

Prince for Tigers clash

Appendices Part 2

APPENDIX 13

WORKBOOKS AND STIMLULUS MATERIALS USED IN PARTICIPATORY DESIGN WORKSHOPS



From the perspective of your association, what are three (3) key objectives for the area over the next 5 – 10 years?

Name

Group / Association

How long have you been living / working / associated with this area?

How do you currently use the area? (Please tick)

- ☐ Live
- ☐ Work
- ☐ Shopping
- ☐ Learning / Studying
- ☐ Visit (if so, where are you visiting?)
- ☐ Other



What are the three (3) words or phrases you feel best describe your local area today?

1.
2.
3.

What do you **LEAST** like about the local area? (These might be things about people, places, activities, attitudes etc)

What do you **MOST** like about the local area (These might be things about people, places, activities, attitudes etc)

If you could **CHANGE** three (3) things in the local area what would you change:

1.
2.
3.

Using the list below
Please use the map below to highlight the places that you currently use in the local area



Using the list below

A. Please tick a **TICK** next to the amenities and services which you currently have access to in the area

B. Please **CIRCLE** things, amenities and services which are in that you **DO NOT HAVE** access to in the area

C. Please **HIGHLIGHT** the amenities and services which you consider would benefit the local community in the area

- | | |
|--|--|
| Cultural | Community Facilities |
| ☐ Library | ☐ Youth Centre |
| ☐ Museum | ☐ Senior's Centre |
| ☐ Art Gallery | ☐ Residents Village |
| ☐ Entertainment Venues | ☐ Local / Casual / Pub |
| ☐ High Clubs | ☐ PCYC |
| ☐ Live performance Venues | ☐ RSL |
| ☐ Cinema | ☐ YMCA / YMCA |
| ☐ Bunkers / Street Performers | ☐ Migrant Resource Centre |
| ☐ Festivals & Events | ☐ Showgrounds |
| ☐ Art Studio | ☐ Community Hall |
| ☐ Recording Studio | ☐ Community Meeting Rooms |
| ☐ Design Studio | ☐ Christian Centre / Church |
| ☐ Publishing / Retail | ☐ Christian Centre / Long |
| ☐ Film / TV Studio | |
| Arts | Public Open Space |
| ☐ State Schools | ☐ National Park / Coastal Forest |
| ☐ Independent Schools | ☐ Conservation Park / Reserve |
| ☐ After School Care | ☐ Urban Park and Town Square |
| ☐ Early Years Learning | ☐ Local Parks |
| ☐ University | ☐ Parks with Facilities |
| ☐ Private College | ☐ Other / Other note |
| ☐ TAFE | ☐ Botanic Gardens |
| ☐ Private Training Agency | |
| Adult & Community | Recreation and Leisure |
| ☐ Clubhouse | ☐ Walking, Cycling, Jogging |
| ☐ Medical Centre | ☐ Fitness |
| ☐ Community Health Centre | ☐ Aquatic / Pool / Exercise Circuit |
| Other | ☐ Sports Stadium |
| ☐ Local High Street | ☐ Indoor Bow / 10 Pin Bowling |
| ☐ Markets | ☐ Bowling Green |
| ☐ Cornerstone Shopping | ☐ Community Leisure Centre |
| ☐ Restaurants - cheap eats | ☐ Aquatic Centre / Water Sports Facilities |
| ☐ Restaurant - family | ☐ Soccer / Rugby / Cricket / Hockey / AFL / RFL |
| ☐ Dining | ☐ Tennis Courts |
| ☐ Restaurants - fine dining | ☐ Basketball / Netball Courts |
| ☐ Wine Bars | ☐ Fishing or Game Fishing |
| ☐ Sports Bars | ☐ Golf Course |
| ☐ Tavern | ☐ Boat Launch Jetty |
| ☐ Places of worship | ☐ Open or Private Office |
| ☐ Transport | ☐ Indoor Sports / Recreation Centre |
| ☐ Bus | |
| ☐ Rail Station | |
| ☐ Airport | |

APPENDIX 14

A NEW PRECINCT FOR SYDNEY

Sydney International Convention Exhibition and Entertainment Precinct

A new precinct for Sydney

-a workshop with Sydneysiders

DRAFT 13 June 2012

Contents

A new precinct for Sydney - A workshop for Sydneysiders

About the engagement
Insert overview of the engagement exercise
Insert Purpose
Insert List of questions
Insert overview of process / methodology

Who did we speak to?
33 community members
Insert audience overview & rationale
MOSAIC info

Local
Reflect the make up of the local catchment – Pyrmont, Ultimo, Chippendale, Haymarket and Sydney CBD.

Young Ambition and Earners and Learners- particularly Asian Studies

- Aged between 25-35 years / 20-34 years
- Regularly employed in white collar professional roles in a diversity of sectors
- Individual income of \$50,000 per annum
- Full time students completing tertiary studies
- Live primarily in couple households with no children
- Group or single households
- Purview living in Australia for less than 5 years

**Sydneysiders
North**
Professional Facilities
Academic Achievers
Prestigious Prosperity

**Sydneysiders
West**
- Living more than 10km from Sydney CBD in the Western Suburbs
- Multiculturalism (F21 and F22)
- Family Challenge
- Pushing the Boundaries

Summary and themes

	Scene of place attributes	Activity and experiences	Place elements and key attributes	Threshold Points
Local Residents	A local place that has a village atmosphere An extension of the "backyard" that is a place to associate with friends and colleagues and to be healthy and active Thriving and interesting public realm that incorporates indoor-outdoor living Mixed form that is at a human scale Viewing, intimate and friendly Contemporary and contemporary Vibrant and energetic Engaged and explore new things Unique and authentic (not touristy) Modern form that integrates history and heritage Wherever I want to live I can be proud of Safe and secure	Places to socialise A place to people watch and be seen Must be highly entertaining and night Always something to see or do Cultural activities including free events and exhibitions Street scale live music performances Places to relax Places to exercise Freehold and programmed events Places to eat and drink – casual and formal dining	Private and active green spaces such as parks that have facilities such as BBQs, seating areas, picnic areas and exercise equipment Pedestrian and leisure areas such as walking and cycling tracks and drinking walls Public open spaces connected with water Easy to access by public or active transport and permeable from surrounding areas A high street that comprises of a series of small but interesting shops and bars with a quiet boutique feel Restaurants and cafes that are high quality but range in price Everyday services and amenities (bakery, bazaar and convenience store, dry cleaning etc.) that are inexpensive A weekly farmers market access to local fresh produce Open spaces for outdoor events and activities A modern library Design that allows access to the water Open and on 10/24/7 Clean and well maintained Free green public realm Easy to navigate and accessible public realm Thriving architecture including interesting heritage elements	Accessibility and permeability Free play amenities and services Social places Open and on 10/24/7 Low cost dining and bar options that are interesting and high quality

Summary and themes

	Theme of place attributes	Activity and experiences	Place elements and key attributes	Threshold Points
Marking Sydney's future	Something different A place for anyone and everyone in Sydney Casual and relaxed Friendly and social Active, energetic and fun Stimulating, inspiring and original Something for everyone including people from different cultural backgrounds Family orientated Indoor/outdoor living Has a community feel and reflects the people that live there Cheaper something new	Outdoor activities including BBQs, games, sports, swimming and security nets Eat and drink at a variety of locations Sticky activities or street life including concerts, movies and street performances and installations Events and festivals Markets and shopping Walking Lots to do and see Activities for all ages Participating or competing sport Night time places to eat Programmed activities for children Big special events that attract people from all over Sydney such as fireworks or the screening of sports events	Farmers Markets Sports fields or spaces Cinema or outdoor Cinema Public parks and green spaces with BBQ facilities, grassed picnic areas and seating areas Eat and drink family dining with cheap and affordable and value for money options Walking, cycling or jogging paths Shopping Centre Street food and coffee including outdoor dining Activities at night including night markets, outdoor cinema and special events such as fireworks Stimulating public realm including public art and free grain details Family friendly and include amenities such as toilets and seating areas Must be safe particularly at night Incorporates history and heritage of the area Clean and well maintained	Friendly and affordable parking or easy public transport Value for money dining and cafe options Inexpensive and free activities and entertainment targeted to families and children Family friendly and include amenities such as toilets and seating areas Safe and secure

Summary and themes

	Theme of place attributes	Activity and experiences	Place elements and key attributes	Threshold Points
Marking Sydney's future	Create a heart and a love for what Sydney has to offer Helping my city There is something for everyone and it is a place that connects Sydneysiders of all backgrounds Always changing and different Indoor/outdoor living Family orientated Participate, learn and grow Be engaged and involved Relaxed, casual and open Close proximity Vibrant and urban Social Safe and secure	Shopping with activities and entertainment including cultural events and festivals Children can participate and learn in programmed activities that are hands on Activities that engage with a component of learning Eat and drink Catch up with friends and family Night time activities and entertainment including concerts, live shows, movies and community activities Indoor and outdoor activities for families and children Quiet and reflective time and space	Active green spaces with facilities such as drink and seating Peaceful green spaces that include landscaping and gardens Areas for recreation and leisure including walking paths and bikeable A variety of eating places including cafes, street food, family dining, fine dining and wine bars. Must be GREAT food and the best coffee in Sydney Farmers Markets and night markets A variety of shopping options Stimulating and vibrant public realm and built form with free grain detail A series of stimulating spaces and places that invite exploration Friendly and affordable parking or easy public transport Cinema or outdoor cinema Cultural spaces such as galleries and museums with world class exhibitions and events Entertainment places that show world famous entertainers Curated public spaces and programmed events that change regularly All weather recreation or entertainment space for children and families Spaces that are quiet and reflective Architectural that is attractive Activated TIDOT Safe and not overcrowded during large events Safe and secure particularly at night Clean and well maintained	Friendly and affordable parking or easy public transport Parks with facilities such as BBQs Walking places including restaurants both family and fine dining The choice of either a cheap or expensive day out Safe and secure

Overview of themes

Place attributes and identity	Activity and experience	Place elements
My backyard in the city		
- A LOCAL place that has a village atmosphere - AN EXTENSION OF MY "BACKYARD" that is a place to socialise with friends and colleagues - A place to be HEALTHY AND ACTIVE - Has a COMMUNITY FEEL and reflects the people that live there - Somewhere I want to invite friends and family and that I can be proud of	- Places to socialise - Catch up with friends and family - Places to eat and drink – casual and formal - Eat and drink - A place to people watch and be seen - Must be highly activated day and night - Cultural activities including live events and exhibitions - Small scale live music performances - Festivals and programmed events - Night time activities and entertainment including concerts, live shows, movies and community activities - Places to relax and reflect - Active and healthy activities	- Plenty areas and exercise equipment - Places to exercise - Green spaces for outdoor events and activities - Public parks and green spaces with BBQ facilities, grassed picnic areas and seating areas - Sports fields or spaces to play sports - Passive green spaces that include landscaping and gardens - Recreation and leisure areas such as walking and cycling tracks and climbing walls - Walking, cycling or jogging paths - Areas for recreation and leisure including walking paths and boardwalks - A high street that comprises of a series of small but interesting shops and bars with a quaint boutique feel - Everyday services and amenities (butcher, baker and candlestick maker, dry-cleaning chemist etc.) that are inexpensive - Cinema or outdoor Cinema - Entertainment places that show world famous entertainers - Cultural spaces such as galleries and museums with world class exhibitions and events - Curated public spaces - Incorporates history and heritage of the area - Spaces that are quiet and reflective - Public open spaces connected with V&P 
A love affair with Sydney		
- A place for ALL SYDNEYSIDERS - A HEART FOR SYDNEY that connects Sydneysiders of all backgrounds - Reflects Sydney's diverse cultural community - Enjoy my city and create A LOVE FOR WHAT SYDNEY HAS TO OFFER - Enjoy Sydney's great weather - UNIQUE AND AUTHENTIC to Sydney (not touristy) - Modern form that integrates HISTORY AND HERITAGE of the local area	- A weekly farmers market access to local fresh produce - Markets - Farmers Markets and night markets - Activities at night including night markets, outdoor cinema and special events such as fireworks - Sit by the water and enjoy views and vistas	- A variety of eating places including cafes, street food, to family dining, fine dining and elite bars. Must be GREAT food - Great food and cafes including weekend dining - Restaurants and cafes that are high quality but range in price - The best coffee in Sydney - A variety of shopping options - Design that allows access to the water 
Inspiring and activating		
- A place that is INSPIRING AND ORIGINAL - Stimulating and interesting public realm that incorporates indoor-outdoor living - A place that you can EXPLORE, and that ENGAGES AND ENRICHES - A place to PARTICIPATE, LEARN AND GROW - A place that is VIBRANT, ENERGETIC, ACTIVE AND FUN - Edgy and urban - Contemporary and cosmopolitan	- Children can participate and 'create' in programmed activities that are hands on - Activities that engage with a component of learning - Programmed events that change regularly - Buzzing with activities and entertainment including cultural events and festivals	- Stimulating architecture including interesting heritage elements - Architecture that is attractive - A modern library and indoor recreation places - All weather recreation or entertainment space for children and families - A series of interesting spaces and places that invite exploration - Eat and drink family dining with cheap and cheerful and value for money options 
Essential Ingredients		
- A place that is welcoming and intimate with built form that is at a human scale - A social place that is friendly - Relaxed, casual and open - Where you can engage and explore new things - Discover something new - Always changing and different - Safe and secure - Familial oriented	Always something to see or do	- Easy to access by public or active transport and permeable from surrounding areas - Pleasant and affordable parking or easy public transport - Open and on 180/47 - Familial friendly and include amenities such as toilets and seating areas - Clean and well maintained - Safe and not overcrowded during large events - Safe and secure particularly at night - Five grain public realm - Indoor-outdoor living - Easy to navigate and well-lit public realm
Threshold factors		
- Local Residents - Accessibility and permeability - Everyday amenities and services - Social places - Open and on 180/47 - Low cost dining and bar options that are interesting and high quality	- Western Sydneysiders - Pleasant and affordable parking or easy public transport - Value for money dining and cafe options - Inexpensive and free activities and entertainment targeted to families and children - Familial friendly and include amenities such as toilets and seating areas - Safe and secure	- Northern Sydneysiders - Pleasant and affordable parking or easy public transport - Parties with facilities such as BBQs - Eating places including restaurants, both family and fine dining - The choice of either a cheap or expensive day out - Safe and secure

Proposed redevelopment vision – What it means to Western Sydneysiders

Local residents were asked to explore what the redevelopment vision statement – “Build an exciting, connected, active and vibrant precinct that reaffirms Darling Harbour as one of Sydney’s premier gathering places” meant to them. The responses have been loosely organised below.

Building	General	Active	Vibrant	Spiny’s Premier Gathering Place
Interesting streets and places with excitement	Heavily accessible and multiple transport links (5) History & heritage features (2)	Value for money food options (4) Diverse food options including cafe & dining options (4) Casual outdoor footpath park Shops Both active and quiet spaces Pleasant Interactive Sporting events and activities (2) Free events & entertainment Small concerts Lots of activities & experiences Outdoor cinema and movie	Active and vibrant Street markets and entertainment Artistic Big events Entertainment Theatre and exhibitions Cultural facilities Fun for all (2) Protected outdoor seating (2) Cheap and cheerful Night Good atmosphere Encourages all cultures & classes (2) Walking Stairs, relaxing areas Greened areas and public areas (2)	Parking (2) Easy to get around Family friendly (2) Inexpensive (2) Tables and facilities Safe

What would have to be there for you to visit?

Easy access including parking and public transport
Family orientated activities, entertainment and events that are inexpensive
A variety of food options including value for money options
Parks and outdoor green spaces with facilities
Interesting streets and places
Various shopping options

A Day Tripper's experience with the and some of Sydney's
A Day Tripper's experience with the and some of Sydney's
A Day Tripper's experience with the and some of Sydney's

Proposed redevelopment vision – What it means to Northern Sydneysiders

Local residents were asked to explore what the redevelopment vision statement – “Build an exciting, connected, active and vibrant precinct that reaffirms Darling Harbour as one of Sydney’s premier gathering places” meant to them. The responses have been loosely organised below.

Building	General	Active	Vibrant	Spiny’s Premier Gathering Place
Building space that looks fun (2) Must class exhibitions Exposable and entertaining options Great art gallery Architecture attractiveness Culture World famous entertainment Diversity – different themes or a regular basis Building – always something happening and activities that change (2)	Good of access (2) Cheap available parking (2) Cheap bus or train ride option Admitted by the people of Sydney Connected – Caters to all Connected – connected to Sydney's culture Connected – easily accessible to rest of the city Foster a sense of community Connected – Connecting Sydney Admitted by the people of Sydney	Activated 16 hours a day Active – people there but not overcrowded Active and Vibrant – All weather family play areas Active and vibrant – offers range of activities from cultural to sporting Active and vibrant – shopping for everyone Active and vibrant – varied restaurants (street food type) Lots of exercise areas Sport Lots of activities Range of things to do More activities at Convention Centre	Vibrant (2) Fun and enjoyable (2) Conspicuous Lots of activity Spacious some noisy and busy – some quiet and relaxing Lots of parks and gardens Open to outdoor and community groups to run free events Multicultural space Vibrant events Lots of restaurants	Safe and secure (2) Value for money experience Family orientated Can be cheap or expensive Can be serious options for all Caters for international visitors Great dining Great food Lots of photo areas Lots of relaxing areas More greenery around Daring, reckless Remove the nightclubs Accessible – safety in transport and parking Plentiful and reasonably priced parking Caters for families

What would have to be there for you to visit?

Safe and secure
Easy access including parking or public transport
A range of activities world class exhibitions
Vibrant
Attractive environment
Space to move easily
The choice of an inexpensive experience

APPENDIX 15

MINUTES OF COMMUNITY WORKING SESSION ON SOCIAL AMENITY

Draft Meeting Notes – Revised

Sydney International Convention Exhibition and Entertainment

Centre Precinct (SICEEP) Resident Associations Briefing Session

12-2 pm Thursday 14 February 2013

85 Point St Pyrmont (home of Jean Stuart President of the Pyrmont Community Group)

Association / Attendees

Council of Pyrmont and Ultimo Associations	Mary Mortimer (Convenor) (also representing Friends of the Pyrmont Community Centre)
Pyrmont Action Inc.	Elizabeth Elenius (Convenor) John Brooks (also representing Blackwattle Cove Coalition) Keith Johnson
Pyrmont Community Group	Jean Stuart (President) Margaret Bergemann Jules Livingstone Damien Hawcroft
Social Infrastructure for Children in Ultimo-Pyrmont	Dominique Antarakis (also representing Pyrmont Community Group) Hugo Li
Márie Sheehan	
Infrastructure NSW	Tom Kennedy
Lend Lease	Clare Baker
The Hornery Institute	Kate Meyrick Alissa Huie Carol Thompson

Apologies were received from:

Bill d'Anthes (Deputy Convenor, Pyrmont Action Inc.)

Donald Denoon (Council of Pyrmont and Ultimo

Associations) Van Le (SINC-UP)

SICEEP Resident Associations Briefing Session 14/2/13

Background and Objectives of the session

Following a series of community briefing sessions undertaken by The Darling Harbour Live team between 5th and 7th of February – it was felt that more in-depth insight about social and recreational need in the Pyrmont, Ultimo and Haymarket areas from the perspective of local residents was required.

The objectives of the session were to explore in greater depth, the social and recreational amenity requirements of the local area and to establish the outcomes that the resident associations would like to see from the development.

The session was introduced by Kate Meyrick from The Hornery Institute who outlined the purpose of the session and clarified the elements of the masterplan that were the subject of the workshop session. Kate also introduced Clare Baker from Lend Lease and Tom Kennedy from Infrastructure NSW. Community members introduced themselves and the community group that they were representing.

A representative from SINC-UP, Dominique Antarakis, presented on the under-provision of social infrastructure (childcare, educational and recreational facilities) for the approximately 2000 children in the Ultimo/Pyrmont area.

Kate advised that she and Tom Kennedy are to meet with the Education Department next week to discuss educational facilities in the area.

The group explored what elements would have to be included if the project was to be successful in meeting local social and recreational need:

- Accessibility to the precinct from Pyrmont and Ultimo (and a replacement for the Monorail which the community rely upon for access)
- Primary School
- Walkable high school as Balmain and Leichhardt are already full and Glebe is only Years 11 & 12
- Library that includes an afterhours study hub with quiet individual and group study spaces like North Sydney. Also a homework club. Also should have resources and meeting spaces, eg State Library of Victoria that has access to Xbox, Lego, newspapers and study spaces
- Skateboard ramp
- Address issues between bike-riders and pedestrians using the precinct -- with pedestrian safety being given precedence
- Long day care childcare facility that is close to workplace and provides a safe environment 24/7

SICEEP Resident Associations Briefing Session 14/2/13

- Designated multipurpose outdoor space, including somewhere the kids can play sport (either informally or formally) and where we can barrack for a Pyrmont team. Somewhere for youth to play basketball (including night time basketball) and netball
- Community cultural space for children – to include various informal spaces for arts, craft, video/film making and other cultural pursuits
- Large dedicated indoor space – multi modal
- All weather rooftop space with openable walls/roof
- Heritage story in the boulevard (perhaps call it Iron Wharf Bvd?) and proper recognition of the historical significance of Darling Harbour (Wayne Johnston SHFA)
- Sculptural and art instalments
- Cultural exhibits and a timeline of indigenous, European and Chinese settlements from the harbour to Haymarket
- Limit concrete as a ground surface that makes the environment hot and hazy – consider a more environmentally conscious solution
- Limit the use of glass as a building material due to significant heat and light reflection it can cause Reinstatement of water features
- Shaded walking routes and public spaces
- A Highline equivalent that would soften solar glare and integrate the community and visitors. “Genuine” quality of place and one level connection provides link to Harris Street
- Integration of facilities in common between visitors to SICEEP and the community
- Outwards signage to connect way finding into the rest of Haymarket
- Better wayfinding and signage throughout the precinct
- A Community Liaison with a long-term mandate for this to continue when the precinct is operational
- Community Theatre needs a space
- Dog park
- Light rail in a loop with a timeframe commitment before construction starts. It should include a shuttle service to ICC and IEC as necessary to clear crowds. It should also include links to George Street and Barangaroo, and Walsh Bay.
- Acknowledge the need to meet the needs of the community that will grow here, not just the one already on the back door

SICEEP Resident Associations Briefing Session 14/2/13

- A community centre in Haymarket that brings the community together
- Medical facilities
- Aged care services and amenities
- Plantings should include local area natives
- Community gardens/city farms
- Services, access and facilities, should be for all the community “birth to 93”
- Currently access requires lifts. Maintenance is a constant problem that makes access unpleasant and unsafe. Unless the management is fantastic the look and feel will be compromised.

The group also explored a set of community goals for the project with respect to social and recreational outcomes:

1. Community friendly
 - a. Draws us in
 - b. Easy to access
 - c. Doesn't turn its back d. We feel welcome
2. Established Family Day Care (see attached submission from SINC-UP)
3. All the access and facilities that older people need to enjoy life, including access to the city
4. A place that is really connected with its communities
5. Facilities for people who live in the area, ie. all the services and amenities needed by a diverse community (by age/ethnicity) to make it a liveable neighbourhood
6. Plays its part in our active community
7. Tumbalong Park functions as a ~~real~~ park (not a managed sports field)
8. Social/community planning has been considered holistically and keeps pace with changing community needs.
9. High rise supported by high diversity to deliver a high standard of living
10. There has been a fundamental shift in mindset: it has a substantial resident community and is no longer just a place for visitors. See it as a real community that is “community friendly from birth to 93”!

SICEEP Resident Associations Briefing Session 14/2/13

Kate and Tom then reported that they had taken on board their wishes at the last meeting and had been working hard and had made some progress since the last meeting:

1. There is to be a new library that will be larger than the existing one and will incorporate meeting study spaces.
2. The public realm will have free wifi
3. The Haymarket end will have a 0-5 long daycare centre. The form is to be determined.
4. The ABC will provide an education portal that shows the history of the area.

Kate advised that there will be a briefing and workshop session to further explore recreational amenity within the public realm in the first week in March. Two weeks after that session, Kate, Clare and Tom will come back to talk to the groups before submitting the plan.

APPENDIX 16 REPORT FROM QUALITATIVE WORKSHOP SESSIONS



**Darling Harbour Live
DRAFT Community Research Report**

February 2013

COMMERCIAL IN CONFIDENCE

Sydney

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Note to the Reader

In preparing this report we have presented and interpreted information that we believe to be relevant for completing the agreed task in a professional manner. It is important to understand that while we have sought to ensure the accuracy of all the information incorporated into this report, information has been gathered through a qualitative workshop and is therefore only broadly indicative of community sentiment.

We have sought to make clear where we are expressing our professional opinion rather than reporting findings. Please ensure that you take this into account when using our report as the basis for your decision-making. We are more than happy to discuss the analysis and recommendations with you.

This project was conducted in compliance with AS: ISO20252 guidelines.

1. Executive Summary

Research Objectives and Methodology

GA Research conducted two 2.5-hour qualitative research workshops in Sydney to explore knowledge and perceptions of the Darling Harbour redevelopment and Darling Harbour Live's plan amongst a sample of local residents and the broader Sydney community who had not yet engaged directly with the project team. Workshops were conducted on February 11 and 12, 2013. Each had 19–20 participants (a total of 39 attended) and included a mix of ages, genders, life stages and also a mix of home-owners and renters.

Awareness, Knowledge and Interest

Awareness of the project amongst local resident participants was fairly high although knowledge levels were mixed.

Around a third of participants from the workshop representing broader Sydney were aware of the project and these people typically simply knew there were plans to pull down the existing Exhibition and Convention Centre and the Entertainment Centre and replace them although there was little knowledge as to what might replace them.

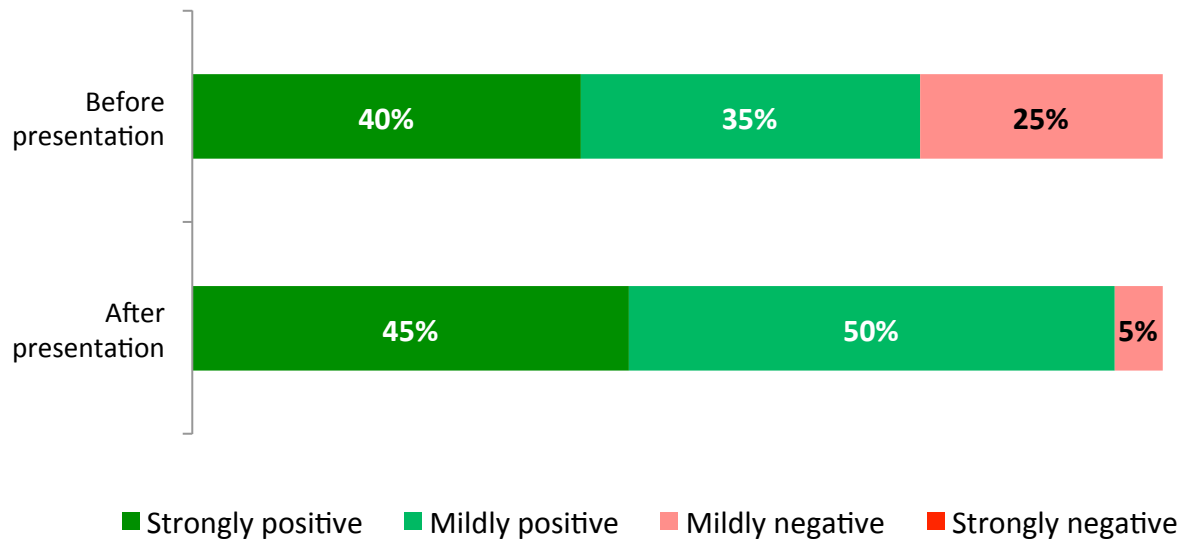
Participants in both workshops had a relatively high level of interest in the project, with an average rating of 7.5 amongst local resident participants and 6.5 amongst broader Sydney participants.

Perceptions of the Project

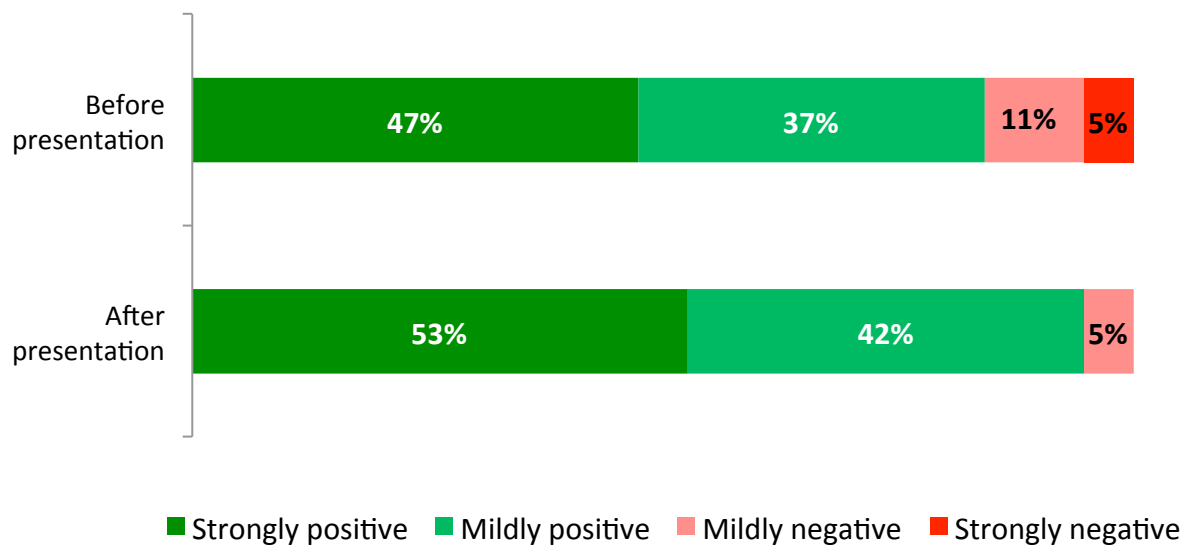
There is widespread support for the project based on a sense that Darling Harbour is looking tired and needs to be refreshed. At the beginning of the workshops, after an initial discussion, most participants were mildly or strongly supportive of the project with a handful saying they had a negative opinion 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. However, some concerns remained.

The charts overleaf illustrate how opinion shifted in each workshop. Note that sample sizes are very small so it should be seen as indicative only.

Haymarket Workshop Sentiment



Parramatta Workshop Sentiment



Project Benefits and Concerns

The summary of the key positives and concerns associated with the project were as follows:



High level positives

- *Good for Sydney* - for tourists, families, locals, students and the business community
- *Plan well thought through and designed to meet various demands*
- *Improved access and way-finding*, particularly the North-South Boulevard and East-West access
- *Haymarket precinct* - vibrant and exciting
- *Expanded public space*
- *Look and feel of proposed design*



Mid level positives

- Economic benefits
- Compressed construction timeline
- Increase in property values



High level concerns

- *Construction impacts* - particularly noise, local traffic impacts and dust
- *Reduction in car spaces*
- *Public transport access* - seen as needing further consideration
- *Impact of student accommodation* on the tone of the new Haymarket precinct, particularly in the context of apartment overcrowding



Mid level concerns

- Need for more city-side access points
- Need more consideration to moving older people around the precinct
- Reduction in seating capacity at the Theatre
- Short-term impact of no Entertainment Centre
- Managing impact of large events
- Cost to taxpayers

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

Communications and Engagement

Participants from both workshops demonstrated a fairly high level of interest in the project. There was a corresponding desire for information on the plans and the project's progress, although the level of detail required varied by participant type.

Local resident participants would like to know as much as they can about the project and are naturally focused on the likely impact on them and their property during construction and following completion and how they can have their say. They are particularly concerned that appropriate transport infrastructure is put in place to cope with higher traffic to the area.

Those in broader Sydney believe the information they were given in the presentation should be shared more widely among the community. In particular they felt the images and animation should be shared along with an explanation of the rationale for key elements of the project and the benefits they would bring Sydney.

Exploration of channel preferences suggests that a centrally located display centre and/or display boards at Darling Harbour that incorporate a model and a screen showing the animation and images would meet the needs of both locals and those from broader Sydney who visit the site. The project website is seen as the natural place to go for more detailed information. All participants expect to hear more about it via metropolitan media – print, television and radio.

Local residents suggested that project newsletters and subscription emails will be key tools for communication with the local community and there was a demand for expanded distribution of the current newsletter. They will also seek information in the widely read City of Sydney Newsletter and via strata briefings and notice-boards in apartment buildings.

2. Communications Implications

The research findings suggest that there is a strong interest in the project and is a desire for more communications. Further, it appears that the provision of detailed information tends to address concerns and make individuals more positive about the project.

The messages and materials that appeared to be most effective in generating support for the project included:

- **Rationale for the project and for the design of key elements** – this led to a sense that the plans were very well thought-through, meet a range of different demands and that there would be something there for everyone;
- **Use of the images and animation** – these provide reassurance about the expanded public space and the high quality design. While there was some low-level concern about the height of the hotel and buildings in the Haymarket precinct the rest of the design elements met with widespread approval;
- **The compressed project timeline**, particularly the elements to be completed by the end of 2016; and
- The fact that NSW **taxpayers will not have to pay** for the project.

The areas that require more consideration and/or explanation include:

- **Car parking spaces available** – while most participants acknowledge the need to encourage people to use public transport they expect they should be able to drive to the Theatre if they are seeing a show and that more parking will be required to meet the demands that will come from improved facilities and more apartments. In response to these concerns, the Darling Harbour Live team spoke of nearby car parking stations that were not at capacity. This did allay concerns to some degree but more work needs to be done to demonstrate this graphically.
- **Public transport access** – participants see the limited public transport access to the site as a current issue that must inevitably be addressed as part of the project. While they acknowledge that efforts have been made in this area they still believe there is more work to be done.
- **Student accommodation** – while participants in the Parramatta workshop liked the idea of addressing the needs of students as part of the project, it made many locals worried. They talked of the current apartment overcrowding issues and how current laws make it very difficult to police. They hoped that this accommodation facility would be managed carefully with this issue in mind and that the opportunity be taken to upgrade the laws if possible. They also worry about the impact of student accommodation on the tone of the area. They want the Haymarket area to be vibrant and trendy and not full of alcohol-fuelled students and ‘cheap’ shops.
- **The Theatre** – participants were initially concerned that the Theatre will have less capacity than the Entertainment Centre but responded well to an explanation of the types of venues entertainers currently require. The new name in combination with an explanation of the fan-shape seating layout caused some confusion about what kinds of events could be held in the venue. There was also some concern about the

timing of the Entertainment Centre demolition, the opening of the Theatre and what venues would be used in the interim.

- **Building height** – participants were keen to know the exact number of storeys of the various buildings to help them understand the impact on the skyline and for some, to their own properties. Maps should include The Peak to give context. In discussing the height of various buildings, including the hotels, participants responded well to an explanation of the thinking that had gone into the design and efforts to minimise obstruction of views.
- **Economic benefit** – participants did not readily respond to macro economic benefits such as ‘the \$1 billion in economic benefits over five years’. Discussion suggested they will respond better to more tangible financial benefits such as jobs and boosts to tourism and local businesses.
- **Harbourside** – this shopping area is widely seen as tired, run down and somewhat tacky and touristy. Many participants asked if it was to be part of the project. When it was explained that Harbourside was not included, they were interested in ways in which it might be upgraded.
- **IQ Hub** – most people don’t know what this means and it needs considerable explanation. While to some degree it exacerbated concerns about student accommodation, many also saw it as forward-thinking.
- **Jargon** – it will be important to use plain language in selling project features. Note that directional terms such as ‘north-south corridors’ and ‘east-west access’ were not always accessible. The concept of the Boulevard was welcomed and could be used in place of ‘north-south corridor’. Otherwise directions should be married with descriptors such as ‘south towards Central Station’ and ‘west towards Pymont’.

The research also covered participants’ communications channels in some detail. This is referred to in the Executive Summary but please see page 29 for more detail.

3. Research Objectives

The main objective of the research was to explore knowledge and perceptions of the Darling Harbour redevelopment and Darling Harbour Live's plan amongst local residents and the broader Sydney community who had not yet engaged directly with the project team.

While the Darling Harbour Live team had received direct feedback from local residents and other key stakeholders through a series of initiatives including open-invitation workshops, presentations to strata bodies and model display sessions, it was keen to assess opinions more broadly to allow direct feedback to be put into context when fine-tuning Development Applications.

More specifically, the research aimed to:

- Identify current awareness and knowledge of the project and identify sources of information;
- Explore perceptions of the project – overall opinion, strength of sentiment and specific positives and concerns; and
- Assess the effectiveness of different communications materials and messages and understand communications needs and preferences going forward.

4. Methodology

Market and social research firm GA Research conducted two 2.5 hour qualitative workshops (sometimes referred to as mini deliberative forums) with the following segments of the community:

- **Local residents:** This workshop was held on 12 February 2013 at a hotel function room in Haymarket. Participants were recruited from Pyrmont, Haymarket, Ultimo, Glebe, northern Redfern, Chippendale between Broadway and Cleveland Streets and several streets in the Sydney CBD close to the Darling Harbour precinct. Several screening measures were used to ensure these people had not yet engaged with the project team. *Referred to in this report as the 'Haymarket workshop'.*
- **Broader Sydney:** This workshop was held on 11 February 2013 at a hotel function room in Parramatta. Participants were recruited from a mix of suburbs across Sydney and had all visited Darling Harbour in the past six months. *Referred to in this report as the 'Parramatta' workshop.*

Each workshop had 19–20 participants and 39 attended in total. They included a mix of men and women of different ages and life stages, and a mix of home-owners and renters. In line with industry best practice, participants were paid \$120 to attend.

The first half of the workshops explored current knowledge and perceptions of the project. Following a 15-20 minute presentation from a Darling Harbour Live team member and Q&As there was a more in-depth discussion about positives and concerns as well as communications and engagement needs going forward.

The workshops were facilitated by Sue Vercoe and Anne Higgins from GA Research. Presentations were given by Gavin Biles and Toni Blume from the Darling Harbour Live team. Iwona Polski from the Darling Harbour Live team, Sandy Olsen from Infrastructure NSW and Jodie Brough from Kreab Gavin Anderson observed the Haymarket workshop.

A copy of the question line is attached as Appendix 1.

5. Research Findings in Detail

Awareness and Knowledge of the Project

Broadly speaking, approximately one third of participants at the Parramatta workshop had heard about plans for the Darling Harbour redevelopment, with older participants more likely to know about it than younger participants. In this workshop it was generally not mentioned as a top-of-mind infrastructure project taking place in Sydney. Most who had heard of it simply knew that the Darling Harbour Exhibition and Convention Centre and Entertainment Centre were being knocked down and replaced.

In contrast, almost all of the participants at the Haymarket workshop had heard about the Darling Harbour plans, although there was some confusion between this project and Barangaroo, particularly in relation to the hotels. Knowledge levels varied with some only having heard of it vaguely and others knowing quite a lot about it.

In the Haymarket workshop, most participants knew the project involved the following:

- Rebuilding the Convention Centre and Exhibition Centre
- Knocking down the Entertainment Centre and the Entertainment Centre car park
- Construction of a new hotel
- Taking down the Monorail
- More green space

A few also mentioned:

- Amalgamation of the Convention Centre with the Entertainment Centre
- Extended pedestrian access through the precinct
- Extension and expansion of Tumbalong Park

Note that there was no mention of the Haymarket precinct before the presentation was given suggesting minimal awareness of this part of the project.

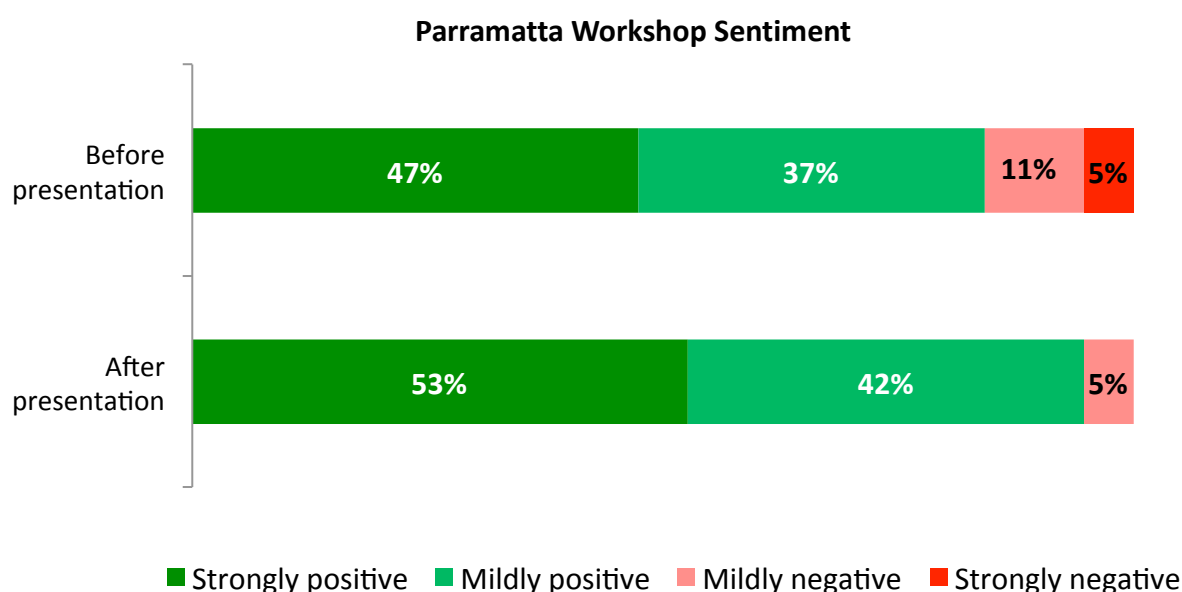
There was limited knowledge in either workshop as to who is responsible for the project and the stage it is at. Most guessed the NSW State Government was involved and some thought the City of Sydney may also be involved. Many assumed the private sector had some role, with a couple mentioning casino companies, Lend Lease and Macquarie Bank.

Perceptions of the Project

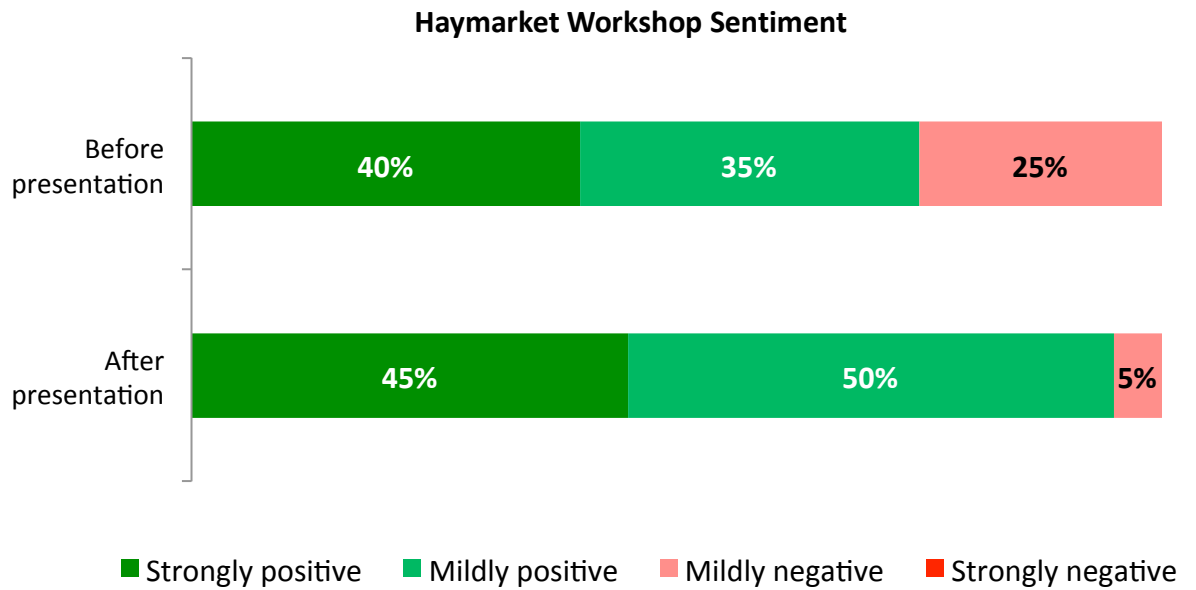
During the workshops participants were asked to indicate a level of sentiment in relation to the project – specifically whether their opinion was positive or negative, and whether this sentiment was strong or mild. The responses have been qualitatively analysed with nominal values assigned to each rating level to indicate relative proportions of sentiment. This approach should not be considered statistically robust as a 5% shift basically equates to one participant, however it does provide an indication of the ways sentiment shifted during the sessions.

As can be seen in the charts below, overall sentiment at both workshops was largely positive. Strongly positive sentiment tended to remain strong at both workshops after the presentation offered participants more information.

Where there was strongly negative sentiment in the Parramatta workshop at the start of the session, it had largely disappeared by the end with mild positivity increasing.



In the Haymarket workshop, as can be seen in the chart overleaf, around one in four participants was mildly negative at the beginning of the session, but by the end of the session, mild negativity was very low and the proportion who said they were mildly positive had grown.



Where, in a couple of individual cases, sentiment became more negative, it appeared primarily due to an improved understanding of potential impacts on individuals living near Darling Harbour. These included impacts on views and the fact that the Entertainment Centre would be closed for a period of time.

The next section of this report outlines the perceived positives and negatives and concerns associated with the project at the early stage prior to the presentation and again following a presentation by the Darling Harbour Live team and a more detailed discussion.

Positives Associated with the Project

Initial Positives

At the start of the workshops there was a general sense that the project would be good for Sydney - it would help the city to win major conferences and exhibitions, it would attract tourists and improve an area that is seen as tired, a bit tacky and somewhat poorly designed in terms of access.

The more specific key positives at this point were:

- **There is a need to refresh Darling Harbour:** Many participants commented that Darling Harbour looks tired and mentioned issues such as difficulty in getting there and problems dispersing large crowds after major events. Several pointed out that the Harbourside shopping centre in particular has become quite touristy and tacky.
- **It will better position Sydney to win conferences and exhibitions:** Many participants were aware that Sydney has not been winning major international conferences and exhibitions as it doesn't have big or modern enough facilities. They are keen to see Sydney take its 'rightful place' as the host of such events.
- **Tourist attraction:** Many commented that the area could potentially become a far more prominent tourist attraction for locals and interstate and international visitors with a wider range of attractions and options including more restaurants and bars, as well as opportunities for passive recreation.
- **Business and economic benefits:** Many people, primarily younger participants, acknowledged that more people coming to the area would lead to an increase in customers for local businesses and allow more businesses to open up. They saw this as generating jobs in addition to those that will flow from construction and the operation of the exhibition, conference and entertainment facilities.

Mid to low level positives in rough order of importance included:

- **Access and safety:** There was some sense that improvements to the precinct would make it easier to access the site and move around the area. Some in the Haymarket workshop felt that removal of some of the existing narrow passages would make them feel safer as they move around.
- **Addresses Entertainment Centre issues:** While there is some emotional attachment to the Entertainment Centre, there is also acknowledgement that an upgraded centre would be an improvement. Demolition of the Entertainment Centre Car Park was considered positive among some of the younger Haymarket participants in terms of reducing what they described as visual pollution.

- **Sustainability:** A few participants had read that the project will use sustainable materials and incorporate things like water recycling. All approved of this approach.
- **Speed:** Some participants in the Haymarket workshop who were aware of the project timeline said they were very pleased to hear that the work would be completed so quickly.
- **Increase in property values:** This was mentioned by Haymarket residents, some of whom owned several investment properties in the area. While this was seen as a positive by most, some participants who currently rent were worried that it might mean rental increases and make it unaffordable for them to continue living in the area.
- **Enliven the atmosphere and create 'buzz' in the area**

Informed Positives

By the end of the workshops there was an even stronger sense that the project would be 'good for Sydney' – good for families and kids, good for local residents, good for tourists, good for students and good for the business community. On balance, most participants felt the short-term construction impacts were more than outweighed by the longer term benefits in creating a precinct that would have 'something for everyone', attracting a wide range of people for different purposes.

More specific key positives included:

- **Evidence of good planning:** There was a widespread impression that it was a well thought-through design that meets varying demands in terms of exhibition, convention and entertainment space, public space and access points and addresses what are currently disjointed areas, such as near the Pumphouse Hotel.
- **Improved access:** Participants had acknowledged existing issues with access to the site early in the workshops and appreciated plans to improve this through the North-South Boulevard, easier way-finding from Central Station, additional access points and moving light rail stations. Participants at the Haymarket workshop were particularly impressed by improved East-West access as many of them walk across the site on a daily basis.

However, it is important to note that there was still concern across both workshops that more needs to be done in terms of access, especially in relation to car parking, public transport, access from the city and how elderly people will move around the large site.

- **Haymarket precinct:** The Haymarket precinct was of particular interest to those in the Parramatta workshop and younger people in the Haymarket workshop. They felt it sounded vibrant and exciting and particularly liked the idea of direct access to an expanded Chinatown and the dining opportunities it would present.

An additional benefit noted by Haymarket participants was that this section of the development would provide extra points of interest for pedestrians along the route through to Chinatown and Central Station.

- **Great public space:** Participants welcomed the expansion of public space. Several commented that it looked like there would be more green space and less concrete than is there now. They liked that it 'gives back to the people'.

Some made suggestions on ways of enhancing the public space. These included more public toilets, water features (possibly a musical fountain) or a water park, an amphitheatre, capacity for temporary exhibitions (eg sculpture or photographs), a moonlight cinema, buskers, markets and non-touristy restaurants. When asked,

participants displayed little interest in BBQs as they thought it would be difficult to carry in all the associated paraphernalia.

- **Look and feel:** Many appreciated the visual appeal of the designs shown in the presentation which were considered 'stunning', 'eye-catching', 'modern' and 'iconic'.

Whilst it was understood these were not final designs, participants endorsed the proposed styling. There was also a sense that the design was very family-friendly.

Mid level positives included:

- **Economic impact, including more jobs:** Participants saw the potential for greater employment opportunities following completion of the project, as well as during construction. They also understood that it could attract people to stay in Sydney longer and spend more. However, phrases such as 'billions of dollars of economic impact' do not seem to excite or inspire participants.
- **Speed:** The timing of completion of the exhibition and convention centre generally exceeded participants' expectations.
- **Increase in property prices:** Property owners in the Haymarket workshop were more confident after the presentation that the project would mean an increase in the value of their properties.

Lower level positives included:

- **Links with UTS:** Participants generally liked the idea that the precinct would link through to UTS. This was naturally more popular amongst UTS graduates.
- **Student Accommodation:** Those in the Parramatta workshop generally liked the idea of incorporating student accommodation and saw it as evidence of the project team thinking through the various demands and helping link with and enhance the UTS campus. By contrast, most participants in the Haymarket workshop had a number of concerns about this part of the project.
- **IQ Hub:** The concept of an IQ Hub was unfamiliar to most participants and required considerable explanation. Most of the older participants in the Parramatta workshop reacted positively and saw it as forward-thinking but some older participants in the Haymarket group were worried about the cumulative impacts of having both student accommodation and the IQ Hub in the area. Somewhat surprisingly the younger participants across both sessions were less likely to engage on this idea and did not consider it to be a standout feature.

- **WiFi:** The idea of having free WiFi through the area was welcomed. Note however that some younger participants almost took this for granted.
- **Connectedness:** Many liked the connectedness between the hotels, exhibition and convention centre and the Theatre.

Negatives and Concerns

Initial Negatives and Concerns

The key negatives and concerns raised at the start of the workshops were as follows:

- **Transport access:** Many commented that access to Darling Harbour is currently an issue and that if the area is to be improved in a way that attracts significantly more people, then upgrading of transport will need to be a significant priority.

Specific concerns at this point included:

- o Need for more direct public transport access than walking from Town Hall train station, particularly for elderly people. A few in the Haymarket workshop said they had heard that cars were going to be banned in the area so they were particularly focussed on provision of adequate public transport;
 - o Increased traffic congestion from the higher number of people visiting the site, particularly before and after major events;
 - o Provision of sufficient car parking;
 - o The cost of car parking;
 - o Limitations of the monorail in that it only travels in one direction (some were not aware it is being dismantled); and
 - o Need for the promised light rail (some in the Parramatta workshop were not aware that a light rail system exists).
- **Construction impacts:** There was general concern about the impact of construction on local businesses and residents.

Participants at the Haymarket workshop were worried primarily about impacts on their quality of living and were particularly concerned about noise after hours that would affect their sleep. They were also concerned about the impact on local traffic from road closures and dust from construction. Issues related to the UTS crane accident appear to have made this potential impact more front-of-mind.

Participants at the Parramatta workshop were concerned primarily about local businesses' ability to continue operating through the construction period.

- **Managing impact of events:** This was a particular concern for Haymarket residents who, whilst valuing what the improvement of the precinct could bring, were also concerned that attracting more events would mean more people in the area and more frequent disruption to their daily lives including road closures and pressure on resident parking.

Other mid to low level negatives or concerns included:

- **The need for the project:** Some questioned the need to knock down an exhibition and convention centre that they feel was only built relatively recently – ‘if it ain’t broke, don’t fix it’ as one participant said.
- **Cost to taxpayers:** Associated with the question of necessity is the associated cost and whether this will be borne by taxpayers. This was more of an issue at the Parramatta workshop where participants did not live as close to the site and felt they were less likely to receive as much of a direct benefit.
- **Affordability:** Participants at the Parramatta workshop questioned whether the cost of construction would be passed on in terms of the cost to use the facilities and dine at the restaurants. Some Haymarket workshop participants were concerned at potential rent increases in line with rising property values, thereby making it unaffordable for those currently renting to continue to rent or buy into the area.
- **Getting around the precinct:** Haymarket residents in particular wanted assurance that the project design would take into account the need for people to move around the precinct easily and for crowds to flow into and out of the area with ease.
- **Inclusion of Harbourside Shopping Centre:** A number of participants questioned whether Harbourside was included in the project as there was a sense that it is tired and tacky and needs to be refreshed.
- **Loss of the Entertainment Centre:** Without a clear idea of what the development included at this stage of the workshop, there was concern at the idea of losing the Entertainment Centre. Participants wondered how long they would be without a replacement venue, what would be provided in its stead and whether a new facility would continue to accommodate the sorts of events the Entertainment Centre currently runs.
- **Loss of entertainment options during construction:** This related to the possible closure of bars and restaurants during the construction. There was concern this may also impact the atmosphere and the area would lose its buzz.
- **Constant construction and change:** A few participants commented on the ongoing change in the area and said they were tiring from the cumulative impact of projects including Barangaroo, Central Park and the UTS buildings.

Informed Negatives and Concerns

The main negatives and concerns at the end of the workshops were:

- **Disruption throughout the construction process:** This remained a concern, particularly among Haymarket workshop participants. While there is some recognition that construction is ongoing in a city, a few thought that residents' patience may be tested should the project timelines be seriously increased, particularly in view of the number of projects currently underway in the area.
- **Reduction in Car Spaces:** While there was some acknowledgement that it is good to encourage people to use public transport rather than cars, there was a general sense that at least the current number of car parking spaces should be maintained and that it is reasonable to provide parking facilities for people wanting to attend the Theatre and the greater number of people who will live in the Haymarket precinct. Talk of the ability of nearby car-parking facilities to provide the required capacity allayed concerns to some degree but was not seen as sufficient.
- **Public Transport Access:** There was a feeling that the combination of improved access to Central Station and more frequent light rail services is not sufficient to address the likely demand for public transport access to the area, particularly in the context of a reduced number of car spaces.

Participants' suggestions included a bus service that runs on a loop around the site, a light rail line through the middle, maintaining the mini-train service that currently does a loop around pedestrian walkways at Darling Harbour, introducing more ferry services, providing bike rentals and bike racks. There was also a suggestion that the cost of public transport be included in the price of tickets to events at Darling Harbour.

- **Student accommodation:** This was primarily an issue in the Haymarket workshop where participants were highly attuned to issues of overcrowding in inner-city apartments and the lack of laws/regulations to enforce a head-count limit. These participants are keen to see laws/regulations changed to address these issues.

While some saw this as a safety issue, there was also a concern – primarily among older participants - that the increased number of students would change the tone and feel of the area, potentially leading a range of discount stores, restaurants and bars and potentially increased alcohol-induced hooliganism and crime.

Mid level concerns included:

- **Moving around the site:** Overall, participants were pleased at the proposed improvements for allowing people to move through the site. Residual issues include whether access will be as easy in and out of the city (including from Town Hall station), and concerns about access around the site for elderly people who can't

walk far. Pedestrian flow from Harris Street through Macarthur Streets and Pier Streets was also a concern for one participant who perceived that, under the proposed design, foot traffic was being filtered down toward Central rather than making it easy to get to Town Hall.

One participant suggested inclusion of electronic interactive maps to help people work out how to move around the precinct.

- **Reduction in capacity at the Theatre:** The reduced number of seats at the Theatre needs to be explained as some initially thought that a smaller theatre did not make sense in terms of the types of acts it would attract. Some questioned whether a smaller theatre would be financially viable for performing artists. Many had hoped the new facility would have a larger capacity as this would perhaps have reduced the need to travel to Homebush for concerts.

A detailed explanation from the project team was effective in allaying concerns. Note that the name change to 'the Theatre' caused some confusion about what types of events it would be suitable for.

- **Short-term impact of no Entertainment Centre:** Some participants (those at the Haymarket workshop in particular) were concerned about the potential lack of options for artists, and others who require such venues, between when the Entertainment Centre closes in December 2015 and the new Theatre opens.
- **Hotel:** There were a few negative comments about the hotels. A few people questioned the need for more hotels in Sydney and noted that they might block the sun and the views.

While a couple of Parramatta workshop participants questioned the hotel's design, saying it looked boring, like two fingers stuck in the air or like New York's Twin Towers, the majority thought it was in keeping with the skyline of the city as a whole.

- **Types of shops and restaurants in Haymarket:** Participants in the Haymarket workshop expressed some concern about the types of shops and restaurants that would move into the Haymarket precinct. Many said they should not be aimed at the tourism market as they would likely be bland, expensive and tacky ('like Harbourside' they said) but instead include boutique shops and exciting, innovative restaurants that would appeal to the locals as well. As noted, participants sought assurance that the student accommodation would not attract shops that are too cheap and downmarket.
- **Crime and safety:** This was a particular concern among Haymarket participants and included concern about the 'late night economy' with drinkers staying late and causing problems.

Personal safety in the Tumbalong Park area was also raised as a concern by one participant who felt this could be addressed by good lighting.

Lower level concerns included:

- **Obstructed Views:** The issue of obstructed views from some residential properties was raised by the researchers in both workshops in order to assess participants' reactions, however this was the subject of minimal concern. It made only one participant in the Haymarket workshop more negative when she realised her own views would be affected.

In the Parramatta workshop the general consensus was that this project was good for Sydney and that those who lived nearby would not have their views impacted too much and would just have to live with it. Some did comment however that they were glad it was not them living there.

In the Haymarket workshop there was some limited sympathy for people complaining about lost views as raised by the researchers.

However, most felt that property prices would increase significantly as a result of the project and that a short term sacrifice would yield a longer term benefit. Some commented that people who had bought into the area would have been aware of the potential that their views would get blocked at some stage as they did themselves. They said this sort of thing is inevitable if you choose to live in the inner city. Some likened it to living near Central Park in New York City and said there were inconveniences like traffic and noise that people simply bear because this is where they want to live.

- **Height of buildings and impact on skyline:** Some participants, particularly those in the Haymarket workshop, appear to have some emotional investment in the current Darling Harbour skyline. Some questioned the height of the buildings in the Haymarket precinct as well as the hotels.
- **Affordability:** As noted, there were concerns about potential increases in the cost of renting and buying property in the area as well as for the affordability of restaurants and charges to use the new Darling Harbour facilities.
- **Viability of additional shops in Haymarket:** A few participants in the Haymarket workshop questioned whether there was really demand for additional shops and restaurants in Haymarket and whether it would simply result in other shops nearby going out of business.

- **Safety:** A few participants commented that safety should be kept in mind throughout the construction process. As noted the recent UTS experience is quite fresh in people's minds and there were some comments suggesting the builders would need to take care that a crane doesn't fall over.
- **Lack of cover:** Participants responded well to the idea that people could move between the Theatre and the hotels undercover but a few were keen to see more covered connected walkways.
- **Need to manage environmental impacts:** This was mentioned in the Haymarket workshop and referred to the management of pollution, waste and recycling both during the construction process and in the precinct after completion (ongoing management)
- **Art:** One participant had read the *Sydney Morning Herald* article about the art in the current Exhibition and Convention Centre and was worried about what was going to happen to it. She was pleased to hear that there was a requirement that it be used in the new buildings.
- **Architectural value of existing Exhibition Centre:** The same participant concerned about art was also aware of that one of the buildings to be demolished has won an architectural award. She was keen for the community to be educated on its value.

Communication and Engagement

Existing Information Sources

The most common source of information about the project to date has been metropolitan and local newspapers. Some had also heard of it on the radio (eg 2GB) and TV news.

In the Haymarket workshop around half the participants had received a letterbox dropped brochure about the project and had read it in detail. This appeared to be a particularly effective form of direct communications.

Some participants also mentioned they had read about the project in the City of Sydney newsletter. This publication appears to be well-read among those who receive it.

Word of mouth has also been an important information source, particularly for participants in the Haymarket workshop.

Level of Interest

Participants were asked to rate their level of interest in the project using a scale of 0 to 10 where 0 meant they had no interest in the project and 10 meant it was of the utmost importance.

As might be expected, the average level of interest among participants at the Haymarket workshop was quite strong at around 7.5. While interest levels at the Parramatta workshop varied considerably the average level of interest was also quite strong at around 6.5. Whilst these figures are not statistically robust, they do provide an *indication* of the level of engagement with the Darling Harbour project.

The interest rating was taken both at the start of the session and at the end, once more information on the project had been provided. Generally, the average interest level at the end either increased slightly or remained at already high levels. Hearing about specific plans for the precinct, seeing visuals, and having a clearer understanding of personal and community impact all contributed to the rise in interest.

Communications Needs

Participants were asked what kind of information they would like to receive on the project at this stage of development and how they would like this information to be delivered. There was generally a strong desire for more information from participants in both workshops but with varying degrees of detail.

Local residents in the Haymarket area are keen to know as much as possible about the project. At this stage they are most interested in:

- Understanding exactly what is proposed (including seeing maps and knowing the heights of buildings) so they can assess the likely personal impact on their home as well as the improvements and opportunities it will potentially bring;

- The rationale for design of the key elements of the project;
- How construction impacts will be managed;
- How transport infrastructure will be improved to cater for an increased number of visitors; and
- The process and how they can get involved/have their say at the appropriate stages of the project.

Participants from broader Sydney in the Parramatta workshop were interested in a more high-level explanation of the plans, the rationale, the benefits for Sydney and the expected completion date. They felt that improved understanding of the project would generate a 'buzz' about it and underpin support during the construction period when there may be media coverage about negative impacts on local businesses and residents. Some even mentioned the possibility of taking advantage of knowing about the project earlier than many others to buy property in the area in advance of the project's completion.

Preferred Communications and Engagement Channels

A summary of communications channel preferences in broad descending order of importance follows:

- **Project Newsletter:** Those participants in the Haymarket workshop who had received a letterboxed brochure were pleased to have received it and discussion suggested it had been effective in communicating key points about the project. Others at the table who had not received it said they would certainly like to receive it in future and said they had received the Barangaroo newsletters. This suggests an expanded newsletter distribution zone should be implemented as soon as possible.

Note that one participant raised concerns about wasting paper and suggested that any information should ideally be incorporated into an existing document, be online or something that could be pinned to the notice-board in an apartment block.

- **Project Emails:** Many participants in the Haymarket workshop were interested in subscribing to get regular email updates on the project. About once a month was seen as an appropriate frequency. This was seen as a particularly good mechanism for communicating about construction and local traffic impacts. Some suggested that this kind of information could potentially also be communicated through some kind of smart phone application.
- **Website:** All participants felt that a project website was important and saw it primarily as a place to get detailed information about the project. They suggested that subscription emails on the project have links to the website for those wanting more information.

- **On-site Display:** There was strong interest in having some kind of display at Darling Harbour where both locals and visitors could see a model and images of what the area would look like after completion of the project. When told a model had been on display at the Aquarium and in the Baa Theatre participants commented that they would not have thought to look there. They said they would prefer it be somewhere that would catch their attention as they walk through the precinct.

At minimum, there was a feeling that it could comprise a large screen and/or construction hoardings that direct people to the website if they want more information.

Some participants also mentioned the possibility of including displays at other venues such as the City of Sydney Library at Customs House. One suggested amending the model under the transparent floor to highlight the new plans for both Darling Harbour and Barangaroo.

- **City of Sydney Newsletter:** This appears to be well-read among participants who live in the inner-city areas, potentially more so than the local newspaper. Participants expect to see information on the project here as well as details of relevant upcoming community workshops.
- **Strata Briefings:** Some participants in the Haymarket workshop questioned whether their strata officers had been briefed on the project and suggested this was an important communications channel. As noted, one suggested that information be made available for display on their apartment notice-boards.
- **Electronic Roadside Signs:** Some local resident participants said they would expect to see electronic signs by roads during the construction period that highlight the key changes and direct people to the website for more information.
- **Breakfast TV:** Some participants in the Parramatta workshop suggested that Breakfast TV programs like Sunrise might be an ideal way to communicate with people across Sydney as you could show the animation and images and have time to explain the rationale for design of the key elements.
- **Newspaper coverage:** Participants expect to read more about the project in major metropolitan and local newspapers as well as MX.
- **TV Advertising:** Some participants suggested that TV advertising be used to communicate with people across the city more broadly. Some suggested that theatre advertising could be played at the IMAX in Darling Harbour.
- **Social Media:** Some younger participants suggested social media such as Facebook be used as a communications tool although most admitted they didn't think they would use social media for information on this type of project.

Appendix

Darling Harbour Live

Research Workshop Agenda and Discussion Guide

Ref: GAR 1301005

February 2013

Time	Topic Area	Objective	Moderator Question Line
6:00	Welcome & Introductions	Introduce research purpose, overview the session, participant introductions	• <i>Welcome and facilitator introductions</i> • <i>Purpose of the session/client identification</i> • <i>Rules of engagement/confidentiality/mobile phones/toilets/exits</i> • <i>Agenda</i> • <i>Participants at each table to introduce themselves and cover their first name, suburb where they live, make-up of their household, what they do during the day, any interests</i>
6.10	Awareness and Knowledge of Project	At tables, identify current awareness of the project, what is known and sources of information.	1. There are a number of large construction projects that are planned or underway in Sydney at the moment. Can you tell me which you are aware of?
			2. Can you tell me more about what is going on at Darling Harbour?
			3. Where did you get this information from?
6.25	Perceptions of the Project	At tables, explore perceptions of the project based on current knowledge and understand what is driving it	<i>[Read short high-level overview of project]</i> From 2016 Sydney will be home to a new world-class exhibition, convention and entertainment precinct. The development will ensure that Australia's global city remains the first choice in Asia Pacific for international and domestic business events, conferences and exhibitions, generating significant economic benefits for the city and for New South Wales. The project will also develop The Haymarket into one of Sydney's most innovative residential and working districts and aim to build on the enormous appeal that Darling Harbour already has for Sydneysiders by creating an exciting entertainment hub that promises to reconnect and re-energise the city. 4. Can you tell me how interested you are in this project on a scale of 0 to 10 where 0 means you don't care at all and 10 means it is the most important issue in your life at the moment? 5. Based on what you know so far, would you say that you personally have a positive or negative opinion of this project? Is that mildly or strongly? Why?

Time	Topic Area	Objective	Moderator Question Line
			6. What do you see as the rationale for this project? Why is it being done?
			7. Who do you see as the 'winners' and 'losers' for this project? Why?
			8. You've mentioned a number of things you like about the project. Can you think of any other potential benefits? Are there any other concerns or issues we should add to our list? How would you rank these positives and issues?
			9. What would you think should be the key priorities when developing the final design of the project?
6.40	Recap	Share key findings from each group to date to cross-fertilise issues and for benefit of observers	<i>Facilitator from each table briefly summarises key points from the discussion to date to the broader group. Invite comments from the floor</i>
6.50	DHL Presentation and Q&A session	Present key facts about the project to allow a subsequent more engaged discussion	I'd now like to introduce (name, title, organisation) from the Darling Harbour Live project team to give a presentation on the project as it currently stands. (15 mins)
			We now have up to 10 minutes for questions. As we have explained, this project is in its very early stages so we may not be able to answer a lot of your questions at the moment. However, please do ask them and we will note down those we can't answer and use that information later to guide the development of communications materials, making sure they are answering the questions that people have.
7.15	Break	Short break. Time to have a more detailed look at any collateral materials.	Short break (tea, coffee and biscuits)
7.25	Informed Discussion	Explore initial reactions to the presentation, any information gaps, key positives and concerns. Discuss key issues.	10. What is your initial reaction to the presentation? Was there anything in it that particularly surprised you or worried you?
			11. What did you like about it?
			12. What didn't you like about it? What worried you?
			13. Are there any aspects of the project as it stands which you feel need particular consideration in the design and construction process?
7.55	Comms and Engagement	Understand communications needs, preferences and level of interest	14. We'd now like to explore how you think the project team should engage with and communicate with the community going forward. To what extent would you like to be involved and kept informed? How would you prefer to receive information?
			15. And what areas are you particularly interested in knowing more about?
			16. I asked you earlier how interested you were in this project and I'd like to ask you again now that you've

Time	Topic Area	Objective	Moderator Question Line
			been given a lot more information about the project. How would you rate your interest now on a scale of 0 to 10 where 0 means you don't care at all and 10 means it is the most important issue in your life at the moment?
8.10	Change in Perceptions	Explore whether participants have changed their opinion about the project after receiving information	17. Earlier we asked you about your opinion of the project. Sometimes people change their mind after getting more information and become more positive or negative about it. Based on what you know now, would you say that you personally have a positive or negative opinion of this project? Is that mildly or strongly? Why? Has your opinion changed since the start of the workshop? If so, what specifically made you change?
8.20	Recap	Share key findings from each group to date to cross-fertilise issues and for benefit of observers	<i>Facilitator from each table briefly summarises key points from the discussion to date to the broader group. Invite comments from the floor.</i>
8.30	Close	Thank and close	<i>Thank participants for attending. Pay incentives</i>

APPENDIX 17

REPORT FROM BANG THE TABLE

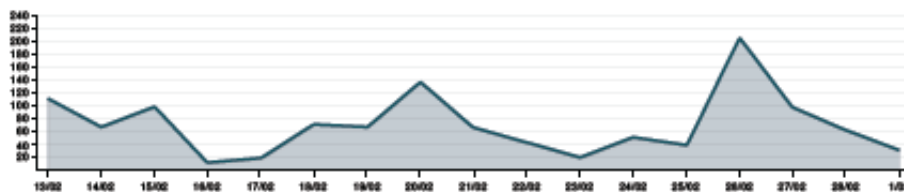
Activity Report : Your Say Darling Harbour Live

Includes statistics for: [Darling Harbour Live - Have Your Say](#) [Darling Harbour Live Pre-Consultation: Join our forum or leave us a comment](#)

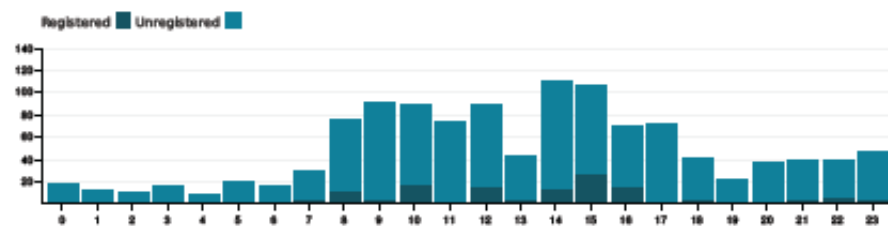
13 February 2013 - 01 March 2013

Activity Overview		(Lifetime)	Number of Participants who	
Site visits	613	(665)	Registered	20 (20)
Page views	1,194	(1,486)	Commented	2 (2)
Visitors	333	(338)	Agreed	0 (0)
Comments	2	(2)	Disagreed	0 (0)
Agrees	0	(0)	Downloaded documents	30 (31)
Disagrees	0	(0)	Downloaded videos	0 (1)
Document downloads	49	(60)	Viewed FAQs	0 (0)
Video plays	0	(1)	Took polls	0 (0)

Page Views By Date



Page Views By Hour



Engagement Depth		Average	Total	Participant Conversion	
Time on site	2m 35s	(2m 47s)	1d 2h (1d 6h)	Visitors who	
Page views	1.9	(2.2)	1,194 (1,486)	➤ registered	6.0% (5.9%)
Visits	1.8	(2.0)	613 (665)	➤ downloaded documents	9.0% (9.2%)
Comments	1.0	(1.0)	2 (2)	Registered participants who	
➤ primary			2 (2)	➤ commented	10.0% (10.0%)
➤ replies			0 (0)	➤ agreed/disagreed	0.0% (0.0%)
Agrees	0.0	(0.0)	0 (0)	➤ took polls	0.0% (0.0%)
Disagrees	0.0	(0.0)	0 (0)		

Tools	Total	Page views	Visits	Comments	Agrees	Disagrees	Participants
Forum Topics	4	79 (86)	0 (0)	4 (4)	0 (0)	0 (0)	3 (3)

News Articles	3	67	(67)	0	(0)	0	(0)	0	(0)	0	(0)
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Age (Top 20)	Participants		Comments		Agrees		Disagrees	
46-55	5	(5)	0	(0)	0	(0)	0	(0)
26-35	4	(4)	1	(1)	0	(0)	0	(0)
56-65	3	(3)	1	(1)	0	(0)	0	(0)
Over 65	3	(3)	0	(0)	0	(0)	0	(0)
36-45	3	(3)	0	(0)	0	(0)	0	(0)
18-25	1	(1)	0	(0)	0	(0)	0	(0)
TOTAL	20	(20)	2	(2)	0	(0)	0	(0)

Gender (Top 20)	Participants		Comments		Agrees		Disagrees	
Male	14	(14)	1	(1)	0	(0)	0	(0)
Female	5	(5)	1	(1)	0	(0)	0	(0)
TOTAL	20	(20)	2	(2)	0	(0)	0	(0)

Document Downloads	Document downloads	
Newsletter #1 January	26	(34)
Darling Harbour Live Fact Sheet	23	(26)
TOTAL	49	(60)

Video Download Activity		
Preferred Master Plan	0	(1)
TOTAL	0	(1)

Sources (Top 20)	Page views	
www.skyscrapercity.com	37	(37)
www.darlingharbourlive.com.au	35	(35)
www.google.com.au	26	(26)
www.haveyoursay.nsw.gov.au	11	(11)
darlingharbourlive.com.au	8	(8)
www.yoursaydarlingharbourlive.com.au	4	(4)
www.google.com	4	(4)
www.infrastructure.nsw.gov.au	3	(3)
www.facebook.com	3	(3)
siceep.com	3	(3)
www.siceep.com	3	(3)
peacekeeperhq.com	2	(2)
m.facebook.com	2	(2)
zed.bangthetable.com	2	(2)
www.bing.com	2	(2)
www.buyclassybags.com	1	(1)
by175w.bay175.mail.live.com	1	(1)
comms.dnsw.com.au	1	(1)
36ohk6dgmcd1n-c.c.yom.mail.yahoo.net	1	(1)
us.mg1.mail.yahoo.com	1	(1)
and 9 others		
TOTAL	158	(160)

Search Terms (Top 20)	Search Engine	Page views
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yoursaydarlingharbour.com.au	Bing	2	(2)
yoursaydarlingharbour.com.au	Google	1	(1)
yoursay darling harbour au	Google	1	(1)
TOTAL		4	(4)

Polls			0 (0)
Voters (total)		0	(0)
Voters (% of participants)		0.0%	(0.0%)

Polls

Surveys	Survey takers	Survey takers (% of participants)	0 (0)
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Form_tools	Form_tool takers	Form_tool takers (% of participants)	0 (0)
Contact us	3 (3)	0.9% (0.9%)	Summary Browse responses
Your feedback on Darling Harbour	5 (5)	1.5% (1.5%)	Summary Browse responses

Guestbook			2 (2)
Guestbook entries (total)		0	(2)
Guestbook participants (total)		0	(0)
Guestbook participants (% of total participants)		0.0%	(0.0%)

Q & A Search Terms (Top 20)	Views	Q & A Tag Clicks (Top 20)	Views
TOTAL		TOTAL	

People	Comments		Agrees		Disagrees		Site visits	
Hong	1	(1)	0	(0)	0	(0)	3	(3)
Goldsborough	1	(1)	0	(0)	0	(0)	2	(2)
Tommaso	0	(0)	0	(0)	0	(0)	2	(2)
LoveHistory	0	(0)	0	(0)	0	(0)	1	(1)
leanne	0	(0)	0	(0)	0	(0)	1	(1)
ViNguyen	0	(0)	0	(0)	0	(0)	1	(1)
chris	0	(0)	0	(0)	0	(0)	1	(1)
Robert	0	(0)	0	(0)	0	(0)	1	(1)
ark	0	(0)	0	(0)	0	(0)	1	(1)
Simmo	0	(0)	0	(0)	0	(0)	2	(2)
Ross C	0	(0)	0	(0)	0	(0)	2	(2)
jacksteven	0	(0)	0	(0)	0	(0)	1	(1)
hassa42	0	(0)	0	(0)	0	(0)	2	(2)
Petra	0	(0)	0	(0)	0	(0)	2	(2)
Richard	0	(0)	0	(0)	0	(0)	3	(3)
Omaharg	0	(0)	0	(0)	0	(0)	1	(1)
mandy	0	(0)	0	(0)	0	(0)	1	(1)
Bolton	0	(0)	0	(0)	0	(0)	2	(2)
ronb	0	(0)	0	(0)	0	(0)	1	(1)
Preview	0	(0)	0	(0)	0	(0)	10	(51)
TOTAL	2	(2)	0	(0)	0	(0)	40	(81)

Suburb	Participants		Comments		Agrees		Disagrees		Site visits
PYRMONT	4	(4)	1	(1)	0	(0)	0	(0)	5 (5)

HAYMARKET	2	(2)	1	(1)	0	(0)	0	(0)	4	(4)
ERINA	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
EASTWOOD	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
woolloomooloo	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
SYDNEY	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
BEACONSFIELD	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
GLADESVILLE	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
Redfern	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
ultimo	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
NEWTOWN	1	(1)	0	(0)	0	(0)	0	(0)	3	(3)
s	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
RUSSELL LEA	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
REVESBY	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
LITTLE BAY	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
Pymont	0	(0)	0	(0)	0	(0)	0	(0)	2	(2)
Unspecified	1	(1)	0	(0)	0	(0)	0	(0)	10	(51)
TOTAL	20	(20)	2	(2)	0	(0)	0	(0)	40	(81)

Topic Breakdown

4 forum topics

What do you want to know more about?

Page views	64	(71)
Votes	0	(0)
Comments	4	(4)
Agrees	0	(0)
Disagrees	0	(0)
Participants	3	(3)

How do you use Darling Harbour now – for business, entertainment, eating out, as a place to walk or exercise or something else?

Page views	3	(3)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

What's great about Darling Harbour now? What could be better?

Page views	2	(2)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

Your reaction to the project – what appeals to you, what don't you like so much, and what do you need to know more about? What would you really like to see in the final project?

Page views	10	(10)
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Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

News Article Breakdown

3 news articles

Your Chance to See the Project Model

Page views	36	(36)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

Pre-Consultation Community Roadshow in Full Swing

Page views	28	(28)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

Closing for comments - March 1st

Page views	3	(3)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

APPENDIX 18

PLANNING AND BUILT FORM CONSIDERATIONS (CITY OF SYDNEY)

Planning and Built Form Considerations Sydney International Convention, Exhibition and Entertainment Precinct

Introduction

The City of Sydney (the City) supports the NSW Government's focus on rebuilding the city's convention, exhibition and entertainment facilities close to the city centre. It is estimated that these uses will make a substantial contribution to the New South Wales economy through enhanced business tourism and through the potential to grow businesses which service these facilities long-term technical needs.

Proximity to Chinatown, the Haymarket and the city centre are key co-location attributes particularly in a growing Asian market for larger high end convention venues. For an improved visitor experience, there needs to be a seamless connection between the revitalised precinct and Haymarket and the City. A bus in and bus out visit should be mitigated through much enhanced connectivity. Better connections will enable visitors to experience more of the city and spend more time there. This is consistent with the strategic need to ensure investment in new infrastructure is captured, embedded and grows the NSW state economy and helps to enhance Sydney's position as a regionally significant globally connected city.

Attention to good urban design and integrated planning will be critical to the success of the SICEEP. In contrast to the existing facilities within the SICEEP, new event facilities will need to integrate into the existing physical and cultural fabric of Sydney and be well connected to surrounding precincts on all sides.

This submission briefly outlines key considerations that need to be accounted for to ensure that the SICEEP is revitalised in an appropriate way. It also recommends a number of specific key controls to ensure appropriate urban design outcomes.

Issue 1: Economic Development

- The southern part of central Sydney is an established knowledge precinct, containing high quality tertiary education institutions, a growing ICT business sector and many small innovative creative industries. To maximise the potential benefit of the new SICEEP event facilities to the economy, there needs to be strong integration of the new facilities and the services that support them.
- SICEEP should be accompanied by an **economic development and integration strategy** that examines the business opportunities that the immediate precinct could provide to improve the whole enterprise and capitalise on proximity efficiencies. It is recommended that the strategy should be prepared in conjunction with state economic and tourism agencies, the City of Sydney, local Haymarket businesses and their representatives, and key local and global industry sectors.
- The availability of a sufficient number and price range of hotel rooms is an absolute requirement of event planners. Since a new SICEEP is likely to

City of Sydney July 2012

generate higher visitation rates, it will need sufficient visitor hotel accommodation across a range of price points to meet demand. Smaller hotels could be included south of Pier Street.

- It is recommended that the podium floor area contained in new buildings north of Hay Street include space for an enlargement of fresh food markets, including a local growers market. This would supplement and grow the existing market operation on the Paddy's Market site taking into account increased demand for affordable fresh food in the city centre as the residential population increases.
- The redevelopment of the southern site (existing entertainment site bounded by Pier, Harbour and Hay Streets and Darling Drive) be designed for mixed uses. It is recommended that no residential uses be located north of Pier Street so that the public usage of the convention, entertainment and exhibition precinct is in general not impaired through future amenity impacts and conflicts with residents.
- If the existing entertainment centre is redeveloped and moved, the southern site should include market housing, rental affordable housing, offices, provision for small scale ground floor and lower level retail (including basement and first floors accessed from the street), community uses, medical and health uses, and entertainment uses.
- Rental affordable housing for key workers should amount to around 15% of the residential provided and located at lower levels towards the street level. Residential uses should not be located below level 3 on lively and active streets (for example Quay Street) in order to preserve residential amenity in proximity of future licensed venues and retail businesses trading extended hours.
- It is recommended that forecast economic effects of SICEEP construction on the NSW economy should be monitored, reported, and incorporated into the wider business case for the project. This will add evidence to the forecasts and provide a useful reporting tool.

Issue 2: Precinct Urban Design

- Darling Harbour has been criticised for its lack of urban design merit, principally because its form, ringed by heavily traffic roads prevents easy access to and through the precinct. The most consistent complaint about the relationship between the rest of central Sydney and Darling Harbour is that it separated from the city. The barriers are partly due to intrusive road infrastructure beyond the control of the agencies managing Darling Harbour and the orientation of buildings. However, the existing event infrastructure is also a significant barrier, principally due to the footprint of closed building envelopes and the extent of loading docks required to service them.
- Infrastructure NSW prepared "*SICEEP Urban Design and Public Realm Guidelines*" to assist project consortia to prepare suitable proposals. The City considers that these guidelines provide good ideas on how Darling Harbour could become more accessible, both within and into the precinct. The attention given by the City to the same qualities governing development in central Sydney should be given to development of SICEEP. In this regard,

relevant issues highlighted in the *SICEEP Urban Design and Public Realm Guidelines* are supported.

- Nevertheless, it is noted that the guidelines are silent on a number of vital considerations which are covered in this submission. These include connectivity issues within the site and outside of the site, public transport provisions and the expansion of unrelated uses.
- The City is investing in the redevelopment of public domain in Chinatown. This initiative is strongly supported by local businesses and chambers of commerce. It is imperative that SICEEP redevelopment expands the economic benefits that flow from events into Chinatown and Haymarket businesses through the design of the architecture and the provision of extended lanes and streets. The project within the SICEEP boundary should be aware of and integrate with the City's public domain works.
- A strong legible pedestrian (and recreational bicycle) boulevard should extend Quay Street through the site (refer Diagram 03). The boulevard should continue the width of Quay Street, building face to building face, and provide a public domain width of 15-20 metres. This will be the principal connection from the site to Central Station, regional rail and the Airport rail services. This pedestrian and cycle boulevard will cross three thresholds:
 - o Hay Street and the light rail service – it is recommended that Hay Street be defined by an architecture sympathetic to the brick Haymarket materiality;
 - o Pier Street – it is recommended that Pier Street be dropped below ground sufficient for the pedestrian boulevard to cross Pier Street at grade with traffic lights. Alternatively, redirection or removal of Pier Street in the long term would be highly beneficial for ground level pedestrian connectivity of the site;
 - o Western Distributor undercroft – it is recommended that the flyovers remain as they do not interfere with connectivity to the extent of Pier Street.
- Constraining the height of the new development adjacent to the main pedestrian boulevard (Quay Street) to RL 32 is suggested, with the objective to retain winter sunlight to the public promenade (refer to Diagram 05).
- Interconnection of the city and Pyrmont grids should match existing streets; that is, they should have similar widths, be legible, be open to the sky and provide street level interest and active frontages. East-west connections should be maximised and the change in levels minimised as far as possible (refer Diagram 04).
- Street wall architecture to approximately RL 24 is recommended (refer Diagram 05), with vertically designed fine grain architecture supporting business, retail and restaurant uses at podium level to enable Chinatown to expand towards the facilities. Long blocks of a single horizontal architecture expression are inconsistent with the character of the Haymarket. Predominant face brick architecture at podium level will unify the Haymarket area south of Pier Street.

- One of the positive contributions of the existing Darling Harbour precinct is the high standard, variety and extent of parkland it contains so close to the southern part of central Sydney. The City considers retention of the existing green parkland of Tumbalong Park (or its equivalent) essential to the amenity of central Sydney. It is imperative that sun access to existing green parkland in winter is not diminished as a result of future development.
- Any redevelopment of this scale should include a curator and a number of integrated public art projects. A financial contribution equivalent to 1% of the project value should be required for physical integration works beyond the site and public art projects. This is equivalent to the statutory contribution (1% of project design and construction value) under s61 of the *City of Sydney Act*.

Issue 3: Design Excellence and Building Massing

- Consideration could be given to building over Darling Drive and retaining the existing exhibition buildings in order to double the exhibition capacity as an option. This would ensure that the redevelopment does not encroach on the existing public domain in Darling Harbour and that the exhibition buildings (RAIA Sulman Award winning architecture) are able to be reused.
- If the existing exhibition buildings are to be removed, it is recommended that they be disassembled and reused where there are similar needs in other locations throughout the state. Two bays or more of the existing five bays could be recycled as a new fish markets on their existing site at Blackwattle Bay or at Glebe Island (refer Figure 1. below showing two bays reassembled at the Sydney Fish Markets site in Blackwattle Bay).

Figure 1. Photomontage illustrating the potential to relocate two exhibition sheds at the Sydney Fish Market site to address the



- There is a risk that the new development will grow in size and either overshadow key public areas in winter through additional height, or consume the public domain through increased footprint. Winter visitation is a key requirement of Darling Harbour, and sunlight access extends the period in which visitors stay at the site. The buildings should be massed so that winter sunlight between 10.00 am and 3.00pm on 21 June should reach the following locations (refer Diagram 01):
 - o principle pedestrian boulevard through the site
 - o Cockle Bay promenade north of the freeway flyovers
 - o Tumbalong Park (or its equivalent)
 - o Children's play area
 - o Chinese Gardens entry forecourt and the Chinese Gardens proper
 - o Powerhouse Museum public forecourt and courtyard
 - o Ian Thorpe Aquatic Centre public deck
- Tall buildings are better located towards the edges of the Darling Harbour valley floor, appropriately separated, kept away from heavily used pedestrian desire lines, and should not obstruct public street view corridors. Strong sightlines are needed for overall legibility and appeal, which includes the many visitors to Darling Harbour who may not be attendees at conferences or exhibitions.
- To avoid winter overshadowing of the public locations listed above, any tower on the convention centre site should be limited to approximately RL 110 (to prevent winter overshadowing of Tumbalong Park at 3.00pm), with a podium limited to approximately RL 25 (to prevent winter overshadowing of the Cockle Bay waterfront at 3.00pm). This relative level (RL) measured from the ground will vary depending on the exact location of any proposed tower, its roof profile and the exact location of the park and the other public locations.
- In the SICEEP urban design guidelines it appears that the number and location of towers would be left for bidders to determine; however it is the City's experience, such latitude does not necessarily generate the best urban form. For this reason, it is recommended that the location of potential towers reflect the locations suggested in this submission and that their bulk footprint be restricted so that they do not exceed The Peak tower in Haymarket (40 metres x 40 metres). Towers (a tower defined as over ten storeys from the ground) should have a maximum floor plate of no more than 1000 square metres (900 square metres preferred) to avoid high rise bulk and view blockage (refer to Diagram 05).
- Successful development within Darling Harbour site should focus on built form qualities of the existing urban fabric. For example, new development should exploit views of the city centre and extend the fine-grain qualities of surrounding precincts. This would avoid repeating the "big-box" urban design shortcomings of the existing facilities, making the SICEEP less 'shopping mall', and more like Chinatown.

- Achievement of overall design excellence should be uppermost in delivery of new event facilities focusing on how new facilities are integrated into central Sydney and Pyrmont.

Issue 4: Transport and Accessibility

- Inadequate public transport access between Darling Harbour and the City has long been a shortcoming of the precinct. The inconvenience of remote high capacity public transport is exacerbated by precinct barriers and illogical or obscure way-finding routes.
- Good public transport and accessibility is a key feature of regional meeting events. A world class SICEEP must be complemented by world class transport availability that justifies choices to select Sydney above other regional competitors. Equally important is easy access to existing public transport by walking, in particular to Town Hall rail station via Bathurst Street and Central rail stations via Quay Street (refer to Diagram 02).
- For light rail to serve SICEEP well, interchange between existing light rail and the proposed George Street line should be convenient. Careful attention to the Hay and George Street intersection design will clearly benefit accessibility of SICEEP (refer to Diagram 03).
- The development should contribute to the design and costs of surrounding on grade connections. Failure to upgrade these will hamper SICEEP accessibility, particularly for attendees who choose to arrive by train from Sydney International Airport.
- The City agrees with the *SICEEP Urban Design Guidelines* which state that the urban space should be put first and that the precinct should “provide places not roads”. Vehicle usage within and around the SICEEP should be at an appropriate level to meet operational requirements, pedestrian areas should be clear of vehicular traffic, and the need for service vehicles to utilise the public road network should be minimised.

Issue 5: Sustainability

- The SICEEP urban design guidelines require the final design to demonstrate World’s Best Practice energy and resource efficiency. This ambition is strongly supported by the City and complements the ambitious sustainability improvement targets it has set for itself.
- There are clear benefits for the SICEEP project to work closely with the City to develop and achieve joint sustainability targets. The City recently released its tri-generation master plan to assist building owners and others deliver city-wide energy savings.

Consideration might also be given to the potential integration and redevelopment of the Harbourside shopping centre as an entertainment facility associated with any hotel use. This might include a variety of uses including a small scale casino instead of Barangaroo.



01 / Sunlight to open spaces

Objective

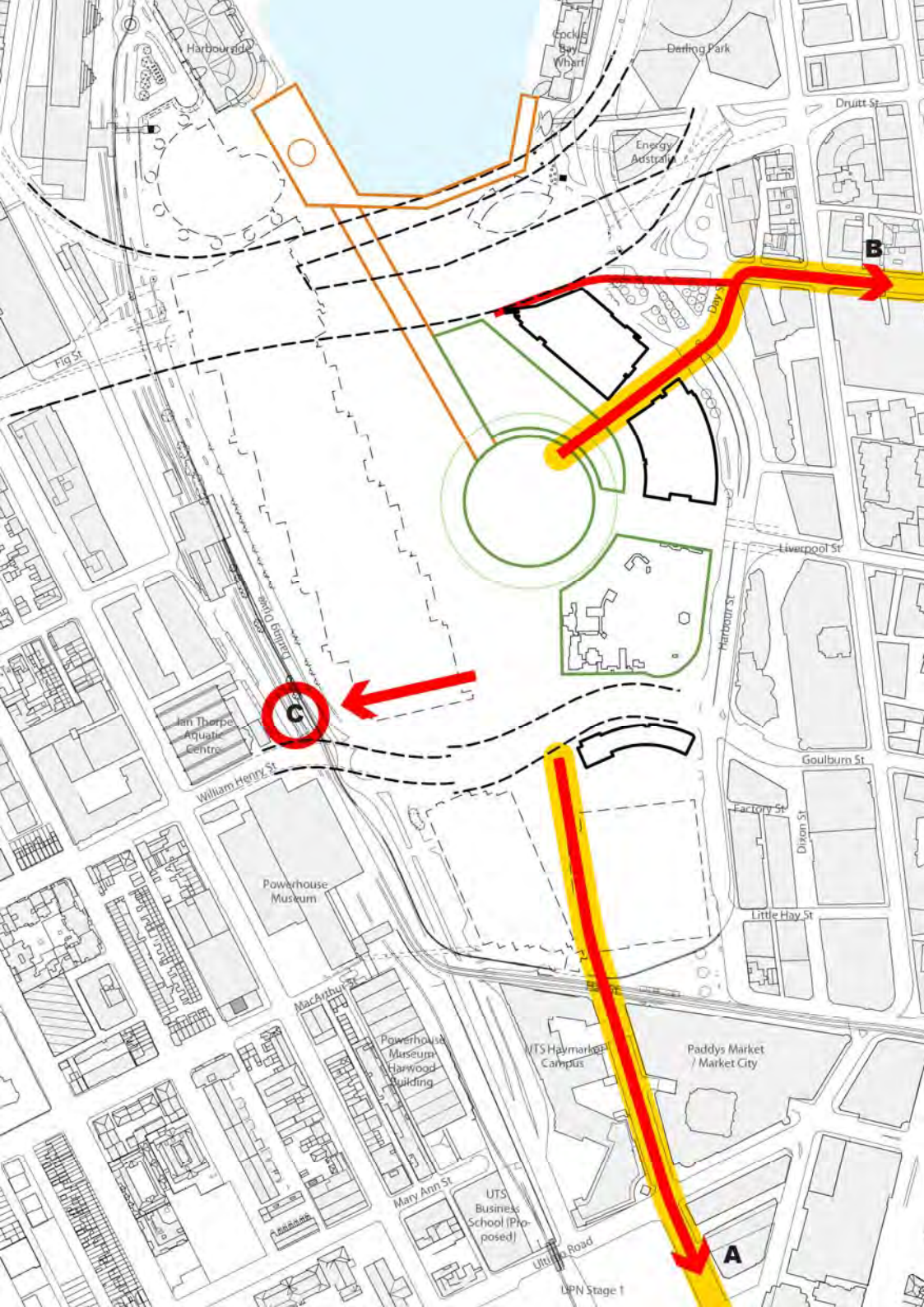
Ensure that open spaces are not overshadowed by new development during critical use periods

Control

Ensure no additional overshadowing of nominated open spaces between 10am - 3pm on 21 June

Open spaces:

- A** Tumbalong Park
- B** Chinese Garden of Friendship
- C** The Playground
- D** Cockle Bay promenade
- E** Powerhouse Museum forecourt and courtyard
- F** Ian Thorpe Aquatic Centre elevated deck



02 / Links to public transport

Objective

Ensure that pedestrian links to public transport are direct and legible

Controls

Provide direct and legible pedestrian links to:

- A** Central Station along Quay Street
- B** Town Hall Station along Bathurst Street
- C** Exhibition Centre light rail stop

Work with the City of Sydney to provide high quality corridor specific public domain designs for corridors **A** and **B**



03 / North – south pedestrian ‘boulevard’

Objective

Ensure that a direct and legible connection is made from Quay Street to the western promenade of Cockle Bay

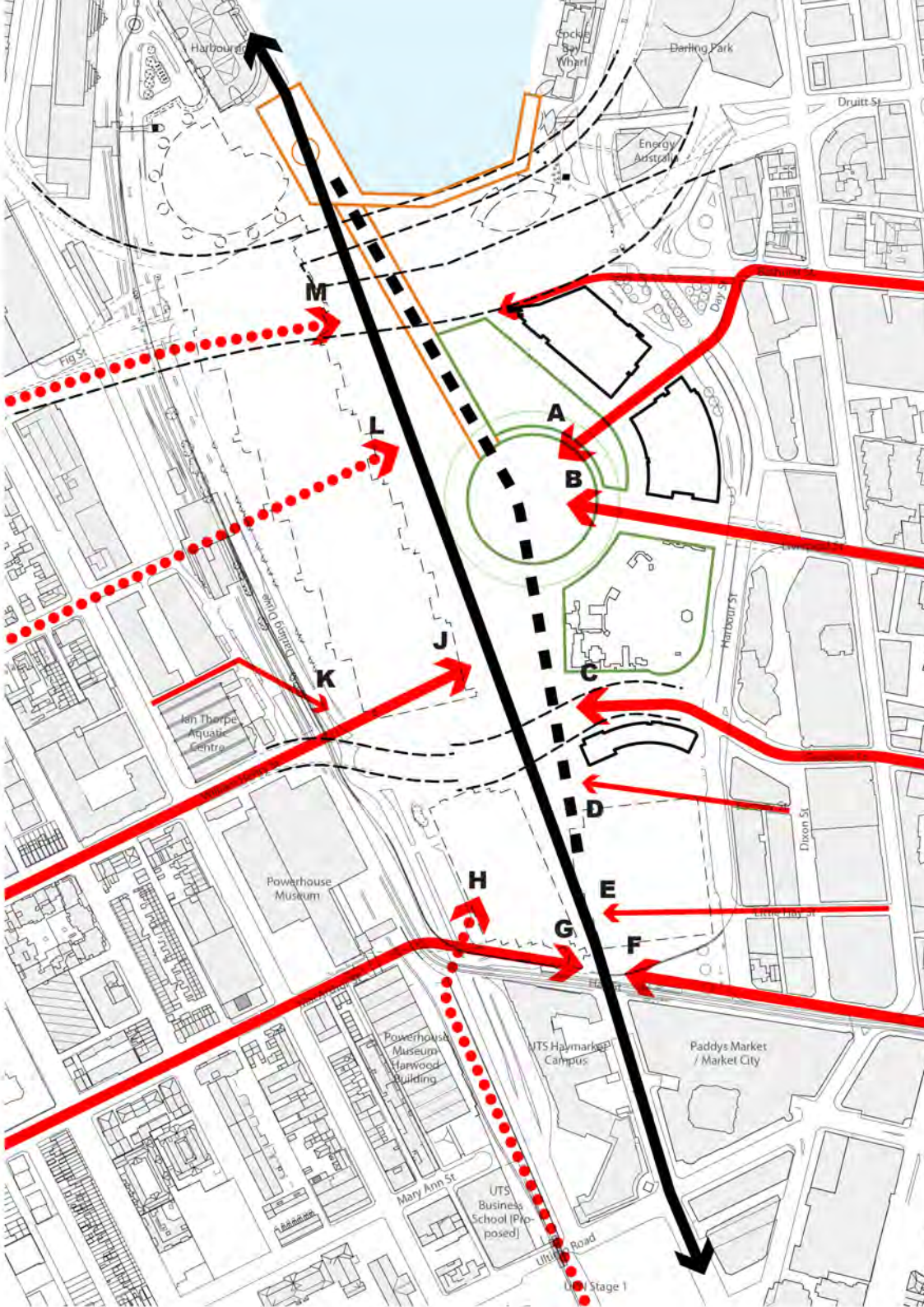
Controls

The width of the new spine should be at least 15-20m generally reflecting the width of Quay Street. Consistent features include trees, lighting and signage which will require integration with the City of Sydney.

The alignment of the boulevard should be generally straight as shown at **A**. It may be acceptable to provide an alternative alignment as shown at **B** if it can be demonstrated to be suitably legible and not unreasonably impact on the function of Tumbalong Park.

Provide clear legible pedestrian access with good sight lines through the following gateways:

- C** Quay Street and Hay Street intersection
- D** Pier Street undercroft
- E** Western Distributor undercroft



04 / East – west connections

Objective

Maximise pedestrian connections from surrounding city streets to improve accessibility of the precinct.

Controls

Improve pedestrian access from surrounding city streets by providing the following legible connections with good sight lines were possible:

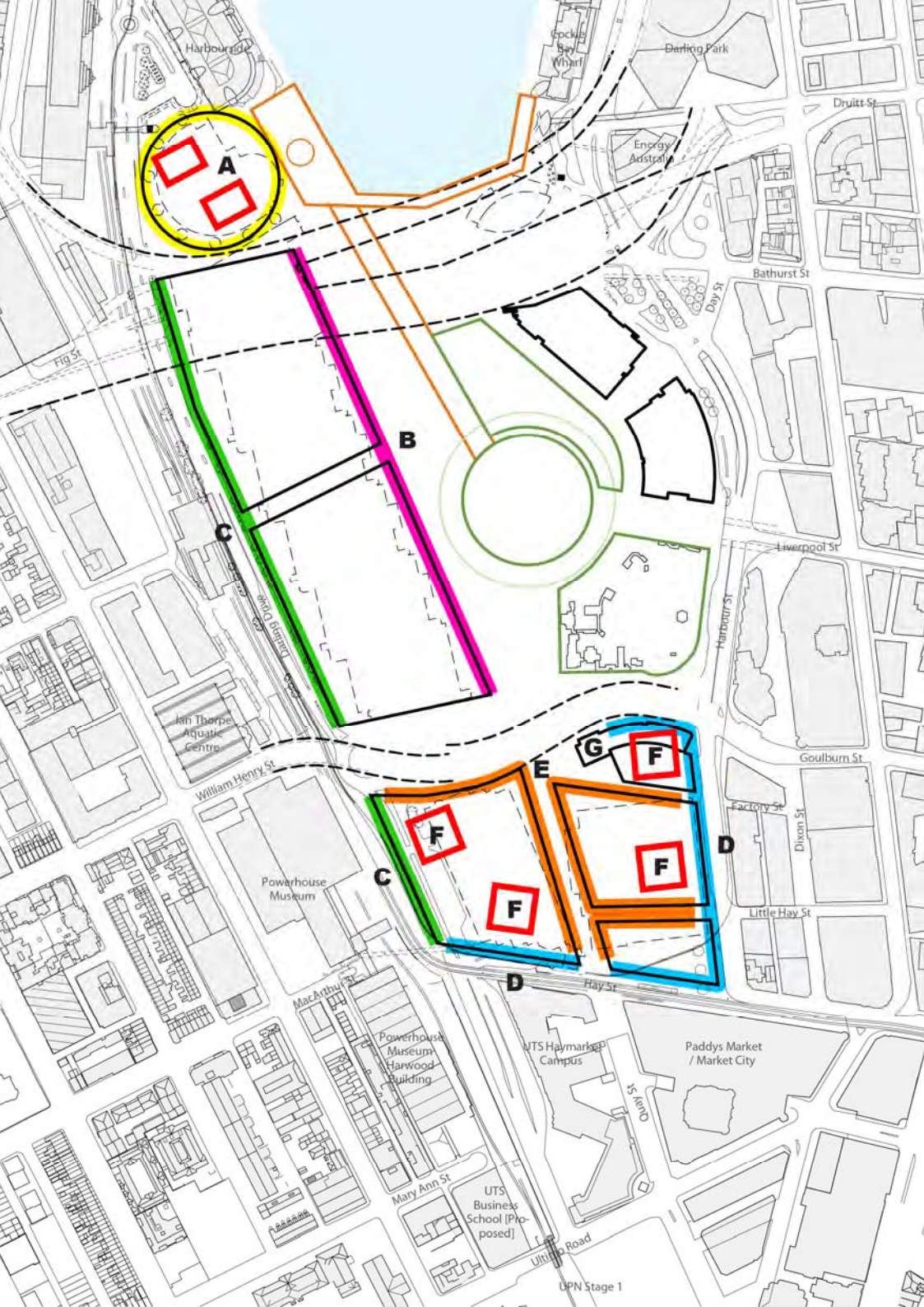
- A Day Street Darling Quarter
- B Liverpool Street Darling Quarter
- C Pier Street east (Goulburn Street)
- D Factory Street
- E Little Hay Street (see note below)
- F Hay Street
- G Macarthur Street (Quay Street west)
- H Ultimo Pedestrian Network
- J Pier Street west (William Henry Street)
- K Ian Thorpe Aquatic Centre pedestrian through site link
- L Quarry Street
- M Fig Street

The width of new connections should be no less than the width of existing adjacent streets.

The quality of materials, finishes and furniture should be equivalent to the City Centre palette (see interim Sydney Street Design Code).

Intersections should be at grade, signalised and give clear priority to pedestrian movements.

Respond to the City of Sydney Chinatown Public Domain Plan 2010 which provides for the potential closure of Hay Street to vehicular traffic and turning of vehicles at the south end of Harbour Street.



05 / Built form

Objective

Built form is to:

- exhibit design excellence
- define open spaces, streets and lanes
- not be over-scaled and generally reflect adjacent building heights
- maintain solar access to open spaces
- provide appropriate tower separation
- minimise land use conflict
- be designed as a clear extension of Central Sydney

Controls

Recommended maximum building height at vertical edge (street wall):

- A** Tower approximate RL 110, podium RL 25
Allow a slender hotel tower
Refer to *Sunlight to open space*
- B** RL 32
Scale defined by Darling Quarter
- C** RL 32
Scale defined by eave of Powerhouse Museum
- D** RL 24
Ensure solar access to Harbour and Hay Streets
- E** RL 24
Ensure solar access to new internal street network
- F** Towers RL 160 (inc podiums as noted above)
- G** Existing height and curtilage defined by CMP

Towers

- Towers are not appropriate north of Pier Street except as noted at **A**
- An individual design competition is required for each substantial tower
- Maximum floor plate dimension 40m in any direction (30m preferred)
- Maximum floor plate 900-1000sqm (total built area)
- Minimum separation between towers 24m
- Minimum 8m setback from street frontage

Note: The City's initial work shows that any more than three towers south of Pier Street will result in tower crowding. The diagram left show potential tower locations and not the desired number of towers.

APPENDIX 19

URBAN DESIGN AND PUBLIC REALM GUIDELINES

Infrastructure NSW
SICEEP
Urban Design and Public
Realm Guidelines

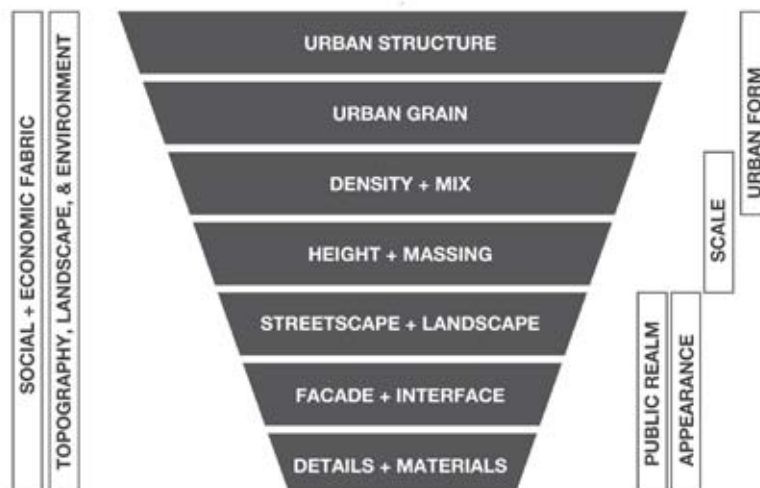
PREPARED BY: (APRIL 2012)

**WOODS
BAGOT™** AUSTRALIA
ASIA
MIDDLE EAST
EUROPE
NORTH AMERICA

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Overview and Scope

i. Purpose

This document describes the design objectives for all urban design elements to be incorporated into the Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP). The urban elements that are considered important to SICEEP include:

- Urban Structure;
- Urban Grain;
- Density and Mix;
- Height and Massing;
- Public Realm;
- Streetscape and Landscape;
- Facade and Interface;
- Details and Materials;
- Energy and Resource Efficiency; and
- Staging and Management.

These Urban Design Guidelines provide a framework for the realisation of the Project Vision. The guidelines illustrate and describe the preferred character and nature of the new Precinct. The Project Company must adopt and further develop the Design in accordance with these guidelines.

The Australian Government's national policy for Creating Places for People informs this document. This policy is a collective commitment to best practice urban design in Australia and was developed collaboratively between community groups, industry organisations and government. The national framework is designed to guide policy development and public and private investment in cities. It articulates a set of goals, objectives and underlying principles to guide decision making. The Project Company must take these guidelines into consideration when developing the Design.

ii. How to Use the Guidelines

The facility functional requirement elements addressed by this document include the following:

- (i) Urban Design and Public Realm Guidelines.

This document must be read in conjunction with the High Level Output Specification.

iii. The Site

An Asset for Sydney

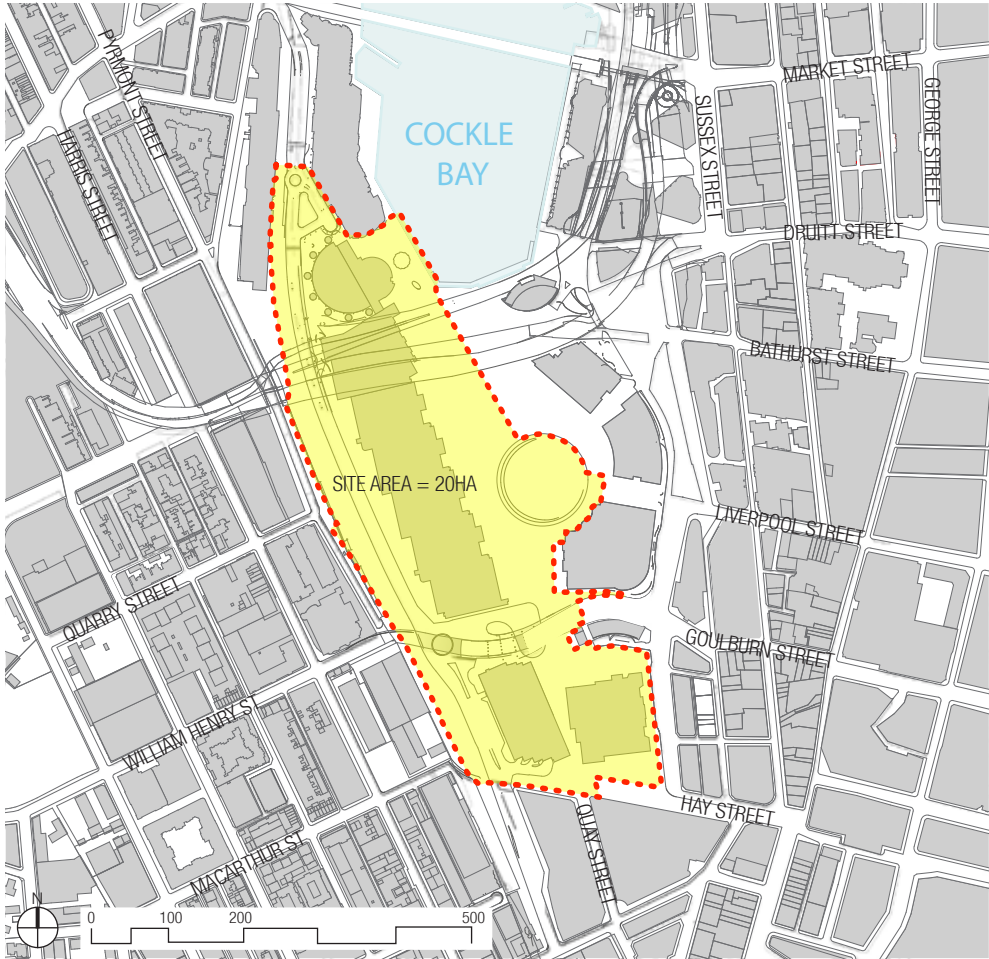
Challenges of Integration and Connectivity

- SICEEP is located at the southern end of the Darling Harbour precinct, a 60Ha recreational, tourist and business precinct on the western edge of the Sydney CBD
- Waterfront and parkside location with signature city views
- Significant business event infrastructure
- 20Ha site dissected by elevated freeway infrastructure
- Buildings do not currently reinforce links, activation or connections
- Limited green space, complicated levels, clutter and lack of cohesive planning for the Precinct



VIEW OF THE RECONSTRUCTION OF DARLING HARBOUR FROM MILLERS POINT SHOWING DALGETYS WHARF NO.1 PARTLY COMPLETED. DATED: 1909 DIGITAL ID: 9856_A017_A017000007

SITE PLAN



LEGEND
Site Boundary and Project Area

Overview and Scope

iv. Project Vision

The urban design of the Sydney International Convention, Exhibition & Entertainment Precinct (SICEEP) must achieve the project vision to:

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

The following principles support realisation of the Project Vision:

- **Place Making** - integrate the built forms, landscaping and Public Realm to create the perfectly functioning whole;
- **Permeability** - invite tourists, business visitors and locals to explore everything that the Precinct has to offer;
- **Identity** - provide a distinct personality, and create a new 21st century signature for Sydney;
- **Flexibility** - deliver facilities that can effectively change from day-to-night, from week-to-week and from year-to-year;
- **Variety** - provide a range of activities and experiences that provide something for everyone and attract repeat visitation; and
- **Connectivity** - deliver seamless linkages to each of the surrounding precincts, and create an active dialogue with our neighbours.

v. Context and Design Excellence

Design Facilities and the Public Realm in a manner that integrates with, and enriches the local urban context by:

- using appropriate building height, alignment, form, grain and massing;
- using materials suited to the local area palette;
- responding to the adjacent items of heritage significance through the design of alignments, proportions, and solid to void ratios;
- preserving significant view corridors;
- protecting and reinforcing views of significant heritage buildings and structures within the Public Realm;
- minimising loss of solar access to the Public Realm;
- preventing loss of privacy by overlooking of adjacent properties;
- providing a new landmark on Darling Harbour, increasing the visual presence of the Facilities in the city and enriching the composition of the city skyline;
- presenting a new face to the city, one that engages with people at street level and that enhances the quality of street life;
- providing a constant presence of events both day and night which will create a critical mass and be responsive to the current and emerging city fabric;
- creating new connections in the east-west and north-south direction and helping to knit the city fabric together; and
- providing signature spaces that are open to the parklands and Darling Harbour and in the process showcasing the city and making it an integral part of the convention experience.

vi. Place Making

Create a place that:

- Protects, conserves and interprets Sydney's natural and cultural heritage;
- Provides a readily identifiable address and safe point of entry to each core function;
- Creates a clear identity for the Facilities, entrance and Precinct which responds to the context and sense of place of the locality;
- Integrates and links the site with surrounding modes of public transport;
- Creates new, or improved existing pedestrian connections with the surrounding pedestrian network;
- Enriches the existing Public Realm, recognising existing landscape, topography, open space networks, movement patterns and heritage of the CBD, Chinatown, Pyrmont, Darling Harbour and the Educational Precinct of UTS and Ultimo TAFE;
- Provides a seamless fit of the Facilities within the dense urban environment through sensitive integration of new buildings and spaces with the land use, built form and the social, cultural, and environmental character of the local context;
- Provides opportunities for the activation at ground level by the inclusion of complementary uses such as retail, community or civic purposes

vii. Public Realm

The buildings should respond to the built form of the city to:

- reinforce the consistent building line, height and proportion of their context;
- integrate within existing or new building forms;
- address and respond to significant heritage buildings and spaces;
- obtain high standards of design quality; and
- meet current planning objectives and controls.

The design of the Public Realm should:

- be placed to define and activate the edges of public spaces;
- minimise visual, acoustic and amenity impacts on adjacent public spaces;
- ensure that important views (to public buildings, along major streets and to the harbour) are not obscured;
- include the judicious use of high-quality landscape, seating, lighting and other elements;
- maintain lines of movement and sight;
- provide summer shade and winter sunlight; and
- provide an ambience and sense of place that has a distinctive identity.

Overview and Scope

viii. Urban Design Objectives

Regenerating a Piece of Sydney - Sydney International Convention Exhibition and Entertainment Precinct Urban Design Objectives

- Re-launch the Precinct and redefine its place in the city of Sydney and in the international convention, exhibition and entertainment markets.
- Create a new 'place to be' in Sydney defined by its own unique character.
- A Precinct outcome that delivers a balanced solution for the city.
- Multi-functionality of the Precinct amenities; with a focus on flexibility and adaptability.
- Bring a new vibe and spirit to this quarter of the city.
- Provide a seamless transition between the facilities, the Precinct and the greater urban fabric.
- A quality design that provides a unique experience for the global visitor and is embraced and integrated into the lives of the people in Sydney.
- Provide the visitor with an opportunity to experience a variety of places within the Precinct with a richness in texture and activities.





COCKLE BAY, DARLING HARBOUR, VIEW TO NORTH



EXISTING CONVENTION CENTRE, WESTERN DISTRIBUTOR AND EXHIBITION CENTRE, DARLING HARBOUR, VIEW TO EAST

01 Urban Structure

The Design must create an identifiable, unified precinct with enhanced connections to surrounding neighbourhoods and pedestrian and bicycle networks. An important objective is to improve east-west and north-south 'through traffic' by utilising the site topography and tapping into surrounding road and pedestrian pathways. The urban structure must lay the foundation for a safe and inclusive environment that supports a high level of pedestrian activity and delivers a dynamic new 'place to be' in Sydney.

Appreciating the Context

Place and Heritage

- Waterfront and parkside location with signature CBD views
- The traditional owners were the Cadigal, who are part of the Darug Nation or language group

Natural Resources (Cockle Bay)

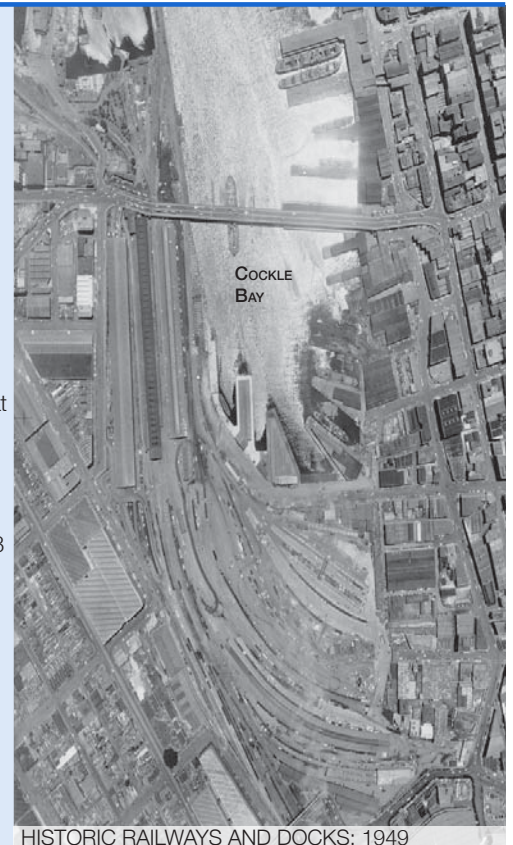
- Water has always attracted people to the area formerly called Long Cove by early European settlers, now named Cockle Bay after the shell middens (waste mounds) that characterised the area during the 1800's

Historic Connections

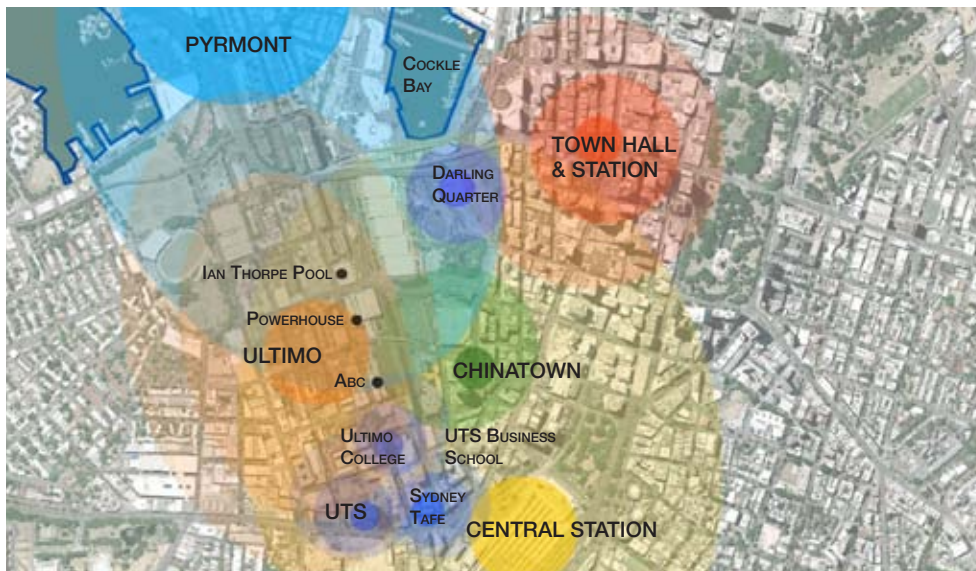
- Home to the historic Iron Wharf, steam engine, refrigeration industry and engineering works
- The railway goods yard served as Australia's wheat and wool epicentre, packing the nation's wealth and dispatching the State's goods overseas
- The Darling Harbour Authority was established to redevelop the area as part of the Bicentennial program, with the reconfigured site opening in 1988

Community and Culture

- The waterfront destination was established 'as a place for people; an entertainment, cultural, educational and recreational precinct
- Today, the 20Ha site is dissected by freeway infrastructure
- A variety of unique character areas neighbour the Precinct
- Darling Harbour functions in different ways, at different times of the day



HISTORIC RAILWAYS AND DOCKS; 1949



WATERFRONT SPACE WITH WESTERN DISTRIBUTOR OVERHEAD

Reference Documents

- » Creating Places for People: An urban design protocol for Australian Cities
- » City of Sydney Sustainable Sydney 2030
- » Darling Harbour South Master Plan, Johnson Pilton Walker

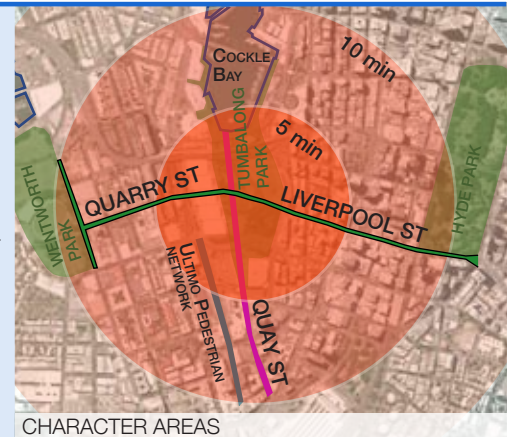
The Movement Framework

Movement Assessment
Design for Ease of Walking
Street Network

Make or Break Boundaries
Types of Grid

The Design Must:

- Take account of a movement assessment that has been undertaken
- Design for ease of walking
- Connect with the existing networks
- Integrate upper levels as well as the valley floor
- Stitch the East, West and the South together
- Make or break boundaries
- Provide choice through a grid network with a clear hierarchy



CHARACTER AREAS

CONNECT THE GRIDS



LEGEND

- Ultimo Urban Grid
- New Connecting Urban Grid
- CBD Urban Grid

01 Urban Structure

Walking

The Pedestrian Environment

The Design Must:

- Maintain the pedestrian dominance of Darling Harbour
- Provide pedestrian and cycle friendly streets
- Create attractive and character-rich routes
- Ensure Accessible routes along all pathways and desire lines
- Separate Front of House areas from Back of House areas



PEDESTRIAN FRIENDLY AREAS AND ROUTES

Cycling

The Cyclist Environment

Cycle Lanes

Cycle Security and Storage

The Design Must:

- Provide a Design for convenient cycling
- Allow for passing of parked cars
- Provide streets that are safe for cyclists
- Cycle lanes should be provided outside the public realm (i.e. commuter cycling)
- Recreational cycling should be provided within the public realm
- Provide public cycle parking from the outset
- Include secure community / public bike storage along cycle routes and nodes



ATTRACTIVE CYCLE ENVIRONMENTS

Public Transport

Public Transport Catchments

Bus, Train and Light Rail Provision

The Design Must:

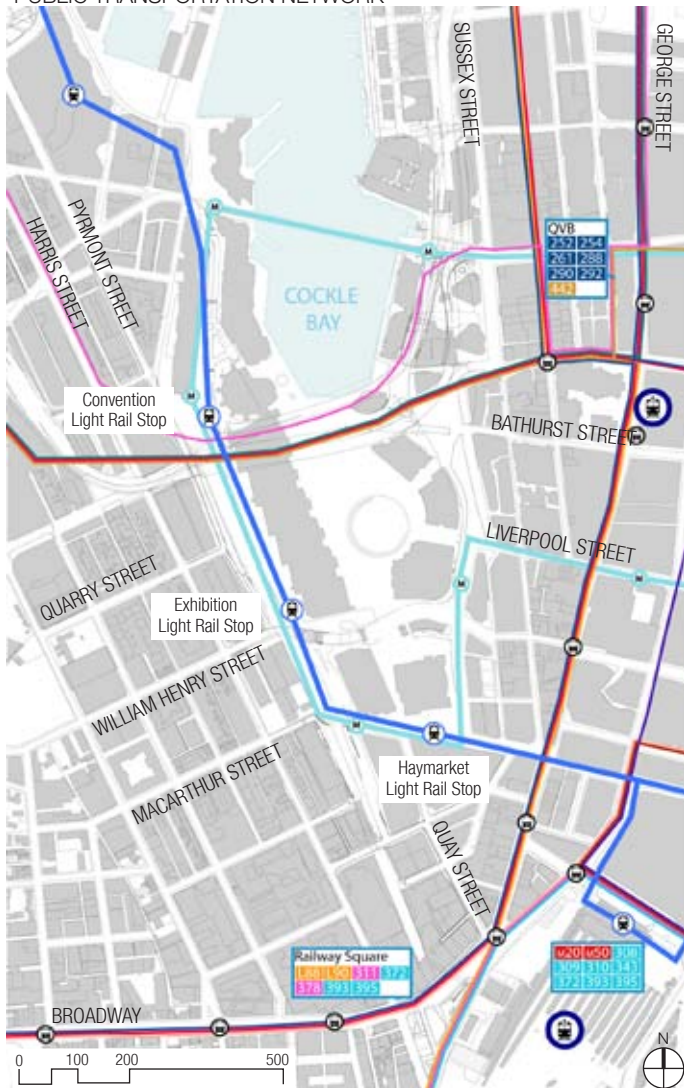
- Make connections for people on the bus, train and light rail
- Make it convenient to catch the bus, train and light rail



CONNECT EXISTING AND NEW PUBLIC TRANSPORT SYSTEMS

01 Urban Structure

PUBLIC TRANSPORTATION NETWORK



LEGEND

- Train station
- Bus route
- Monorail stop
- Tram stop

PEDESTRIAN & CYCLE NETWORK



LEGEND

- Cycle route on road, heavy traffic
- Cycle route on road, low - medium traffic
- Future cycle route, low - recreational traffic
- Separated cycle route - existing
- Separated cycle route - future
- Pedestrian pathway
- Major pedestrian route
- Future major pedestrian route

02 Urban Grain

Urban grain refers to the street pattern, block sizes and building pattern within a city and describes the interrelationship between these elements. A fine urban grain is highly desired to create a precinct which is as inviting and approachable as possible to visitors. The Design must balance high quality permanent landscape with flexible, well-designed urban spaces that can continually change and support a variety of activities and events and draw an increased number of visitors to the site. The Design will provide a new meeting point for this part of the city and a vibrant waterfront that enhances the social and economic fabric of Sydney, and strengthens the role of Darling Harbour as a connector and key public space.

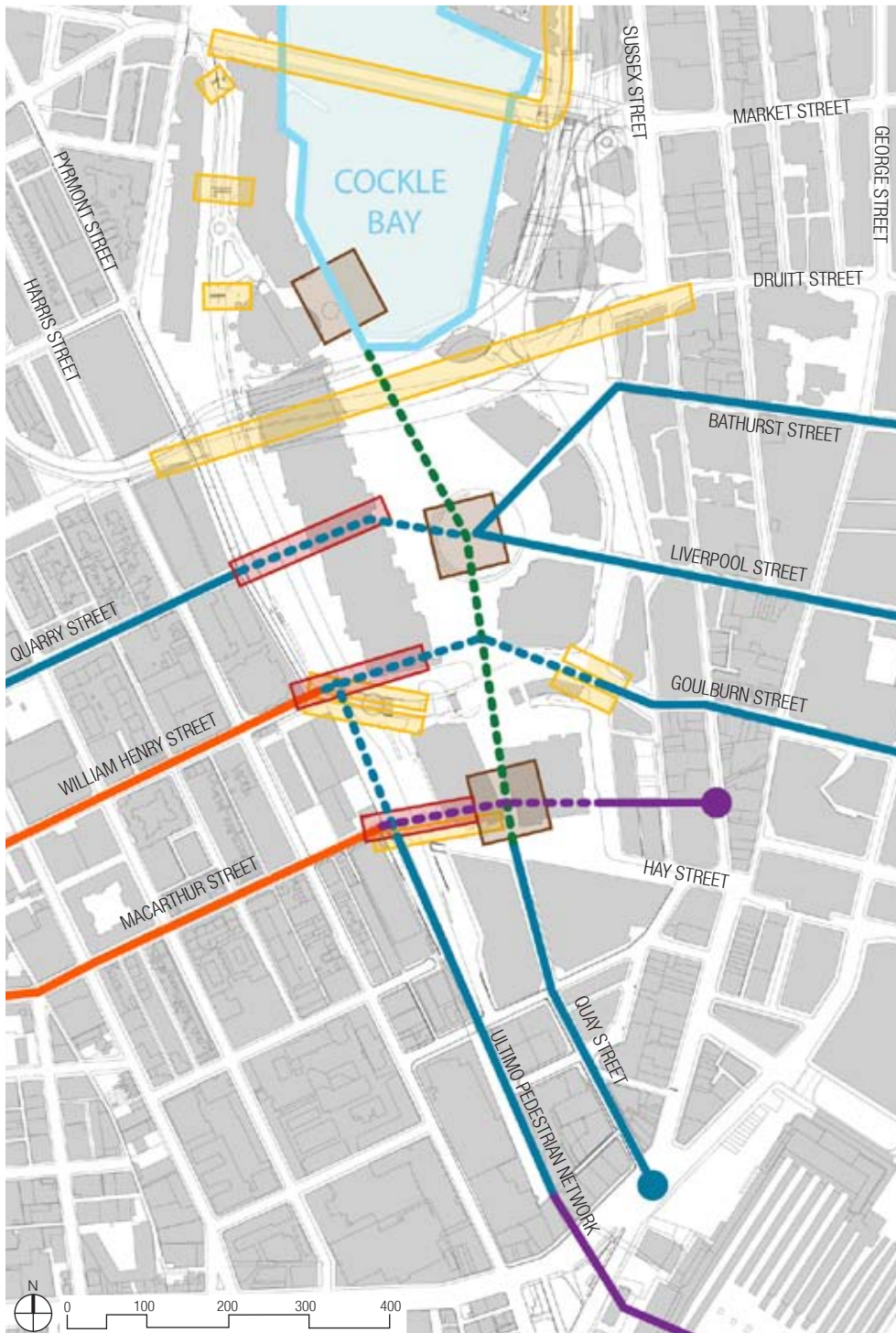
Key connections must be established as part of the Design. These include Quay Street extension to the water at Cockle Bay, Quarry Street through Tumbalong Park to Liverpool Street, the extension of Little Hay Street and the integration of the forthcoming Ultimo Pedestrian Network.

Streets and Traffic		
Street types	<i>The Design Must:</i> – Define street types by capacity and character – Ensure street hierarchy is clear: Lane; Residential; Commercial; Boulevard - refer adjacent page – Ensure no vehicular traffic within pedestrianised areas – Support the key pedestrian connections with vehicular access that includes VIP arrival and drop-off zones for red carpet and similar events	
Arrival Points	– Make the street an address – Make the routes go through – Connect to finer grain laneways; that are open to the sky	
Main Routes	– Provide streets for everyone – Provide places not roads – Put the urban space first	
Streets as Social Places	– Keep junctions tight – Allow for an appropriate amount of vehicular traffic – Provide wide crossings on busy or main roads – Slow traffic down	
Tracking		
Junctions		
Traffic Calming and Pedestrian Crossings		
Blocks Defined by Street Network		
Perimeter Blocks	<i>The Design Must:</i> – Ensure blocks face and front the street – Respect people's privacy by the arrangement of buildings – Build to the street alignment and line the perimeter – Encourage continuity of street frontage and rhythm	
Block Size	– Keep blocks small	
Block Shape	– Provide a block that allows for change and the future	
Block Interiors	– Provide for internal flexibility	
Parcel Size	– Keep the grain fine – Keep commercial units narrow on ground floors	
Unit Size		
		LA RAMBLA, BARCELONA
		UENO ST, TOKYO

Reference Documents

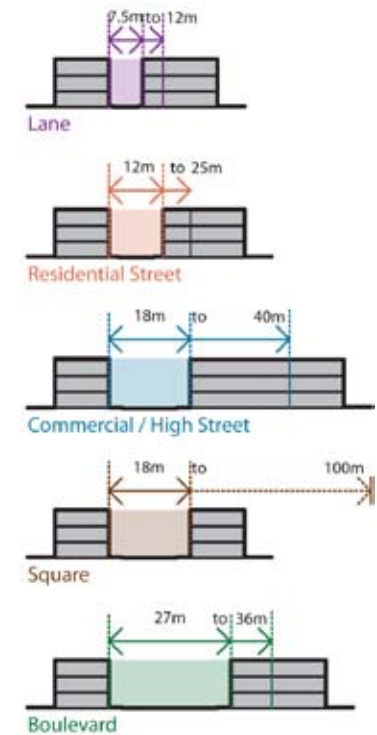
- » Creating Places for People: An urban design protocol for Australian Cities
- » Darling Harbour South Master Plan, Johnson Pilton Walker
- » City of Sydney Sustainable Sydney 2030
- » City of Sydney Cycle Strategy and Action Plan 2007-2017

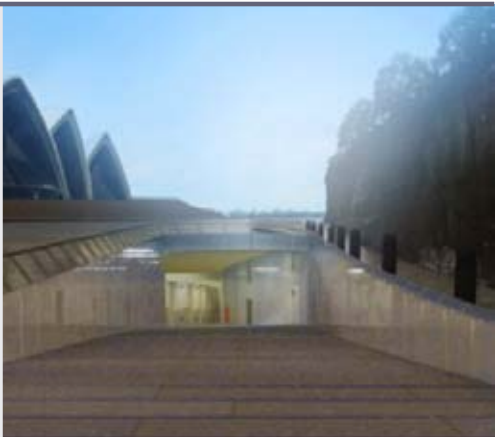
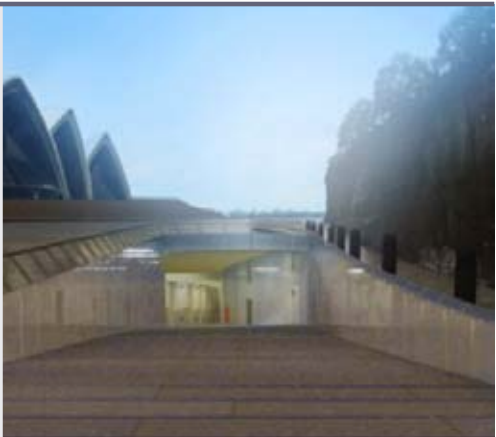
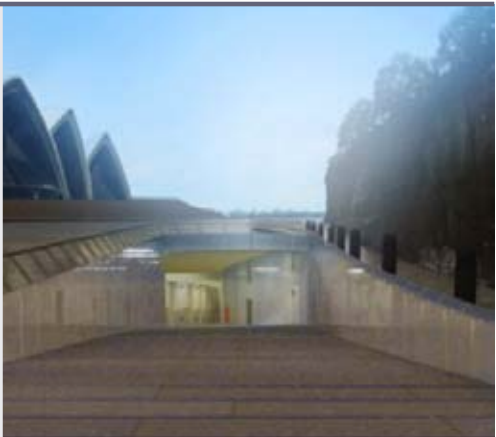
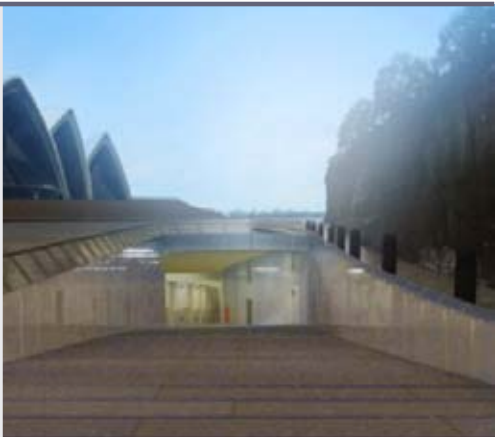
POTENTIAL ROAD NETWORK AND HIERARCHY OF ROUTES INTO & THROUGH THE SITE



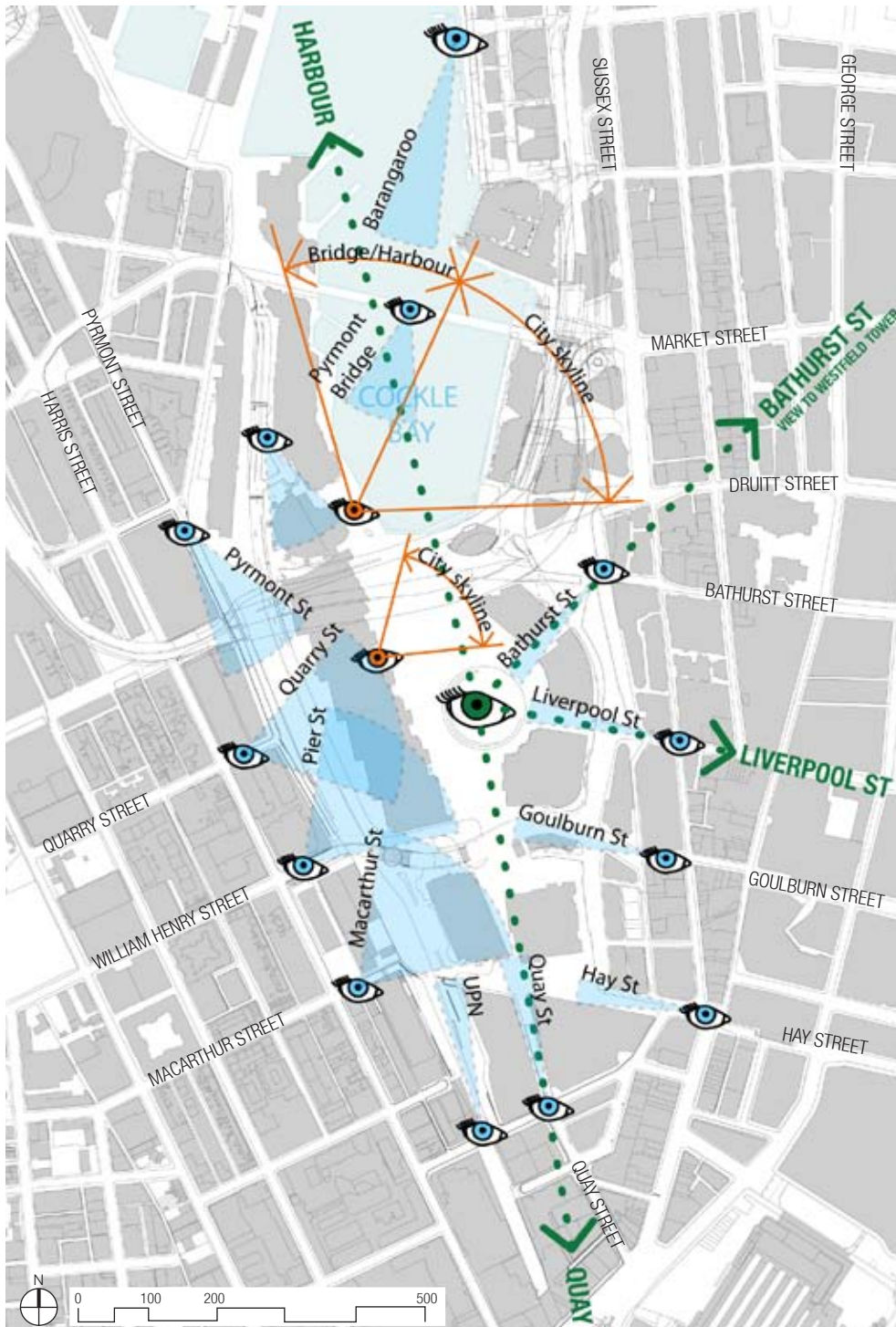
LEGEND

- New / Improved Square / Public Open Space
- Existing Upper Level Bridge Connections
- New / Upgraded bridge link access to site



Landmarks, Vistas and Focal Points		
Landmarks	The Design Must: – Ensure a <i>sense of arrival</i> – Provide a southern gateway to Darling Harbour – Make it easy to find your way around – Emphasise the hierarchy of the place – Show the way for visitors – Create an interesting and identifiable skyline – Provide a <i>point and line</i> approach to vistas	
Vistas	– Ensure focal points are appropriately located and scaled	
Focal Points	– Provide an entrance that welcomes people – Provide ceremonial entrance/s for the Core Functions	
Utilities Infrastructure		
Servicing	The Design Must: – Plan for sustainable infrastructure provision – Design a discreet and co-located network	
Services Routing	– Make services subservient to the Design – Coordinate design development with service providers – Put services underground in shared strips – Hide the services boxes and plant facilities from Front of House areas	
Equipment / Plant Boxes		
Parking and Servicing		
Parking Standards	The Design Must: – Ensure sustainable parking levels	
Positioning Parking	– Minimise the need for service vehicles to park, stop or queue on the public road network, including Darling Drive	
Car Parks	– Design the commercial car park following secure-by-design principles – Soften and screen basements and multi-storeys – Make car parks discreet or if they are prominent make them beautiful	

KEY VIEWS



LEGEND

- Key views of access in/out of Tumbalong Park
- Key views of external landmarks
- Key views into Tumbalong Park

03 Density and Mix

Successful public places require a full mix of local services and facilities to serve commercial, educational and civic uses. A rich layering of facilities and services will promote social diversity and usage beyond daytime and business hours and create a lively and commercially viable precinct.

Density refers to how comfortable an area feels and its social consequences. The Design must invite people into the public realm and make them feel welcome. A positive relationship between the public and private domain is established when façades are of a human scale, distances between key spaces are walkable, buildings are of a moderate mass, pathways connect different spaces and neighbourhoods and the quality of landscape softens perceptions. Through the thoughtful design and positioning of buildings, the Precinct will provide a framework for future development and deliver a legacy for the people of Sydney.

Mixing Uses		
The City Unit	<i>The Design Must:</i> – Build a walkable Precinct – Create a patchwork of different activities throughout the Precinct – Include uses such as: tourist; educational; recreational; entertainment; cultural and commercial facilities – Maximise synergy and minimise conflict of uses – Include Convention, Exhibition and Entertainment uses – Combine commercial and civic uses with hotel and other uses such as residential to provide a sustainable and viable mix of uses – Emphasise the civic values of the Precinct – Complement the existing retail of Darling Harbour – Wrap and cap ‘big box’ facilities with other uses – Bring dead edges to life through active uses – Provide a rich mix in the transition of uses – Focus on links to public transport nodes	
Character Areas		CONVENTION
Compatible Uses		HOTEL
Collocate Primary Uses		
Mixed forms, uses and users		ENTERTAINMENT
Destination		
		EXHIBITION
Edges		COMMUNITY / CULTURAL
Transition Zones		RESIDENTIAL
		RETAIL

Density, Facilities and Form		
Density and form	<i>The Design Must:</i> – Integrate with the city context – Focus on activity centres and use clusters – Vary the density profile of different Facilities – Cater for a range of users and lifestyles – Blend the best parts of town – Enable people to trade space for place – Take a long term view	
Density and Interior Space		
Density and Time		
		EXISTING CITY CONTEXT

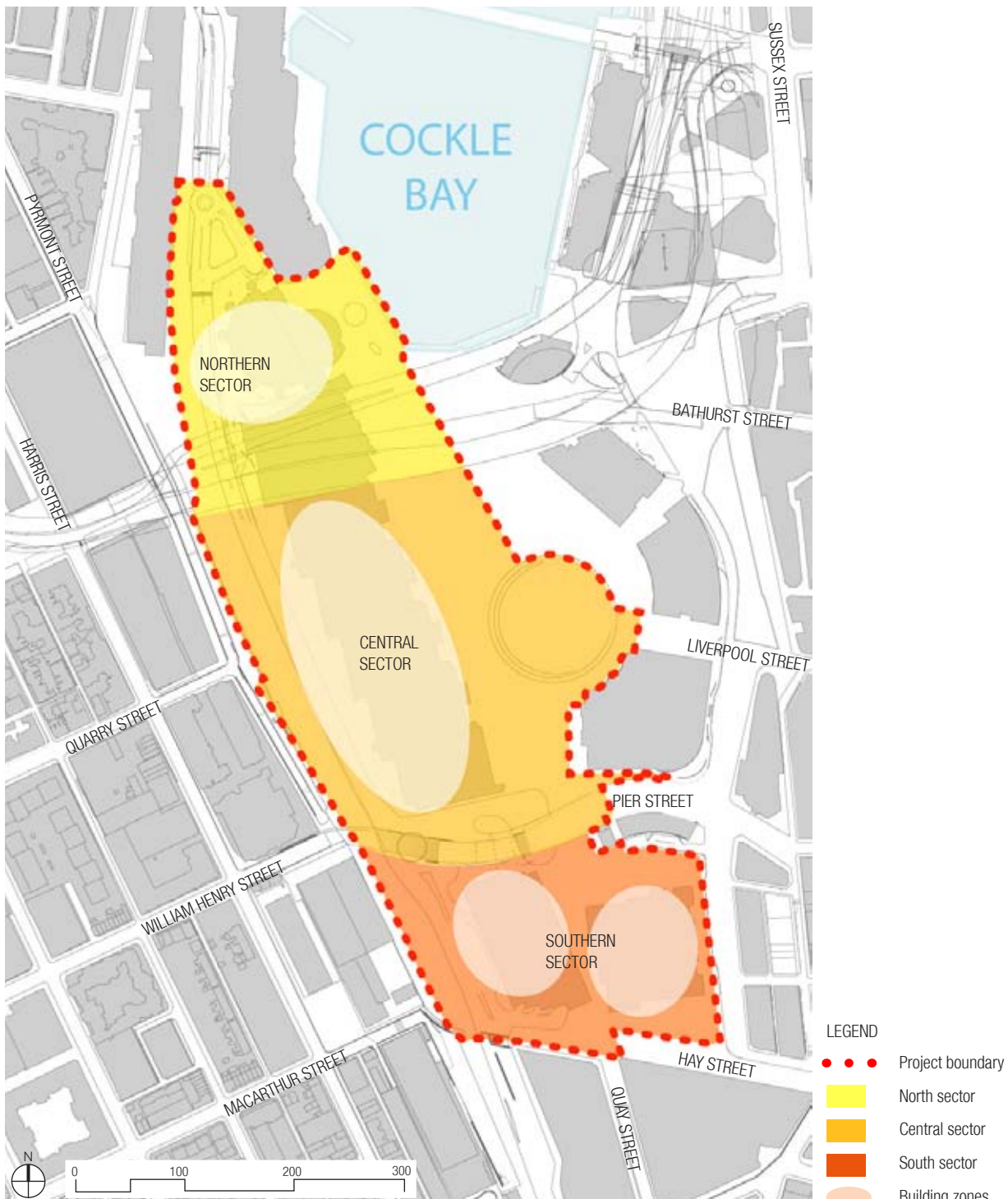


03 Density and Mix

Reference Documents

- » Darling Harbour Development Plan No 1, 29 March 1996
- » Creating Places for People: An urban design protocol for Australian Cities
- » Darling Harbour South Master Plan, Johnson Pilton Walker
- » City of Sydney Sustainable Sydney 2030

3 SECTORS FOR REDEVELOPMENT: NORTH, CENTRAL AND SOUTH, WITH BUILDING ZONES



04 Height and Massing

The Design must provide a sense of openness that increases the amenity of the street, spaces and other buildings and does not cut off the area from surrounding neighbourhoods. A good balance of developed and open space areas must be achieved.

The Design must not develop in isolation but must be considered from a range of viewing points. Angles must take into consideration view sharing of neighbouring buildings and most importantly reinforce the identity of the Precinct within its larger city context. The valley floor of Darling Harbour provides a pivotal datum that relates to the sea level of Cockle Bay. Tower forms surrounding the valley should appear simple yet elegant and add a recognisable sculptural form to the skyline. An opportunity exists to complete the ring of identifiable harbour side buildings and create a landmark that will enhance the skyline of Sydney for future generations.

Building Size and Scale

Building Height

The Design Must:

- Define The Big Picture
- Develop a building height strategy
- Relate building height to context
- Wrap up and Step down to provide a human scale to the facilities
- Adapt with topography
- Respect overshadowing principles
- Consider view sharing for residential neighbours
- Plan shallow building depths
- Orientate for flexibility and suitable access
- Ensure the building form turns the corner where streets meet
- Provide trim and slim (narrow) building types or frontages to Big Box facilities

Building Depth

Corners

Building Width



CORNER TREATMENT, ROSLYN ST, SYDNEY

Building for Change

Multi-Use Buildings

The Design Must:

- Provide a mix of uses where most uses are compatible side-by-side
- Ensure a mix of uses at close quarters
- Provide a vertical mix of uses: Make uses stack up through the building
- Provide access for all and meet Disability Discrimination Act requirements
- Reveal the history of the place

Flexibility, Adaptability and Re-Use



VERTICAL NEIGHBOURHOOD, AXIS MUNDI, NY

Positive Outdoor Space

Positive and Negative Space

The Design Must:

- Define the space, its function and character
- Provide and ensure the *right to light* between buildings
- Form and shape outdoor rooms using built form
- Use light and shadow to add dynamism within spaces
- Avoid creating microclimate issues for example negative wind conditions caused by tall building location and design



LOOKING THROUGH COLONNADES, ROME

Reference Documents

- » Creating Places for People: An urban design protocol for Australian Cities
- » Darling Harbour South Master Plan, Johnson Pilton Walker
- » City of Sydney Sustainable Sydney 2030
- » Darling Harbour Building Height Study, Tony Caro Architecture & City Plan Urban Design, 2006

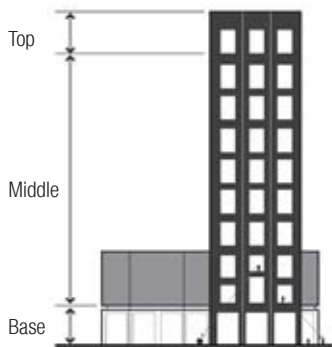
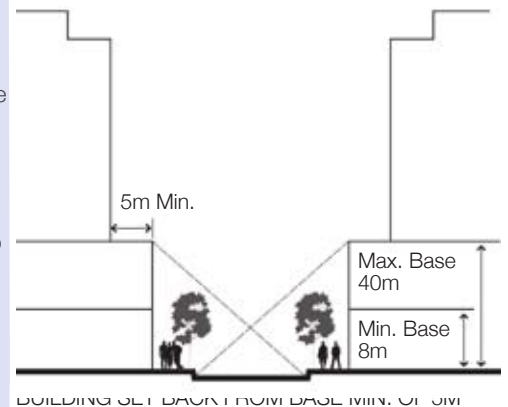
Building Lines and Setbacks

Building Lines and Setbacks

Enclosure

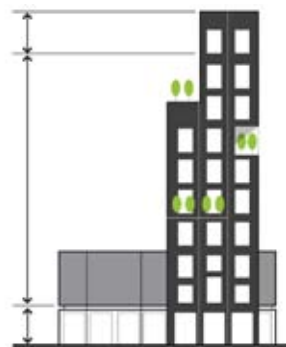
The Design Must:

- Provide buildings that are built to an appropriate building line
- Form appropriate heights of street walls with taller sections of building setback from the street
- Proportion buildings with a base, middle and top
- Create an interface for humans at the public realm
- Create enclosure and definition to the space around and between buildings



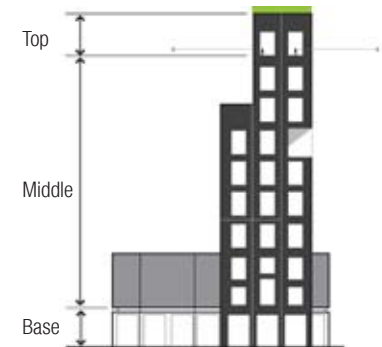
BASE TREATMENT

Ground Floor - active frontage & contribute to public realm
First & Second floors - contribute to activity in public realm & provide overlooking



MIDDLE TREATMENT

Mid-section can create useable outdoor spaces and transition to human scale within public realm
Balconies should be recessed within the building structural frame

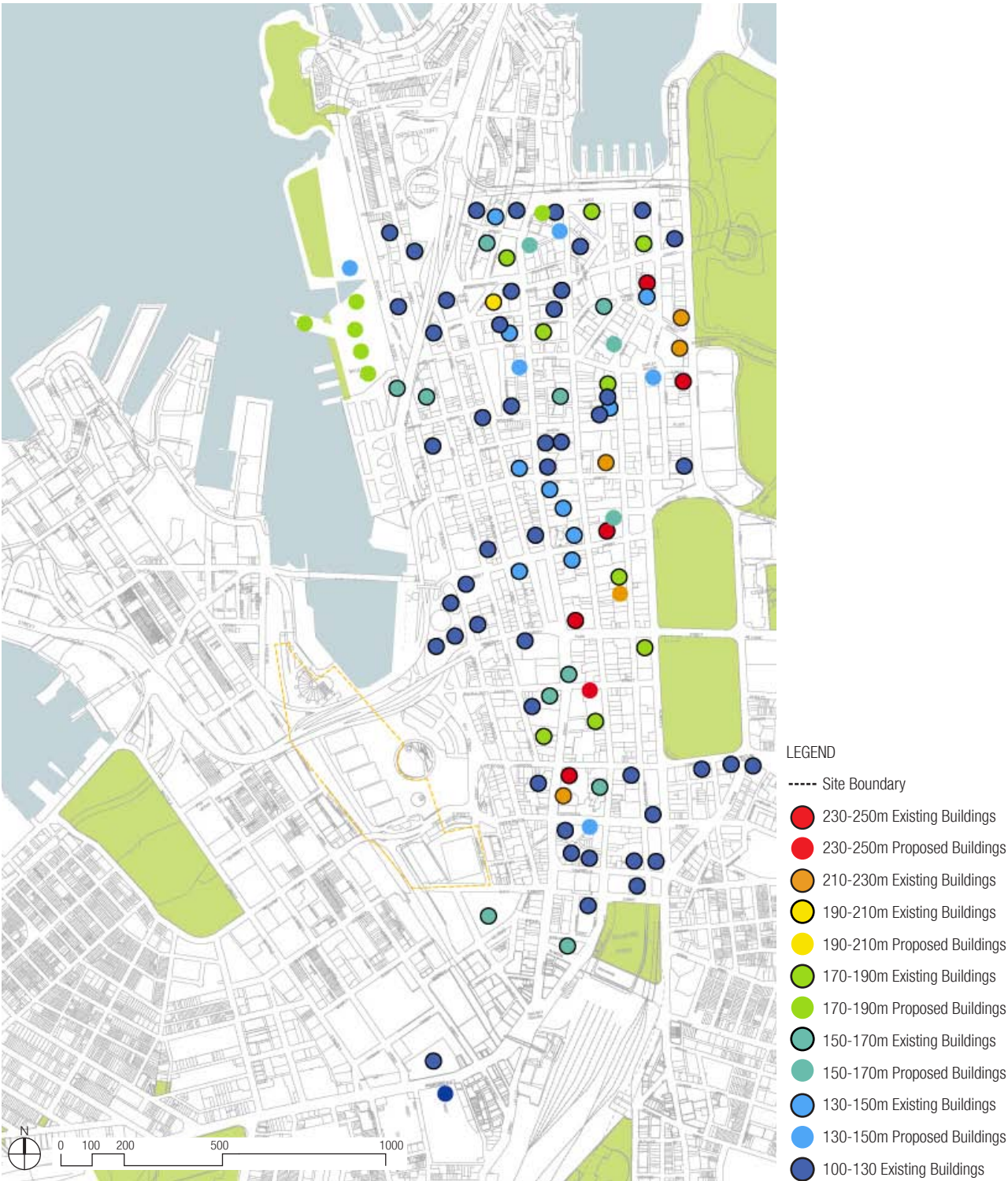


TOP TREATMENT

Consider roof-top green space and views from adjacent tall buildings
Top levels - potential to be occupied by public or shared communal spaces

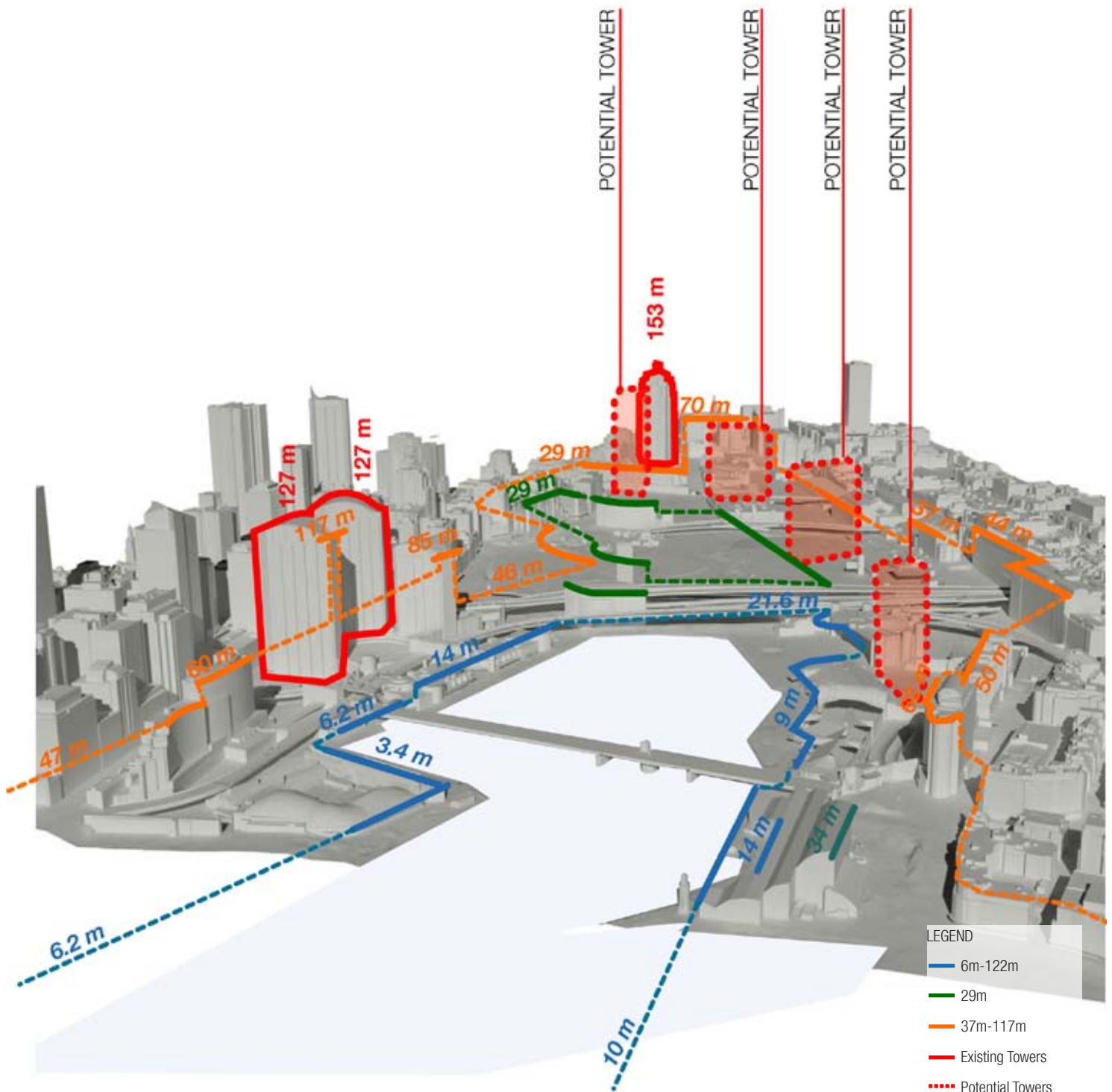
04 Height and Massing

TALLER BUILDING LOCATIONS AND BUILDING HEIGHTS IN THE CITY (IN METRES)



04 Height and Massing

AN EXAMPLE OF TALLER BUILDING LOCATIONS AND OPPORTUNITIES AT COCKLE BAY AND SOUTH DARLING HARBOUR TO RESPECT VIEW CORRIDORS AND THE HEIGHT DATUMS AROUND VALLEY FLOOR



05 Public Realm

The quality of the Public Realm is vital to creating an environment where people want to visit, work and live. The Design must keep people in mind, connect people and places and facilitate commerce and recreation. It will be flexible enough to bring diverse characters and populations together in the Precinct. Movement through the Public Realm should be easy, pleasurable, innovative, and intuitive and create more accessible and enjoyable routes for all. Pedestrian streets will make the most of opportunities to refocus the street as space, create visual interest and amenity and most of all encourage social interaction and lift people’s spirits.

A Thriving Public Realm

Social Spaces

Distinctive Places

The Design Must:

- Provide *focus activity areas* within the Public Realm
- Ensure there are appropriate uses in and around the space
- Build in versatility and flexibility
- Provide adequate routes through space: enable people to pass directly from A to B
- Stimulate the human senses through touch; sound; smell
- Create a distinctly local Sydney identity
- Plant local species
- Enhance natural ecology and ecosystems
- Embrace the Sydney climate
- Ensure the place is of high quality and is built to last
- Integrate art within built and landscape forms



CHICAGO MILLENIUM PARK



Safety and Security

Safety

Security

The Design Must:

- Build in Safety
- Focus on natural surveillance
- Follow secure-by-design principles
- Watch the main entrance closely
- If there has to be a security fence or grill, design it as a sculpture

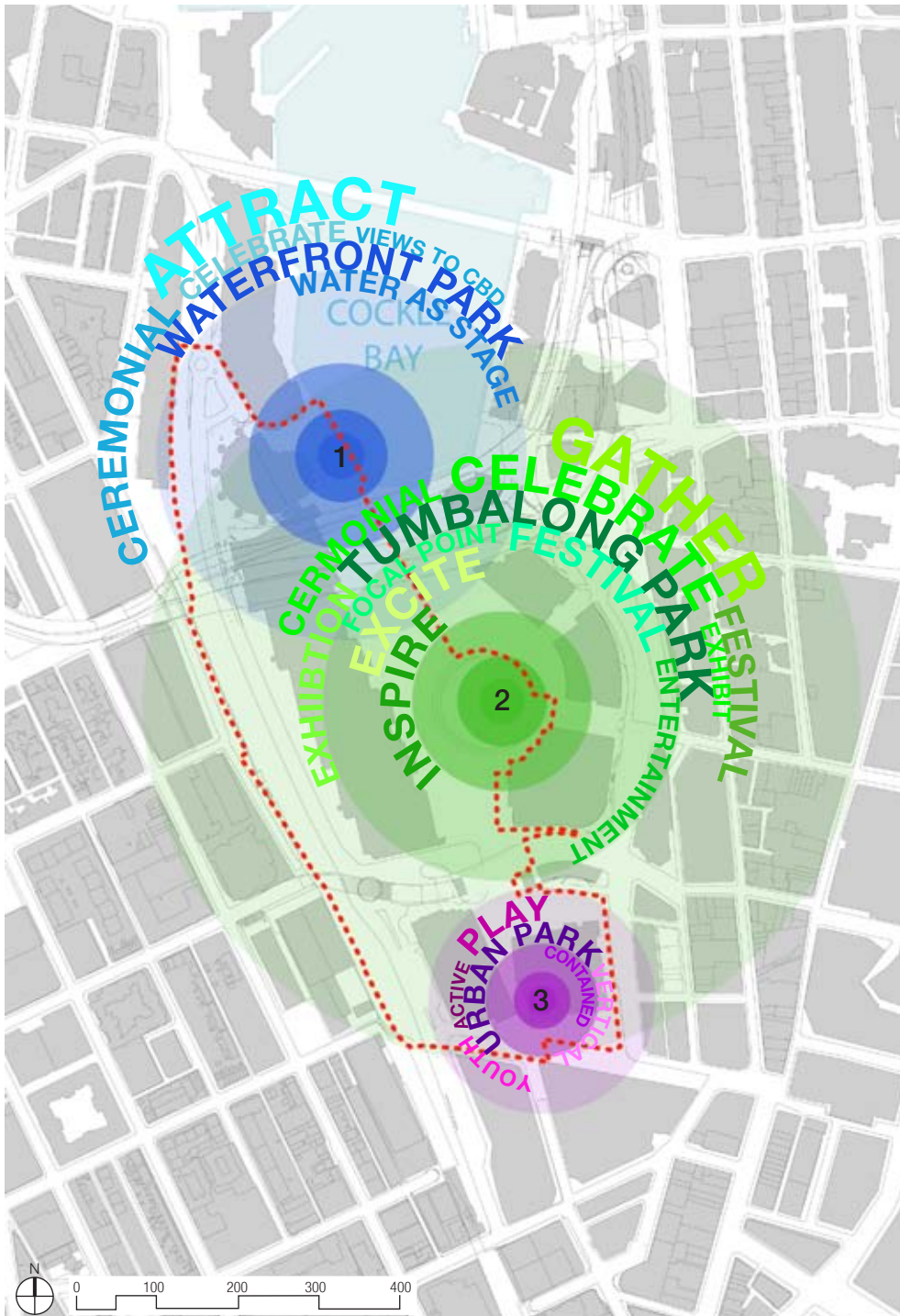


LEVEL CHANGES - PROMOTE SURVEILLANCE WHILE RETAINING PRIVACY

Reference Documents

- » Creating Places for People: An urban design protocol for Australian Cities
- » Darling Harbour South Master Plan, Johnson Pilton Walker
- » City of Sydney Sustainable Sydney 2030

MINIMUM 3 OPEN SPACES FOR THE PRECINCT - EACH WITH THEIR OWN CHARACTER AND SCALE;
(1) WATERFRONT, (2) TUMBALONG PARK, (3) COMMUNITY



The Public Realm is space for people.

There should be no reduction in the available open space from what is available on the site today, ideally it should be increased.

LEGEND

- • • Site boundary
- Waterfront Park (1.)
- Tumbalong Park (2.)
- Community Square (3.)

Temporary Uses

Flexible Open Spaces

- The Design Must:*
- Ensure there are rich day and night experiences
 - Provide appropriate amenity for an 18 hour / 7 days a week site
 - Allow for a diverse range of events and overlays
 - Provide large gathering spaces and intimate areas for diversity
 - Balance the event spaces with recreational spaces and circulation spaces
 - Flexibility to allow features to be incorporated in major events



CHICAGO MILLENIUM PARK - DIGITAL WATER PARK



COCKLE BAY, DARLING HARBOUR FIREWORKS



DARLING HARBOUR FESTIVITIES



SYDNEY AROMA FESTIVAL - PARADES



SYDNEY FESTIVAL 2012



SMART LIGHT FESTIVAL, SYDNEY



SYDNEY FESTIVAL, THE DOMAIN, SYDNEY

Accessibility

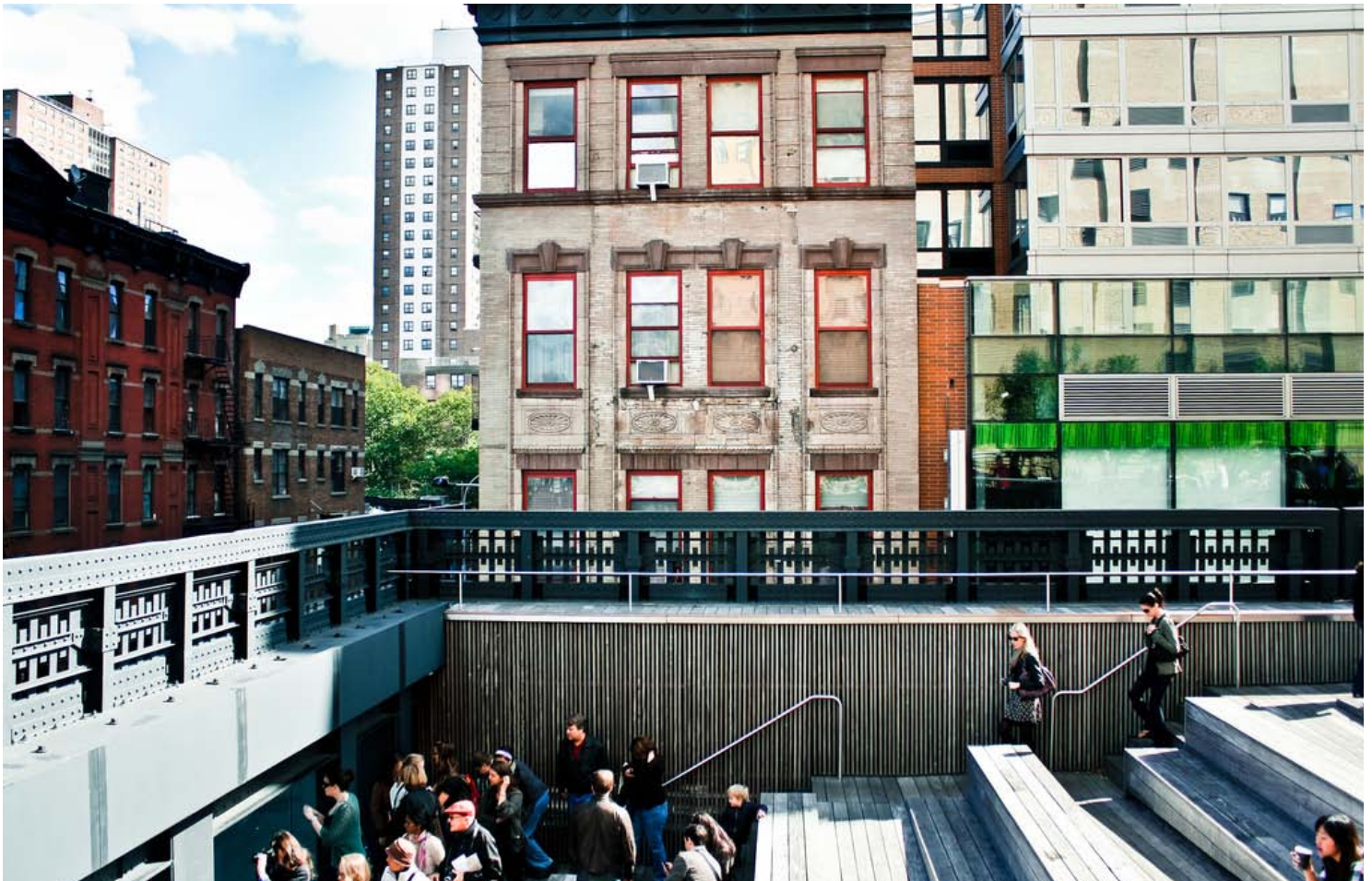
An accessible Darling Harbour

The Design Must follow the principles to be adopted for walking routes and follow the five C's approach as follows:

- **Connected** – walking routes are to link to key 'attractors' such as public transport interchanges.
- **Convivial** – walking routes are to be implemented and maintained in good condition ensuring a pleasant experience.
- **Conspicuous** – walking routes are to be safe and inviting routes with good lighting, visibility, surveillance and signage.

- **Comfortable** – walking routes are to incorporate measures to increase enjoyment including high quality surfacing and landscaping and either safe integration with, or segregation from, traffic.
- **Convenient** – walking routes are to be as direct as possible so walking can compete favourably with other modes. Walking times of between 5 and 10 minutes will encourage people to travel by foot.

All areas shall be designed to provide equality of access for people with disabilities in accordance with Disability Discrimination Act (DDA).



THE HIGH LINE, NEW YORK CITY: CREATIVE SEATING SPACE WITH DDA COMPLIANT ACCESSIBLE ACCESS TO THE VIEWING WINDOW

06 Streetscape and Landscape

Streetscape and landscape refers to the design of public spaces such as streets, open spaces and pathways and includes landscaping, microclimate, shading and planting. The Design must balance high quality permanent landscape with flexible well-designed urban spaces that can continually change and support a variety of activities that can adapt to use over time, time of day and time of year.

The streetscape and landscape needs to communicate the Precinct as a whole and help visitors feel a sense of arrival and departure in the space. The elements must create a distinctive place that retains its character when activity is absent and accommodates all people in their diversity. The Design must be robust, durable and maintainable while making a positive contribution to the sense of place. The key to the Design is to grow old gracefully so that it becomes more attractive, more interesting and comfortable as trees, shrubs and other plants mature.

Landscape

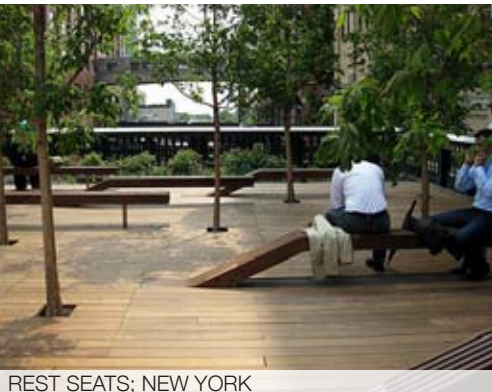
Open Space and Landscape Design
Public Access to Open Space
Open Space Networks
Topography

The Design Must:

- Provide a variety of open space types
- Create park life
- Ensure that parks are within walking distance
- Connect open spaces as a network
- Work with the earth and the historic landform cuts of the valley



THE HIGH LINE, NEW YORK; SUPERB PARK LIFE



REST SEATS; NEW YORK



CHEONGGYECHEON, SEOUL, SOUTH KOREA



DARLING QUARTER, SYDNEY

Wildlife and Ecology

Wildlife and Ecology

The Design Must:

- Balance human access and wildlife shelter
- Ensure that all sites are created as habitats
- Aid biodiversity



RED-BROWED FINCH; ONE OF SYDNEY'S LOCAL NATIVE SPECIES REQUIRING GREATER HABITAT PROVISION IN THE CITY

Microclimate

Microclimate

The Design Must:

- Consider the influence of the elements
- Plant with the sun in mind
- Harness cool breezes
- Protect from winter winds
- Make the place comfortable
- Provide summer shade and maximise winter sun



PALEY PARK, NEW YORK; RESPITE IN THE CITY

06 Streetscape and Landscape

Reference Documents

- » Creating Places for People: An urban design protocol for Australian Cities
- » City of Sydney Sustainable Sydney 2030
- » Darling Harbour South Master Plan, Johnson Pilton Walker
- » City of Sydney Public Art Strategy and Policy
- » City of Sydney Eora Journey
- » City of Sydney Barani Barrabugu; Yesterday Tomorrow
- » City of Sydney Draft Interim Sydney Streets Design Code

Wayfinding

Signage

The Design Must:

- Make the place legible
- Use urban markers through both built form and landscape elements
- Achieve a macro-precinct to micro-pedestrian scale wayfinding strategy
- Regulatory signage



LUNA PARK SYDNEY; GATEWAY ENTRY AND PRECINCT IDENTIFICATION

Street Furniture, Art and Lighting

Street Furniture

Art

Lighting

The Design Must:

- Clean up the existing clutter and provide a collection that is integrated and harmonious with the Design
- Provide a consistent palette of quality street furniture
- Fit art to the place
- Integrate art within built and landscape forms
- Make art a spectacle and worth repeat visits
- Appreciation of the origins and history of the precinct
- Illuminate each unique scene and harness an identifiable night time experience
- Consider 'plug and play' facilities to facilitate event overlays



INTERACTIVE PUBLIC ART / WATER FEATURE; DARLING HARBOUR



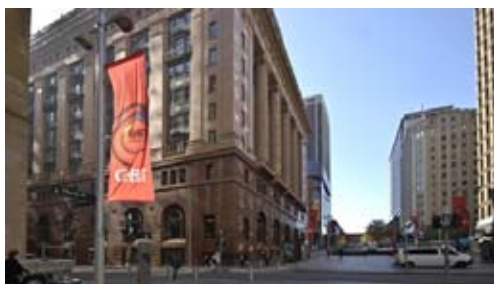
STREETSCAPE; INTEGRATED LIGHTING AND FURNITURE



STREETSCAPE; INTEGRATED LIGHTING AND FURNITURE



URBAN PLAY SPACE



'PLUG AND PLAY' LIGHT POLES IN THE PUBLIC DOMAIN



'ASPIRE' PUBLIC ART AND LIGHTING INSTALLATION, ULTIMO, SYDNEY



EVENT OVERLAY - SYDNEY FESTIVAL 2012

07 Façade and Interface

Façade and interface refers to the relationship of buildings to the site, street and neighbouring buildings and architectural expression of their facades. The Design must merge the private and public realms inviting people in and welcoming people out onto the street and into the public space. It will create an active ground level environment and enhance access and engagement with Tumbalong Park and surrounding areas. The façade will deliver Australia's best architecture to the Precinct and enrich the skyline of Sydney from near and afar while taking into consideration the scale and identity of surrounding buildings.

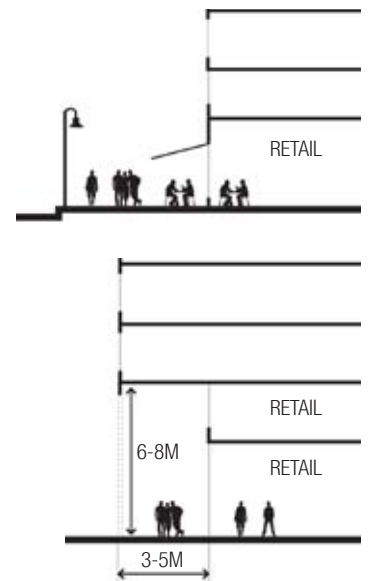
Animating the Edge

Active frontage

Richness and Beauty

The Design Must:

- Provide a varied and active frontage
- Reach out to the street
- Make buildings provide a setting to the spaces between them and in front
- Strengthen local identity
- Keep the Design rich from both near and afar
- Express the use and the purpose of the Facilities
- Relate to the human scale
- Embrace the identity of the Precinct
- Make entrances a feature in the facade
- Utilise detailed massing and facade treatments to welcome, guide and orientate users
- Relate the facade and ground level portions of buildings to the Public Realm
- Combine event strategies and elements such as banners, light poles and other event structures for the site with permanent ground level uses



'SPILL OUT' SPACE ADDS VIBRANCY TO THE PUBLIC REALM



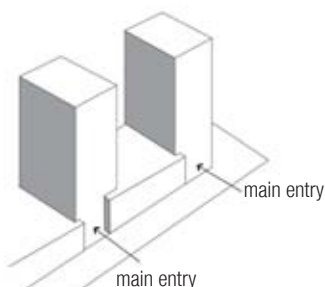
LANEWAY, MELBOURNE



OSLO OPERA HOUSE



QUINCY MARKET, BOSTON



ENTRY - PROVIDE CLEAR AND VISIBLE IDENTITY FOR BUILDING ENTRANCES LOCATED AT MID BLOCK AND CORNER

Reference Documents

- » Creating Places for People: An urban design protocol for Australian Cities
- » City of Sydney Sustainable Sydney 2030
- » Darling Harbour South Master Plan, Johnson Pilton Walker

Continuous Weather Protection

Shade and Shelter

The Design Must:

- Provide a weather protected route along all primary routes, including Quay Street (and its northern extension) and the Quarry Street extension
- Use colonnades or awnings along building frontages to allow a consistent datum to be read along a street edge
- Provide diversity in the elevations through articulation of the facade



ROME: A CLASSICAL APPROACH TO COLONNADES



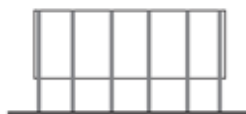
CONTINUOUS CANOPY -
USE OF AWNINGS



CONTINUOUS SHELTER -
USE OF COLONNADES



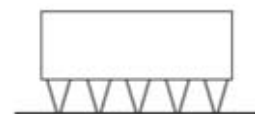
COLONNADE COLUMN
SPACING - TO SUIT SCALE OF
BUILDING AND ASSOCIATED
SPACES



COLUMNS EXTEND HIGHER
AND COULD BE COMBINED
WITH VERTICALS IN BUILDING
FACADE VEGETATION AND
GREEN WALLS



COLUMNS DO NOT HAVE TO
BE REGULARLY SPACED



COLUMN COULD BE
INCORPORATED IN FACADE
TREATMENT

08 Details and Materials

Details and materials refer to the close up appearance of objects and surfaces and selection of materials in terms of detail, craftsmanship, texture, colour, durability, sustainability and treatment. It contributes to human comfort, safety and enjoyment of the public and private realm. The Design must reflect best practise and ensure minimal maintenance, durability, longevity of materials and finishes and a sustained appearance which is critical for a positive visitor interaction.

Precinct Scale

Details and Materials

The Design Must:

- Demonstrate a precinct approach to materials and their built assembly
- Recognise that the grain, texture and scale of the skyline is of great importance
- Materials should be used to define and reinforce different character areas within the Precinct
- Be built of the same fundamental elements that make Darling Harbour the place it is. A place for celebration, for transaction and for entertainment with quality venues, shops, hotel, homes and Public Realm
- Respond to surrounding existing and historic character
- Add a distinctive townscape element within the wider Darling Harbour area
- Add another 'layer' of character into Darling Harbour, the new materiality will be symbolic of the change and transformation of the area



QUALITY FINISH ACROSS A PRECINCT;
FEDERATION SQUARE, MELBOURNE

Pedestrian Scale

Details and Materials

The Design Must:

- Ensure that detail resolution matters
- Ensure that materials are easily maintainable
- Ensure that the buildings are sustainable, durable and visually interesting
- All materials in the Public Realm areas of the Precinct, and especially the lower base elements of all buildings are to be highly durable
- Create a hierarchy of materials
- Propose a primary material to dominate the frontage, other materials should be used to demarcate different elements of the building
- Primarily use glazing where there is a key public use and where there are retail frontages
- Identify with the climatic conditions of Sydney and provide appropriate shade and shelter
- Use colour to add vibrancy and distinctiveness. Colour may be added through coloured light, retail signage, coloured glass or glazed brick as well as coloured fabrics of awnings and parasols.



GARDEN CITY PEDESTRIAN BRIDGE, SINGAPORE

Reference Documents

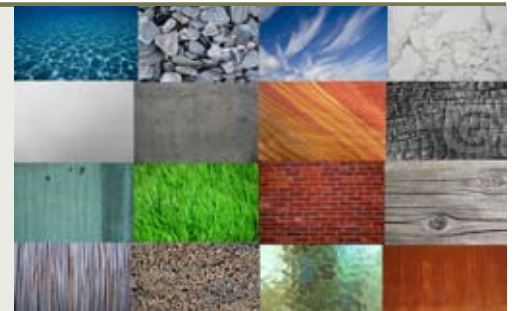
- » Creating Places for People: An urban design protocol for Australian Cities
- » City of Sydney Sustainable Sydney 2030
- » Darling Harbour South Master Plan, Johnson Pilton Walker

Materials

Details and Materials

The Design Must:

- Consider Sydney as a blue and green connected city
- Celebrate the temperate climate
- Use landscape and plant materials



Reference Sky

- Use materials that elevate built form into the sky
- Provide generous feeling of light and air throughout the buildings
- Material selections may include Concrete / Steel / Glass / Timber



STEEL AND GLASS



TIMBER

Reference Canopy

- Use materials that distinguish the roofline and any elevated decks
- Material selections may include Timber / Steel / Landscape Foliage / Native Species to work with the temperate climate



TREE CANOPIES INTEGRATED WITH STRUCTURE



ELEVATED TIMBER DECK THROUGH THE CANOPY

Reference Water City

- Use materials that reinforce Sydney as a harbour city
- References to water courses / estuaries / rivers may be used



THE CITY IS CONNECTED TO THE HARBOUR

Reference Base

- Use materials that connect the building to the ground
- References to the weathered landscape
- Material selections may include solid masonry elements such as stone, brick and concrete



NATURALLY WEATHERED SYDNEY SANDSTONE



GRANITE PAVERS, CITY OF SYDNEY FOOTPATHS

09 Energy and Resource Efficiency

Energy and resource use efficiency is crucial and the Design must demonstrate a World's Best Practice approach.

The principal of long life, loose fit and low energy will drive all aspects of the Design. The Design must maximise daylight and reduce the need for artificial lighting and heating by orientating the building towards the north. The Sustainability Guide defines principles and performance levels to achieve World's Best Practice sustainability within the Precinct.

Reference Documents

- » Creating Places for People: An urban design protocol for Australian Cities
- » City of Sydney Sustainable Sydney 2030
- » Darling Harbour South Master Plan, Johnson Pilton Walker

Resource Efficiency

Solar Design

Water

Earth

Wind

Waste

Energy

The Design Must:

- Orientate buildings towards the sun
- Let the light in and keep the heat out in summer
- Recycle rainwater where possible
- Use the potential of the ground
- Work with the wind
- Do more with less
- Waste not, want not
- Prioritise Precinct wide solutions



CH2 BUILDING MELBOURNE; EXPRESSES ITS ENERGY AND RESOURCE CONSUMPTION

10 Staging and Management

How the Precinct is managed and adapts over time is crucial to ensure that it remains a vibrant and dynamic place in Sydney. A management plan with a clear focus is essential and will ensure a continuous mix of cultural programming and civic activity. The Plan will deliver a contemporary and stimulating program that supports the local economy, environment and community.

Reference Documents

- » Creating Places for People: An urban design protocol for Australian Cities
- » City of Sydney Sustainable Sydney 2030
- » Darling Harbour South Master Plan, Johnson Pilton Walker

Precinct Management

Establish future event overlays and Change over time

The Design Must:

- Provide a platform for a range of events
- Provide a place for locals, visitors and international guests
- Allow the Precinct to change over time and evolve with contemporary culture
- A new Tumbalong Park will provide the opportunity for event staging.



SYDNEY OPERA HOUSE HOSTS A RANGE OF EVENTS FOR LOCAL AND INTERNATIONAL VISITORS



EVENTS AT FEDERATION SQUARE, MELBOURNE



DARLING HARBOUR; CITY SCALE EVENTS

