

Stakeholder engagement

Assessment report

Summary

Objectives

This report documents the recent community and stakeholder engagement activities undertaken in relation to the Walsh Bay Arts Precinct (WBAP) Master Plan and Concept Design. Community engagement in the initial phase of the project was undertaken to provide key stakeholders and members of the local community with information about the Master Plan, and subsequent Concept Design. The consultation process has provided an opportunity for comment on these plans prior to submission of a Concept State Significant Development Application (Concept SSDA) with the Department of Planning and Environment in mid-2014.

Methods and Results

Elton Consulting was commissioned to assist Arts NSW with community engagement activities undertaken in relation to the Walsh Bay Arts Precinct – from November 2013 to June 2014. During this timeframe the following activities were undertaken:

- Establishment of Have Your Say website to promote the Master Plan / opportunity for stakeholder and community submissions
- Conduct of initial briefing sessions and meetings with key stakeholders on the Master Plan, and follow up briefing sessions on the Concept Design
- Communications with key stakeholders and residents / businesses in Walsh Bay.

Consultations with relevant government agencies and authorities were conducted by Arts NSW and its project team during this period.

The majority of feedback received was supportive of the Walsh Bay Arts Precinct Master Plan and subsequent Concept Design, and the overall direction for this project. The proposed Arts Precinct is seen by many as an important and exciting initiative that will offer a wide range of social, cultural and economic benefits for visitors, Sydney-siders, the arts and cultural sector, and the broader economy. A number of stakeholders identified key issues for consideration in the detailed planning and design of the Arts Precinct. Potential impacts were identified by a smaller number of stakeholders. The latter includes loss of amenity associated with increased activation and noise, and loss of trade / income, particularly during the construction phase and potentially in the operational phase.

Conclusions and Recommendations

There is general support for the Walsh Bay Arts Precinct Concept Design, and the overall direction for this project. The issues raised in the initial phase of engagement are noted by Arts NSW and its project team, and will be considered in further specificity as part of the detailed design for the Precinct. Further engagement (should the project be funded and proceed) will focus on the Detailed Design for the Walsh Bay Arts Precinct that will form part of future Detailed State Significant Development Applications (SSDAs).

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1. Objectives of assessment

At a glance

This report documents the recent community and stakeholder engagement activities undertaken in relation to the Walsh Bay Arts Precinct Master Plan and Concept Design. Community engagement in the initial phase of the project was undertaken to provide key stakeholders and members of the local community with information about the Master Plan, and subsequent Concept Design. The consultation process has provided an opportunity for comment on these plans prior to submission of a Concept State Significant Development Application (Concept SSDA) with the Department of Planning and Environment in mid-2014.

1.1 This report

This report documents the recent community and stakeholder engagement activities undertaken in relation to the **Walsh Bay Arts Precinct Master Plan** and **Concept Design**.

It has been prepared by Elton Consulting on behalf of Arts NSW to accompany the Concept SSDA.

1.1.1 Stakeholder Consultation Strategy

The engagement activities undertaken to date have been designed to support preparation of the Concept Design and the Final Business Case for the Walsh Bay Arts Precinct.

The stakeholder and community engagement approach is consistent with the WBAP vision:

Create a sustainable and activated arts and culture precinct that supports and nurtures Sydney's home-grown culture and creativity. As a destination, it will be inclusive and accessible to all. It will be alive at all hours of the day and display a vibrant and accessible night life.

1.1.2 Project objectives

The Stakeholder Consultation Strategy has been designed to contribute towards the overall WBAP project objectives.

Community engagement in the initial phase of the project has been undertaken to provide key stakeholders and members of the local community with information about the Master Plan, which has been refined to a Concept Design. The consultation process has provided an opportunity for comment on these plans prior to submission of a Concept State Significant Development Application (Concept SSDA) with the Department of Planning and Environment in mid-2014.

Arts NSW is committed to undertaking further consultation around the detailed design of the Precinct. The project phases and engagement are shown below.

Phase	Engagement
Extensive Stakeholder Consultation within Government	Extensive targeted meetings and briefings have been conducted around the Preliminary Business Case and Master Plan and Final Business Case
Public Release of the Walsh Bay Arts Precinct Master Plan	Public comment on the Master Plan was invited through the Have You Say website, and targeted briefing / information sessions.
Concept State Significant Development Application	The Master Plan was further refined to a Concept Design, enabling a Concept State Significant Development Application to be submitted in mid-2014. Additional feedback will be sought during the public exhibition period for the Concept SSDA (including Final Concept Design).
Detailed State Significant Development Application (only proceeding if the project is approved and funded by NSW Government)	Multiple opportunities for engagement around the detailed design and operational approvals will be available to stakeholders and the community, ahead of and during the public exhibition period for the Detailed SSDA.
Construction / Delivery	Engagement in this phase will focus on: - Community relations and communications around construction - Engagement around refinements and modifications to existing approvals, where relevant.
Operation / Ongoing activation of the WBAP	As the Precinct moves into operation, the primary focus of engagement will be on community relations and communications. Continuing to be a good neighbour, to engage with new and existing audiences, and to activate the Precinct as Sydney grows – will provide challenges and opportunities for the project into the future.

2. Site and Project Description

2.1 Background

Arts NSW is proposing to develop a new arts precinct at Walsh Bay which will expand and strengthen the existing cluster of cultural institutions and attractions along Sydney's "Arts and Cultural Ribbon". The arts precinct includes Wharf 4/5, Pier 2/3 and Sydney Theatre. The concept provides for an integrated performing arts and cultural precinct within an enhanced public domain at Walsh Bay. It is envisaged that the arts and cultural program within the Walsh Bay Arts Precinct will complement the other cultural initiatives in surrounding areas, including those proposed at nearby Barangaroo (currently under development).

In 2011/12 Arts NSW engaged the NSW Government Architect to prepare a Master Plan for the precinct. The Master Plan proposed:

- the transformation of Pier 2/3 to accommodate the Australian Chamber Orchestra, Bell Shakespeare and Australian Theatre for Young People
- the retention of a large "raw" heritage space in Pier 2/3 for events, festivals and functions
- a major upgrade of ground floor facilities at Wharf 4/5, allowing Bangarra to confirm its place as the premier Indigenous performing arts company and maximise new tourist and engagement opportunities
- the expansion of creative and commercial activities along the shore sheds offering cafes, restaurants, retail and commercial activities to further enhance the visitor experience
- a new north facing waterfront square supported with new boardwalks which will significantly increase public open space and create a central platform for activity, collaborative outdoor performances, events, festivals and public art.

2.2 The Site and Surrounds

The WBAP site is part of the Walsh Bay area which is located adjacent to Sydney Harbour within the suburb of Dawes Point. Walsh Bay is strategically located to the north of Sydney's CBD in the vicinity of major tourist destinations including the Sydney Harbour Bridge, the historic areas of Millers Point and The Rocks, Circular Quay and the Sydney Opera House. The Barangaroo redevelopment precinct is located immediately to the south-west.

The location of the WBAP site is shown in Figures 1 and 2 overleaf.

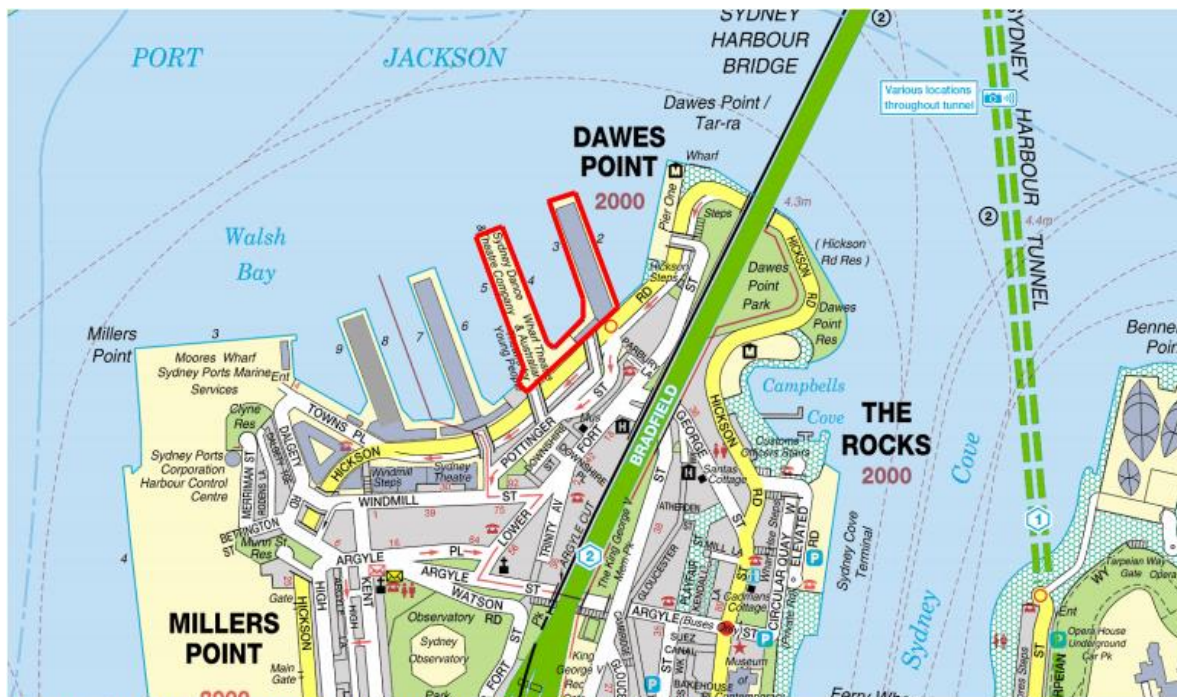


Figure 1: Site Location (Source: UBD Digital Edition 2004)

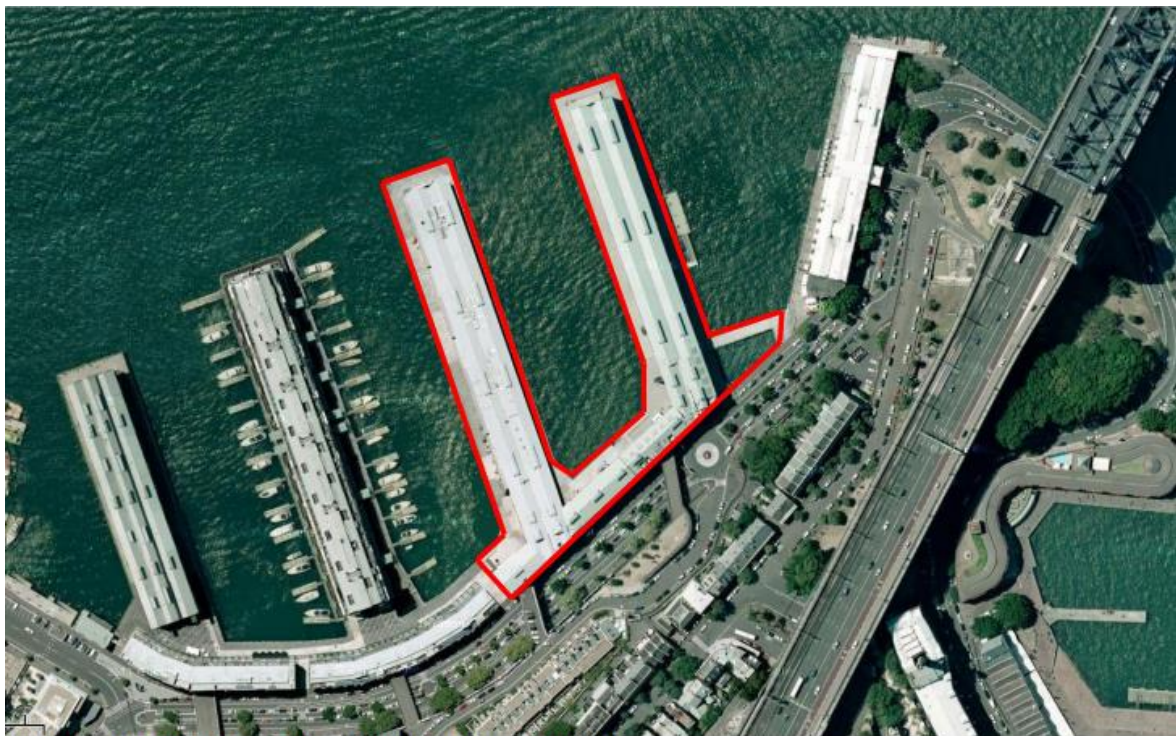


Figure 2: WBAP site (Source: Google Maps)

Walsh Bay comprises ten berths constructed between 1908 and 1922 for international and inter-state shipping. These are collectively known as the Walsh Bay Wharves. The Walsh Bay Wharves Precinct is listed as an item on the State Heritage Register. Much of Walsh Bay (excluding Wharf 4/5 and Pier 2/3) was redeveloped between 1997 and 2004 by the NSW Government in partnership with the Walsh Bay Partnership (Mirvac and Transfield).

The Walsh Bay Wharves comprise the following:

- Pier One which contains the Sebel Pier One Sydney Hotel
- Pier 2/3 is the last remaining undeveloped pier. It has approval for cultural uses, temporary arts events and some commercial events.
- Wharf 4/5 which is occupied by the Sydney Theatre Company, Australian Theatre for Young People, Bangarra Dance Theatre and other arts organisations.
- Pier 6/7 which has been redeveloped for residential apartments and associated boat marina
- Pier 8/9 which has been redeveloped for office uses
- Shore Sheds which contain a range of commercial activities, including restaurants, bars, shops and offices.

The Sydney Theatre is within the WBAP however it is not part of the proposed redevelopment. Given the significant difference in grade between Walsh Bay and Millers Point, there are a number of bridges over Hickson Road which provide pedestrian access between the site and Millers Point. The bridge linking Pottinger Street and Wharf 4/5 is also used for vehicular parking. To the south-west of the wharves is Hickson Road, which provides the major vehicular access to the site. Hickson Road links the site to Barangaroo to the south-west and Circular Quay and The Rocks to the north-east. Other roads providing access to the site include Pottinger Street which provides access to Millers Point, and Towns Place which also provides access to Millers Point via Dalgety Road and Argyle Street.

The Barangaroo redevelopment project to the south of Walsh Bay comprises three redevelopment areas – the Headland Park, Central Barangaroo and Barangaroo South. The Headland Park is to be located adjacent to the Walsh Bay Precinct and is currently under construction. The park is being built up to reflect a similar landform to other headlands around Sydney Harbour. It is proposed that a 300 space public car park and an as yet undefined cultural facility will be located inside the headland. Master planning for Central Barangaroo is currently underway with the intention that it will be the cultural and civic focal point for recreation, events and entertainment. Barangaroo South is being developed as a major commercial and mixed use centre.

2.2.1 Pier 2/3

Pier 2/3 is a finger wharf comprising two storeys (and associated shore sheds) and was constructed between 1912 and 1921. It is Sydney's last wharf structure in its original state. Much of it is an empty shell however it does contain some commercial uses. There is a 99 year lease between the Maritime Authority of NSW (now Roads and Maritime Services) and Communities NSW (which now rests with Arts NSW, Department of Trade and Investment) for the finger wharf, the portion of open air wharf apron, the pedestrian link bridge and the wharf substructure. The granting of this lease, amongst other things, allows Pier 2/3 to be used for arts, cultural and creative purposes. The City of Sydney has granted consent for Pier 2/3 to be used as a cultural facility for a range of uses such as rehearsals, exhibitions, workshops, filming and events, including the Sydney Writers' Festival and the Biennale of Sydney. The consent was granted on 21 September 2011 and is for a period of 3 years.

2.2.2 Wharf 4/5

Wharf 4/5 is a four storey timber building which was built around 1917 and used as a steamship berthing and cargo storage facility until the mid-1970s. The Wharf has been progressively upgraded and adaptively reused since the early 1980s. Ten arts and cultural organisations use the facility which comprises a range of performance venues, rehearsal and workshop spaces, a recording studio, café/restaurants and office accommodation.

Wharf 4/5 is recognised as a highly successful adaptive reuse of an important heritage item. Its redevelopment 30 years ago was the subject of numerous architectural and design awards. However, many of its spaces are not fit for purpose and use of the space is not optimised.

2.3 Site Ownership

The land is legally described as follows:

- Pier 2/3 - Lot 11 DP 1138931
- Pier 2/3 Shore Sheds – Lot 24 DP 1071597
- Wharf 4/5 - Lot 65 in DP 1048377

The area of water that the project proposes to build over, with walkways and the bridge, is also owned by RMS. Its land title description is Lot 12 in DP 1138931. The land owner of the WBAP site is the Roads and Maritime Services (RMS). Both Pier 2/3 and Wharf 4/5 are occupied under various lease arrangements with Arts NSW (within NSW Trade & Investment), primarily for arts and cultural uses.

2.4 The Project

The Concept Design more than doubles the arts and cultural offerings at Walsh Bay, with new and upgraded production, rehearsal, studio and performance venues. It remains a working arts precinct, with complimentary commercial opportunities.

Following the Master Plan, the Concept Design has responded to stakeholder feedback and greater design investigation, resulting in a more resolved concept, with the following key differences from the Master Plan:

- Floating pontoons and connecting bridge have been removed
- Heritage impacts have been interrogated and minimised
- Internal planning has been further articulated to meet arts tenants requirements
- A stage area canopy has been introduced into the waterfront square.

The main features of the development of Pier 2/3 include:

- New homes for Bell Shakespeare, Australian Chamber Orchestra and the Australian Theatre for Young People, including office accommodation, rehearsal space and performance spaces
- Retention of raw heritage space for a range of events and functions, with some improved ancillary facilities.

The proposed refurbishment of Wharf 4/5 ground floor includes:

- Upgraded facilities for Bangarra Dance Theatre and Sydney Dance Company (Sydney Theatre Company facilities are not included in this proposed development)

- Several arts organisations – Accessible Arts, Regional Arts, and the choirs – are to relocate from this building.

The proposed modifications to Wharf 4/5 Shore Sheds include the provision of upgraded choirs office accommodation and rehearsal space, and new commercial spaces.

The Waterfront Square has been further developed from the public domain proposed in the Master Plan to include a central square for events, festivals, markets and public art. As noted above, the pontoons and bridges have been removed and a shade structure/canopy has been introduced over the notional stage area of the Waterfront Square.

3. The Project analysis

At a glance

The communications and engagement activities undertaken by Arts NSW and Elton Consulting in the period November 2013 to March 2014 focused on the Master Plan for the Walsh Bay Arts Precinct. Further consultation was undertaken on the Concept Design in June 2014, prior to lodgement of the Concept SSDA.

3.1 Communications and engagement to date

Following public release of the Walsh Bay Arts Precinct Master Plan, key stakeholders and members of the community (including residents and businesses) were provided with information about the Master Plan and public comment was invited on the Master Plan.

Information presented to the community and stakeholders during this period comprises:

- Website content including project overview, Questions & Answers, media releases and key reports:
 - Walsh Bay Arts Precinct Master Plan (NSW Government Architect's Office)
 - Walsh Bay Arts Precinct Vision Report (Arup)
- Walsh Bay Arts Precinct Master Plan presentation – used in briefing sessions with key stakeholders (Arts NSW)
- Correspondence to key stakeholder groups, residents and businesses in and around Walsh Bay.

The Master Plan was refined to a Concept Design, where possible, incorporating feedback received as part of the Master Plan consultation process. Consultation on the Concept Design was undertaken with the community and stakeholders as follows:

- Walsh Bay Arts Precinct Concept Design presentation – used in briefing sessions with key stakeholders (Arts NSW)
- Correspondence to key stakeholder groups in and around Walsh Bay.

Consultations with agencies were undertaken by Arts NSW and members of its project team throughout both phases.

4. Regulatory context

At a glance

This report has been prepared to accompany the Concept Design for Walsh Bay Arts Precinct.

5.1 Requirements for consultation

Consultation has been undertaken to support preparation of the Concept Design and Final Business Case. Further engagement will focus on the Detailed Design for the Walsh Bay Arts Precinct that will form part of future Detailed State Significant Development Applications (SSDAs).

Arts NSW is committed to ongoing consultation with agencies, key stakeholders and the community as per the Director General's Requirements.

5. Methods and results

At a glance

Elton Consulting was commissioned to assist Arts NSW with community engagement activities undertaken in relation to the Walsh Bay Arts Precinct – from November 2013 to June 2014.

During this timeframe the following activities were undertaken:

- *Establishment of Have Your Say website to promote the Master Plan / opportunity for stakeholder and community submissions*
- *Conduct of initial briefing sessions and meetings with key stakeholders on the Master Plan, and follow up briefing sessions on the Concept Design*
- *Communications with key stakeholders and residents / businesses in Walsh Bay.*

Consultations with relevant government agencies and authorities were conducted by Arts NSW and its project team.

The majority of feedback received is supportive of the Walsh Bay Arts Precinct Master Plan and subsequent Concept Design, and the overall direction for this project. The proposed Arts Precinct is seen as an important and exciting initiative that will offer a wide range of social, cultural and economic benefits for visitors, Sydney-siders, the arts and cultural sector, and the broader economy.

A number of stakeholders identified key issues for consideration in the detailed planning and design of the Arts Precinct.

Potential impacts were identified by a smaller number of stakeholders. These focus on loss of amenity associated with increased activation and noise, and loss of trade / income, particularly during the construction phase and potentially in the operational phase.

6.1 Process

Extensive stakeholder consultation was undertaken by Arts NSW and its project team as part of the process of developing the Master Plan for the WBAP and Preliminary and Final Business Cases – prior to the recent engagement activities discussed in this report. Earlier consultations included liaison with government agencies and arts and cultural organisations, many of whom provided letters of support for the project.

Elton Consulting was commissioned to assist Arts NSW with community engagement activities undertaken in relation to the Walsh Bay Arts Precinct – from November 2013 to June 2014.

During this timeframe the following activities were undertaken:

- Establishment of Have Your Say website to promote the Master Plan / opportunity for stakeholder and community submissions (14 November 2013 – 21 February 2014)
- Conduct of briefing sessions and meetings with key stakeholders (December 2013 - February 2014)
 - Briefing 1: Representatives of the Millers Point Resident Action Group / Representative of Walsh Bay Precinct Association

- Briefing 2: Representatives of Walsh Bay Arts and Commerce Association / Representative of Walsh Bay Precinct Association
- Meeting 3: Proprietor of business within shore sheds
- Briefing 4: Representative of Walsh Bay Precinct Association / Representative of City of Sydney
- Briefing 5: Representatives of Walsh Bay Arts and Commerce Association
- It is noted that The Rocks Chamber of Commerce was also invited to participate in a briefing session (in December 2013 and again in February 2014). The President of this group expressed an interest in participating in a briefing at a future point in time. The project team welcomed the Chamber to take part in a briefing at a suitable time for the President and other group members. The Rocks Chamber of Commerce will receive future updates from Arts NSW and its project team as the project continues.
- Distribution of a letter to each of the above groups to advise of the extended public exhibition period for the Master Plan (February 2014).
- Distribution of a letter to residents and businesses in Walsh Bay to advise of the extended public exhibition period for the Master Plan (February 2014).
- Conduct of briefing sessions and meetings with key stakeholders (June 2014)
 - Meeting 1: Proprietor of business within shore sheds
 - Briefing 2: Representatives of the Millers Point Resident Action Group, Walsh Bay Precinct Association, and The Rocks Chamber of Commerce.

6.2 Outcomes

6.2.1 Have Your Say website submissions

A total of 39 submissions were received by Arts NSW via the Have Your Say website, email and in hard copy. The main issues raised in submissions are summarised here.

Many submissions identify **positive attributes or benefits** of the proposal, such as:

- The contribution of Walsh Bay Arts Precinct to Sydney and the local arts scene – “Support for the Arts is the heart and soul of the city”, “Much public benefit”, “enhancement of Sydney’s cultural ribbon to enliven Sydney’s cultural lifestyle”
- Benefits for visitors and audiences, from Sydney residents, to interstate and international visitors (including guests of local hotels and hostels) – through “creating a world class arts precinct”, “another special space for more intimate recitals”
- Economic benefits, particularly for the arts, tourism and entertainment sectors
- Benefits for arts and cultural producers including new tenants – through improved accommodation and opportunities for collaboration – “Having these groups in close proximity will inspire collaborative efforts and creativity”
- Helping to support a stronger sense of identity for “Walsh Bay” – as “a lively, animated part of the broader Sydney Harbour experience” (NB mixed views over renaming the suburb “Walsh Bay” within the local community)

- Much support was expressed for the Master Plan overall, with some support noted for specific design elements including the proposed floating tiered walkway.

The **key issues and opportunities** for the proposal raised in submissions are:

- The need for improved access and way finding to / from Walsh Bay – through an integrated transport plan that considers vehicle and pedestrian traffic. Suggestions include improved public transport (eg smaller buses, extension of bus service and proposed light rail, new ferry service), improved parking facilities, improved pedestrian paths and signage throughout the precinct and connecting to key destinations – “Regular and reliable public transport and way finding will be crucial to the success of the precinct”.
- Noise issues, particularly for residents and businesses in Walsh Bay – to be appropriately monitored and managed through a noise management plan for the Precinct.
- Impacts on local businesses during the construction phase of the Precinct. Some were also concerned with potential impacts during the operational phase.
- Safety hazards and costly ongoing maintenance associated with floating structures (Walsh Bay described as an “area of high wave or wash impingement”).
- Structural integrity of the wharf and allocation of costs for tenants / businesses.
- Heritage issues – concern was expressed in relation to the proposed bridge from Pier 2/3 to Wharf 4/5.
- Facilities for inclusion in the Precinct – suggestions included: a small 100-150 seat theatre or performance space for hire by independent theatre companies, a large theatre (to cater for Sydney’s growing population and visitors), a major cultural institution (eg Powerhouse Museum), activities to encourage people to linger in the area and appropriate amenities (eg appropriate public art, public toilets for visitors), adequate space for arts organisations “to inhabit comfortably for years to come”, and a netted harbour pool.

Requests for further information raised in submissions focused on:

- Timing for the project, including timing for the construction phase
- Clarification of possible impacts and likelihood of extended trading for businesses in Walsh Bay.

An overview of the issues raised in submissions is provided in Appendix 1.

6.2.2 Longer form submissions

A number of the above submissions received by Arts NSW were longer form submissions – of several pages or more. A more detailed summary of the issues raised in these submissions is provided below. Where relevant, responses from Arts NSW are also noted.

Submission no. 38 – City of Sydney

The City of Sydney submission comments: “This project offers an important opportunity to re-energise Walsh Bay and optimise its value to Sydney residents and visitors. It also has the potential to make a significant contribution to public amenity, enhance the visitor experience along Sydney’s cultural ribbon and strengthen public awareness and engagement with the site’s maritime history and heritage. As a more general principle, it also offers an opportunity to democratise the area’s most unique assets, including its architectural heritage, extraordinary harbour aspect and waterfront location.”

Areas for further consideration, and key recommendations for each, identified in this submission are:

- Purpose, scope and vision
 - Review the block layouts in the Master Plan to consider rationalising spaces used for private purposes in favour of increasing the number and range of spaces dedicated for public engagement
 - Develop a user-centric approach to the development of the Master Plan and other strategy documents, considering business mix principles, and opportunities to offer a range of visitor services and experiences across day time and night time periods
 - Recognise and strengthen the opportunities for creative participation by the public in the precinct and ensure spatial and infrastructure needs for these activities are anticipated in the Master Plan
 - Provide greater transparency around the nature of the precinct’s shared facilities, and how the value of co-location of arts tenants will produce dividends for the precinct
 - Review the ‘vision’ for the precinct to ensure it accurately reflects the intentions detailed in the corresponding Master Plan and demonstrates a clear line of sight between the aspirations for the precinct and its planning and operational frameworks.
- Masterplan principles
 - That Arts NSW release further information on the specific strategies and processes that are proposed for programming and coordinating activity in the public domain, and agencies or organisations responsible for their implementation
 - That the final Master Plan provides more detailed information on site logistics and all-weather options for the public.
- Public domain
 - The importance of Hickson Road as a pedestrian and cycle route with future light rail should be reflected in design development. A generous, high quality and amenity public domain and cycle route is to be maintained along this link.

- Urban strategies
 - Any relocated or additional parking would need detailed investigation and consultation with both the City of Sydney and Transport for NSW, with consideration given to preserving the pedestrian amenity of Hickson Road, impacts on the sensitive low scale residential areas of Millers Point and Dawes Point, future public transport arrangements (including light rail), and the cumulative impacts of Barangaroo Headland Park.
- Signage and wayfinding
 - Any proposed signage associated with the Arts Precinct Masterplan must implement the City of Sydney Wayfinding Strategy ('Legible Sydney').
- Heritage
 - The submission notes the very high heritage significance of the area, and that the proposed interventions of a new bridge and a new waterfront square between piers 2/3 and 4/5 will need to be designed in a manner that minimises loss or change to existing significant fabric, is reversible, and is clearly articulated from the significant fabric as new work.
 - Walsh Bay Arts Precinct should address the specific heritage requirements (as documented in the City's full submission).
- Design development and planning
 - Ongoing consultations with the City of Sydney to ensure key issues (as documented in the City's full submission) are addressed. These include: noise, traffic and construction impacts, public toilets, public art opportunities, intergenerational equality of experience, hours of operation and impacts on residents, etc.
- Infrastructure
 - That plans anticipate site infrastructure and storage required to support the operational logistics of the outdoor areas in the precinct.
- Transport
 - That Arts NSW considers the future introduction of light rail along Hickson Road in the final design of the precinct.
- Noise management
 - That a Noise Management Plan be developed for the Walsh Bay Arts Precinct.

Submission no. 27 – Committee for Sydney

“The Committee for Sydney strongly supports the vision of growing the cultural sector in Walsh Bay as a crucial component of a truly global city” and comments that “the initiative should be supported as a priority for investment by the NSW government – and as a focus of the cross government collaboration that will be vital for the Arts Precinct mooted to be successful.”

This submission identifies the following key qualities as essential to achieving a precinct vision:

- Best range of arts and cultural tenants in both wharves
- Vibrant mix of arts and commercial uses to rejuvenate precinct
- Improved transport and wayfinding to and within precinct
- High quality public domain
- Engagement with harbour front setting
- Good adaptation of existing heritage fabric
- A business model for precinct activation and co-location efficiencies.

Seven areas for further consideration identified in this submission, to ensure integration of Walsh Bay Arts Precinct with surrounding areas, initiatives and potential partners, are:

- Growth of cultural offer and integration with other cultural institutions
 - Further clarity is needed about how the existing STC and mix of uses along Hickson Road will be integrated with the Walsh Bay Master Plan
 - The Precinct should complement rather than compete with other cultural precincts
 - ‘Sydney’s C-Front’ concept is recommended in place of the ‘Cultural Ribbon’. This concept proposes the conceptualisation, branding and coordinated management of a single (unified yet varied) harbour front cultural offer.
- Variety of uses within the precinct
 - The goal for the Precinct should be to develop a diverse and varied precinct with a performing arts focus in order to become a precinct attractor in its own right, day and night
 - A precinct activation plan is required that identifies a clear strategy and actions to attract complementary daytime, late night and creative industry uses. This should demonstrate how the precinct can become part of Sydney’s night time economy.
- Access and public transport
 - A precinct access master plan is required that addresses the pressing need for improved public transport, walking and cycling accessibility – defining improved links to The Rocks, Barangaroo, Darling Harbour and CBD south and how these will be delivered.

- Public domain
 - *Inter-precinct* public transport access planning should be augmented with public domain improvements planning
 - Within the wharves public accessibility should be demonstrated through genuine, permanently open internal public linkages and connections between buildings
 - While the Master Plan aims to increase activity along the wharf aprons, activity appears to be concentrated internally.
- How will other agencies be coordinated? – The master planning process should identify, explore and express opportunities for inter government coordination and related public benefits.
- Role of private sector in collaboration and delivery – The master planning process should identify opportunities or principles for collaborative funding from both the private and government sectors.
- Precinct activation planning and management of the precinct and its redevelopment; mixed uses in a 'Business Improvement District'
 - A precinct activation plan for Sydney's C Front is required that addresses whole of cultural precinct management for all of Sydney's C-Front assets (Cockatoo Island, Darling Harbour events facilities, Barangaroo's proposes cultural assets, Walsh Bay, MC, SOH, AGNSW).
 - A delivery strategy and dedicated management structure for the precinct are also required.
 - If Walsh Bay Arts Precinct is to be a mixed use precinct including cultural, residential, commercial/retail provision these uses should be more clearly proposed and planned for.

Submission no. 35 – Walsh Bay Precinct Association

"The Walsh Bay Precinct Association supports Arts NSW plans to create a world class Arts Precinct in Walsh Bay. The Committee is excited by the initial Master Plan, and appreciates this opportunity to provide feedback for consideration by Arts NSW in developing a more detailed plan for the precinct."

Six areas for further consideration identified in this submission are:

- Identity – A single identity is required for 'Walsh Bay' to address the existing problem of identity and recognition, both for practical and commercial purposes. The Precinct Association seeks to have Walsh Bay recognised as a suburb and requests the support of Arts NSW and the NSW Government.
- Wayfinding – Improved wayfinding to Walsh Bay should form an integral part of development of Walsh Bay Arts Precinct.
- Public transport – All options should be considered and make provision for public transport improvements to Walsh Bay – including bus (with appropriate layovers), ferry, and light rail services.

- Parking – The Walsh Bay Arts Precinct Master Plan should address the need for parking and all attempts should be made to ensure the quantity and availability of parking is maintained or increased.
- Traffic implications – A robust and sympathetic traffic management plan is required for Walsh Bay Arts Precinct that effectively addresses potential disruption relating to major events.
- Residential amenity – Event management must consider the residential nature of Walsh Bay and surrounds and suitable events should be programmed so as not to adversely impact on existing residential amenity. Traffic management for events is also required.

Submission no. 26 – The Millers Point Dawes Point, The Rocks and Walsh Bay Resident Action Group (RAG)

“The Resident Action Group commends Arts NSW and the Government Architect’s Office, NSW Public Works for the development of the Master Plan for this spectacular project. The RAG supports the concept, however the following matters need to be addressed before the final Development Applications are made.”

Three areas for further consideration identified in this submission are:

- Transport – Improved bus service and extension of the George Street light rail project are suggested.
- Traffic – An Integrated Transport Plan for the area is required to address traffic, transport, access and parking issues.
- Noise – Outdoor activities in the Precinct should be planned so as to minimise potential impacts on residential amenity, particularly during the early morning and late at night. Comprehensive noise monitoring is suggested.

Submission no. 39 – Correspondence from proprietor of business within shore sheds

This submission is supportive of the proposed:

- Adaptive reuse of Pier 2/3 to provide accommodation for Australian Chamber Orchestra, bell Shakespeare and the Australian Theatre for Young People
- A upgrade of ground floor facilities in Wharf 4/5 including improved accommodation for the Indigenous Performing Arts Company, Bangarra Dance Theatre and new tourist and engagement opportunities.

However, it identifies concerns in relation to two principles of the Walsh Bay Arts Precinct Master Plan:

- Upgraded rehearsal space and new commercial spaces in the shore sheds fronting Hickson Road
- A new public domain to unify and connect wharf 4/5 and Pier 3.

Areas for further consideration identified in this submission are:

- Heritage – the proposal should not impact on the heritage significance of the wharves. The proposed reclamation of the harbour (for public square) and proposed bridge were identified as key concerns.
- Noise – use of the waterfront square for performances, particularly in the evenings and on weekends, is likely to result in noise impacts for local residents.

- Transport and parking – increased visitation is likely to place increased stress on already under serviced public transport system and public parking.

The submission also identifies adverse impacts to the proprietor relating to the proposed waterfront square. This would alter the proprietor's property, so that it would no longer enjoy water views and direct access to the waterfront. These include:

- Loss of proprietor's enjoyment particularly during the redevelopment
- Loss of amenity
- Significant loss of business turnover both during the redevelopment and after its completion
- Significant devaluing of the proprietor's property
- Other concerns regarding operation of food and liquor outlets in the waterfront square and related amenities and arrangements (eg provision of toilets, security).

Submission no. 30 – Millers Point Leaseholders' Group

This group is committed to the successful conservation of the Millers and Dawes Point Precinct's unique physical, social and cultural Australian heritage marine assets.

It does not support the proposal for a new suburb boundary and name "Walsh Bay" to include Millers Point and Dawes Point, as this proposal detracts from the longstanding community in these local areas.

A copy of each submission received from an organisation is provided in Appendix 2. Please note, submissions received from individuals are not appended to protect privacy.

6.2.3 Stakeholder briefings

A series of briefings were held with key local stakeholders between December 2013 and February 2014. A meeting was held with the proprietor of a business within the shore sheds, at their request.

Feedback obtained through the briefings was generally supportive of the Walsh Bay Arts Precinct Master Plan and direction for the project. Several participants raised issues to be further investigated or considered as part of the detailed design. A small number of participants expressed concern relating to potentially adverse impacts of the proposal.

A summary of the issues raised in these briefings is provided below. A record of each session is provided in Appendix 2.

Briefing details	Key stakeholders	Key issues raised
1: 12-1pm Thursday 19 December	Representatives of the MRAG (x4) Representative of Walsh Bay Precinct Association (x1)	Representatives of the MRAG expressed strong overall support for the Master Plan. The following key issues were raised by representatives of this group: - Acoustic amenity (noise) was raised as a particularly important issue to be managed to ensure the existing amenity of residents in Walsh Bay and Millers Point. - Traffic, transport and parking were identified as key issues to be resolved as detailed planning for the precinct progresses. - Pedestrian access and wayfinding was raised as an important issue to be considered as part of detailed planning for the precinct. - Group members expressed a desire for an integrated approach to transport planning that considers traffic, transport, walking and cycling, involving all relevant government agencies and the City of Sydney.
2: 4.30-5.30pm Thursday 19 December	Representatives of Walsh Bay Arts and Commerce Association (x3) Representative of Walsh Bay Precinct Association (x1)	- A number of key issues were raised by representatives of this group. These focused on the negative impacts of construction on local businesses, the negative impact of increased activation of the precinct on existing businesses (eg potential cancellations, reduced access, noise and amenity impacts, impacts on workforce), and the additional pressure on existing infrastructure (eg sewerage). - Further information was sought about the sustainability initiatives proposed as part of the Walsh Bay Arts Precinct. - Further information was also sought about the safety of the piers and whether the piles would be able to support the increased load resulting from increased activation of the precinct.
3: Friday 7 February	Proprietor of business within shore sheds	- The proposal, while positive from an arts and activation perspective, would impact upon the proprietor's functions business, as patrons enjoy having the quiet enjoyment of the space to themselves – and the increased activation of the precinct would change the inherent value of the business. - Construction would close down the proprietor's business for two years, and the uncertainty around planning for the Walsh Bay Arts

		Precinct would soon impact upon forward bookings. • Further consideration needs to be given to construction and operational impacts. Ongoing discussions were requested.
4:9-10am Wednesday 12 February	Representative of Walsh Bay Precinct Association (x14) Representative of City of Sydney (x1)	Following the December sessions, the representative of the Walsh Bay Precinct Association requested a briefing of group members. A briefing was arranged as an agenda item in a regular meeting of this group. Group members expressed general support for the Master Plan, while noting that appropriate consideration should be given to existing commercial activities / businesses in Walsh Bay. Support was expressed for Walsh Bay Arts Precinct to be delivered sooner rather than later, ahead of Barangaroo (to be occupied by 2016). The following key issues were raised by group members: • Noise issues • Traffic management • Enhancing Walsh Bay's identity and improving wayfinding • Support for sustainability initiatives akin to the leadership in greening the Wharf shown by the STC.
5:3-4pm Monday 17 February	Representatives of Walsh Bay Arts and Commerce Association (x3)	Participants expressed general support for the Master Plan in the long term, but commented on the short term negative impacts of the construction phase on existing businesses in Walsh Bay and their patrons. It was noted that: • Approximately 50% of group members are arts organisations, many of which are supportive of the proposal. • The Master Plan has the potential to add value to the area, contributing to foot traffic – whereas currently many local cafes and restaurants compete for the “theatre crowd”. The following key issues were raised by group members: • Parking provision • Disruptions to local business during the construction phase, with impacts including potential closures for businesses unable to sustain the anticipated loss of trade/income throughout this period.

- Potential loss of views for existing businesses resulting in loss of trade / income.
- Flexible zonings for existing commercial businesses were suggested by one participant.

Two further briefings were held in June 2014 to provide stakeholders with an update on the Concept Design. These were: a second meeting with the proprietor of a business within the shore sheds; and a briefing session that was open to all the local stakeholders involved in the consultations held in early 2014.

As in the earlier round of consultations, feedback obtained through the briefings was generally supportive of the Walsh Bay Arts Precinct Master Plan and direction for the project, with only a small number of issues raised for further investigation and consideration in the detailed design stage.

A summary of the issues raised in these briefings is provided below. A record of each session is provided in Appendix 2.

Briefing details	Key stakeholders	Key issues raised
6: Thursday 12 June	Proprietor of business within shore sheds	• The proposal, while positive for the precinct, would impact upon the proprietor's functions business, as a result of the proposed adjacent public space. • It would also result in loss of business for the proprietor and possibly other businesses, due to the lengthy construction phase for the precinct. The proprietor has already begun declining bookings due to uncertainty around planning for the Walsh Bay Arts Precinct. • It was noted that existing restrictions on signage for businesses in Walsh Bay (relating to heritage issues) currently have an adverse impact on those businesses. • Positive improvements identified in relation to the Concept Design and management of arts in Walsh Bay were removal of the bridge and improved management of Vivid Festival in 2014. • Further consideration needs to be given to design of the public space (it was suggested that the umbrellas proposed outside the proprietor's business be removed and that the canopy shade structure should be designed to maximise views to the harbour) and timing / management of the construction and operational impacts.

7: Thursday 12 June	Representatives of Walsh Bay Arts and Commerce Association (x3) Representative of The Millers Point Resident Action Group (x1) Representative of The Rocks Chamber of Commerce (x1)	Participants expressed strong ongoing support for the Arts Precinct and Concept Plan. The following key issues were raised by representatives of the three groups: • The Concept Design should be consistent with existing heritage policies • Consideration should be given to existing commercial activities and businesses in Walsh Bay • Transport was raised as a concern • The WBAP should be programmed and avoid informal activities such as busking as at Circular Quay • Modifications to the roof line were raised as a possible aesthetic concern particularly for residents looking down onto the Pier • Clarification was sought in relation to the size and public access to the gantries.
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6.2.4 Agency consultations

Arts NSW and its project team held a series of discussions with relevant government agencies and authorities in early to mid-2014. Details of meetings undertaken to date and those to be completed are shown below. A record of these sessions is provided in Appendix 5. In summary, feedback on the WBAP from government agencies has been generally positive. Key issues raised in agency consultations include: pedestrian access and wayfinding; public transport access; traffic and parking management; heritage matters; operational issues; noise management; and leasing arrangements.

Agency / Authority	Status
City Of Sydney – Executive	Completed
City Of Sydney – Planning	Completed 28/2/14
City Of Sydney – Culture and Creative	Completed 6/3/2014
City Of Sydney – City Life	Completed 13/3/14
City Of Sydney – Culture	Completed 6/3/14
City Of Sydney – Traffic	Completed 3/3/14
Office for Environment and Heritage – Heritage Branch	Completed 28/2/14
Roads and Maritime Services	Completed 17/3/14
Transport NSW	Completed 25/2/14

Department of Planning	Completed 13/3/14
NSW Police	Completed 9/10/12
Sydney Harbour Foreshore Authority	Completed 10/3/14
Barangaroo Delivery Authority	Completed 14/3/14
Environment Protection Authority	Completed 14/3/14
Sydney Ports	Information Package issued
Sydney Water	Discussion Completed

6. Assessment

At a glance

The Concept Design for the Walsh Bay Arts Precinct presents a refinement of the Master Plan. Feedback received through the initial engagement activities demonstrated an overall high level of support for the Walsh Bay Arts Precinct Master Plan. Some of the issues raised in the initial consultations (in early 2014) have been addressed through the Concept Design. However, feedback obtained through the engagement activities also highlighted a number of issues to be further addressed / resolved in the detailed design.

7.1 Engagement outcomes and design response

The Concept Design for the Walsh Bay Arts Precinct presents a refinement of the Master Plan. Feedback received through the initial engagement activities – including submissions and briefings – demonstrated an overall high level of support for the Walsh Bay Arts Precinct Master Plan. Key aspects of the Master Plan that attracted particular support included: the contribution of Walsh Bay Arts Precinct to Sydney and the local arts scene; benefits for visitors and audiences; economic benefits, particularly for the arts, tourism and entertainment sectors; benefits for arts and cultural producers including new tenants; and supporting a stronger sense of identity for “Walsh Bay”.



Figure 3: Walsh Bay Arts Precinct – Concept Design public domain (Bates Smart 2014)

Feedback obtained through the initial engagement activities also highlighted a number of issues to be further addressed / resolved in the more detailed Concept Design. The Concept Design has begun to address many of these issues.

A matrix identifying the key issues raised by participants and the Concept Design response is shown here. While some of the issues raised in the initial consultations have been addressed through the refined Concept Design, further consideration will be given to the issues raised to date in the consultation process as part of the detailed design. When reviewing the table below it should be noted that this application is for a Concept, and will be followed by a subsequent Detailed SSDA.

Key issues raised	How the Concept Plan responds
Transport	• Sydney City Access Strategy (Dec 2013) identifies transport improvements for Walsh Bay including new bus services (over six buses an hour in peak periods) and taxi ranks. • Sydney's Ferry Future (2013) does not identify ferry services to Walsh Bay as part of the future ferry network. • Discussions will continue with City of Sydney, Roads and Maritime Services, Transport for NSW through the preparation of the subsequent Detailed State Significant Development Application. • A light rail corridor has been preserved for the possible future introduction of light rail. • A train station is being considered by the State Government for nearby Barangaroo.
Parking	• A traffic report has been prepared which detailed a travel demand solution. • Public parking for approximately 300 cars is proposed as part of Barangaroo's Headland Park. • Discussions will continue City of Sydney, Roads and Maritime Services, Transport for NSW, Barangaroo Development Authority through the preparation of the subsequent Detailed State Significant Development Application.
Traffic	• A traffic report has been prepared which detailed a travel demand solution. • Traffic studies to be undertaken and traffic management plan to be prepared as requested by City of Sydney and Transport for NSW. • Discussions will continue with City of Sydney, Roads and Maritime Services, Transport for NSW through the preparation of the subsequent Detailed SSDA.
Access and wayfinding	• Discussions will continue with City of Sydney, Roads and Maritime Services, Sydney Harbour Foreshore Authority, Barangaroo Development Authority, Roads and Maritime Services, Transport for NSW through the preparation of the subsequent Detailed SSDA. • The Detailed SSDA will develop the proposed wayfinding strategies to be incorporated into Walsh Bay Arts Precinct (and the broader area).
Amenity – including noise	• Noise studies have been undertaken and noise management plan to be prepared.
Heritage issues – including proposed pedestrian bridge and	• The Concept Design does not include the pedestrian bridge originally proposed in the Master Plan. • The Concept Design includes a reduced number of gantries than

gantries	were originally proposed in the Master Plan. • Walsh Bay Arts Precinct proposes the adaptation and celebration of the architectural heritage of the wharves. • Heritage studies have been undertaken and heritage requirements to be addressed.
Identity	• Walsh Bay Arts Precinct will help to raise the profile of Walsh Bay and the surrounding area locally and on the world stage, through the creation of a dynamic arts and cultural hub. • The proposal engages with the site's unique harbour front setting – including through improved connections and public domain.
Sustainability	• Sustainability is a core part of the Concept Design. Key initiatives include reuse of existing structures, water reuse and solar collection for water heating.
Construction and operational impacts (including opportunities for new and existing businesses)	• Construction management plan to be developed during the preparation of the Detailed SSDA to manage and mitigate potential impacts. Construction methodologies to be designed to minimise disturbances. • An appropriate governance structure would be established to ensure strong communications / liaison between the Arts Coordinator and (existing) Precinct Manager. • Consultation with residents and businesses in Walsh Bay (including proprietor of business within shore sheds) during preparation of the Construction Management Plan.
Public domain	• The Concept Design proposes a wide variety of activities, programs, work schedules and modes of engagement for the public space in the Precinct, contributing to a rich visitor experience in Walsh Bay. • It incorporates a high quality public domain including the waterfront square, new access ways, seating, shade protection, public art and public toilets.
Provision of new facilities	• The uses shown within Pier 2/3 and Wharf 4/5 in the Concept Design are fixed due to limitations on the number and types of venue that can be accommodated (ie there is no opportunity to incorporate a museum or active recreational facilities). However, Pier 2/3 provides a flexible performance space that can be used for performances, events and activities of different types and sizes.

7. Conclusions and Recommendations

At a glance

There is general support for the Walsh Bay Arts Precinct Concept Design and the overall direction for this project. The issues raised in the initial phase of engagement are noted by Arts NSW and its project team, and will be considered in further specificity as part of the detailed design for the Precinct. The next phase of engagement will focus on the Detailed Design for the Walsh Bay Arts Precinct that will form part of the Detailed SSDA.

8.1 Next steps

The initial communications and engagement activities have been undertaken as part of the first steps in an overarching engagement strategy – commencing in the planning phase, and that encompasses project delivery and operational phases. There is general support for the Walsh Bay Arts Precinct Master Plan and the overall direction for this project.

Arts NSW is committed to engaging with the community and stakeholders throughout all stages of the Walsh Bay Arts Precinct project. The issues raised in the initial phase of engagement are noted by Arts NSW and its project team, and will be considered in further specificity as part of the detailed design for the Precinct.

Productive discussions have been undertaken with a number of government agencies. Ongoing engagement will also include further liaison with tenants and businesses in Walsh Bay who have expressed concerns about being adversely impacted by the proposal. While the initial engagement activities have been ‘targeted’ in nature, broader engagement is proposed, following lodgement of the Concept Design as part of the Concept SSDA.

Further engagement will focus on the Detailed Design for the Walsh Bay Arts Precinct that will form part of future Detailed State Significant Development Applications (SSDAs).

Appendix 1

Overview of issues raised in submissions

Submission details	Key issues raised	Response from Arts NSW
1	Need for consideration of access, such as improved public transport or parking facilities. Great addition to Sydney Arts scene.	Automatic reply from website.
2	Floating structures in this area of high wave or wash impingement will be dangerous and subject to extensive, ongoing maintenance. Narrow channel with a speed limit of 15 knots produces fast, high vessel watch. Activity occurring within 1.5 metres of the water would be dangerous.	Automatic reply from website.
3	Inquiry regarding when work is expected to commence.	Automatic reply from website.
4	Accessibility issues – it is already difficult to get to Walsh Bay. Suggests extending the proposed tram route from George St around to Walsh Bay. WBAP sounds wonderful.	Automatic reply from website.
5	Resident of Pier 6/7, concerned about additional noise from proposed WBAP. Amenity of residents must be considered. Breezeway on Wharf 4/5 already acts as a 'loud hailer' – can breezeway be blocked off to stop the projection of noise?	Automatic reply from website.
6	Proposes a small 100-150 seat theatre or performance space be included, which can be hired by independent theatre companies. Sydney is lacking in such venues which can be used by smaller companies.	Automatic reply from website.
7	YHA is supportive of the master plan, can see benefits for YHA guests and other visitors. Walsh Bay is a hidden gem. Hope for a clear pedestrian path through the precinct, as well as activities to encourage people to linger in the area. Regular and reliable public transport and way finding will be crucial to the success of the precinct.	Automatic reply from website.
8	This submission is supportive of the proposed adaptive reuse of Pier 2/3 to provide accommodation for arts organisations; and upgrade of ground floor facilities in Wharf 4/5. However, it	Meeting and letter of response from Arts NSW

	identifies concerns in relation to two principles of the Walsh Bay Arts Precinct Master Plan: upgraded rehearsal space and new commercial spaces in the shore sheds fronting Hickson Road; and a new public domain to unify and connect wharf 4/5 and Pier 3. Areas for further consideration identified in this submission are: heritage, noise, transport and parking. The submission also identifies adverse impacts to the proprietor relating to the proposed waterfront square.	
9	Would be great to see the redevelopment include a major cultural institution incorporated into the hub. Something like the Powerhouse Museum which sorely needs a new building a central location. Would revitalise a NSW State Collection and cultural institution.	Automatic reply from website.
10	'This sounds fantastic, however have you considered that there is an opportunity to build a world class gambling precinct on this site?....We will fund a small gallery café at the rear'.	Contact details given are those of the Barangaroo Delivery Authority. Questionable nature of authenticity of submission. Standard website response
11	WBAP is great plan – but Sydney needs one or two big lyric theatres so that Opera Australia and the Australian Ballet can stage the large works which can go on the Melbourne stage. This would be great for tourism. Such a large theatre could be built at Barangaroo or Walsh Bay.	Automatic reply from website.
12	Plan looks great. Exactly what Sydney needs. Full support.	Automatic reply from website.
13	Thinks WBAP is a wonderful initiative and fully supports its completion	Automatic reply from website.
14	It would be wonderful for ACO to receive a new home at Walsh Bay. They deserve a light airy space for rehearsals, rather than being oppressed underground. Having another special space for more intimate	Automatic reply from website.

	recitals is much needed.	
15	Excellent proposal. Support for the Arts is the heart and soul of the city. Having these groups in close proximity will inspire collaborative efforts and creativity. Much public benefit. Well done.	Automatic reply from website.
16	Marvellous plan for Sydney and Australia. Bring it on – 100% support and the sooner the better. ACO is revered all over the world but current accommodation is unacceptable. To accommodate all these arts organisations together would be excellent – but when will it happen, has been talked about for years?	Automatic reply from website.
17	Good plan, supports changes. Things to suggest: Transport – extension of Millers Point bus services, new regular everyday ferry service, extension of light rail to Hickson Rd. Public Sculptures – we need more of them, but please remove smashed red car sculpture as no one appreciates it.	Automatic reply from website.
18	Commends the master plan, and provides 2+ pages of comments on the plan.	Automatic reply from website.
19	Commends WBAP Master Plan – the sooner the better for Sydney to have a world class, definable arts precinct. Pleased it is 'Walsh Bay' as it is time the Government called it by this name, not Millers Point and Dawes Point.	Automatic reply from website.
20	A spectacular development that will cement this precinct as a leader in Australia. Long awaited for and much deserved for our arts companies.	Automatic reply from website.
21	Plan looks good. Is it possible to have a small area for outdoor stage – a space for independent dance and artists to come together? No public toilets for visitors in the area, you must go to Sydney Dance Company toilets – please fix?	Automatic reply from website.
22	As the peak body for Australia's live performance industry, Live Performance	Automatic reply from website.

	Australia believes the WBAP master plan is commendable, and pleased to hear of the enhancement of Sydney's cultural ribbon to enliven Sydney's cultural lifestyle, attract increased investment in live performance in Sydney.	
23	Plan looks fantastic overall. It appears new Pier 2/3 residents would be rather jammed together. It would be a pity not to provide ample space for organisations to inhabit comfortably for years to come. Transport – preferable to link Walsh Bay with Circular Quay trains, possibly developing a path over the hill with pedestrian amenities (signage, wider footpaths).	Automatic reply from website.
24	Plan seems to cover many needs, but 450 and 200 seat theatres could be filled just by locals – would be a pity to deny more people access to productions through lack of seating, especially as Sydney's population grows.	Automatic reply from website.
25	Congratulate Arts NSW for the vision in the plan, exciting things to look forward to. Also a few concerns, about late night noise, traffic, parking and bus movements and layovers. Pedestrian access routes need some work – the route through George St and back laneways is very popular, but work should be done to signpost and improve pedestrian routes.	Automatic reply from website.
26	Resident Action Group commended Arts NSW and other agencies on the development of the Master plan for this spectacular project. Support for the concept, however three main issues need to be addressed first: - Transport: No clear link to the area. Need to address, perhaps with smaller buses to navigate the area? - Traffic: Need for an integrated transport plan. Vehicle and pedestrian traffic needs to be	Automatic reply from website.

	considered, as well as parking. Noise: A great deal of noise travels from Hickson Rd, the shore sheds and the wharves up to the houses. It is important a noise management plan be incorporated to ensure the Arts Precinct becomes a valued part of the community rather than a cause for divisions.	
27	“The future of Walsh Bay requires that it become a lively, animated park of the broader Sydney Harbour experience...To achieve this requires a range of interventions strategies and collaborations to supplement a Master Planning process, including critically, the approach to delivery, funding and what might be called ‘precinct activation’.”	Automatic response from website.
28	As a private equity firm operating at Pier 2/3, concerned about noise and operation issues without disruption during construction phase and when the precinct is established. Also concerns of structural integrity of the wharf and allocation of costs (more of an issue if large trucks add excess weight over the area for which Archer Capital are partly responsible).	Automatic response from website.
29	Transport for NSW (TfNSW) appreciate opportunity to be consulted during the Plan. Final Sydney City Centre Access Strategy was released in Dec 2031 and identifies transport improvements for WBAP including new bus services and taxi ranks. Sydney’s Ferry Future released in 2013 does not identify services to Walsh Bay as part of the future ferry network. Detailed comments on Master Plan are attached.	Received as letter – issues are being addressed. Nil response?
30	The Millers Point owners Association supports, in general, the Master Plan. Is concerned at the proposal to re-name the suburb officially as Walsh Bay, due to the rich history of Dawes Point and Millers Point. Enclosed a document originally submitted to City of Sydney regarding discontent with Walsh Bay re-naming	Acceptance response by email.

	proposal.	
31	Overall some good ideas but 3 aspects of concern: 1. Why not include the Powerhouse Museum facility near Walsh Bay? 2. Concerned proposed bridge from 2/3 to 4/5 works against heritage nature of wharves. Why not make this an underwater tunnel if the link is so critical? 3. Proposed floating pontoons could be unsafe in harbour swell and chop?	Automatic response from website.
32	Overall plan is terrific. However, idea of connecting bridge is HIDEOUS. Would be costly and detract from heritage feel and look. Traffic and noise also needs to be addressed so that residential amenity is not lost. This will require establishment of a group representing all stakeholders to monitor and control on an ongoing basis.	Automatic reply from website.
33	Thrilled with the vision for our precinct as outlined in the Master Plan. Hope it is approved and built without delay.	Automatic response from website.
34	This plan will cause major disruption to our business during construction, we are not against the end product but need to understand what plans the authority has to handle this situation.	Automatic response from website.
35	The Walsh Bay Precinct Association supports Arts NSW plans to create a world class Arts Precinct in Walsh Bay. The Association is excited by the initial Master Plan and requests Arts NSW consider the following prior to finalising Development Applications: Identity, wayfinding, public transport, parking, traffic implications, residential amenity. (3 page submission attached).	Automatic reply from website.

36	Dedes on the Wharf at the end of Pier 2/3 is concerned about the impact on trade for the period of works to be undertaken between June 2016-18. Already taking bookings for events in 2016 and would like clarification of possible impacts and likelihood of any extended trading.	Automatic reply from website.
37	Requests planning team to consider water area between wharfs be made available for harbour swimming pool area. Netted off would be good as residents have nowhere to swim presently.	Email response, standard wording from website. (Email received by Marianna Preston).
38	The City of Sydney welcomes the NSW Government's intention to create an arts precinct at Walsh Bay and hopes to continue to collaborate on its development. Submission highlights a range of issues that we ask to be closely considered before finalising the Masterplan. Areas for consideration include: Purpose, scope and vision; Masterplan principles; public domain; urban strategies; signage and wayfinding; heritage; design development and planning; infrastructure; transport; noise management.	Email response. Submission received via email to Melanie Ingram. Extension on submission timeframe had been granted following delayed sign-off by City of Sydney
39	Great idea and likes floating tiered walkway.	Automatic reply from website.

Appendix 2

Record of key stakeholder briefings

Stakeholder briefings

Walsh Bay Arts Precinct Master Plan

Overview of stakeholder briefing sessions

Two stakeholder briefing sessions were held on Thursday 19 December (12-1pm and 4.30-5.30pm) at the Sydney Theatre Company (The Loft).

The following participants were in attendance:

Session 1

- » Representatives of the Millers Point Resident Action Group x 4 – John McInerney (President), Marcia Chalmers (Secretary), John Dunn, Graham Wilson
- » Representative of Walsh Bay Precinct Association – Luke Meads (Precinct Manager, Manage-Meant)

Session 2

- » Representatives of the Walsh Bay Arts and Commerce Association x 3 – Brigid Kennedy (Chair / Simmer on the Bay), Melissa Wilson, Stacey Kelly (Archer Capital)
- » Representative of Walsh Bay Precinct Association – Luke Meads (Precinct Manager, Manage-Meant)

Key issues raised in stakeholder briefings

In each session the Walsh Bay Arts Precinct Master Plan was presented by Arts NSW (Director Infrastructure, Marianna Preston). The sessions were facilitated by Elton Consulting (Associate Director, Brendan Blakeley). Participants were invited to ask questions and provide feedback in relation to the Master Plan. Participants were also encouraged to make submissions on the Master Plan by 31 January 2014.

Representatives of the Millers Point Action Group expressed **strong overall support for the Master Plan**.

The following **key issues** were raised by participants from the Millers Point Action Group:

- » Residential amenity – Acoustic amenity (noise) was raised as a particularly important issue to be managed, in order to ensure the existing amenity of residents in Walsh Bay and Millers Point. Programming of appropriate events/festivals, use of ear buds, and management of night time uses (eg no noise after 11pm) were supported. The recent Vans Festival – which involved noisy, amplified music for an extended period of time (12 midday to 10pm) and the sale of alcohol – was referred to as the type of event that is not appropriate for the Walsh Bay area.
- » Traffic, transport, and parking were identified as key issues to be resolved as detailed planning for the precinct progresses. Issues to be addressed include existing 'rat-running' through Millers Point and Walsh Bay, high demand for parking (which is expected to increase with greater activation of the precinct), poor public transport access, and congestion relating to terminating buses parking on local streets. A representative of the Millers Point Resident Action Group suggested that a layover facility for buses could be established in Hickson Road.
- » Clarification was sought about whether the proposed car parking under Headland Park (associated with the development of Barangaroo) would be available for use by the general public, as well as the future community of Barangaroo (to be confirmed by the Barangaroo Delivery Authority).
- » Pedestrian access and wayfinding was raised as an important issue to be considered as part of detailed planning for the precinct. In particular, it was suggested that consideration should be given to pedestrian connections from Circular Quay, The Rocks and Millers Point, and wayfinding from key transport nodes such as Wynyard station and Circular Quay ferries, and from The Rocks markets.

- » Representatives of the Millers Point Resident Action Group expressed a desire for an integrated approach to transport planning that considers traffic, transport, walking and cycling, involving all relevant government agencies and the City of Sydney. Group members were encouraged to note this in their formal submission. This suggestion may also be flagged with Transport for NSW and the City of Sydney.

The following **key issues** were raised by participants from Walsh Bay Arts and Commerce:

- » Further information was sought about the sustainability initiatives proposed as part of the Walsh Bay Arts Precinct.
- » Representatives of the group expressed a desire for existing infrastructure (eg sewerage) to be augmented as part of redevelopment of the Walsh Bay Arts Precinct.
- » Further information was sought about the safety of the piers and whether the piles would be able to support the additional load resulting from increased activation of the precinct. A desire was expressed for no large scale built form to be developed as part of the precinct. The impact of events on workforce access to Walsh Bay was also raised as an important issue to be addressed.
- » Construction impacts on local businesses was raised as an important issue to be addressed.
- » The impact of increased activation of the precinct on existing businesses (eg potential cancellations, reduced access, noise and amenity impacts on working environments) and additional pressure on existing infrastructure were raised as important issues to be addressed.
- » It was noted that the concerns held by particular group members – as individual business owners – may need to be managed separately to the issues raised by group members as representatives of Walsh Bay Arts and Commerce.
- » The impact of increased activation of the precinct on the viability of one group member's business was raised as an important issue. This group member expressed the desire for no pop-ups, large scale built form or public art that would obscure access to their business and sightlines to the harbour.

Next steps

- » Both the Walsh Bay Precinct Association and Walsh Bay Arts and Commerce expressed an interest in follow up briefings to be held in January 2014 with: residents of Walsh Bay (in the week commencing 20 January); and all members of Walsh Bay Arts and Commerce (ie not just the executive).
- » The Rocks Chamber of Commerce was invited to participate in a stakeholder briefing in December 2013 / to be followed up in the New Year.

Stakeholder briefing

Walsh Bay Arts Precinct Master Plan

Overview of stakeholder briefing session

A stakeholder briefing session was held on Wednesday 12 February (9.00-10.00am) at the Sebel Pier One, as part of a standard meeting of the Walsh Bay Precinct Association.

The following participants were in attendance:

- » Representatives of the Walsh Bay Precinct Association including Jim Warren (President / Representative of Pottinger Street Terraces) and Luke Meads (Precinct Manager, Manage-Meant), and approx. 12 other group members
- » Representative of the City of Sydney, Annabel Chapman

Key issues raised in stakeholder briefing

The Walsh Bay Arts Precinct Master Plan was presented by Arts NSW (Director Infrastructure, Marianna Preston). The session was introduced and key outcomes recorded by Elton Consulting (Project Manager, Lucy Greig). Participants were invited to ask questions and provide feedback in relation to the Master Plan. Participants were encouraged to make submissions on the Master Plan by 21 February 2014. Hard copies of the letter for residents and businesses (distributed in Walsh Bay on the previous weekend) were made available to members of the group.

General support for the Master Plan was expressed by the Association, while noting that appropriate consideration should be shown to existing commercial activities / businesses in Walsh Bay. The Association would like to see the proposal proceed sooner rather than later, ahead of Barangaroo (to be occupied by 2016).

In addition, the following key issues were raised by participants:

- » Noise issues were identified as a particularly important issue to be managed, to ensure the amenity of the existing residential community. It was noted that noise in the Walsh Bay area has been found to travel "uphill" from the harbour. Brigid Kennedy has done extensive research on noise in Walsh Bay in the past, and is willing to liaise with the project team to support the acoustic investigations for the Walsh Bay Arts Precinct, as needed. *Arts NSW noted that acoustic studies are being conducted as part of the planning process.*
- » Traffic management was identified as an important issue for consideration as detailed planning progresses – both in terms of additional cars on local roads and additional visitors to the Walsh Bay area. This was raised as a particular issue around Vivid Festival which attracted very high visitor numbers in 2013 (300-400,000 people), but which was not treated as a 'major event' like New Year's Eve (NYE) by Government. It was noted that NYE planning is working well to managing high visitor numbers to the precinct. It was suggested that the Walsh Bay community should be represented as a voice at the table to achieve an appropriate solution to planning for events such as Vivid 2014 – for instance, through inclusion of Precinct Manager Luke Meads in future liaison with relevant stakeholders (such as Destination NSW). *Arts NSW advised that an Arts Coordinator would be appointed for the Walsh Bay Arts Precinct if the project receives funding and plans for the site proceed. An appropriate structure would be established to ensure strong communications / liaison between the Arts Coordinator and the Precinct Manager.*
- » Enhancing Walsh Bay's identity and improving wayfinding were identified as important issues. It was noted that the Association would like to see Walsh Bay achieve "suburb" status, to support increased awareness of Walsh Bay and how to find it, among visitors to the area. *The Association will be making a*

formal proposal to the City of Sydney on this matter, and requested support from Arts NSW towards these goals, as appropriate.

- » It was noted that the Sydney Theatre Company has demonstrated strong leadership in the “greening” of The Wharf and it was requested that Arts NSW also supports sustainability initiatives in the local area. *Arts NSW supports sustainability as a core part of the concept for Walsh Bay Arts Precinct. Arts NSW is open to supporting a partnership with The STC on greening The Wharf, and to supporting other environmentally sustainable development (ESD) initiatives with The STC and other potential partners, should the project proceed.*
- » Clarification was sought about ‘what is the current status of the Master Plan?’ *Arts NSW advised that the next step is to refine the Draft Master Plan to a Concept Master Plan and to complete an Environmental Impact Study. A Concept State Significant Development Application will then be lodged with the NSW Department of Planning and Infrastructure. There will be opportunities for public engagement as part of this phase. Funding of the project by Government would then be required, for the project to proceed.*
- » Clarification was sought about ‘assuming the project receives funding, what will happen next?’ *Arts NSW advised that the detailed design process and operational approvals would take approximately 18 months to two years. A Detailed State Significant Development Application would be lodged and further public engagement would occur. Pending approvals, construction would be likely to commence with Pier 2/3, ahead of the upgrade works to Wharf 4/5.*

Next steps

- » Arts NSW to provide information to the Association on anticipated timeframes for development of the site.
- » It was noted that there may be an error on the Draft Master Plan (where an area near Simmer on the Bay is shown in green). Arts NSW to clarify.

Stakeholder briefing

Walsh Bay Arts Precinct Master Plan

Overview of stakeholder briefing session

A stakeholder briefing session was held on Thursday 12 June 2014 (3.30-4.30pm) at the Sydney Theatre.

The following participants were in attendance:

- » Brigid Kennedy, Simmer on the Bay
- » Louis Goulimis, Iconic Management
- » Marianna Preston, Arts NSW
- » Sacha Coles, Aspect
- » Brendan Blakeley, Elton Consulting
- » Olivia Dodds, Elton Consulting.

Presentations

The following presentations were made at the briefing:

- » Marianna Preston (Arts NSW) presented a summary of the project to date and next steps. She noted that stakeholder feedback from the Master Plan stage has contributed to some of the elements that are now present in the Concept Plan.
- » Sacha Coles (Aspect) presented an update of the Concept Plan (slides attached), specifically in relation to the public domain.

Key issues raised in stakeholder briefing

Brigid Kennedy noted that while the project is a positive for the precinct, its construction and potentially its operations would present problems for individual retailers within the area. She commented that there were improvements from the Master Plan, such as the removal of the bridge, as well as enhancements to the management of Vivid Festival from 2013 to 2014.

In addition, the following key issues were raised by participants:

- » Two main issues were raised from Brigid – construction (timing and duration), as well as the intended use of public space areas. The construction phase could be lengthy, resulting in impacts to amenity and access for several years. Businesses may not be sustainable through this phase. Brigid commented that she has already begun declining bookings from June 2016 onwards because of the proposed works. *Brendan Blakeley (Elton Consulting) said that at the moment certainty cannot be given regarding construction commencement as approvals and funding are still being sought. Pending approval there will be greater certainty and Arts NSW will be able to communicate the relevant information to you. Marianna Preston encouraged Brigid to identify these issues in a formal submission.*
- » It was advised that RMS has a policy of no umbrellas around the wharfs due to safety problems. *Marianna commented that they have had conversations with RMS and no concerns have been raised as yet in relation to the umbrellas.* Brigid advised that the umbrellas placed outside Simmer on the Bay in the Concept Plan are not to her liking. *Sacha replied that these could be removed from the plan.*
- » The inability to have signage in the area due to heritage restrictions was noted as a significant impact for local businesses. It would be very helpful for these businesses if the signage policies developed for the Walsh Bay Arts Precinct could also be applied to their businesses. *Sacha advised that the team was beginning to think about signage. He said that while the project team were taking steps to ensure*

sensitivity to the heritage values of the buildings, they were also aiming to signal the passing of time through a contemporary overlay.

- » *Would the public domain area be made leasable? Marianna advised that there will be a mixture of leasable and non-leasable spaces; essentially it is a public space that will provide opportunities for a whole range of contemporary events/ activations (yoga classes, small events, art exhibitions, wedding ceremonies etc), as well as quiet times of no structured activities.*
- » *Would there be berthing points in the precinct? Marianna said that the area will be accessible by water taxis.*
- » *More information was requested regarding the proposed canopy. Sacha advised that there are no firm plans regarding the canopy, except that it will be a very simple permanent shaded structure that is not intended to obstruct water views from any angle.*

Next steps

- » Stakeholders will be contacted when the exhibition process begins, before which the plan has to go through an adequacy review. It is anticipated that this may take a couple of months.

Stakeholder briefing

Walsh Bay Arts Precinct Master Plan

Overview of stakeholder briefing session

A stakeholder briefing session was held on Thursday 12 June 2014 (5-6.30pm) at the Sydney Theatre.

The following participants were in attendance:

- » Jim Warren, Walsh Bay Precinct Association / Representative of Pottinger Street Terraces
- » John Dunne, Walsh Bay Residents Action Group
- » William Haire, The Rocks Chamber of Commerce
- » Marianna Preston, Arts NSW
- » Paulo Macchia, Arts NSW
- » Chris Dupe, Arts NSW
- » Sacha Coles, Aspect
- » Phillip Vivian, Bates Smart
- » John Dawson, Savills
- » Brendan Blakeley, Elton Consulting (Chair)
- » Olivia Dodds, Elton Consulting (Note-taker).

Presentations

The following presentations were made at the briefing:

- » Marianna Preston (Arts NSW) presented a summary of the project to date and next steps. She noted that stakeholder feedback from the Master Plan stage has contributed to some of the elements that are now present in the Concept Plan.
- » Sacha Coles (Aspect) presented an update of the Concept Plan, specifically in relation to the public domain.
- » Phillip Vivian (Bates Smart) presented an update of the Concept Plan, specifically in relation to the buildings involved in the plan.

Key issues raised in stakeholder briefing

All attendees expressed support for the Concept Plan, while noting that appropriate consideration should be shown to existing heritage policies and commercial activities/ businesses in the surrounding area.

Those who currently live and work in the area are genuinely in favour of the project and have been for some time now; if Arts NSW needed the Walsh Bay Precinct Association, the Rocks Chamber of Commerce or the Residents Action Group to formally express their support at any point, they would be more than happy to help.

Brendan Blakeley encouraged everyone to make submissions when the plan goes on public exhibition.

In addition, the following key issues were raised by participants:

- » Transport was raised as a concern. *Marianna Preston made the following points:*
 - > *Currently the ferry wharf is only used for special events, however if the demand is created, it could become permanently serviced*

- > *A bus that services Barangaroo and Walsh Bay may be introduced*
- > *A light rail corridor has been preserved for possible future introduction of light rail*
- > *The proposed train station at Barangaroo was also mentioned.*
- » There was support that the precinct be programmed and that it avoid mimicking Circular Quay (i.e. structured programs, rather than informal busking). *Marianna said the precinct will have a very different feel to Circular Quay. Arts NSW is keen to see a depth of events/ experiences in the area and they plan to promote a platform for that; there will be a governance model to manage and program the space.*
- » Modifications to the roof line were raised as a possible aesthetic concern, particularly for residents looking down onto the pier. *Phillip advised that the roof modifications were only for a small section of the roof line and will be very sensitively designed and carried out. He noted that in the next round of detailed design, drawings will be prepared to enable people to understand how this will look from different viewpoints.*
- » Clarification was sought in relation to the size and public access to the gantries. *Phillip advised that they would be 6x6m. Marianna advised that the access to the gantries still needed to be resolved.*

Next steps

- » Stakeholders will be contacted when the exhibition process begins, before which the plan has to go through an adequacy review. It is anticipated that this may take a couple of months.

Stakeholder briefing

Walsh Bay Arts Precinct Master Plan

Overview of stakeholder briefing session

A stakeholder briefing session was held on Monday 17 February (3.00-4.00pm) at The Loft with representatives of the Walsh Bay Arts and Commerce Association.

The following participants were in attendance:

- » Representatives of the Walsh Bay Arts and Commerce Association: Melissa Wilson (WBAC Coordinator / Simmer on the Bay), Danny Fildissis (Sydney Dance Lounge) and Roy Woodhouse (Owner of Lot 1, waterfront commercial building; and leaseholder of a second lot).

Key issues raised in stakeholder briefing

The Walsh Bay Arts Precinct Master Plan was presented by Arts NSW (Director Infrastructure, Marianna Preston). The session was facilitated by Elton Consulting (Associate Director, Brendan Blakeley). Participants were invited to ask questions and provide feedback in relation to the Master Plan. Participants were encouraged to make submissions on the Master Plan by 21 February 2014. Hard copies of the letter for residents and businesses (distributed in Walsh Bay on the 8/2) were made available to participants.

Participants expressed general support for the Master Plan concept in the long term, but commented on the short term impacts of the construction phase for existing businesses (and their patrons) in Walsh Bay.

The following key issues were raised by participants:

- » Where will the 300 space carpark proposed for Headland Park be located? 300 car spaces doesn't seem large enough. *Arts NSW clarified that the carpark will be underground and comprises public parking, rather than parking to accompany the residential development.*
- » The construction phase could be lengthy, resulting in impacts to amenity and access for several years. It will be very disruptive to local businesses for at least 2 years. It was commented that café owners could expect to do very well once the Walsh Bay Arts Precinct is complete. However, their businesses may not be sustainable through the construction phase. One group member commented that when earlier works were undertaken in Walsh Bay, their business experienced a drop off in trade.
- » One group member noted that they had purchased their premises with an "office only" zoning, however, suggested this should be changed to allow for "residential" uses.
- » One group member commented that the Walsh Bay Arts Precinct is a positive initiative that will add a lot of value to the area, making Walsh Bay a real destination that benefits from foot traffic – while currently many local cafes and restaurants compete for the "theatre crowd".
- » It was noted that the "selling point" for several businesses is their view (eg for media briefings and functions), and that if views are interrupted this could make it tough for existing businesses.
- » It was noted that approximately 50% of the Association's members are arts organisations, many of which are supportive of the proposal.

Next steps

- » Arts NSW noted that following decision making by government around funding of the proposal, it will be able to provide the Walsh Bay Arts and Commerce Association with greater detail and certainty around the issues discussed in the session – including timing, staging and programming of construction activities.

Appendix 3

Communications to the community and key stakeholders



Marcia Chalmers
Secretary
Millers Point, Dawes Point, The Rocks and Walsh Bay Resident Action Group
Email. mprag@bigpond.com

Dear Ms Chalmers

Walsh Bay Arts Precinct Master Plan – Confirmation of Stakeholder Briefing

As a representative of the Millers Point, Dawes Point, The Rocks and Walsh Bay Resident Action Group, we look forward to meeting with you at an upcoming briefing session on the Walsh Bay Arts Precinct Master Plan, as recently discussed.

We confirm the briefing session will take place at: **12.00-1.00pm on Thursday 19 December 2013**. It will be held at the Sydney Theatre Company meeting space 'The Loft', located at The Wharf, Pier 4 Hickson Road, Walsh Bay. Please enter via the Hickson Road / Box Office, then turn right and continue straight ahead (see map attached).

Further briefing sessions will be held in January 2014. Please contact Lucy Greig on 9387-2600 or lucyg@elton.com.au if you would like to attend a session at a later date.

About the proposal

The Walsh Bay Arts Precinct Master Plan proposes to cluster arts companies within Pier 2/3, upgrade the facilities in Wharf 4/5 and create a vibrant new public domain to connect them. The Master Plan will more than double the arts offerings at Walsh Bay with new and upgraded production, rehearsal, studio and performance venues. An overview of the Master Plan is provided over the page.

Public exhibition and comment

The Walsh Bay Arts Precinct Master Plan has recently been released and is now on public exhibition. For more information and to have your say on the plans for the Precinct, go to <http://www.arts.nsw.gov.au/index.php/news-and-publications/news/test-form/>

The public exhibition period is from 14 November 2013 to 31 January 2014. You can make a submission online or by mail to:

Walsh Bay Arts Precinct
Arts NSW
PO Box A226
SYDNEY SOUTH NSW 1235

Next steps and further consultation

Arts NSW is developing a business case to finalise costs and ensure that the redevelopment is cost effective and financially sustainable. The Government will review the business case early next year.

PTO

The Master Plan will be further refined to a Concept Design, enabling a Concept State Significant Development Application to be submitted in 2014. Detailed public consultation will take place as part of the Concept State Significant Development Application. We'll be talking to members of the community in the Walsh Bay area as part of the consultation process, so keep an eye out for more information in the New Year.

We wish you a happy and healthy holiday season, and look forward to meeting with you shortly.

Yours sincerely

Marianna Preston
Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au



The Walsh Bay Master Plan proposes:

- 1. An adaptive reuse of Pier 2/3** to provide accommodation for Australian Chamber Orchestra, Bell Shakespeare and the Australian Theatre for Young People.
- 2. An upgrade of ground floor facilities in Wharf 4/5** including improved accommodation for the indigenous performing arts company Bangarra Dance Theatre and new tourist and engagement opportunities.
- 3. Upgraded rehearsal space and new commercial spaces in the shore sheds** fronting Hickson Road.
- 4. A new public domain to unify and connect Wharf 4/5 and Pier 2/3** including a major new waterfront square, a bridge that connects Pier 2/3 and Wharf 4/5, floating walkways, steps and seating along the waterfront, and overhead gantry platforms that re-connect the upper levels of the Pier to the outdoors.



Luke Meads
Precinct Manager
Walsh Bay Precinct Association
Email. precinct.manager@manage-meant.com.au

Dear Mr Meads

Walsh Bay Arts Precinct Master Plan – Confirmation of Stakeholder Briefing

As a representative of the Walsh Bay Precinct Association, we look forward to meeting with you at an upcoming briefing session on the Walsh Bay Arts Precinct Master Plan, as recently discussed.

We confirm two briefing sessions will take place at: **12.00-1.00pm and 4.30-5.30pm on Thursday 19 December 2013**. They will be held at the Sydney Theatre Company meeting space 'The Loft', located at The Wharf, Pier 4 Hickson Road, Walsh Bay. Please enter via the Hickson Road / Box Office, then turn right and continue straight ahead (see map attached).

Further briefing sessions will be held in January 2014. Please contact Lucy Greig on 9387-2600 or lucyg@elton.com.au if you would like to attend a session at a later date.

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Yours sincerely

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Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au



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Melissa Wilson
Representative
Walsh Bay Arts and Commerce Association
Email. info@walshbaysydney.com

Dear Ms Wilson

Walsh Bay Arts Precinct Master Plan – Confirmation of Stakeholder Briefing

As a representative of the Walsh Bay Arts and Commerce Association, we look forward to meeting with you at an upcoming briefing session on the Walsh Bay Arts Precinct Master Plan, as recently discussed.

We confirm the briefing session will take place at: **4.30-5.30pm on Thursday 19 December 2013**. It will be held at the Sydney Theatre Company meeting space 'The Loft', located at The Wharf, Pier 4 Hickson Road, Walsh Bay. Please enter via the Hickson Road / Box Office, then turn right and continue straight ahead (see map attached).

Further briefing sessions will be held in January 2014. Please contact Lucy Greig on 9387-2600 or lucyg@elton.com.au if you would like to attend a session at a later date.

About the proposal

The Walsh Bay Arts Precinct Master Plan proposes to cluster arts companies within Pier 2/3, upgrade the facilities in Wharf 4/5 and create a vibrant new public domain to connect them. The Master Plan will more than double the arts offerings at Walsh Bay with new and upgraded production, rehearsal, studio and performance venues. An overview of the Master Plan is provided over the page.

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PTO

The Master Plan will be further refined to a Concept Design, enabling a Concept State Significant Development Application to be submitted in 2014. Detailed public consultation will take place as part of the Concept State Significant Development Application. We'll be talking to members of the community in the Walsh Bay area as part of the consultation process, so keep an eye out for more information in the New Year.

We wish you a happy and healthy holiday season, and look forward to meeting with you shortly.

Yours sincerely

Marianna Preston
Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au



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The Secretary
The Rocks Chamber of Commerce
PO Box N165
Grosvenor Place
Sydney NSW 1220

Dear Secretary

Walsh Bay Arts Precinct Master Plan – Confirmation of Stakeholder Briefing

As a representative of The Rocks Chamber of Commerce, we look forward to meeting with you at an upcoming briefing session on the Walsh Bay Arts Precinct Master Plan, as per our recent phone messages and email.

We confirm that two briefing sessions will take place this month. Further briefing sessions will be held in January 2014. Please contact Lucy Greig on 9387-2600 or lucyg@elton.com.au if you would like to attend a session in the new year.

About the proposal

The Walsh Bay Arts Precinct Master Plan proposes to cluster arts companies within Pier 2/3, upgrade the facilities in Wharf 4/5 and create a vibrant new public domain to connect them. The Master Plan will more than double the arts offerings at Walsh Bay with new and upgraded production, rehearsal, studio and performance venues. An overview of the Master Plan is provided over the page.

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Arts NSW is developing a business case to finalise costs and ensure that the redevelopment is cost effective and financially sustainable. The Government will review the business case early next year.

The Master Plan will be further refined to a Concept Design, enabling a Concept State Significant Development Application to be submitted in 2014. Detailed public consultation will take place as part of the Concept State Significant Development Application. We'll be talking to members of the

community in the Walsh Bay area as part of the consultation process, so keep an eye out for more information in the New Year.

We wish you a happy and healthy holiday season, and look forward to meeting with you shortly.

Yours sincerely

Marianna Preston
Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au



The Walsh Bay Master Plan proposes:

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8 February 2014

Dear Resident / Business Owner

Walsh Bay Arts Precinct Master Plan – Find out more and have your say

About the proposal

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Public exhibition and comment

The Walsh Bay Arts Precinct Master Plan has recently been released and is now on public exhibition. For more information and to have your say on the plans for the Precinct, go to

<http://www.arts.nsw.gov.au/index.php/news-and-publications/news/test-form/>

The public exhibition period has been extended to 21 February 2014 to provide an opportunity for all members of the community to have their say. You can make a submission online or by mail to:

Walsh Bay Arts Precinct
Arts NSW
PO Box A226
SYDNEY SOUTH NSW 1235

Next steps and further consultation

Arts NSW is developing a business case to finalise costs and ensure that the redevelopment is cost effective and financially sustainable. The Government is currently in the process of reviewing the business case.

The Master Plan will be further refined to a Concept Design, enabling a Concept State Significant Development Application to be submitted in 2014. Detailed public consultation will take place as part of the Concept State Significant Development Application. We'll be talking to members of the community in the Walsh Bay area as part of the consultation process, so keep an eye out for more information in the coming weeks.

Yours sincerely

Marianna Preston
Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au



The Walsh Bay Master Plan proposes:

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5 June 2014

Marcia Chalmers

Secretary

Millers Point, Dawes Point, The Rocks and Walsh Bay Resident Action Group

Email. mpraq@bigpond.com

Dear Ms Chalmers

**Walsh Bay Arts Precinct Concept Design
Invitation to Stakeholder Briefing**

Thank you for the involvement of the Millers Point Resident Action Group in the Walsh Bay Arts Precinct Master Plan consultations over the last few months. We would now like to invite you and other members of the executive of the Group to a briefing session, to provide you with an update on the project.

When: 5:00pm-6.30pm on **Thursday 12 June 2014.**

Where: Richard Wherrett Studio, **Sydney Theatre**, 22 Hickson Road Walsh (see map over page).

The Walsh Bay Arts Precinct Master Plan has now been refined to a Concept Design, incorporating (where possible) feedback received as part of the Master Plan consultation process.

The Concept Design will allow submission of a Concept State Significant Development Application (Concept SSDA) with the Department of Planning & Infrastructure in mid-2014.

The Concept SSDA seeks a high level, in principle approval for the project including proposed uses, the new waterfront square, and proposed heritage modifications. Future Detailed SSDA's would address issues relating to detailed design, construction and operations of the Precinct.

Arts NSW is seeking your feedback on the Concept Design prior to lodging the Concept SSDA. The approval process will also include a one month public exhibition and feedback period. Arts NSW is committed to ongoing communications and engagement with you throughout all phases of the project.

Please contact Llew Gartrell on 9387 2600 or email llew@elton.com.au if you would like to attend.

Yours sincerely

Marianna Preston

Director – Infrastructure

Arts NSW

marianna.preston@arts.nsw.gov.au

5 June 2014

Brigid Kennedy
Proprietor
Simmer on the Bay
Email. info@walshbaysydney.com

Dear Ms Kennedy

**Walsh Bay Arts Precinct Concept Design
Invitation to Stakeholder Briefing**

Thank you for your involvement in the Walsh Bay Arts Precinct Master Plan consultations over the last few months. We would now like to invite you to a one-on-one briefing session, to provide you with an update on the project.

When: 3:30pm-4.30pm on **Thursday 12 June 2014.**

Where: Richard Wherrett Studio, **Sydney Theatre**, 22 Hickson Road Walsh (see map over page).

The Walsh Bay Arts Precinct Master Plan has now been refined to a Concept Design, incorporating (where possible) feedback received as part of the Master Plan consultation process.

The Concept Design will allow submission of a Concept State Significant Development Application (Concept SSDA) with the Department of Planning & Infrastructure in mid-2014.

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Please contact Llew Gartrell on 9387 2600 or email llew@elton.com.au if you would like to attend.

Yours sincerely

Marianna Preston
Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au

5 June 2014

Fabian Marsden
President
The Rocks Chamber of Commerce
Email: chamber@therocks.com.au

Dear Mr Marsden

**Walsh Bay Arts Precinct Concept Design
Invitation to Stakeholder Briefing**

Thank you for your interest in the Walsh Bay Arts Precinct Master Plan consultations over the last few months. We would now like to invite you and other members of the executive of the Chamber to a briefing session, to provide you with an update on the project.

When: 5:00pm-6.30pm on **Thursday 12 June 2014.**

Where: Richard Wherrett Studio, **Sydney Theatre**, 22 Hickson Road Walsh (see map over page).

The Walsh Bay Arts Precinct Master Plan has now been refined to a Concept Design, incorporating (where possible) feedback received as part of the Master Plan consultation process.

The Concept Design will allow submission of a Concept State Significant Development Application (Concept SSDA) with the Department of Planning & Infrastructure in mid-2014.

The Concept SSDA seeks a high level, in principle approval for the project including proposed uses, the new waterfront square, and proposed heritage modifications. Future Detailed SSDA's would address issues relating to detailed design, construction and operations of the Precinct.

Arts NSW is seeking your feedback on the Concept Design prior to lodging the Concept SSDA. The approval process will also include a one month public exhibition and feedback period. Arts NSW is committed to ongoing communications and engagement with you throughout all phases of the project.

Please contact Llew Gartrell on 9387 2600 or email llew@elton.com.au if you would like to attend.

Yours sincerely

Marianna Preston
Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au



5 June 2014

Melissa Wilson
Representative
Walsh Bay Arts and Commerce Association
Email: info@walshbaysydney.com

Dear Ms Wilson

**Walsh Bay Arts Precinct Concept Design
Invitation to Stakeholder Briefing**

Thank you for the involvement of the Walsh Bay Arts and Commerce Association in the Walsh Bay Arts Precinct Master Plan consultations over the last few months. We would now like to invite you and other members of the executive of the Association to a briefing session, to provide you with an update on the project.

When: 5:00pm-6.30pm on **Thursday 12 June 2014.**

Where: Richard Wherrett Studio, **Sydney Theatre**, 22 Hickson Road Walsh (see map over page).

The Walsh Bay Arts Precinct Master Plan has now been refined to a Concept Design, incorporating (where possible) feedback received as part of the Master Plan consultation process.

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Yours sincerely

Marianna Preston
Director – Infrastructure
Arts NSW
marianna.preston@arts.nsw.gov.au



5 June 2014

Mr Jim Warren
Chairperson
Walsh Bay Precinct Association
c/- Concierge, 19 Hickson Road
WALSH BAY NSW 2000

Dear Mr Warren

**Walsh Bay Arts Precinct Concept Design
Invitation to Stakeholder Briefing**

Thank you for the involvement of the Walsh Bay Precinct Association in the Walsh Bay Arts Precinct Master Plan consultations over the last few months. We would now like to invite you and other members of the executive of the Association to a briefing session, to provide you with an update on the project.

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Please contact Llew Gartrell on 9387 2600 or email llew@elton.com.au if you would like to attend.

Yours sincerely

Marianna Preston
Director Infrastructure
Arts NSW

cc Mr Luke Meads
Walsh Bay Precinct Manager, Manage Meant Pty Ltd

Appendix 4

Detailed submissions on the Master Plan received from organisations

(NB detailed submissions received from individuals have not been appended to protect their privacy)

Walsh Bay Arts Precinct: Masterplan – City of Sydney Submission

City of Sydney
Town Hall House
456 Kent Street
Sydney NSW 2000

Introduction

The City of Sydney ('the City') welcomes the NSW Government's intention to create an arts precinct at Walsh Bay and hopes to continue to collaborate on its development. The intent to create such a precinct is aligned with a range of Council actions and strategies, including the forthcoming *Creative City* cultural policy and *OPEN Sydney: Future Directions for Sydney at Night*.

Our submission highlights a range of issues that we ask to be closely considered before finalising the Masterplan. In this submission are recommendations from the City in relation to the following topic areas:

- Purpose, scope and vision
- Masterplan Principles
- Public domain
- Urban strategies
- Signage and wayfinding
- Heritage
- Design development and planning
- Infrastructure
- Transport
- Noise management

A coordinated and consultative approach between the City and Arts NSW will be essential for the project to achieve the desired outcomes. The City strongly supports the work of Arts NSW in supporting Walsh Bay reach its full potential as an arts and cultural precinct and urban destination, and we look forward to working with the NSW government to achieve these outcomes.

PURPOSE, SCOPE AND VISION

Purpose

This project offers an important opportunity to re-energise Walsh Bay and optimise its value to Sydney residents and visitors. It also has the potential to make a significant contribution to public amenity, enhance the visitor experience along Sydney's cultural ribbon and strengthen public awareness and engagement with the site's maritime history and heritage.

As a more general principle, it also offers an opportunity to democratise the area's most unique assets, including its architectural heritage, extraordinary harbour aspect and waterfront location. This is in counterpoint to the development of Hickson Road's other five piers that have been privatised leaving little or no access or engagement opportunities for the wider community.

As such, the City is generally supportive of many of the directions articulated in the project's purpose, scope and vision. These include the creation of an outdoor amphitheatre, gantries, waterfront square and floating walkways. However, it also has a number of concerns about aspects of the overarching approach, some of its business and operational assumptions and incomplete information about the proposed development. These are detailed further below:

Use of the built form

Currently, the clients at the centre of this document seem to be the six funded arts organisations which will be housed in and around Piers 2/3 and 4/5. Accordingly, the suite of operational needs for these organisations are accommodated on both piers with dedicated spaces for rehearsal, office and storage, store rooms/plant and board meetings. While there are a number of international examples that demonstrate the social, economic and tourism value of clustering performance venues together (and two new outdoor/indoor performance venues in this precinct would be welcome), the back-of-house administrative, rehearsal and production functions that are closed to the public are not essential for activating the site, and currently absorb large amounts of the available space on both piers. Conversely, there is almost no space dedicated to support the production, staging or infrastructure associated with delivering performances in the amphitheatre or other outdoor spaces.

The community may be better served by rationalising the amount of space dedicated to administrative and back-of-house activities that don't directly serve the precinct. Alternatively, those functions could be moved to appropriate locations on Hickson Road or elsewhere. Additional space would then be liberated for 'activating' uses including a more diverse food and beverage offer across multiple price points, complementary retail; cultural spaces that are focused on day time or late night activation (eg a centre for contemporary design; live music spaces) and other public amenities. It is unlikely that the popular and memorable precincts showcased in the *Precedent Review* can be equalled in Walsh Bay if there is a gross inequality between spaces for public interaction/amenities and private use. Currently, it seems the opportunities for commercial activity on the site is limited to whatever is left over after space needs of the six arts tenants have been accommodated.

Recommendation:

Review the block layouts in the Masterplan to consider rationalising spaces used for private purposes in favour of increasing the number and range of spaces dedicated for public engagement

Planning for public engagement

The Masterplan could make much more evident that the Sydney community and visitors are central clients to this project and that public needs, expectations and opportunities will receive detailed consideration. This should include modelling those spaces and activities (both commercial businesses and not-for-profit activities) that are public facing – ie restaurants, theatres, outdoor stages, coffee carts, foyers, information desks – as distinct from those activities that are private and inaccessible by the public. The section *Achieving the Vision* acknowledges the importance of 'a vibrant mix of commercial and artistic uses to...balance artistic with commercial imperatives' but also suggests an art versus commerce binary. The emphasis would be more appropriately placed on how the user is invited into a series of cultural activities and experiences on the site, regardless of the commerciality of the provider.

With the end users in mind, a number of new questions and opportunities might emerge. Should the site plan for on-site childcare as with some of Switzerland's lakeside cultural precincts? What is the proposed ratio of day time/night time activation and how will the proposed commercial/arts tenant mix deliver on those targets? What complementary activity and business mix principles will ensure that visitors who are attending 8pm shows at one of the traditional theatres will arrive early and stay well beyond the end of a two-hour show? For example, other

precincts throughout the world offer late night live music and supper clubs, evening retail or night markets, free outdoor entertainment and spaces for passive enjoyment of the harbour-side setting. The complementary mix of offerings is designed to extend the length of time that visitors can productively spend in the area.

Recommendation: Develop a user-centric approach to the development of the Masterplan and other strategy documents, considering business mix principles, and opportunities to offer a range of visitor services and experiences across daytime and night time periods.

Spaces for active creative participation by the public

The City hopes that spaces currently available for participatory activity by the public (classes and workshops provided by ATYP, Sydney Children's Choir, Sydney Philharmonia Choir, Sydney Dance Company) can be acknowledged for the contribution they make to the precinct and embedded in the master-planning process. These spaces are currently the only occasions on Hickson Road where 'participation' is not limited to passive consumption, but provides opportunities for active engagement and personal creativity. Any opportunity to extend these activities should be investigated, particularly given their contribution to daytime and early evening activity in the precinct.

Recommendation: Recognise and strengthen the opportunities for creative participation by the public in the precinct and ensure spatial and infrastructure needs for these activities are anticipated in the Masterplan.

Scope

Despite the objectives articulated in the Masterplan's *Scope*, the plans for the site provide limited evidence of 'shared facilities' or 'synergies between cultural organisations'. Indeed it appears that rehearsal rooms, set construction areas, board rooms and storage areas are being replicated on Pier 2/3, despite the existence of those operations at STC. While it is understood that equipment and facilities running at capacity may not be easily shared with others, it is disappointing that some of the business efficiencies usually associated with clustering like-minded businesses are not evident in the draft Masterplan. For example, a common box office/merchandising area has been established at Pier 2/3, but the 'old' box office on Pier 4/5 still appears to be under the jurisdiction of STC. In other words, the shared amenity has not unlocked any new spaces for the public or other users.

Recommendation: Provide greater transparency around the nature of the precinct's shared facilities, and how the value of co-location of arts tenants will produce dividends for the precinct

Vision

The criticism by some cultural policy journalists of the Walsh Bay Masterplan and vision for the site (<http://www.artshub.com.au/news-article/feature/all-arts/why-cultural-precinct-plans-never-work-198108>) is perhaps more a criticism of imprecise language in the Masterplan about what the site can realistically deliver.

Developing a plan that clusters performance venues and spaces together and strengthens connections to the extraordinary natural assets of the harbour is a worthy endeavour with social, economic, reputational and cultural benefits. However, it is unlikely to be a true 'cultural ecosystem for creative production and cultural consumption' which would require a critical mass of affordable work spaces for small scale and experimental cultural activity. Similarly, an 'open platform for Sydney's artists, creative workers, performers and producers to come together' and 'a place ...supporting contemporary work styles' risks building unrealistic expectations of the site's capacity and land use plans.

Finally, if it is truly expected that audiences will "meet...the processes of production", this should be made much more explicit in the rest of the document. As most artists see production and rehearsal spaces as strictly private environments in which artists can experiment and take risks before being seen by the public, any serious intention to open these spaces to the public should be managed with care and reflected in the Masterplan's *Organisational Principles*.

Overall, the vision for the precinct is currently not well aligned with the Masterplan principles which need to better represent how Walsh Bay becomes a destination precinct in its own right, rather than the current model in which a series of functional spaces loosely service the existing theatre venues. During the development of the final Masterplan it may be useful to consider how layers of activity can help shape the reputation and distinctiveness of the precinct – the recreation layer, the innovation layer – and appropriate local partners to contribute to these aspirations.

Recommendation: Review the 'Vision' for the precinct to ensure it accurately reflects the intentions detailed in the corresponding Masterplan and demonstrates a clear line of sight between the aspirations for the precinct and its planning and operational frameworks.

MASTERPLAN PRINCIPLES

Create a Unified Arts Precinct

While the City supports this principle, the items listed contain no detail on how these actions will be delivered, the governance or business principles of the precinct, the intensity or regularity of outdoor programming or target markets, or the responsibilities of the precinct's arts tenants to program for the precinct. For example, the intention to 'cluster activity through coordinated programming in the precinct' implies that resident companies will ensure high levels of utilisation of the precinct's five performance venues/spaces, as the engine of the precinct's night-time economy and attractiveness for visitors. Currently, no such imperatives exist for the proposed resident companies; indeed Wharf 2 currently houses performances for only 11 weeks per year. The implications of STC and others reorienting their business model to accommodate the needs of the precinct will require careful consideration, alongside the need to develop clear programming parameters. In addition, plans of management will be of particular importance, encompassing delivery access routes (including solid ground movement of large vehicles carrying portable infrastructure), loading zone placement for tenancies, coordination of delivery activity and crowd management.

Finally, this principle refers to the importance of creating areas of covered access to allow for a diverse range of activities to be connected throughout the precinct in all weather conditions. There is almost no evidence of this principle in the current plans. While theatre foyers continue to be used almost exclusively by theatre patrons and are generally not seen as open access spaces for the public, the lack of undercover facilities by the public could restrict the viability of the site to days of good weather.

Recommendation: That Arts NSW release further information on the specific strategies and processes that are proposed for programming and coordinating activity in the public domain, and agencies or organisations responsible for their implementation.

Recommendation: That the final Masterplan provide more detailed information on site logistics and all-weather options for the public.

PUBLIC DOMAIN

In 2012 Council endorsed the Harbour Village North Public Domain Study – a wide ranging study aiming to improve streetscapes and public spaces within the study

area comprising Walsh Bay, Millers Point, Dawes Point, The Rocks and Barangaroo. Short and long term project ideas are included in the study, with the objective of providing improved connections to the area's cultural precincts and attractions while protecting and celebrating the heritage of the area and preserving amenity for residents. Potential outcomes for Walsh Bay are explored under the study with a view to long term transformation of Hickson Road and the implementation of light rail.

The Walsh Bay Arts Precinct Masterplan sits within the Harbour Village North study area. The scope of the Masterplan is limited to Pier 2/3 and Wharf 4/5 and does not include the public domain of Hickson Road, however it does recognise the importance of the Hickson Road frontage and the contribution of the arts precinct to the wider area. The Masterplan's objective of providing a diversity of activity engaging with the public domain is consistent with the Guiding Directions of the City's Harbour Village North Public Domain Study, and is supported. It is noted that a sensitive approach is required in any intervention to the existing building fabric (refer to heritage comments below).

Hickson Road plays an important role as a pedestrian and cycle connection between Circular Quay and Barangaroo Headland Park, and it is critical that a generous, high quality and amenity public domain and cycle route is maintained along this link.

Recommendation:

The importance of Hickson Road as a pedestrian and cycle route with future light rail should be reflected in design development. A generous, high quality and amenity public domain and cycle route is to be maintained along this link.

URBAN STRATEGIES

The Arts Precinct Masterplan study area is confined to Pier 2/3 and Wharf 4/5, however it does consider the wider context as a zone of influence. This contextual approach is supported. The report outlines a series of 'possible urban strategies for Walsh Bay', noting that these are subject to collaboration with stakeholders including the City. These urban strategies suggest a possible redistribution of parking from Hickson Road to the precinct periphery, and potential additional car parking between Walsh Bay and The Rocks.

Recommendation:

Any relocated or additional parking would need detailed investigation and consultation with both the City of Sydney and Transport for NSW, with consideration

given to preserving the pedestrian amenity of Hickson Road, impacts on the sensitive low scale residential areas of Millers Point and Dawes Point, future public transport arrangements (including light rail), and the cumulative impacts of Barangaroo Headland Park.

SIGNAGE AND WAYFINDING

The City's Harbour Village North Public Domain Study recognised the need for improved wayfinding as important to Walsh Bay and the surrounding area. This Masterplan proposes to use signage and maps to assist in wayfinding, as well as to identify programs and events.

In December 2013 Council endorsed the Legible Sydney Design Manual and signage kit, providing technical details for the delivery of the Wayfinding Strategy ('Legible Sydney'). These documents provide the framework to deliver clear and consistent wayfinding information in a variety of formats including signage, mapping, websites, digital technology and marketing materials that will encourage people to walk more, and ensure that residents, workers and visitors can confidently find their way around the city.

The route from Wynyard Station to Walsh Bay via Kent Street has been approved as a pilot project to test the implementation of the new signage system.

Recommendation:

Any proposed signage associated with the Arts Precinct Masterplan must implement the City of Sydney Wayfinding Strategy ('Legible Sydney'). Further information on the Design Manual can be found at Item 8:

<http://www.cityofsydney.nsw.gov.au/council/about-council/meetings/calendar-and-business-papers/2013/december/environment-committee>

The 2012 Wayfinding Strategy can be found at:

<http://www.cityofsydney.nsw.gov.au/vision/city-wide-projects/public-domain-improvements>

HERITAGE

General

The area is of very high heritage significance. It is listed on the State Heritage Register (SHR) and the NSW Heritage Council will be the heritage consent authority for this area.

Masterplan Principle 4: *Respect and Celebrate Heritage* (p5 of the report) is supported. The other principles of the masterplan are potentially complementary to Principle 4 provided that the Burra Charter conservation principles are rigorously applied to the design.

Principles 5 and 6 will need to be very carefully handled in order to satisfy principle 4. In particular, the proposed interventions of a new bridge and a new waterfront square between piers 2/3 and 4/5 will need to be designed in a manner that minimises loss or change to existing significant fabric, is reversible, and is clearly articulated from the significant fabric as new work. Essentially, the new works need to clearly read as another layer to the place. To minimise change, damage and additional structural loads, it would be preferable for these major new elements to be structurally independent from the significant wharf fabric.

The organisational principles and block layouts shown on pp. 10-14 appear to work with, and interpret, the primary structural grid of the wharves. There appear to be plenty of double height void spaces that allow an appreciation of the spatial and structural qualities of the original buildings.

Other heritage issues that will need to be addressed are as follows.

Review the existing Conservation Management Plans (CMPs) that relate to the place to inform the design and detailing of the project

These include:

1. **Wharf 4/5 Walsh Bay : conservation management plan / Graham Brooks and Associates [for] Arts New South Wales.**
Author: Landau, Marion. -- Garilao, Karina. -- Arts NSW. -- Graham Brooks and Associates.
Published: 2007
2. **Heritage impact study & Pier 2/3 conservation management plan : Walsh Bay precinct / [Tropman & Tropman Architects]**
Author: Tropman & Tropman Architects.
Published: 2000
3. **Walsh Bay precinct conservation plan / prepared by Clive Lucas, Stapleton and Partners Pty Ltd.**
Author: Clive Lucas, Stapleton & Partners. -- Walsh Bay Properties Pty Ltd.
Published: 1999
4. **Walsh Bay precinct heritage technology conservation management plan. Volume 1 / Tropman & Tropman.**

Author: Tropman & Tropman Architects.

Published: 1999

5. **Walsh Bay precinct heritage technology conservation management plan.**

Volume 2. Conservation management system / Tropman & Tropman.

Author: Tropman & Tropman Architects.

Published: 1999

Although the CMP for Wharf 4/5 is relatively recent (2007) most of the conservation documents date from as early as 1999 so they are likely to require amendment. There are also a number of other earlier Heritage Impact Statements and Conservation Strategies prepared in the mid to late 1990s that may be relevant. These can be found in the City of Sydney archives. At the very least, a comprehensively updated *Conservation Management Plans* (CMP) for wharfs 2/3 and 4/5 will be required.

Ensure that an adequate investigation, design and construction budget is allocated to the sub-deck structure of the wharves.

Many of the timber piles and other sub-deck elements may be close to the end of their functional life and their replacement must be carried out consistent with Burra Charter conservation principles. This is crucial to the sustainable life and utility of these structures but has the potential to require significant costs. These need to be adequately anticipated in the project budget.

Heritage Interpretation Strategy

The previous stages of conservation and adaptive re-use works at Walsh Bay have included comprehensive, high quality interpretation of the history and fabric of the place.

The existing heritage interpretation elements and signs must be retained and refurbished. New interpretation will be necessary in some locations which needs to integrate with and complement the existing interpretation. This process should be set out in an *Interpretation Strategy* and required as a part of the development application submission.

Given the evolution of arts uses in the precinct over the last thirty years (the Wharf Theatre opened in 1984), this is a very good opportunity to interpret this already rich layer in the history of the place and add it to the interpretation strategy.

Archival Recording

As the project will make substantial changes and additions to the place, it is crucial that a photographic archival recording is prepared prior to the commencement of works. This should be a condition of any planning consent. The City understands that archival measured drawings of wharf 2/3 were prepared in the mid-1990s so these should be reviewed and supplemented if necessary.

DESIGN DEVELOPMENT AND PLANNING

Whilst the City of Sydney is not the consent authority for any future works in the study area, the following general planning considerations need to be considered as projects develop into a design development stage:

- noise impacts of the proposal or Masterplan area and proposed uses
- traffic impacts
- public transport to/from facilities
- public toilets
- public art opportunities
- intergenerational equality of experience
- hours of operation and impacts on residential receivers
- health issues associated with new restaurants/cafes
- safety and lighting
- construction hours
- waste collection
- intervention into heritage fabric
- public domain impacts
- wifi/digital connectivity
- update of conservation management plans for the wharves
- advice from Sydney Harbour Foreshore Committee
- advice from Department of Fisheries
- advice from NSW Heritage
- Section 61 Contributions to be paid

Recommendation:

Ongoing consultations with the City of Sydney to ensure the above issues are addressed.

INFRASTRUCTURE

Public Domain Infrastructure

Sufficient and appropriate infrastructure will be required to support activation of the outdoor public spaces, including the amphitheatre. The precinct will depend on producers and event organisers having easy access to infrastructure such as:

- Power – 3 phase broken for Audio (clean power), Lighting, General (town power)
- Water & drainage – for F&B, washing up at sinks, etc
- Toilets – male, female & accessible in Front of House (general use) & Back of House (staff use only)
- Accessible ramps
- Accessible seating areas
- First aid location
- Directional and accessible signage - set overhead in large format for visibility
- Loading dock area – to park & unload equipment
- Vehicle access area to loading dock
- Dressing / change room area
- Green room/performer waiting area
- Staff room for Front of House & Back of House staff
- Production office area
- Merchandise stands & storage room
- Lighting – Permanent / mobile grid system for rigging lights
- Lighting dimmers – Permanent / mobile area to house (under cover)
- General lighting for audiences to get in/out safely
- Audio – Permanent / mobile grid system for rigging sound systems
- PA system for general / evacuation announcements
- General storage area – for lighting, sound, f&b general roadcases
- F&B service area with BOH kitchen – for fridges, sinks, etc
- Staging / Rostra – Permanent / mobile
- Overhead covered area – permanent / mobile for performance area, etc for shelter from heat / rain
- Front of House control area for lighting, sound, etc – permanent / mobile
- Fencing – mobile fencing system to secure venue & manage crowds

Recommendation: That plans anticipate site infrastructure and storage required to support the operational logistics of the outdoor areas in the precinct.

TRANSPORT

The CBD South East Light Rail Development Agreement, which was signed by Transport for NSW and the City of Sydney in Dec 2013, includes the following clause:

The design of the Project must not preclude the potential future link of a Light Rail system to Barangaroo via Millers Point and Walsh Bay and to Green Square being achieved. Specifically, the design of the track alignment must allow for the installation of future switches and cross overs with minimal track reconstruction.

The City supports the Masterplan's aims to integrate and increase transport options to and from Walsh Bay. It also supports the NSW Government's introduction of light rail, and continues to advocate for extension of light rail to Walsh Bay and Barangaroo. The City wants to ensure that the development of the Arts Precinct is done so in a way that will not prohibit the introduction of light rail in the future.

Recommendation: That Arts NSW considers the future introduction of light rail along Hickson Road in the final design of the precinct.

NOISE MANAGEMENT

The City supports public domain performance and events as proposed within the design and urban strategy for the precinct, however consideration must be given to noise impacts that such activity will have on residents in Walsh Bay, Millers Point, Blues Point, Milsons Point and Lavender Bay. In order to anticipate and plan for possible noise impacts, a Noise Management Plan must be developed that balances the needs of all stakeholders and including local residents.

Recommendation: That a Noise Management Plan be developed for the Walsh Bay Arts Precinct.

Response of the Committee for Sydney to the **Walsh Bay Arts Precinct Master Plan**

January 2014



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1. Introduction

The Arts and Cultural offer of Sydney is a key to making Sydney a livable and loveable city and part of what makes it a global city. Many of our world class arts and cultural assets are focused in what is beginning to take shape as Sydney's Arts or Cultural Ribbon running from the NSW Gallery through to Darling Harbour. The Committee has supported this concept of connecting and branding Sydney's arts and cultural assets this way – and has suggested a different branding of 'Sydney's 'C' Front' - and now welcomes the vision of reinforcing the emergent concentration of arts assets at Walsh Bay via a master planning process. The Department is to be congratulated for identifying Walsh Bay as a priority and the Committee agrees that the initiative should be supported as a priority for investment by the NSW government – and as a focus of the cross government collaboration that will be vital for the Arts precinct mooted to be successful.

The challenge of integration across government to realise the ambition for this precinct is mirrored by the need for the concentration of Arts assets and operations at Walsh Bay to lead not just to an island of cultural activity linked to other islands of cultural activity but to the creation of a destination and indeed a place fully connected to and integrated with the precincts around it – to Barangaroo, The Rocks and Circular Quay.

It also must lead to a lively mixed-use place with a good diversity of activities well beyond the time frame of arts performances or the working days of cultural producers. A reference point for comparison is that the Arts and Culture cluster in London's West End are either in or closely linked to the mixed use district of Soho with its bars, restaurants, retail and residential uses. Another reference point might be Museum Island in Berlin which despite its name is well integrated with areas of mixed uses – residential, retail and cafes – to add to the vibrancy of the arts and cultural assets and to integrate them in the life of the city whether in the day or as part of the night time economy.

The future of Walsh Bay requires that it become a lively, animated part of the broader Sydney Harbour experience and that, as a Committee member put it, no longer will the experience of those frequenting the precinct after early evening involve encountering the 'current deadness which prevails when you turn right out of the Hyatt after 6pm'. In other words Walsh Bay must become a truly integral part of the Sydney nighttime economy. To achieve this requires a range of interventions strategies and collaborations to supplement a Master Planning process, including critically, the approach to delivery, funding and what might be called 'precinct activation'. Our critique of elements currently missing from the Master Plan is meant to prompt the commissioners of the Master Plan to ensure these key elements will be dealt with in either a subsequent iteration or in other strategy/delivery documents which need to be initiated.

2. Specific Comments

- The Committee strongly supports the vision of growing the cultural sector in Walsh Bay as a crucial component of a truly global city and particularly welcomes the intention behind this document for cross government coordination and delivery.
- The Committee considers the cultural sector in Sydney:
 - Is a significant attractor for the kind of global talent at the core of Sydney's future economic prosperity;
 - Contributes substantially to a climate of innovation and creativity that is essential to growing Sydney's competitive economic edge;
 - Is an important tourism attractor to Sydney, with current harbour-edge attractors 'anchored' by the Sydney Opera House;
 - Must grow in scope, variability of offer, and in quality in order to compete with increasingly globalized cultural market place.
- The Committee also believes that agglomeration of cultural activities and assets at this location and planned public realm upgrades will help create the critical mass required for an Arts Precinct of the kind outlined in the earlier Vision
- The Committee's commentary is based on:
 - The need to grow global Sydney's vibrancy and attractiveness and the diversity of our offer in terms of type of events and locations;
 - Taking a whole-of-city, whole-of-sector viewpoint; to ensure that the work of parts amplifies the whole;
 - An appreciation of the need outlined in the Master Plan of the Importance of agencies' activities being coordinated and integrated;
 - An appreciation of the public benefits for Sydneysiders and for the visitor economy of such an initiative – and of the beneficial impact on collaboration and innovation in the Arts
 - A concern nonetheless for the deliverability of the Master Plan recommendations, the need to achieve significant cross government collaboration, and the need for further discussion around the potential for public-private partnering: that is successful delivery of the Master Plan and the overall Vision relies on public sector integration and funding on the one hand and creating opportunities for private sector involvement and investment on the other
 - A concern also that in urban planning terms a 'cultural ribbon' concept should not result in introspective 'linear' approaches which isolate the cultural assets from surrounding precincts such as The Rocks, Barangaroo, Circular Quay and the CBD: integration is required and this principle should underpin the Master Planning approach.

3. The positive attributes of Walsh Bay Arts Precinct Master Plan from the Committee's perspective

- The ambition is there to develop precinct wide approach and to situate the plans for the wharves and the public realm within a broader context;
- It seeks to build upon other work and studies (e.g. the ARUP 'Vision' report), and to avoid needless reinvention;
- It acknowledges the value of existing precinct attributes and facilities;
- It raises some issues and shortcoming of integration with adjoining precincts;
- Interagency coordination is recognised as important;
- It Identifies most of the key qualities essential to achieving a precinct vision:
 1. Best range of arts and cultural tenants in both wharves;
 2. Vibrant mix of arts and commercial uses to rejuvenate precinct;
 3. Improved transport and way-finding to and within precinct;
 4. High quality public domain;
 5. Engagement with harbor-front setting;
 6. Good adaptation of existing heritage fabric;
 7. A business model for precinct activation and colocation efficiencies.

Committee comments address the above 7 qualities under the following headings:

1. Growth of cultural offer and integration with other cultural institutions

- The MP recognises the diversity of cultural institutions along the harbor edge and reinforces the valuable idea of a 'Cultural Ribbon' as a linking concept;
- The concept is further strengthened by the anticipated Barangaroo indigenous arts centre and the planned expansion of the Art Gallery of NSW which will add to Sydney's near harbour-front cultural offer;
- However, other than being mentioned, it is unclear how the existing Sydney Theatre and the mix of uses along Hickson Road will be integrated with the Walsh Bay Master Plan;
- Further, the growth of the cultural offer should be viewed from a consumer's point of view, with Walsh Bay not in competition with other cultural precincts but as a complementary part of a larger central Sydney harbour-edge experience;
- Instead of a 'Cultural Ribbon', previous Committee submissions have recommended the development of 'Sydney's C-Front', a concept that proposes the conceptualization, branding, and coordinated management of a single unified-yet-varied harbour-front cultural offer.

2. Variety of uses within precinct

- The problematical element of the Master Plan is that despite comments about integration the proposed Walsh Bay precinct is oddly perceived as mono-cultural/single use, with limited alternatives for before or after-theatre recreation opportunities and we believe little day-time activity;
- We believe the goal should be to develop a diverse and varied precinct with a performing arts focus in order to become a precinct attractor in its own right, day and night: that was the original vision which has been lost somewhat in a narrowly drawn 'Master Plan' which actually focuses on schemas for two wharves and some public realm interventions;
- The market for this as any other precinct should include but not be limited to attendees of events, locals, workers in the precinct, tourists, walkers, 'hop on hop off' visitors;
- There should thus be clear strategy and actions to attract complementary daytime, late-night and 'creative industry' uses, all expressed in a precinct activation plan alongside a Master Plan;
- An essential question needs to inform the current master plan: how will this precinct become part of Sydney's valued nighttime economy?

3. Access and public transport

- A complementary precinct access master plan is also needed;
- The precinct is currently regarded as isolated, probably because public transport is now the normal means of arriving and moving around the inner city yet provides poor access to Walsh Bay, where private vehicles are actually the most convenient despite proximity to areas of high public transport usage;
- Hence there is a pressing need for improved public transport, walking and cycling accessibility – and also for improved perceived accessibility – all explained in a comprehensive precinct access plan that defines improved links to The Rocks, Barangaroo, Darling Harbour and CBD south and how they will be delivered;
- A transport initiative not yet canvassed, is a possible role for a dedicated cheap / free (with purchase of a ticket to a show) frequently running ferry service – the "C-Ferry" – from the NSW Art Gallery (Woolloomooloo) to Darling Harbour and Cockatoo Island; effectively to invert perception of the harbour-as-barrier into a water-borne expression of a single "C-Front" precinct unified by the harbor.

4. Public domain

- Within the Walsh Bay precinct there are high quality public domain improvements including street trees, artworks, parking, wide and well paved footpaths, yet between precincts the public domain quality and topographic barriers serve to isolate Walsh Bay;
- The notion of a 'cultural ribbon' is logical when viewed from above yet on-ground perceptions are of a series of 'island' cultural institutions isolated by difficult topographical barriers (e.g. ridges, harbour inlets) and contrasting inactive uses (parklands, residential areas);
- Hence the need to augment inter-precinct public transport access planning with public domain improvements planning: though this is identified in the Master Plan there must be a question

as to whether the public realm improvements identified or the transport initiatives go far enough to achieve the objectives;

- The notion of public accessibility must also carry over into planning for uses within the wharves by, for example, ensuring that internal public linkages remain genuinely and permanently open so that the buildings connect better with surrounding areas, are permeable and are not 'islands'. This leads to the conclusion that a commitment to high quality urban design principles and public access needs to inform the refurbishment of the wharves;
- Key precinct access points or corridors should also correspond to public transport access points (e.g. ferry wharf, stairs to The Rocks);
- Critically, a key stated principle of the Master Plan and Vision is to increase activity along wharf aprons yet preliminary block layouts depict most ground level frontage would be internally focused; devoted to corridors, rehearsal space, back-of-house, theatres and offices.

5. How will other agencies be coordinated?

- The master plan identifies other agencies as essential contributors (refer: *1.1 Purpose*) yet does not identify how this input would best assist and coordinate with redevelopment of the precinct let alone the process by which necessary collaborators' input will be assured;
- That is to say, the Master Plan refers to other agencies' input but doesn't include what this can achieve in the Master Plan. Examples of insufficient reference to or use of other enabling initiatives include:
 - Links to SHFA Master Plan for Circular Quay: how can this process be leveraged for the Walsh Bay Master Planning process and objectives?
 - As above for TfNSW / City Centre Access Strategy;
 - Plans and implementation of Barangaroo: the existence of the proposed headland park is acknowledged and it is included as an asset for the Walsh Bay precinct but no other linkages or assets are exploited;
 - Housing NSW: Walsh Bay is close to significant public housing with implications for potential linkages and development projects – and even the prospect of initiatives around social inclusion /participation in the arts/employment is simply not recognized.
- For example, public transport improvements are essential to reducing isolation yet the advent of the light rail to Circular Quay is not exploited and opportunities to extend it over time to the precinct are simply not explored. The implications for the precinct of a second harbour crossing (which is increasingly likely over time) are again not explored, nor is the potential for increased ferry services or greater use/links with Barangaroo and Kings Street Wharves.

6. Role of private sector in collaboration and delivery

- It is unlikely that funding for comprehensive facilities and precinct redevelopment and activation can be entirely State/public funded. Without private sector involvement there is the danger of partial precinct redevelopment: of stand-alone building refurbishment but not precinct renewal.
- Hence, need for a Master Planning process which identifies opportunities or framework principles for collaborative funding from both the private sector and other government

agencies and tiers.

7. Precinct Activation Planning and management of the precinct and its redevelopment: mixed uses in a 'Business Improvement District'

- The Master Plan needs to be supplemented by a whole of precinct activation plan for 'Sydney's 'C' Front'. Whole of (cultural) precinct management must include all of 'Sydney's C-Front' assets (e.g. Cockatoo Island, Darling Harbour events facilities, Barangaroo's proposed cultural assets, Walsh Bay, MCA, SOH, NSW Art Gallery) and address management in an integrated way (e.g. access, ticketing, promotion, tourism action plan, opening periods, complementary events, precinct offers). Links with Destination NSW and its promotion of the tourism/visitor economy assets of the area need to be explored.
- Such management is crucial to the success of the Walsh Bay precinct and the oversight of its public realm/vitality and its headline components must be identified in a delivery strategy implementing the Master Plan. A management structure might include representation from State and local agencies, private sector participants, creative industry representatives, local community, and tourism sectors. There are many models.
- Will a dedicated management structure for the precinct be required such as a Business Improvement District approach as in London's West End, involving cooperation between private and public sector agencies?
- However, the Vision for Walsh Bay is not simply to be a successful business precinct. It is for *'Walsh Bay (to) be a place for living and working...an ecosystem for creative production and cultural consumption'*. This suggests that this will be a mixed use precinct housing cultural sector workers and one imagines those who wish to live close to and enjoy such cultural assets in a harbour-side environment. Yet it is not clear from the Master Plan how this will be achieved, or what it means for the precinct –and new residential development in the area is currently constrained by planning, existing housing on what residential blocks there are and potential community resistance to such development. If this is to be a mixed-use precinct – as it needs to be, including cultural assets, residential and commercial/retail provision – Master Planning needs to propose it and plan for it.

4. Conclusion

The Committee for Sydney is a strong supporter of the Vision for Walsh Bay and believes it will when realized be a key component not only of Sydney's arts and cultural offer but also of its status as a global city. The issues we have raised here relate to elements of the Master Plan that need to be strengthened or that will need to lead to supplementary work to ensure integration of the proposed development at Walsh Bay with surrounding areas, initiatives and potential partners. That integration will be vital to success. The Master Plan context and objective of those commissioning the Master Plan must be broader Precinct activation: 'ribbons' need to be tied to or connected to something else to have the effect intended.



19 February 2014

Ms. Marianna Preston
Walsh Bay Arts Precinct
Arts NSW
PO BOX A226
SOUTH SYDNEY NSW 1235

Dear Ms Preston

RE: WALSH BAY ARTS PRECINCT MASTER PLAN

The Walsh Bay Precinct Association supports Arts NSW plans to create a world class Arts Precinct in Walsh Bay. The Committee is excited by the initial Master Plan, and appreciates this opportunity to provide feedback for consideration by Arts NSW in developing a more detailed plan for the Precinct.

Arts NSW are requested to consider the following prior to finalising Development Applications.

1. Identity
2. Wayfinding
3. Public Transport
4. Parking
5. Traffic Implications
6. Residential Amenity

1. Identity: (section 4.0 of the Master Plan – recognised the need for a unique identity)

The commercial elements and the existing arts organisations located in Walsh Bay have long suffered due to the lack of identity and recognition of Walsh Bay as a destination. Currently there is great confusion in the public as to where Walsh Bay is and how to get here. The Precinct is currently divided over two suburbs, Millers Point and Dawes Point, in fact Sydney Theatre finds itself located in both suburbs. The businesses and arts organisations all promote their location as Walsh Bay.

Service providers, emergency services, couriers and taxis do not recognise Walsh Bay on their databases as a location. This creates great confusion for the public accessing Walsh Bay and serves as a deterrent to people patronising the commercial and arts opportunities offered in Walsh Bay.

As you are aware the Precinct Association has developed an application to have Walsh Bay recognised as a suburb. The Precinct Committee suggests that Arts NSW and the NSW Government should actively support this application to facilitate the success of Walsh Bay as an internationally acclaimed Arts Precinct.

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The submission does not propose to eliminate the existing suburbs of Dawes Point or Millers Point it simply proposes to recognise the area developed under the Walsh Bay redevelopment as a suburb also called Walsh Bay. The Precinct Committee would be pleased to meet directly with Arts NSW and provide more information if required to develop a strategy for achieving this important recognition, that is considered fundamental to the success of Walsh Bay as an economical and cultural Precinct.

2. Way Finding: *(as recognised in Section 1.5 of the Master Plan.)*

Adding to the difficulty outlined above is the poor way finding to Walsh Bay from other areas in Sydney such as Circular Quay, The Rocks and the CBD, together with limited signage available to businesses and arts organisations due the important heritage limitations in Walsh Bay.

The City of Sydney has recognised the need for improved way finding to and within Walsh Bay for some time. To date no plan has been developed to address this deficiency. Improved way finding to and within Walsh Bay should form an integral part of the development of the Arts Precinct Master Plan.

Public Transport: *(as recognised in Section 1.5 of the Master Plan.)*

Public Transport does not service Walsh Bay. Many of the existing arts organisations have raised this issue over time. The further development of the precinct as a cultural destination will increase demand for such services. The lack of these services will restrict the success of Walsh Bay as an Arts Precinct.

There are a number of studies being undertaken by Transport NSW to consider the transport options for the Northern Harbour precinct of Sydney. With the development of Barangaroo, including the proposed public domain works within Millers Point and the increased activity within Walsh Bay there needs to be an integrated and appropriate public transport plan as part of the Arts Precinct Master Plan. This needs to consider all options including bus services with appropriate layovers, ferry services including the existing ferry wharf at Pier 2 and the much promised and recently withdrawn light-rail.

Section 4.0 of the Master Plan discusses creating a green spine along Hickson Road and adjusting the Hickson Road street profile. The Master Plan should consider the possibility of future light rail in Hickson Road and not do anything to prohibit its feasibility.

3. Parking: *(as discussed in Section 4.0 of the Master Plan.)*

The Master Plan discusses adjusting the Hickson Road street profile and redistributing parking. It is important to recognise parking is already limited in Walsh Bay. The proposed developments at Barangaroo and the Arts Precinct Master Plan will add further demand to already scarce parking in the area.

The Master Plan should address the need for parking and all attempts should be made to ensure that the quantity and availability of parking is maintained or increased. Clarification should be sought as to whether the car park at the Barangaroo Headland Park will be available to service staff and visitors to the Walsh Bay Arts Precinct.

4. Traffic Implications:

Walsh Bay is an increasingly active commercial and arts precinct. It is also a residential precinct with approximately 350 apartments relying on car park access from Hickson Road. In recent times Hickson Road has become subject to an increasing number of events that require traffic restrictions or road closures. These are extremely disruptive to the arts organisations, businesses and residents located in Walsh Bay. They also impact adversely on visitors and patrons attending various events and activities in the Precinct.

Recently, traffic related to Vivid has caused traffic chaos in Walsh Bay. This resulted in disruption to theatregoers, restaurant customers, residents and Vivid attendees. Other events including Marathons, New Years Eve and Concerts at Barangaroo have also resulted in pedestrian and vehicular traffic congestion.

The development of the Walsh Bay Arts Precinct Master Plan must include a robust and sympathetic traffic management plan for everyday traffic and for high load cultural events.

5. Residential Amenity:

Recognition of the residential nature of Walsh Bay, Millers Point and Dawes Point must be taken into consideration in the development of the Master Plan.

Event management must consider the residential nature of the neighbourhood and suitable events should be programmed so as not to adversely impact on the existing residential amenity. Recent Events at Barangaroo including the Vans Rock Concert in December 2013 were inconsiderate to the residential amenity and resulted in unacceptable disruption to residents.

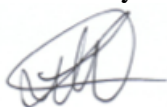
Traffic Management for events must also be planned to avoid the public entering and exiting the precinct through the residential components of Walsh Bay, Millers Point and Dawes Point. Pedestrian and vehicular traffic, particularly after events can be extremely disruptive to the existing residential amenity of these areas.

Conclusion:

The Walsh Bay Precinct Association appreciates the opportunity to provide feedback at this early stage and looks forward to assisting Arts NSW create a world class Arts Precinct in Walsh Bay. The Precinct Committee welcomes future opportunities to work together with Arts NSW to achieve infrastructure and amenities beneficial to a successful Arts Precinct. The Precinct Committee is committed to supporting Arts NSW to achieve an efficient development program and the best outcome for the Walsh Bay Arts Precinct.

Yours faithfully

Walsh Bay Precinct Association Inc.



LUKE MEADS
Precinct Manager

**The Millers Point Dawes Point,
The Rocks and Walsh Bay Resident
Action Group (RAG)**



**Submission on the
Walsh Bay Arts Precinct
Master Plan**



RAG Contact: mpdag@bigpond.com 9241 2875
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www.millerspointrag.org.au

INTRODUCTION

The Resident Action Group (RAG) commends Arts NSW and the Government Architect's Office, NSW Public Works for the development of the Master Plan for this spectacular project. The RAG supports the concept, however the following matters need to be addressed before the final Development Applications are made.

Initial Response

There are three main issues:

- Transport
- Traffic (both vehicular and pedestrian) and parking
- Noise

Transport

There are a series of developments in this part of Sydney under way and we have concerns that there appears to be a limited or unrealistic plan for transport for the whole area.

There is no clear transport link between Circular Quay, Walsh Bay and Barangaroo. These three major areas are of interest and will be of greater interest to visitors as well as Sydneysiders when the projects are completed. Liners that moor at the Overseas Passenger Terminal are alongside for rarely more than 24 hours so those cruising passengers want to see as much of Sydney as possible in that time. Not having transport to take them around Dawes Point to the other attractions is a tourism failure.

While there is a push to have people walk as much as possible around the area, not all visitors, be they local or from overseas, are able to walk the distances involved. The physically disadvantaged, parents with very young children and the frail aged should not be denied access through a lack of transport.

When the Arts Precinct is completed there is a potential for large numbers of people arriving at venues and leaving around the same time. Transport will be needed to clear the numbers from the precinct and private transport will need to be discouraged due to the limited parking that will be available.

The RAG, together with the City of Sydney, have recommended an extension of the George Street Light Rail Project, and, while the NSW Government may not wish to proceed with the light rail project at this stage there needs to be an alternative. Clearly buses would be the best option. Due to the nature of the area it is suggested that Transport NSW consider the use of smaller buses that can negotiate the

heritage area and have a timetable that links with train and ferry services as well as other bus services at Circular Quay and Wynyard.

Traffic

The management of vehicular traffic in the area needs to be addressed. The traffic associated with the Precinct cannot be considered alone. Major changes to Towns Place and Dalgety Road, Argyle Street and High Street and Argyle Place will affect the movement of vehicles in Walsh Bay, Dawes Point and Millers Point. The link to and from the Eastern Suburbs including Circular Quay is also an issue. There is no clear picture of the level of traffic that will be generated by Barangaroo.

Placement of bus stops, bus lay-overs, coach stops, coach lay-overs, loading zones, mobility parking zones and car sharing spaces should be co-ordinated with the Sydney Harbour Foreshore Authority and the City of Sydney Council for the whole Circular Quay, Dawes Point, Millers Point, Walsh Bay and Barangaroo area. It is clear from plans generated for other projects that the impact of those plans have not taken into consideration the traffic flows and parking needs of surrounding areas. Diminution of services (transport, parking, lay-overs) in one area leads invariably to increased pressure on surrounding areas.

The development of an Integrated Transport Plan for the area described above is seen as basic to the success of the Walsh Bay Arts Precinct as well as the amenity of the whole area.

Pedestrian traffic needs to be enhanced by including the Dawes Point Park/George Street routes for visitors with appropriate signage. Before the Park was closed to public use by the Sydney Harbour Bridge Works, the path up through the Park was frequently used by visitors as is the route up George Street then down to the Walsh Bay precinct.

Parking for Arts Precinct staff and visitors is limited to the parking that is already available. It is not clear if the parking station in the Barangaroo Headland Park area will be open and available for increased visitor numbers attending the theatres and restaurants. The RAG recommends that the availability of parking in that parking station be clarified as part of the planning for the Arts Precinct. The RAG would be delighted to be involved in the preparation of any Integrated Transport Plan.

Noise

The people who move through the Walsh Bay area do not understand how noise travels from Hickson Road and the shore sheds and wharves up to the houses on Lower Fort Street and, to some extent, those on Windmill Street and Dalgety Road. Lower Fort Street residents can hear people talking as they walk along Hickson Road as the cliffs and shore sheds bounce the sound up to the rear verandahs and rear rooms of the terraces above. In quiet periods the residents can hear what people are saying as they walk along Hickson Road.

It is important the outside activities being planned in the Precinct do not generate noise that impinges on the occupants of the Dawes Point area or Walsh Bay wharves, be they residents or visitors attending theatres, functions or restaurants/cafes that are in place or planned for the Precinct. Early morning and late evening times are particularly sensitive.

Residents already have cause for concern at the noise generated by people arriving and leaving commercial premises in Hickson Road let alone deliveries during daylight hours and the removal of waste during the early morning hours.

Before, during and after work takes place on the development of the Precinct, we propose that noise monitoring be carried out with the assistance of residents in Lower Fort Street and those in the Walsh Bay shore-sheds and wharves to ensure that their quality of life is not affected by an increase in noise from the Precinct. This information then needs to be assembled into a Noise Management Plan to be incorporated with the final Development Approval. Such a plan would ensure that the Arts Precinct becomes a valued part of our community rather than a cause for divisions.

Millers Point Leaseholders' Group (MPLG)

Submission on City of Sydney's Proposed Naming of Walsh Bay



*GE Peacock Drawing 1843 View from the North Shore
Millers Point (right) Overlooking Bay Towards Dawes Point*



*Melvin Vaniman Photograph 1903
Millers Point Overlooking Wharves Towards Dawes Point*



*Mary Sutton Photograph 2013 View from Barangaroo Harbour Control Tower
Millers Point Looking Along Walsh Bay Wharves Towards Dawes Point*

Millers Point Leaseholders' Group (MPLG)

The members of the Millers Point Leaseholders' Group (MPLG) are each highly committed conservators of Sydney's early heritage building fabric with a focus also on contributing to the recognition and celebration of the Millers Point and Dawes Point Precinct's built, social and cultural values.

The members have collectively and willingly taken on responsibility for the conservation of unique residential properties in Millers Point and Dawes Point and we are working with leading heritage architects, artisan tradesmen and conservation consultants (possessed of local and international reputations), to produce outstanding heritage outcomes through following recognised world best practices.

Land and Housing Corporation's 99 year lease program provides a unique opportunity to build a close working partnership between private interests, State and local public administrators and our community, to deliver significant heritage conservation outcomes of value to all stakeholders, with spill-over benefits for the broader community, educational and international standard tourist interests.

It is an opportune time for these National, State or local listed heritage properties and streetscapes to be returned to their former local prominence and in so doing to revitalise the residential character and protect the maritime standing of this historic precinct.

The members of the MPLG are passionate about conserving their properties by working with all levels of Government to produce world class outcomes that balance conservation of the Millers and Dawes Point's distinct heritage, social and cultural values, with 21st century liveability.

The 99 year property leases, accompanied by strict conservation obligations, have been taken up enthusiastically by the members of the MPLG as dedicated and passionate conservators of Sydney's (and Australia's) early colonial history and we seek to work collaboratively with all relevant stakeholders to preserve and maintain these rare and important symbols of early European settlement.

We are all committed to the successful conservation of our Millers and Dawes Point Precinct's unique physical, social and cultural Australian heritage maritime assets. Our core strategy is dedicated to ensuring a world best practice conservation programme which exceeds all community members' expectations.

Effectively we adhere to a framework of respecting the high heritage conservation value and character of our maritime precinct, while improving our revered cultural, social and built assets with better streets, paths, parks and facilities that cater for a growing and diverse population.

Our members' properties within the heritage listed Millers and Dawes Point Precinct, are highlighted in the photo below of Millers and Dawes Points i.e. our properties being conserved lie within the suburbs of Millers and Dawes Point, abutting the Hickson Road wharves and shoreline at left; subjects of the proposal.

We are focussed on enhancing the connections and integrations of both the existing and evolving communities who live and work here, many of whom have done so for generations.



Millers Point Leaseholders' Group (MPLG)

Introduction

The Walsh Bay Precinct Association proposes an area be officially recognised as a new suburb and named Walsh Bay. This precinct is currently covered by two suburbs: Millers Point and Dawes Point, which are both listed on the State heritage register. By being named its own suburb with proposed new boundaries, we are concerned the proposed Walsh Bay will effectively be altering the character of both Millers Point and Dawes Point, whose names have been used for 187 and 212 years respectively.

We believe this proposal detracts from the longstanding historical community and the two tier integration of residences of Millers and Dawes Point precinct with the associated maritime activities of the Harbour. In effect we are concerned that the proposal places pressure on and diminishes the continuity of our suburb and community identity, a distinctiveness we have committed to working to protect and enhance.

The historic evidence is that the Millers and Dawes Point precinct was an important maritime area dating from the early colonisation of Sydney with its coal haulers, fresh produce, whalers, seal skin and cedar traders. These traditional trades escalated with mid-century discovery of gold bringing its associated wealth benefits of the transport of goods and continuing well into the 20th century with the wool trade in the era when "Australia rode on the sheep's back" and the huge wool stores such as Dalgety's were prominent.

Much of the population of Millers Point and Dawes Point worked in a maritime capacity on the shipping wharves and associated bond stores and warehouses. This relationship of wharf and residence was typical of maritime Millers Point and Dawes Point and evidenced in an 1860's photo below of Harbour and houses. The photo is to wharves/stores from Observatory Hill over Lower Fort Street (right), Argyle and Kent Streets.



The interconnectivity between the residences of Millers and Dawes Point precinct, with the wharves and stores of the Harbour is interwoven from early settlement and as noted above continued through the 20th century shown by Melvin Vaniman's photograph on the front piece, even into the 21st century. To act now, to sever this longstanding link between the residences and the Harbour activities for the first time, would in effect be to alter the history in the 21 century of the early colonisation of Sydney. For example, the suburb of Dawes Point would then but comprise a part of Lower Fort Street and Trinity Ave.

Accordingly, there is no community acceptance from our Group members who have properties in the surrounding residential area, for this potentially discordant proposal. The proposal fails to protect or enhance conservation of maritime Sydney (indeed early Australia) and its associated community identity.

The MPLG does not support the proposal of a new suburb boundary and name of Walsh Bay. We also fully endorse the City historian, Dr Lisa Murray's position and Dr Murray's report written on the 7th March 2012. We would like to make some additional comments overleaf. Dr Murray further notes at p14 that during the 1990's the local community through the Millers Point, Dawes Point, The Rocks Resident Action Group, was supportive of the conservation of the wharves, but were concerned about how the new built environment and new community and visitors would be connected and integrated in Millers and Dawes Point also.

Millers Point Leaseholders' Group (MPLG)

Response to Proposal

Specifically, over the past 30 years the Millers and Dawes Point Precinct have come to be recognised as a place of unique significance in the City of Sydney and within the wider context of the State of New South Wales. The Precinct has been the subject of many studies and reports compiled for organisations including the National Trust, Sydney City Council and Housing NSW.

From the 1980's considerable attention has also focussed on the history and heritage significance of Walsh Bay, an integral part of the Millers and Dawes Point Precinct.

Millers Point and Dawes Point Village Precinct is of state significance as a rare, if not the only, example of a maritime harbour side precinct that contains evidence of over 200 years of European settlement and activity that spans all historical phases in Australia.

While there are other historical maritime precincts in Australia that might show a comparable mix of historical and contemporary values, none are as old or so intimately associated with the spectrum of historical, social, aesthetic, technological and research values that have shaped Australian society.

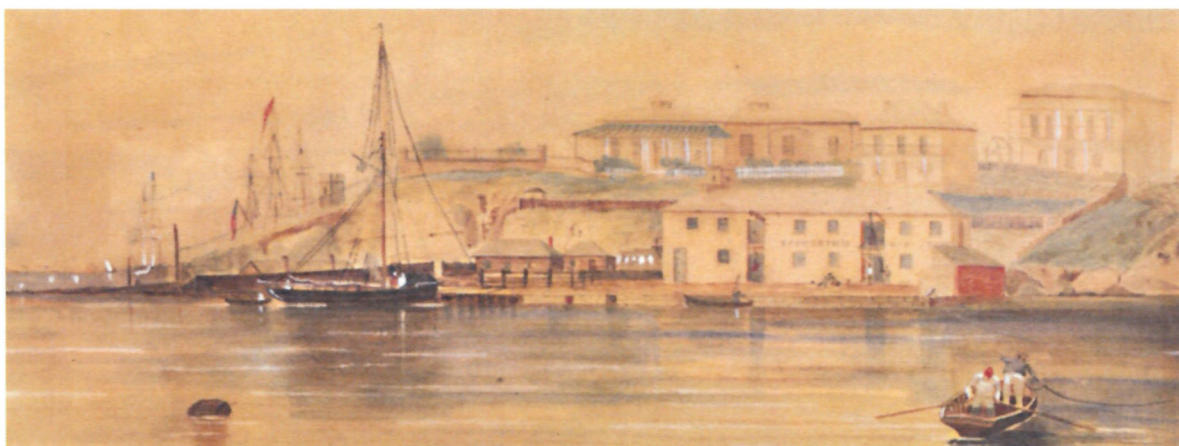
As recorded in State Heritage Register listing number 01682 Millers Point and Dawes Point Village Precinct has evolved in response to both the physical characteristics of its peninsular location, and to the broader historical patterns and processes that have shaped the development of NSW since the 1780's.

During the period 1788 to 1809, local and overseas trades developed and those with an eye to commercial prospects looked for wharfage and the attraction of the bay between Millers and Dawes Points, came into focus. Access to Millers Point and Dawes Point was gained through a set of rough-cut steps leading through from the Rocks.

To the west of The Rocks and along the eastern side of the ridge that became Millers and Dawes Points, Governor Macquarie during the period of the 1810's and 1820's granted 14 and 21 year leases, including generous areas along the waterfront.

The location of Millers Point and Dawes Point, with the relationship to the waterfront, was ideally suited for shipping purposes, and merchants tapped in to its potential by erecting private jetties, wharves and storage for goods. Those who chose to live in the area comprised wharf-owners, customs agents, port authorities, (including the harbour pilot and flag-staff employees) and maritime workers, labourers and artisans.

The attraction of these waterfront allotments to the wharf-owners was their potential for additional use, as while the waterfront had commercial potential, typically the steeply sloping shoreline offered the possibility of two tiers of use, including residences, as shown by the 1852 Conrad Martens' drawing below.



Millers Point Leaseholders' Group (MPLG)

On the shore, serviced by their own private lanes from Windmill Street, Crown Street (now Merriman St), Moores Road (now Dalgety Road) and Lower Fort Street, were the wharves and stores ~ Doves 1880 Map overleaf showcases various original Millers and Dawes Point precinct wharves/stores, as current in 1880.

On the street frontage adjoining the wharves, the land could be used for residences, either for the wharf owners themselves or leased to others for wharfage activity; e.g. but to highlight several; in the 1830's:

✚ William Walker, a contributor to Westpac Bank's formation and success in the 1820's, built and resided in Milton House (now Milton Terrace of 1-13 Lower Fort Street) and also constructed Walkers Stores and Wharf (approximate position of Pier one);

✚ Captain John Nicholson RN, Sydney's first Harbour Master of 1823 Durham Cottage (now part of Milton Terrace at 13-19 Lower Fort Street) and owner of 21-23 Lower Fort Street, also built Nicholson's Wharf, known later as Parbury's Wharf, (approximate position of current Pier 2/3);

✚ Edwards and Hunter, merchant partners of renowned worldwide traders, Jardine Matheson, of Dawesleigh (37 Lower Fort Street) and the Major House (35 Lower Fort Street) had Pitman's (later approximate position of Algars) Wharf and stores, (approximate position of Pier 4/5);

✚ Captain Robert Towns of Victoria Terrace (near present day Towns Place) had Towns Wharf at the end of 'Cockle Bay Point' (approximate position of Pier 8/9); and

✚ Captain Joseph Moore of Spencer Lodge (near present day Clyne Reserve) had Moore's Wharf (approximate position of Dalgety Rd entrance gates to proposed Barangaroo Headland Park).

Please refer to the Conrad Martens drawing of 1852 at page 4 depicting the renowned 1830's Millers Point mansions of the merchant Captain's Towns and Moores, Victoria Villa and Spencer Lodge respectively. Comparably, below is an 1880's photo at the Dawes Point end of the bay, of 21 to 23 Lower Fort Street, Major House and Dawesleigh, all set beside the Harbour, adjacent to original wharves and stores.



Thus the villages of Millers Point and Dawes Point became a definitive maritime precinct in the early 1830s. These distinctive suburbs continued through the gold rushes, the coal hauling and the wool boom of the 1800 and 1900's to the 21st C, as maritime and other related enterprises associated with port services, began to radiate outwards from Sydney Cove, bringing with it ever expanding residential and heightened commercial facilities.

In our considered opinion, the historic built, social and physical fabric of the Millers Point and Dawes Point precinct should not now be severed by the City of Sydney and treated as separate components to Walsh Bay. Rather, current suburb boundaries and names must remain to be seen as interwoven traits making up the Precinct, resulting in an unusually high and rare degree of social significance being ascribed to the area.

With the social history of Millers Point being historically interconnected with the activity of their adjacent wharves, severing the link between Millers Point and Walsh Bay would effectively be severing the history of early colonisation of Sydney.

In conclusion, The Millers Point Leaseholders' Group does not support severing a historical link and urges the Council to oppose the proposed new suburb and naming proposal of Walsh Bay.

Millers Point Leaseholders' Group (MPLG)



PLANS
OF
SYDNEY
Executed by H Percy Dove Licensed Surveyor 1 & 2 Vickers Chambers Pitt Street

Appendix 5

Record of government agency briefings

Consultations with Government stakeholders – February and March 2014

Name	Date
NSW Roads and Maritime Services (RMS)	17 March 2014
Record of Meeting	
In attendance: Michael Wright (RMS), Paul Hesford (RMS), Marianna Preston (Arts NSW), John Dawson (Savills). Arts NSW presented the revised WBAP developed by Bates Smart and Aspect Studios to the officers from RMS. It was noted that in accordance the State Infrastructure Strategy the development of the WBAP is a government priority. The process of preparing the Concept State Significant Development Application was outlined and Arts NSW confirmed that the application would be submitting in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. The major differences from the scheme previously presented were differences from the master plan previously presented are as follows: reduction of heritage impacts; internal planning has changed to meet arts tenants requirements; and floating pontoons and connecting bridge have been removed Issues discussed were: - the lease over Wharf 4/5 - the status of the removal of parking from the wharves which Arts advise was currently being pursued - moveable heritage and the opportunity to use heritage artefacts within the WBAP. Consideration for RMS contribution for reuse within artwork in WBAP. - MP confirmed Arts NSW were continuing discussions and coordination with BDA - the potential opportunity to relinquish the leases and reissue that head lease covering both Wharf 4/5 and Pier 2/3 - sea wall maintenance and the role of the engineering branch within RMS - General discussion about managing construction impact on RMS tenancies. - MP confirmed that there had been stakeholder engagement with the Walsh bay groups which included the RMS tenants.	
Name	Date
City of Sydney (CoS) – Culture	6 March 2014
Record of meeting	
In attendance: Alex Brown (CoS), Rachel Healy (CoS) Brigid Smyth (CoS), Marianna Preston (Arts NSW), Matt Allen (Bates Smart), Sacha Coles (Aspect), Richard Evens (Savills), John Dawson (Savills), Belinda Lawler (Savills). Arts NSW provided a brief introduction The revised WBAP was presented by Bates Smart and Aspect Studios to the officers from CoS. The process of preparing the Concept State Significant Development Application was outlined and Arts NSW confirmed that the application would be submitting in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. A detailed presentation was provide on all aspects of the Concept design. The following was noted: - BS noted recommended that Art NSW talk to the operators to the Martin Place Stage to discuss operations in relation to potential uses and operational requirements for the proposed water front square. - MP confirmed that this is a working arts precinct where the working parts of arts organisations a will be opened up to the public to provide a unique experience. - RE confirmed that all of the tenants are looking at ways to activate their individual tenancies to create a vibrant precinct that provides greater opportunities for retail, revenue and visitation. - RH suggested close consideration of an F&B overlay for any major events during the detailed	

planning stage. • RH recommended careful consideration of loading and storage requirements for outdoor furniture during the planning phase, • BS suggested that the WBAP could possible accommodate a greater number of retail offerings. • BS outlined that it will be critical for there to be well defined management structure based on previous examples to ensure that the precinct is vibrant. CoS confirmed that the project had progressed in a positive way and would continue to work with Arts NSW during the future phases of the project.	
Name	Date
City of Sydney – City Life (CoS)	13 March 2014
Record of meeting	
In attendance: Ann Hoban (CoS), Suzie Matthews (CoS), Marianna Preston (Arts NSW), John Dawson (Savills) Arts NSW presented the revised WBAP developed by Bates Smart and Aspect Studios to the officers from CoS. It was noted that in accordance the State Infrastructure Strategy the development of the WBAP is a government priority. The process of preparing the Concept State Significant Development Application was outlined and Arts NSW confirmed that the application would be submitting in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. The major differences from the scheme previously presented were differences from the master plan previously presented are as follows: reduction of heritage impacts; internal planning has changed to meet arts tenants requirements; and floating pontoons and connecting bridge have been removed The following transport items were noted: • MP confirmed that this is a working arts precinct where the working parts of arts organisations a will be opened up to the public to provide a unique experience. • SM recommended reviewing the Kings Cross density Study which the CoS have recently completed. • AH recommended considering how smoking is addressed in the WBAP. • AH noted that a detailed operational plan should be prepared. JD confirmed that this would occur during the next phase of the development. • AH suggested that the operational included: Operating hours; night trading; and leasing requirements. • AH outlined that flexibility in the building design will be critical for the longevity of the precinct. • Management structure to be considered carefully.	
Name	Date
City of Sydney – Traffic (CoS)	3 March 2014
Record of meeting	
In attendance: Mark Hannan (CoS), Sarah Court (CoS), Clement Lim (CoS), Rodney King (CoS), Brett Maynard (GTA), Andrew Farran (GTA) GTA provided an overview of the project. It was confirmed that Arts NSW would be submitting a Concept State Significant Development Application (SSDA) in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. It was noted that the SSDA considers the typical day to day operation of the site and not the event mode operation. The following transport items were noted: • GTA outlined that no staff or visitor car parking is to be provided on-site as part of the development (AF/BM). City of Sydney acknowledged that the provision of no on-site car parking is consistent with the City's transport policies (RK/MH) • The Hickson Road integration works (Barangaroo development) will result in the loss of some 67	

on-street spaces (MH) • A travel demand solution (based on person trips) is required rather than a traditional car parking solution (MH) • GTA noted that there would be some changes to existing parking restrictions on Hickson Road which was agreed to in principle by CoS (BM/MH) • Implementation of the Harbour Village North Public Domain study is on hold awaiting further funding post light rail (RK). It is intended that the recommendations from the Study will still be implemented in the long-term (RK). The City is currently undertaking an updated Kerbside Study for the CBD and will keep GTA updated on its progress (SC) (Subsequent advice indicated that the study does not extend to the subject site.) • The updated wayfinding strategy forms part of the Sydney City Centre Access Strategy (RK). The strategy is being prepared in consultation with the City, but led by TfNSW – Amanda Fairley (MH) • Hickson Road north of Pottinger Street will continue (for at least a further 3 years) to be closed on Friday and Saturday evenings. Should a future shuttle bus be provided between the site and Circular Quay the City would support its operation through the road closure (RK/MH) • A Travel Plan and Transport Access Guide should be prepared for the site. To be effective the Travel Plan should include a clear action plan (SC) • Indicated that there were some ongoing issues with the proposed bus layover on Hickson Road that had to be resolved internally at TfNSW (RK)	
Name	Date
City of Sydney – Panning (CoS)	28 February 2014
Record of meeting	
In attendance: Graham Jahn (CoS), Russell Hand (CoS), Marianna Preston (Arts NSW), Paulo Macchia (Arts NSW), Philip Vivian (Bates Smart), Matt Allen (Bates Smart), John Dawson (Savills) Arts NSW provided a brief introduction The revised WBAP was presented by Bates Smart and Aspect Studios to the officers from CoS. The process of preparing the Concept State Significant Development Application was outlined and Arts NSW confirmed that the application would be submitting in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. A detailed presentation was provided on all aspects of the Concept design by Bates Smart. The following transport items were noted: • GJ recommended reviewing the floor penetrations from 1985/86 and consideration of the moveable heritage items. PV outlined that the moveable heritage items will be considered in detail in the next phase of the project. Suggested discussing with NSW Properties. • GJ recommended reviewing the CoS Cultural Policy. • GJ raised the suggestion of potential inclusion of night time Child Care within the project as it was a current focus of the CoS to meet the demand of the city's workforce. • GJ emphasised the importance of public amenities within the precinct • MP outlined the extent of consultation to date with community stakeholders and the general positive response to date. • GJ agreed that the way finding strategies would be critical to the success of the project. • MP outlined that this project was a critical part of the cultural ribbon.	
Name	Date
Sydney Harbour Foreshore Authority (SHFA)	10 March 2014
Record of meeting	
In attendance: Catherine Gallagher (SHFA), Ded Dawson (SHFA), Deb Deering (SHFA), Paul Anderson (SHFA), Michelle Wiess (SHFA) Marianna Preston (Arts NSW), Paulo Macchia (Arts NSW), Matt Allen (Bates Smart), Sacha Coles (Aspect), John Dawson (Savills). Arts NSW provided a brief introduction The revised WBAP was presented by Bates Smart and Aspect Studios to the officers from SHFA. The process of preparing the Concept State Significant Development Application was outlined and Arts NSW confirmed that the application would be submitting in the second	

quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. A detailed presentation was provided on all aspects of the Concept Design.

The meeting noted the following:

- MP confirmed that this is a working arts precinct where the working parts of arts organisations will be opened up to the public to provide a unique experience.
- CG recommended working closely with BDA to ensure that pedestrian access from WBAP through to BDA was managed effectively
- It was considered key by all parties that there was a strong way finding strategy that was developed in consultation with all agencies to ensure consistency from Circular Quay along the foreshore to Barangaroo.
- MP outlined the proposed visitor engagement strategy which SHFA. SHFA considered this a positive step at such an early phase of the project.
- SHFA outlined they were investigating a study about connectivity between Circular Quay and the Rocks.
- SHFA recommended consideration given to pedestrian access to the transport hub of Circular Quay which includes the new light rail.
- Circular Quay delivery task force has been established and there should be future consultation in the future.
- MP outlined the governance model which was currently being considered with included a precinct manager that would control the waterfront square and the events space.
- CG suggested a one day forum to be arranged in the future with all local agencies to share information including: TfNSW, BDA, CoS, RMS, Arts NSW, and SHFA.

Name	Date
Planning and Infrastructure	13 March 2014
Record of meeting	
In attendance: Cameron Sergeant (Planning and Infrastructure), Sara Roach (Planning and Infrastructure), Paulo Macchia (Arts NSW), Nicola Gibson (MG Planning), Andrew Lau (JBS&G), John Dawson (Savills). Arts NSW provided a brief introduction and presented by Bates Smart. It was confirmed that Arts NSW would be submitting a Concept State Significant Development Application in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. General discussion of the proposed application was undertaken including discussion in relation to contamination which was to be discussed in more detail with the subsequent meeting with the EPA.	

Name	Date
Transport for NSW	25 February 2014
Record of meeting	
In attendance: Sebastian Smyth (Transport for NSW) Desmond Mow (Transport for NSW), Paulo Macchia (Arts NSW), Nicola Gibson (MG Planning), Brett Maynard (GTA), Andrew Farran (GTA), John Dawson (Savills) Arts NSW, Savills and GTA provided an overview of the project. It was confirmed that Arts NSW would be submitting a Concept State Significant Development Application (SSDA) in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. It was noted that the SSDA considers the typical day to day operation of the site and not the event mode operation. The following transport items were noted: • The Sydney City Centre Access Strategy REF will be released midyear and will include details such as bus stops and layover locations. • There are anticipated to be 6 – 12 bus services per hour on Hickson Road increasing during peak periods. The buses will link the site with Barangaroo, Wynyard, Town Hall and the Eastern Suburbs. the WBAP is approximately 1.5 km from Circular Quay with limited public transport • A layover area is proposed for opposite the site and will also form the first stop for the rout back towards the city • A future ferry hub is to be provided as part of Barangaroo replacing the existing King Street Wharf facility as per the Sydney's Future Ferry document. The Ferry hub would accommodate approx 18 ferries per hour during peak hours. There would be inadequate demands to warrant providing a dedicated ferry service to the Walsh Bay wharf. • Special ferry services could be provided during event mode, but would not form part of day to day service. • The proposed future transport network would likely accommodate the needs of the development, however, additional capacity via a shuttle bus (or similar) could be required latter in the evening when there were large events and the frequency of bus services was reduced. • Arts NSW would not be in a position to fund additional bus services. • The precinct experience traffic congestions during peak periods and the provision of zero onsite car parking will minimise any future congestion. • Transport for NSW has no expectation for the development to provide Potential visitors can use commuter car parking stations outside peak business periods. • Loading would be provided by a combination of the existing facility on Wharf 4/, a new facility of Pier 2/3 that would be sensitive to heritage issues and the on-street loading provisions of Hickson Road abutting the site. • Regardless of the planning outcome it was determined by the City of Sydney and Transport for NSW that the Central Sydney Traffic and Transport Committee will need to be consulted regarding the loss of any on street parking. Transport for NSW did not consider there were any significant issues arising from the project as currently presented.	
Name	Date
Barangaroo Delivery Authority (BDA)	14 March 2014
Record of meeting	
In attendance: David McCracken (BDA), Julian Adras (BDA) Marianna Preston (Arts NSW), Paulo Macchia (Arts NSW), John Dawson (Savills) Arts NSW presented the revised WBAP developed by Bates Smart and Aspect Studios to the officers from RMS. It was noted that in accordance the State Infrastructure Strategy the development of the WBAP is a government priority. It was confirmed that Arts NSW would be submitting a Concept State Significant Development Application in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the	

proposed uses to work / fit within the heritage fabric of the wharves. The major differences from the scheme previously presented were differences from the master plan previously presented are as follows: reduction of heritage impacts; internal planning has changed to meet arts tenants requirements; and floating pontoons and connecting bridge have been removed.

The following issues were noted:

- DM advised that they thought that the concept design had evolved in a very positive direction from the NSW Government Architect master plan.
- DM advised Barangaroo Central include outdoor performance space that would be complementary to the waterfront square proposed as part of the WBAP.
- MP advised that WBAP would not include any onsite parking and would rely on surrounding street parking and car parking stations including the new car park at the headland park.
- Art NSW and BDA agreed to continue to consult with each other as plans for both projects progressed.
- DM agreed that way finding between the two sites will be critical and agreed to work with Arts NSW to ensure that this was addressed in both projects.

Name	Date
Heritage Office Office of Environment and Heritage	28 February 2014

Record of meeting

In attendance: Paulo Macchia (Arts NSW), Rajeev Maini (OEH), Ed Beebe (OEH), Siobhan Lavelle (OEH), Matt Allen (Bates Smart), Alan Crocker (Design 5), Robert Gasparini (Design 5) and John Dawson (Savills)

Savills provided an overview of the project. It was confirmed that Arts NSW would be submitting a Concept State Significant Development Application (SSDA) in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. It was noted that the SSDA considers the typical day to day operation of the site and not the event mode operation.

- Bates Smart presented the proposed scheme for the WBAP.
- Design 5 provided a brief explanation of the heritage principals that guided the design: Respond to the rhythm of the openings; minimise the introduction of new openings; minimise removal of heritage fabric; separate new from old; mezzanine voids should enhance the legibility of the original building elements; respect the bay module of buildings, maintain outer roof profile; Maintain full height visibility of columns.
- JD note that the Heritage Division did not make a submission to the Department of Planning in response to the request for DGR's
- RM identified that it was high importance to retain the industrial/maritime character of the place
- RM roof modifications needs to be played down.
- EB suggested contacting Tasman Storey regarding the location of the removed gantries.
- Use of tilting weatherboards to disguise the external openings (as Pier 8/9) was generally accepted.
- RM noted that new external elements would need to be considered carefully in their design. A clear argument needs to be presented for the inclusion of the stairs and other external elements.
- EB was not in favour of outer roof solar panels.
- SL confirmed that a basic Archaeological assessment would be required for the Concept SSDA including: is there anything likely to be there; is it likely to be important; what are the impacts is the proposal likely to have.
- SL suggested submitted the proposal to the Heritage Council separately to the Concept SSDA to assist with timely feedback from the Heritage Council.
- It was noted that the previous Masterplan prepared by the Government Architects Office was well received by the Heritage Council.

Name	Date
NSW Police Force	9 October 2012
Record of meeting	
In attendance: Craig Sheridan (NSW Police Force), Michael Fuller (NSW Police Force), Nicola Gibson (MG Planning), Matt Allen (Bates Smart), John Dawson (Savills). Savills provided an overview of the project. It was confirmed that Arts NSW would be submitting a Concept State Significant Development Application (SSDA) in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. It was noted that the SSDA considers the typical day to day operation of the site and not the event mode operation. - MA presented the proposed scheme for the WBAP. - MA noted that safe access and egress is assisted by the removal of vehicles from the east side of wharf 4/5 and west side of Pier 2/3. There will be now parking on the wharfs and only vehicle access will be for loading. Access will be maintained for emergency vehicles. - JD noted that management structure is still to be finalised but likely to have central manager that will be responsible for coordination of events within the waterfront square and event space in Pier 2/3. - CS and MF recommended the inclusion of permanent public amenities with supplementary temporary amenities during events. MA noted that public amenities will be provided within the public foyer areas but the item will be considered in greater detail during the next phase of the project. - CS outlined that when detailed planning commences consideration needs to be given to obstructions and barriers to the pedestrian circulation. - CS suggested that during detailed planning consideration needs to be given to VIP (state rooms and drop of points) access and operational security. CS outlined the NSW Police Force will continue to work with Arts NSW to ensure that these matters are addressed in the next phase. - MF outlined the importance of CCTV and integration within the operational security processes. Counter terrorism will also be a consideration during the next phase. - MF outlines that there is an Events Operation Group which include the DPC and Sydney City Local Areas Command which this project will need to feed into when completed for events such as vivid. - CS outlined that during major events (Vivid, Australia Day etc) there is a significant amount of on water traffic so there will need to be future discussions with NSW Maritime Police as part of the next steps. Arts NSW to continue dialogue with NSW Police through the detailed planning phase. Police NSW were generally very supportive.	
Name	Date
Environmental Protection Agency (EPA)	14 March 2014
Record of Meeting	
In attendance: John Goodwin (EPA), Sara Roach (Planning and Infrastructure), Sumi Dorairag (JBS&G) Alex Campbell (WSP Acoustics), John Dawson (Savills) Savills provided an overview of the project and presented the proposed concept plan. It was confirmed that Arts NSW would be submitting a Concept State Significant Development Application (SSDA) in the second quarter of 2014. The Concept State Significant Development application would seek approval for the following items: proposed uses including cultural/arts, performance spaces, retail and commercial; and the new waterfront square; heritage modifications required to allow the proposed uses to work / fit within the heritage fabric of the wharves. It was noted that the SSDA considers the typical day to day operation of the site and not the event mode operation. Issues discussed were: - SD confirmed that the significant majority of the building was located over the water. And the only disturbance to the sea bed was through the construction of new piles. - SD confirmed that JBS&G currently preparing Phase 1 ESA report, intention for report to conclude	

the site is suitable for proposed use without the need for sampling/ further assessment or remediation. To support this conclusion JBS&G to provide additional detail currently not included in Master Plan regarding :

- Current use versus proposed use;
- Proposed construction works and potential scale of disturbance to land and seabed and potential for dust generation; and
- Summary of known details regarding geology of land based portion of site, summary of known details re sediment quality.

Conclusions should demonstrate to the EPA that contamination issues at the site are not complicated and justify why further review (i.e. Site Auditor) is not required. JG noted special consideration of acid sulfate soils should be made including assessment of the potential for the harbour to be impacted by the construction works.

- It was noted by SD in relation to lead based paints and asbestos that items are known to be present within the existing wharf structures and shore sheds. A previous hazardous material register has been prepared which covers removal, mitigation and management of these items. SD will reference the hazardous materials survey although of further assessment of lead based paint or asbestos is proposed.
- SD confirmed that the recommendations of Phase 1 Report to include requirement for a CEMP to be prepared for the work. Phase 1 report will broadly outline requirements e.g. erosion and sediment control, dust control and waste minimisation and management of constructions emissions impacting harbour.
- JD confirmed that there had been a detailed community consultation program that had been completed and that is proposed for the next phase of the project. Details will be included in the Concept SSD Application.
- AC noted that there were some acoustic issues related to Wharf 4/5 and any refurbishment
- JG recommended ensuring that the acoustic model includes Milsons Point and Lower north Shore area across the water. JD confirmed that the acoustic report will include these areas.
- JG raised the issue of noise egress from performance spaces/noise generating activity within Pier 2/3 and AC confirmed that it would be addressed within the acoustic report. Traffic noise will also be considered in detail.