct is the smallest building as part of the need to respect the environment of the heritage listed pump house.</p> <p>Throughout the public domain and built form Darling Harbour Live will work with precinct stakeholders and the local community to identify and interpret the story and heritage of the area through public art and interpretive features.</p> <p>The heritage culvert, Dickson Dam and Salt Water inlet will be carefully considered as part of the heritage and archeological assessment of the proposed development.</p> <p>There has been a conscious decision to avoid further excavation wherever possible to leave archeological artifacts untouched and in situ.</p> <p>The historical interest of Goldsbrough Mort and the Powerhouse are acknowledged and the principles of view sharing have been applied to views of these buildings from multiple angles.</p> <p>The hotel has been located in the North behind the Harbourside shopping centre mitigating its impact on views to the Goldsbrough Mort building.</p> <p>The massing and articulation of buildings within the southern (Haymarket) precinct have taken account of view corridors into the Powerhouse from key angles.</p> |

Issue: Managing Construction Impacts

Noise, light and vibration during the construction phase; and

Loss of amenity for residents and local businesses during the construction period.

| Consideration | Response |
|---|---|
| <p>The site is only one part of Darling Harbour, which is located in a central location, embedded within a vibrant local area. Construction works must recognise the quiet enjoyment of local residents and businesses.</p> <p>The precinct must remain activated during the construction period to mitigate economic loss to local businesses and diminution of the experience Darling Harbour offers to visitors.</p> | <p>There will be no car park excavation to minimise noise, dust and vibration from excavation works, and construction programme.</p> <p>It is not anticipated that out of hours construction activity will be required.</p> <p>The construction program of the three core facilities is run in parallel to expedite their completion.</p> <p>Demolition will not occur until after the peak Christmas/New Year period 2013 to preserve the experience of visitors to the precinct.</p> <p>The existing Entertainment Centre will remain open and active until end 2015 as an anchor to the southern end of the precinct.</p> <p>Closure of the public realm aspects will occur late in the construction program proposed for the core facilities, and work to complete their revitalisation will be fast tracked.</p> |

Prince for Tigers' clash

Appendices Part 1

APPENDIX 1

SAMPLE LETTERS OF INTRODUCTION



31 December 2012

Dear [insert name]

Sydney International Convention Exhibition and Entertainment Precinct

As you may already be aware, Destination Sydney (now called Darling Harbour Live) has been selected as the preferred proponent to deliver Sydney's new convention, entertainment and exhibition precinct (SICEEP) in Darling Harbour. We are absolutely delighted and looking forward to the challenges that this city-making project will bring.

On behalf of the entire team, I would like to take a moment to thank you for meeting with us during the bid phase. Your insights into the precinct today and the role that it ought to play in creating value for Sydney helped inform our thinking and shaped the conceptual design of the winning scheme. As such, we would welcome the opportunity to present our proposed scheme, outline the development program and explore ways in which we can work together for our mutual benefit.

I have asked Kate Meyrick to contact your office after the 7th of January to see whether we can find a mutually convenient time to meet early during the New Year. In the meantime, on behalf of the entire team I wish you all the very best for the holiday season and look forward to meeting with you soon.

Yours sincerely



Malcolm Macintyre

On Behalf of the Darling Harbour Live Team



21 December 2012

Dear [insert name]

Sydney International Convention Exhibition and Entertainment Precinct

You may already have seen that Destination Sydney (now called Darling Harbour Live) has now been selected as the preferred proponent to deliver Sydney's new convention, entertainment and exhibition precinct (SICEEP) in Darling Harbour. We are absolutely delighted and looking forward to being part of the opportunities that this city-making project can bring to your local area.

During the bid phase we were unable to meet with you, but we would welcome the opportunity to present our proposed scheme, outline the development program and explore ways in which you and your organization can continue to be involved.

I have asked Alissa Huie from our community team, with whom you met earlier, to contact you on my behalf to see whether we can arrange a time to meet early in the New Year. In the meantime, on behalf of the entire Darling Harbour Live team I wish you all the very best for the holiday season and thank you once again for your interest in this development.

Yours sincerely



Malcolm Macintyre

On Behalf of the Darling Harbour Live Team

APPENDIX 2

INFRASTRUCTURE NSW NEWSLETTER

Key facts

- The preferred plan will deliver:
 - The largest exhibition space in Australia at 40,000sqm, including 35,000sqm of dedicated space and a further 5,000sqm of flexible space.
 - Australia's largest meeting room space at 6,000sqm across 40 rooms, linked to both convention and exhibition areas.
 - A premium red carpet entertainment facility, with a minimum capacity of 6,000 people, suitable for both entertainment events and large conferences.
 - State-of-the-art technology, including free wireless connectivity across all facilities and 10 free wi-fi hot spots in the open public space.
- Destination Sydney will work closely with the Sydney Harbour Foreshore Authority and retailers at Darling Harbour, Cooke Bay and King St Wharf to keep the precinct open for business during the three year construction phase.
- 1,600 new jobs will be created during construction and there will be ongoing employment opportunities for 4,000 people across the precinct.
- The new facilities will generate \$200 million per year in economic benefit for NSW, or \$5 billion, over the period of the 25 year construction.

Consultation

Consultation with neighbours, businesses and the community will begin in early 2013. Infrastructure NSW and Destination Sydney are committed to ongoing engagement to ensure you remain updated throughout the course of the project.

This will include a project website, a dedicated 1300 number and email address, meetings and workshops with a range of stakeholders and the Project Update newsletter.

A model of the new precinct will be available for viewing with members of the project team over the holiday period. Destination Sydney will letterbox you with details soon.

The information and views gathered during this process will be considered by Destination Sydney in the development of technical studies and detailed project plans. These plans will form the State Significant application to be lodged with the Department of Planning and Infrastructure (DPI) at the end of February 2013.

DPI will exhibit the planning application around March/April 2013 to enable the public to formally comment on the plans. The DPI will take these submissions into consideration in the assessment of the application.

Consultation with the community will continue until the facilities open at the end of 2016.

Timeline

First half of 2013 – planning approval process

Late 2013 – existing convention and exhibition centres close; start of work on the construction of the new facilities at Darling Harbour

Early 2014 – construction of The Haymarket commences

Late 2015 – existing entertainment centre closes

Late 2016 – the new convention, exhibition and entertainment facilities open

Contact

For more information, please visit www.siceep.com. The Infrastructure NSW consultation team can be contacted at siceep@infra.nsw.gov.au or (02) 8016 0100.

如欲阅读这份资讯的中文版本, 请浏览 www.siceep.com

Sydney International Convention, Exhibition and Entertainment Precinct

Introducing the preferred plan to transform Sydney's convention, exhibition and entertainment precinct at Darling Harbour.

Dear Neighbour

Welcome to a special edition of the Project Update to advise you of the NSW Government's decision to select Destination Sydney as the preferred consortium to deliver Darling Harbour's biggest transformation in 25 years. The redevelopment is one of the most exciting urban renewal projects the city has ever seen.

Destination Sydney is a consortium comprising AEG Ogden, Lend Lease, Capella Capital and Spotties.

In developing its plan, Destination Sydney was required to reflect the interests of the neighbouring community. To achieve this, we provided comments captured during the community and stakeholder consultation held earlier this year. We thank the many people who participated in this process and look forward to ongoing engagement with you.

Engagement by Destination Sydney will take place immediately, with a model on display at Darling Harbour. More details about the model will be coming soon.

In addition to delivering world-class convention, exhibition and entertainment facilities, the project will bring a multitude of benefits to the community. An additional hectare of open space will be provided. Tumbalong Park will be reinvigorated and expanded by 3,000 square metres, and new connections will re-integrate Darling Harbour with Pymont, Ultimo, and The Haymarket.

A new central spine, known as The Boulevard, will provide an active north-south pedestrian route to draw people through the 20-hectare precinct. New east-west public access will connect with the western side of the city, creating a new pulse for Pymont and opening up links with popular attractions such as the Powerhouse Museum and the Ian Thorpe Aquatic Centre.

A new creative quarter on the site of the existing Sydney Entertainment Centre, to be known as The Haymarket, will be developed with apartments, student accommodation, shops, restaurants, bars and gathering places creating a fresh and energetic vibe.

This cosmopolitan neighbourhood will retain the original integrity and charm of Chinatown, while being enhanced as one of Sydney's 'live, work and play' destinations. It will also become an innovative technology centre with the development of an IQ Hub in conjunction with the University of Technology Sydney, providing a platform for a diverse local economy with low-cost workspaces for start-up ventures and social initiatives in creative industries.

A range of environmental sustainability targets will be incorporated into the plans for the precinct and the wider community. Some key initiatives include: Australia's largest rooftop solar farm, an electric car share network and the introduction of a cycle hub.

See inside for more details or to view a detailed map of the preferred plan, visit www.siceep.com.

The consortium selected to build own and operate the project:



The agency responsible for delivering the project for the NSW Government:





SUSTAINABILITY & THE ENVIRONMENT @ DARLING HARBOUR LIVE



Caption to go here

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www.darlingharbourlive.com.au

DID YOU KNOW...



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OUR APPLICATIONS

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| APPLICATION | STATUS |
|--------------------------|-----------|
| XXXXXX (MPO_0100 MOO 10) | SUBMITTED |
| XXXXXX (MPO_0100) | APPROVED |
| XXXX (MPO_0100) | SUBMITTED |
| XXXX (MPO_0017) | SUBMITTED |



CONTACT US

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 BLOG: darlingharbourliveblog.com.au
 EMAIL: darlingharbourlive@jardines.com.au

APPENDIX 4

PROJECT FACT SHEETS





**DARLING
HARBOUR
LIVE**

FACT SHEET

A ONCE IN A GENERATION OPPORTUNITY FOR SYDNEY

Sydney will soon be home to a new exhibition, convention and entertainment precinct that will combine world-class facilities and innovative technology with the natural beauty of Sydney Harbour and the vibrant Sydney community.

The development will cement Sydney's status as a leading global city, and ensure it remains the first choice in the Asia Pacific region for international and domestic business events, conferences and exhibitions, generating significant economic benefits for the city and for New South Wales.

In addition, it will see the creation of a new neighbourhood at the southern end of the precinct. Called The Haymarket, it will become home to over 2,000 people with high-tech businesses, apartments, student accommodation, shops, cafes and restaurants and a new city square.

The project is being delivered in partnership by Infrastructure NSW and the Darling Harbour Live consortia of Lend Lease, Capella Capital, AEG Ogden and Sportless.



HIGHLIGHTS

- Precinct size 20 hectares
- International Convention Centre (ICC) Sydney
- ICC Exhibition Centre - the biggest total meeting room space in Australia at 8,000 sqm across more than 40 rooms, linked to both convention and exhibition areas
- High class entertainment centre, called the Theatre, with a unique fan-shaped auditorium and the opportunity for Sydney's best red carpet arrival to showcase our city
- Australia's largest hotel with up to 900 rooms, adding value to NSW by increasing the state's tourism potential, creating jobs, boosting growth and revitalising an important but underused area of Inner Sydney
- A new neighbourhood at the southern end of the precinct home to over 2,000 people, called The Haymarket
- Increasing the overall public open space including an upgrade to Tumbalong Park that will allow for crowds of up to 27,000 to attend live events
- Enhanced east-west and north-south pedestrian connections, making Darling Harbour more accessible. The Boulevard will connect Haymarket in the South to Cockle Bay in the North. Two additional east-west connections, one at Tumbalong Place and another over Darling Drive from Quarry Street, Ultimo
- Improved access to public transport including light rail, Town Hall and Central Stations along with new dedicated cycleway and bicycle facilities
- Approximately 1,200 public car parking spaces for the precinct. Significant elements of the existing Sydney Exhibition Centre car park will be retained and provision of a 400-space public car park south of pier street
- A focus on energy efficiency and recycling, with initiatives ranging from generating clean energy and reusing water, through to encouraging new ways of living and travelling

GETTING IT RIGHT

We have a once in a generation opportunity to revitalise one of Sydney's favourite places, Darling Harbour. The Darling Harbour Live consortia will explore every opportunity to engage with neighbours, stakeholders and Sydneysiders to "get it right" and help shape the very best outcome for Sydney.

For the project to be a success, it is essential that we communicate to the wider community about how we are working with Infrastructure NSW to transform the Darling Harbour precinct, and that we provide the community with the opportunity to get involved and give us feedback.

We have already engaged a lot with the community and key industry stakeholders to develop our vision for the project and the current project design. As we move through the various stages of the planning process, we will keep you informed on the project and the whole of Sydney will have the opportunity to give us feedback.

Community Forums

Please join us at one of our community forums where you can meet members of the Darling Harbour Live team and the Project's design team and give us feedback.

PYRMONT

5th February 10.30am-12.30pm OR 6-8pm
Harlequin Inn, 152 Harris St

HAYMARKET

6th February 10am-12pm OR 6-8pm
Holiday Inn Darling Harbour, 68 Harbour Street

ULTIMO

7th February 10am-12pm OR 6-8pm
Mustard Seed Uniting Church, Cnr Quarry St & Bulwara Rd

Places are limited so please RSVP by Friday 1 February on info@darlingharbourlive.com.au or call 1300 799 026.

Community Registration

Email us today and tell us what you think about the project. Register your details at darlingharbourlive.com.au or email info@darlingharbourlive.com.au

Public Exhibition

The Department of Planning and Infrastructure, as part of the statutory public assessment process, will publicly exhibit each application for 30 days and consider any submissions received. Darling Harbour Live anticipates the lodgement of its first applications in the coming months.



DARLING HARBOUR LIVE MODEL DISPLAY

The Darling Harbour Live model will be displayed in and around Darling Harbour so please come and have a look. Members of the Darling Harbour Live project team will be on hand to provide more information about the project and listen to feedback from the community. There will be an animated 'flythrough' giving you an up close view of the current design.

Until January 25th, every day 2-4pm

Lend Lease Darling Quarter Theatre, Terrace 3, 1-25 Harbour Street, Sydney (Entrance next to Guylian).

Tuesday January 29th until Wednesday February 6th, every day 2-4pm

Sydney Aquarium
1-5 Wheat Road,
Sydney NSW 2000



TIMELINE

| DEC 2012 | FIRST HALF 2013 | DEC 2013 | LATE 2016 |
|---------------------------|---------------------------|------------------------|---|
| PREFERRED BIDDER SELECTED | PLANNING APPROVAL PROCESS | CONSTRUCTION COMMENCES | CONVENTION, ENTERTAINMENT, EXHIBITION AND PUBLIC DOMAIN COMPLETED |

For more information visit darlingharbourlive.com.au or call 1300 799 026

APPENDIX 5

SAMPLE POST CARD FEEDBACK FORMS

HELP US
GET IT RIGHT



DARLING
HARBOUR
LIVE

And deliver the
very best outcome
for Sydney

Name: _____

Email: _____

Postcode: _____

Tick to receive project updates

www.darlingharbourlive.com.au | info@darlingharbour.com.au | 1300 799 026

1. How important is the Darling Harbour Live project to you and your family?

1 2 3 4 5

(not important) (very important)

4. What do you value most about Darling Harbour?

2. How often do you and your family use Darling Harbour?

1 2 3 4 5

(once a year) (every week)

5. What would you most like to change about Darling Harbour?

3. Why do you come to Darling Harbour?

6. What is the 'magic' ingredient that would make Darling Harbour a "must do" for you and your family.

APPENDIX 6

MEDIA ADVERTISING



Sydney Morning Herald
Friday, 15 February 2013
Page : 007
Section : SMH
Edition : FBA
Region : NSW Metropolitan

Page 1 of 1
Circulation : 200194
Area of Clip : 187 sqcm
Clip ID : 57079



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Daily Telegraph

Wednesday, 20 February 2013

Page : 007

Section : DTM

Edition : State Edition

Region : NSW Metropolitan

Page 1 of 1

Circulation : 354893

Area of Clip : 131 sqcm

Clip ID : 57808



**DARLING HARBOUR IS BEING
REVITALISED**

...with a new conference, exhibition and entertainment hub,
to make one of Sydney's favourite places even better.
Learn more about the project and have your say at www.yoursydneydarlingharbourlive.com.au



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Sydney Morning Herald
Friday, February 15, 2013
Page: 7
Section:
Edition: FBA
Region: NSW Metropolitan
Page: 1 of 1
Circulation : 200194



Source: 2UE
Compere: Jason Morrison
Date: 20 February 2013
Program Time: 15:00 – 18:00

Program Name: Drive with Jason Morrison
Interviewees:
Duration: 00:36"
Broadcast Time: 17:27

Transcript:

JASON MORRISON: We'll be up over this in just a moment with report from the helicopter this is 2UE.

The people behind the redevelopment of Darling Harbour: Darling Harbour Live. Revitalising with plans under way for a new conference, exhibition, entertainment hub to make one of Sydney's favourite places even better. It's important to get the information about it so let's get it right for Sydney. Revitalising the Darling Harbour precinct will deliver Sydney one of the world's best places to meet, entertainment, and fun altogether. Have your say, have a look at what's planned. The website: yoursaydarlingharbourlive-dot-com-dot-au.
Yoursaydarlingharbourlive-dot-com-dot-au.

- ENDS -

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APPENDIX 7




TRAFFIC LIGHT FEEDBACK FORMS AND ANALYSIS



COMMUNITY FORUMS - HAVE YOUR SAY

IF DARLING HARBOUR LIVE IS SUCCESSFUL, WILL THE PLACE WE CREATE...

Thinking about the master plan in its totality:

| |  |  |  | Comments |
|--|---|---|---|----------|
| 'Fit in' with the character of the local area | | | | |
| Be easier to get to and from your local area or the rest of the city Be easier to find your way around | | | | |
| Be somewhere you are proud of and want to show to your friends and family from out of town (if no - what else would have to happen) | | | | |
| Have a great atmosphere Have a character that changes during the week, throughout the year and between daytime and the evening | | | | |
| Have a range of activities and experiences that provide something for everyone (if not, what else would we have to do) | | | | |

HAS TODAY'S FORUM BEEN USEFUL?

Q. To what extent has today been useful to you?

Not at all Neutral A little Very




Q. Are there other things that you would like to know about?

BASED ON WHAT YOU HAVE HEARD TODAY, WHAT IS YOUR RESPONSE TO...

Considering each of the key aspects of this project, how will:

| |  |  |  | Comments |
|---|---|---|---|----------|
| Public Spaces Add to the experience of the precinct | | | | |
| ICC - Convention and Exhibition Facilities Help put Sydney on the map as a business destination | | | | |
| ICC - Entertainment Facilities Give you another place to enjoy Sydney | | | | |
| Hotel Help to keep people in the area for longer | | | | |
| Haymarket Add to the neighbourhood | | | | |

OVERALL, ARE WE MEETING THE GOVERNMENT'S VISION?

| |  |  |  | Comments |
|--|---|---|---|----------|
| Deliver world-class core functions of convention exhibition and entertainment facilities that exceed the expectations of domestic and international visitors | | | | |
| Reaffirm Darling Harbour as Australia's premier gathering place by creating an exciting connected active and vibrant precinct that brings delight to visitors and Sydney siders alike. | | | | |

