

Crown Sydney Hotel Resort, Barangaroo South – Planning Focus Group Meeting

Key issues summary

15 April 2015

Crown Sydney and JBA representatives delivered a presentation on the key aspects of the Crown Sydney Hotel Resort to the Department of Planning and Environment and key stakeholder groups. Please see attachment A for presentation slides and attachment B for stakeholder groups that attended the meeting.

This document outlines the key issues that were raised during the Planning Focus Group meeting and Crown Sydney/JBA's response.

Environment Protection Authority (EPA) question: What is the portion of tourism gross floor area (48,200m²) is allocated to the VIP gaming facilities?

Answer: 15,000m², the majority of which is back of house areas.

Police question: Will you be applying for both liquor and gaming licences for the whole resort?

Answer: We will ultimately apply for a liquor licence for the bars and VIP gaming areas as well as a gaming licence for the VIP gaming facilities. These will not form part of the development application but be done at a later stage. Liquor licences for the third party tenancies will be acquired by future third party operators.

Independent Liquor & Gaming Authority (IL&GA) question: Will there be connectivity to gaming facilities via the villas or super villas?

Answer: The villas are located on the levels above the VIP gaming facilities and will be accessible via a short lift ride. There is potential to locate some gaming facilities in close proximity to the villas, however this is not part of the project scope at this stage. At this stage it is not intended to include gaming facilities in the Super Villas, located at the top level of the building.

IL&GA question: Would owners of the apartments be able to include gaming facilities in their private apartments?

Answer: No.

NSW Police question: What screening processes will you have in place to ensure VIP gaming memberships are not granted to risky patrons who may pose security threats?

Answer: We will base our security management plans on Crown Melbourne and Crown Perth screening processes, as these security protocols have proven to be very effective in managing our gaming memberships.

These high security arrangements are very transparent and enable us to easily identify any patrons participating in illegal activities, in which case we would revoke their membership immediately and notify police.

It is the intention of Crown Sydney to work closely with the police to ensure that that VIP gaming facilities are not made available to patrons that would pose a security risk.

NSW Police question: Will there be a nightclub included in the hotel?

Answer: No. There will only be resort style bars which are in keeping with a 6 star luxury resort.

EPA question: I understand the maximum height is RL 275 metres, what is the equivalent height in storeys?

Answer: 71 storeys

EPA question: How many basements levels will be included in the hotel?

Answer: 3.5 standard basement levels will be included in the proposed hotel resort.

EPA question: What cooling system will you be using for the hotel?

Answer: We will link into Lend Lease's cooling system for the wider Barangaroo site.

EPA question: Will you be using a black water recycling system?

Answer: We are intending on linking into Lend Lease's black water recycling system, however these details are yet to be confirmed.

EPA question: What is the total estimated amount of excavated material to be removed from the site?

Answer: Approximately 75,000m³ of material.

IL&GA question: How are you going to test for contamination underneath the concrete batching plant?

Answer: The contamination testing will be completed in stages, with testing of the material underneath the concrete batching plant to be undertaken once it is relocated.

EPA question: With the relocation of the concrete batching plant, how are you going to produce concrete?

Answer: We are currently working through this issue at the moment and we are intending on using Lend Lease's batching plant.

IL&GA question: Will you have a backup power system?

Answer: Yes, we have included provisions for emergency generators.

EPA question: Have you found any contaminated material during your investigations?

Answer: There have been numerous studies at Barangaroo that have shown that remediation may be required at the Crown Sydney site. Since the site is currently encumbered by the Lend Lease batching plant we will be undertaking on-site testing as part of the excavation process. A detailed management plan will be developed to support this activity. Crown will be removing any contaminated material and perform all necessary remediation work as a part of the development of the Crown Sydney site.

IL&GA question: Will there be a staged occupation of the hotel?

Answer: Yes. The restaurant, hotel, gaming facilities, car parking and retail will be delivered in the first stage, with the apartments thereafter.

NSW Police question: How will you manage security issues such as alcohol related violence given you will have patrons accessing the ground level facilities 24 hours per day?

Answer: We will have strict and robust security management plans in place to ensure no intoxicated patrons enter our premises. Our restaurants and bars are resort style in nature and have limited capacity, they are not nightclubs. Furthermore, our security personnel, CCTV cameras, lighting and the presence of staff 24 hours per day will also reinforce the safety of the precinct.

Crown will also work closely with police to ensure maximum security of the area at all times.

NSW Police question: How will you manage large numbers of patrons overflowing onto the streets when they leave the hotel late at night?

Answer: Our facility is a luxury hotel with integrated facilities and we do not have the types of venues that result in large numbers of patrons leaving simultaneously late at night. Crown will have strict and robust security management plans in place, which will be informed by our experience with our other resorts. We recognise that there will be different security issues in Sydney and we would welcome the opportunity to work with

NSW police on developing a security management plan that is tailored to the location and Sydney customers.

We will also provide an increased number of security personnel during the first few months of operation to ensure the highest level of security is maintained.

We are completely on board with working with the police to help manage any potential issues. We also suggest that there should be a precinct wide security management strategy developed to cover all the new development that is happening in Barangaroo.

DPE comment: The NSW police as well as all key stakeholder groups will be invited to comment on the Crown Sydney Hotel Resort State Significant Application, which will enable them to provide input into management plans.

DPE comment: The next steps for this project will involve direct consultation with all of the key stakeholder groups, which will feed into the assessment of the development application.

Attachment A – Planning Focus Group presentation slides

Crown Sydney Planning Focus Group Briefing April 2015



Crown Employing Thousands of Australian's

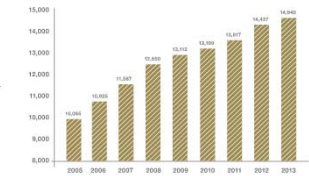


Employment for approx.
8,800 people at Crown Melbourne

Employment for approx.
6,100 people at Crown Perth

- Crown Melbourne is the largest single-site private sector employer in Australia.
- Crown Perth is the largest single-site private sector employer in Western Australia.

People employed at Crown's Melbourne and Perth resorts



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JBA urban development services



Crown Resorts



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JBA urban development services



Crown Investing in our People



\$10 million
purpose-built training facility

Employment for approx.
6,000 apprentices and trainees

Our staff are our most valuable asset:

- Developed a purpose-built \$10 million training facility, which has trained over 14,000 employees in the last 13 years.
- Graduated over 6,000 apprentices and trainees.
- Recipient of major training awards
- State and Federal Government awards for employment, training and diversity including the Australian and Victorian Employer of the Year Award for 2013.



Australian Employer of the Year 2013



Victorian Employer of the Year Award 2013

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JBA urban development services



Crown Contribution to Australia's Economy



\$2.1 billion

Annual contribution to the Victorian economy

Economic Contribution

- Crown Melbourne's estimated contribution to the Victorian economy – \$2.1 billion per annum of value-added.
- Crown Perth's estimated contribution to the WA economy – \$800 million per annum of value-added.

\$800 million

Annual contribution to the Western Australian economy

Tax Contribution

- Taxes attributable to Crown's Australian resorts for FY16 were \$759 million.
- Revenue from International Visitors
- More than a third revenue is estimated to be generated from international visitors.

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JBA urban development services



Crown a Leader in Indigenous Employment



2,000
job opportunities for Indigenous Australians by 2021

- Crown has been a leader in the Indigenous employment market and its Indigenous Employment Strategy is considered a best practice model.
- Crown has received major industry, State and Federal Government awards for its Indigenous employment programs.

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JBA urban development services



Crown Resorts Foundation



\$200 million contribution over 10 years

As the philanthropic arm of Crown Resorts, the Foundation will engage with and provide financial support to programs with demonstrated success in the areas of community welfare, education, health care and research, the arts and the environment.

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Crown Awards & Accolades

Crown and its integrated resorts have won over **150** awards in just a few years, from local to regional and international awards, in recognition of their excellence in IR operation, corporate governance and corporate social responsibility.



Forbes Asia
"Fabulous 50"
2013 & 2014

International Gaming Awards
2014 – "Casino VIP Room of the Year"

Forbes Travel Guide 2014
City of Dreams: 5-star for restaurant & SPA
Alhara Macau: 5-star for lodging, restaurant & SPA

International Gaming Awards
- 3 consecutive years at International Gaming Awards:
- Best of Operator Australasia
- Integrated Resort of the Year, 2015
- Best Customer Experience of the Year

TTG Asia Travel Awards 2010
City of Dreams: "Best Integrated Resort"

Forbes Travel Guide 2014
City of Dreams: 5-star for restaurant & SPA
Alhara Macau: 5-star for lodging, restaurant & SPA

Michelin Starred Restaurants 2014
City of Dreams:
- The Tasting Room
- Jade Dragon

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Economic value creation from Crown's IRs in Australia



Economic value add: US\$3.0bn
• Crown's Australian IRs contributed US\$3.0 billion¹ of economic value add to the Australian economy

Employment impact: 31,000
• The direct and indirect employment impact from Crown's Australian IRs is approx. 31,000 people¹

Tax paid: US\$820m
• In FY13², Crown's Australian IRs contributed ~US\$820 million in combined taxes to State Governments in Australia

Tourism investment: US\$2.6 billion
• Crown is investing ~US\$2.6 billion³ in large scale tourism infrastructure at its Australian IRs over FY10-FY17

1. FY13-2013 based on 2012 Australian exchange rate of 1.0000
2. FY13-2013 based on 2012 Australian exchange rate of 1.0000
3. Based on 2012 Australian exchange rate of 1.0000

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Crown's Vision

To build and operate a six star hotel resort at Barangaroo which will be a world class tourist facility, helping Sydney compete with other global destinations and become a landmark attraction for millions of visitors.

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Crown Awards & Accolades



WINNER OF THE INTERNATIONAL GAMING AWARDS 2014
BEST CASINO / INTEGRATED RESORT OF THE YEAR

INTERNATIONAL HOTEL AWARDS
Best Hotel in Australia 2013
Crown Towers Melbourne

Australia's Best Large Luxury Hotel 2013

WINNER 2013 TRAVEL AWARDS
NESPRESSO

CROWN TOWERS VOTED AUSTRALIA'S BEST

Crown Towers is proud to have won the Best Large Luxury Hotel Award, as part of the Reader's Choice Australian Tourism Awards 2013. Thank you to our guests for voting and to our staff for delivering an exceptional level of service. To experience Australia's best luxury hotel call 02 8200 6800 or visit crownresorts.com.au

For full list of Crown Resorts awards refer:
<http://www.crownresorts.com.au/about>
<http://www.crownresorts.com.au/press>

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Process to Date

- **2012 - 2013** – Crown initiate and participate in NSW unsolicited proposal process
- **December 2012 – April 2013** – Crown undertake Design Competition Process
- **May 2013** – Crown appoint preferred Architect, Wilkinson Eyre Architects
- **May 2013 – October 2014** – Design development and preparation of draft SSDA documentation
- **October 2014** - Issue draft documentation to Barangaroo Development Authority for comment
- **March 2015** – SEPP Amendment and Modification 8 lodged with DP&E
- **March 2015** – Request for SEARs submitted to DP&E

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International Design Competition

- Eight world class architects invited to compete in design competition.
- Four architects shortlisted.
- Design Competition Jury consisted of representatives from Crown, Lend Lease, BDA, a prominent architect representing DP&E and an observer from CoS.
- Jury unanimously recommended Wilkinson Eyre Architects design.

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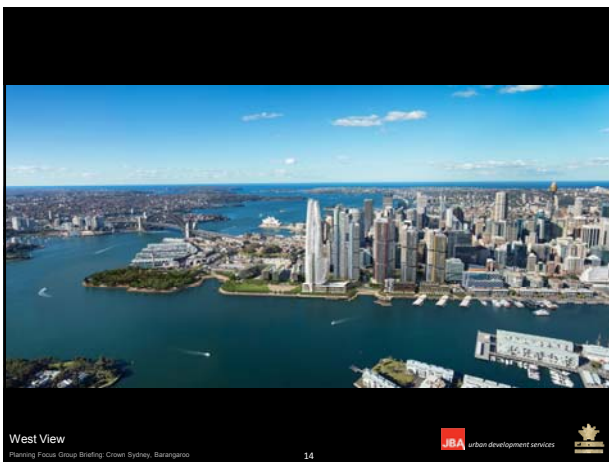
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Model West View

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West View

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West Harbour View

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The Building Design

"My ambition is to create a sculptural form that will rise up on the skyline like an inhabited artwork, clad in a veil of glass with differing levels of transparency, striking a clear new image against the sky."

Chris Wilkinson - Wilkinson Eyre Architects
16 May 2013

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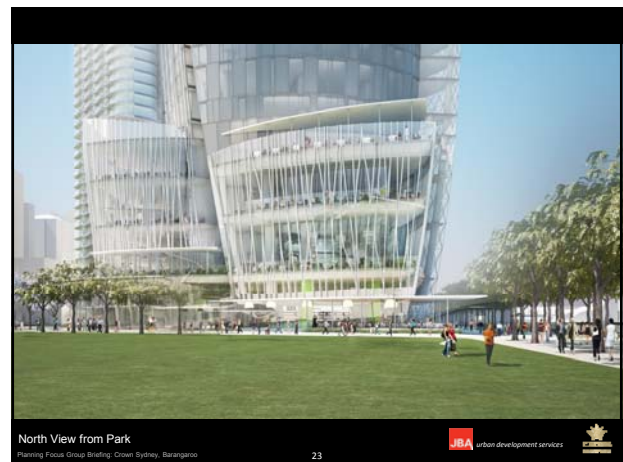
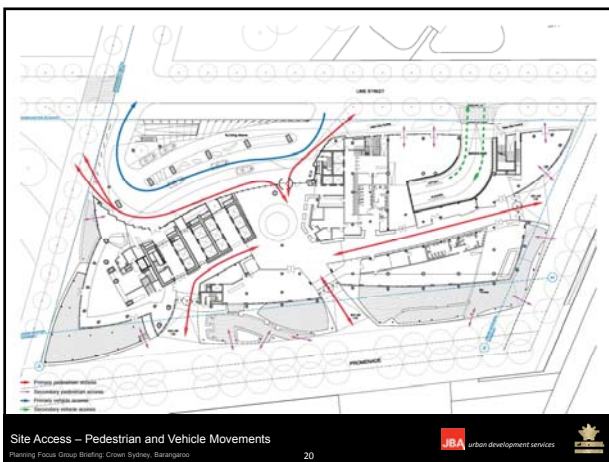
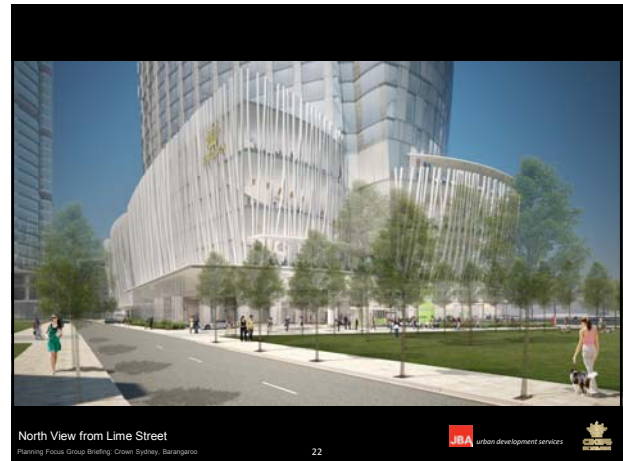


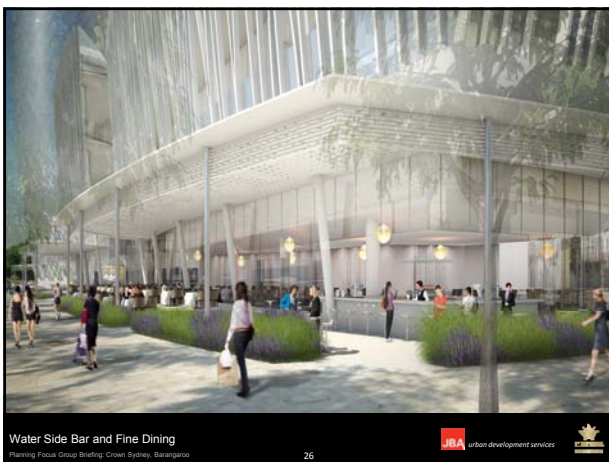
View Across from Barangaroo Central

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Crown Sydney – Numerical Summary

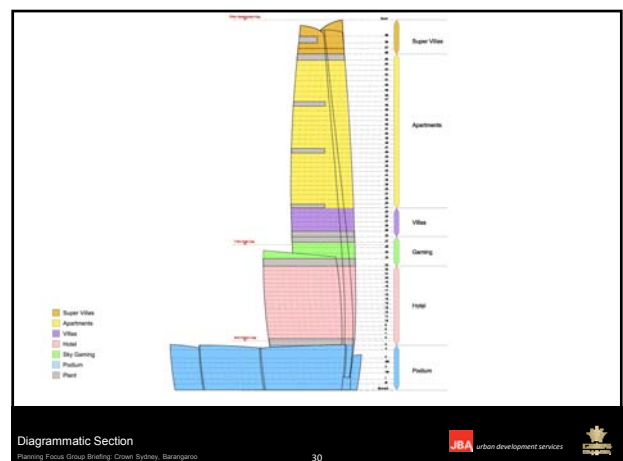
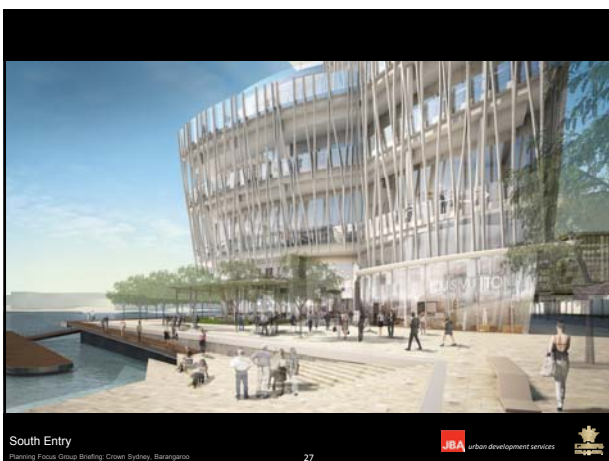
Component	Proposal
Site Area Summary	Application Site Boundary: 6,204m ² Ground Level Domain Works: 1,385m ² Extent of Basement Level Works: 5,062m ² Total Project Site Area: 12,651m²
GFA Summary	Tourism: 48,200m ² Retail: 6,700m ² Apartments: 22,600m ² Total GFA = 77,500m² (Max)
Guest Rooms & Suites	350 (approx.)
Residential Apartments	66 (approx.)
Maximum Height	RL 275m
Car Parking Summary	250 Hotel Valet Spaces 250 Self-Parking Spaces 110 Residential Spaces Total Parking Spaces: 610
Additional End of Trip Facilities	123 Bicycle Spaces 35 Motorcycle Spaces

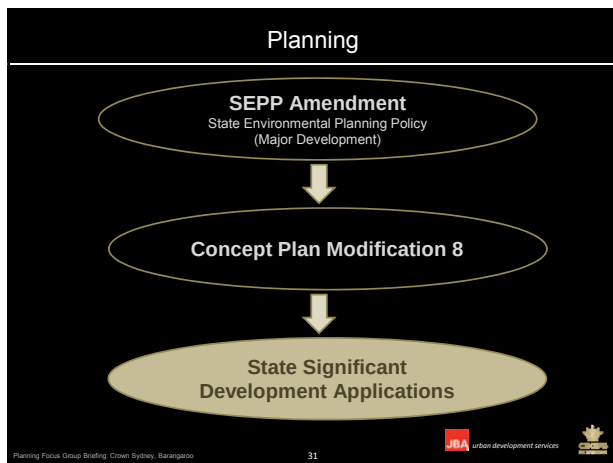
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JBA urban development services

Crown Sydney





State Significant Development Applications

Crown

- Two separate State Significant Development applications
 - Stage 1C Remediation and Earthworks
 - Crown Sydney Hotel Resort building and public domain works
- Remediation and earthworks are permissible under the current zoning and is consistent with the current Concept Plan.
- The strategy de-couples the timing risk between the approval of the building works and the commencement of remediation and earthworks.

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JBA urban development services

SEPP Amendment (Major Development)

Lend Lease

- Facilitates relocation of the landmark hotel building from a public pier (Block Y) to land immediately west of Blocks 4A – C
- Re-defines existing development blocks and the boundary between mixed use development and public recreation within Barangaroo South
- Redistributes maximum permissible gross floor area (GFA) across Barangaroo South
- Increases maximum permissible height controls within Block 4 and the relocated Block Y to reflect configuration of land uses and GFA across the site

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JBA urban development services

Stage 1C Remediation & Earthworks Application

- Construction of a groundwater retention wall system to the west of Block 4
- Bulk excavation of the Stage 1C remediation and earthworks area to RL - 9.25
- Contamination investigations and carrying out of remediation if required

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JBA urban development services

Concept Plan – Modification 8

Lend Lease

- Amends Concept Plan to be consistent with SEPP Amendment
- Seeks to relocate the landmark hotel building to land immediately west of Blocks 4A-C
- Provides for retail and residential uses
- Increases the amount of tourist uses (including VIP Gaming Facilities)
- Increases the maximum GFA for Block Y to 77,500m²
- Increases the buildings maximum height to RL 275

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JBA urban development services

Stage 1C Remediation & Earthworks Application

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JBA urban development services

Crown Sydney Application

- Construction and use of a landmark building including:
 - Six star hotel resort
 - VIP gaming facilities
 - Residential apartments
 - retail/restaurant uses
 - Basement car park
 - Foreshore improvements
- Provision of services and utilities required to service the building

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Environmental Impact Statements

- Comprehensive assessment of environmental impacts
- Responds to SEARs issued on 2 April 2015
- Accompanied by a suite of supporting technical studies and documents
- Includes summary of community and stakeholder consultation undertaken
- Project team comprised of industry leaders and experts:

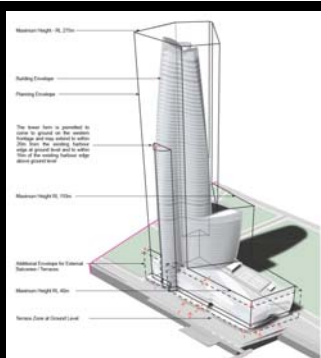


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Crown Sydney – Built Form



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Project Programme

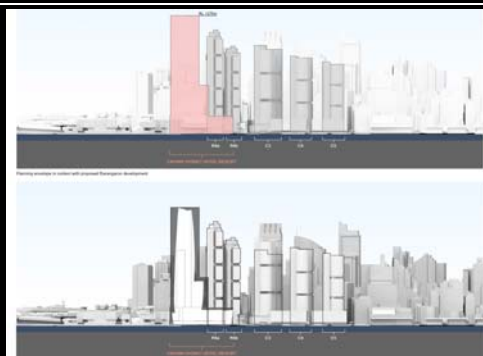
- SEARs issued – April 2015
- Submit SSDA documentation for Test of Adequacy – Early May 2015
- Formally lodge SSDA – Late May 2015
- Planning Approval for Stage 1C – October 2015 (anticipated)
- Planning Approval for Concept Plan Modification 8 – November 2015 (anticipated)
- Planning Approval for CSHR – Concurrent with Modification 8 above (anticipated)

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Crown Sydney – Built Form



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Attachment B – stakeholder groups

The stakeholder groups which attended the Planning Focus Group meeting included:

- NSW Department of Planning and Environment
- NSW Environmental Protection Authority
- NSW Police
- Independent Liquor & Gaming Authority
- NSW Department of Families and Community Services
- City of Sydney
- Roads and Maritime Services
- Department of Infrastructure and Regional Development