

DARLING HARBOUR LIVE IQ HUB

Concept Development + Delivery Strategy Paper



Lend Lease Development

January 2014

1. RECITAL

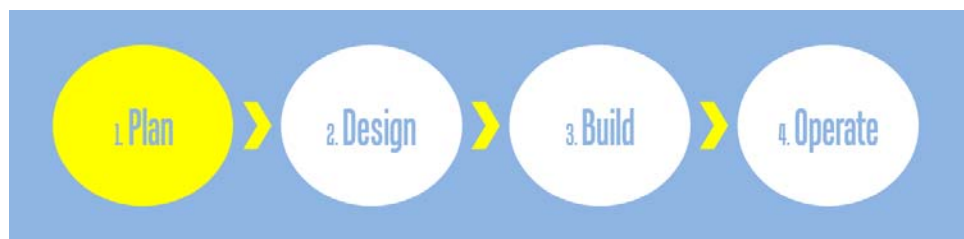
The NSW Government is partnering with Lend Lease, Capella Capital and AEG Ogden (collectively **Darling Harbour Live**), via a public private partnership (**PPP**) to create Australia's largest convention, exhibition and entertainment facilities in a renewed Darling Harbour. The development is known as the Sydney International Convention, Exhibition and Entertainment Precinct (**SICEEP**).

In addition, Lend Lease has entered into a Project Development Agreement to develop a mixed use site of approximately five hectares within the SICEEP site and hotel site. The mixed use site includes residential apartments, student accommodation, retail, commercial office space, a 400 bay public car park, and up to 2,000 square metres of community space and public realm upgrades (**Mixed Use Development**).

As part of the Mixed Use Development, Darling Harbour Live proposes the inclusion of community space in the form of purpose built, low cost work accommodation to create a new global address for fresh entrants in the innovative and creative industries (**IQ Hub**). With an area of up to 2,000 square metres, the IQ Hub will provide a convergence point within the premier knowledge precinct of Australia with the aim to create real viable business ventures and social initiatives within creative industries. The initial concept ideation process led to the signing of a non-binding Memorandum of Understanding between the University of Technology Sydney (**UTS**) and Darling Harbour Live to work together to develop the IQ Hub.

2. IQ HUB PLANNING

Darling Harbour Live is committed to the development, design, construction and delivery of the IQ Hub space. This *Concept Development and Delivery Strategy Paper* outlines the next steps in order to achieve a tailored and considered response to the outcome. The key stages in the concept delivery process are outlined below.

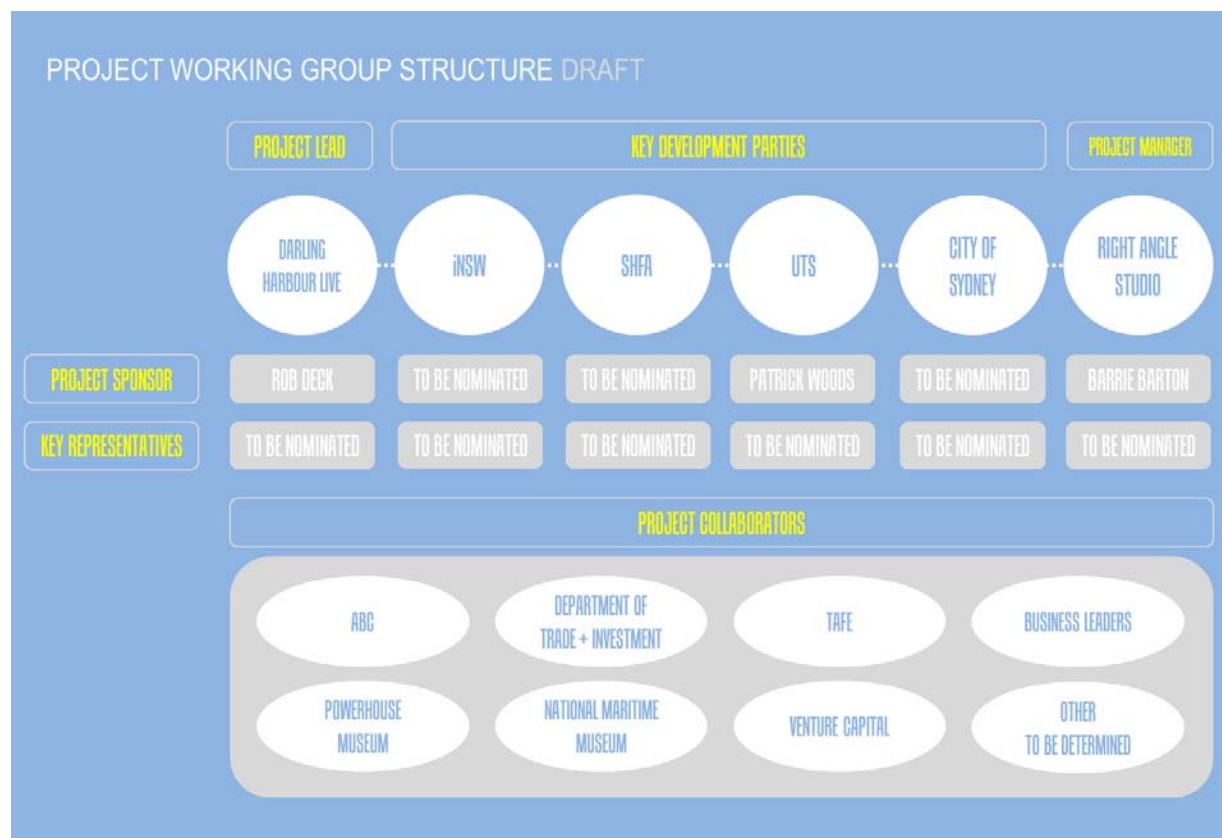


This paper primarily focuses on the first planning stage. This will necessarily involve examining the definition, development (design and delivery) and operation of the IQ Hub. The Planning phase will work through the following questions to inform the next stages:-

- (1) What is it?
- (2) What do we want it to achieve?
- (3) Who will use it?
- (4) Where will it be?
- (5) How will we deliver it??
- (6) How will it operate?

In the short term, Lend Lease will establish a key parties Working Group structure to ensure a tactical approach, including a shared understanding of the IQ Hub objectives, is achieved during the development of the concept. The work undertaken in this initial planning phase will then inform the architecture, design and development of

Based on discussions to date with UTS and the City of Sydney, the proposed key project Working Group structure, including the Project Manager to facilitate and manage outcomes, is shown in the chart below:



A significant body of planning work is scheduled to be undertaken in the first half of 2014 to complete the first planning stage of the concept delivery process. The draft workflow plan and program for the initial planning stage is included on the following pages.

