

Precinct Vision Statement

DPT Operator Pty Ltd and DPPT Operator Pty Ltd

Place Vision: November 2016

Cockle Bay Wharf Redevelopment.



Brookfield



About the Proponents

The Proponents come together as three highly accomplished developers with a track record for delivering and sustaining great commercial and public places. Their diverse strengths and unparalleled capacity guarantee that the Cockle Bay Wharf Redevelopment will be a place of prosperity and longevity, a place where community, creativity and productivity thrive, and a gold-standard asset for Sydney.

The GPT Group

Listed on the Australian Securities Exchange since 1971, GPT Group is today one of Australia's largest diversified listed property groups. The Group has a substantial investor base with more than 36,000 investors, is one of the top 50 stocks by market capitalisation and has \$19 billion of assets under management.



Brookfield

Brookfield Asset Management Inc. is a global alternative asset manager with \$250 billion in assets under management. The company has more than a 100-year history of owning and operating assets with a focus on property, renewable power, infrastructure and private equity.

Brookfield

AMP Capital

AMP Capital is a leading investment house with A\$160 billion in funds under management. AMP Capital specialises in real estate and infrastructure, and their experience and leadership across asset classes not only provides insights into ever-changing markets, but also means they are at the forefront of developing contemporary investment solutions for clients.



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To Whom It May Concern,

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I write to you on behalf of GPT Group, Brookfield and AMP Capital to present some of our strong vision for the Cockle Bay Wharf Redevelopment. We have prepared this document to add some colour to our Stage 1 DA Submission by setting out the project's aspirations for your consideration and, we hope, inspiration.

As I think you will agree, this could be an immensely important redevelopment for Sydney's people, all levels of government and for our three companies that have come together on this project. Through this envisioning we hope to convey our commitment to delivering a place that is worthy of this tremendous responsibility.

As this document outlines, our strong ambitions for Cockle Bay Wharf are to:

- **Reconnect** the harbour and the city
- **Re-energise** the public realm with a new urban park, incredible retail and entertainment
- **Reposition** Darling Harbour at the centre of Sydney's business and social life

In doing this we intend to make Darling Harbour and Cockle Bay Wharf a place that brings public benefit to the broadest possible cross-section of people in Sydney. In the tradition of Sydney's greatest attractions, we see Cockle Bay Wharf as a place that will leverage aesthetics, amenity, commerce and productivity in a way that speaks to Sydney's present and resounds through its future. We hope you will agree that the distinctive tower form we are proposing has all the elements required to become an esteemed Sydney landmark.

We thank you for allowing us the opportunity to tell this story, and we hope you enjoy our thinking.

Greg Mannes, Senior Development Manager, GPT

Executive Summary

Cockle Bay Wharf Redevelopment will create a bold new place for Sydney. Bringing together a vibrant workplace, public realm and retail within a distinctive built form, Darling Harbour will exemplify what it means to work and play in Sydney for decades to come.

High-level Project Objectives:

1. Reconnect the harbour and the city

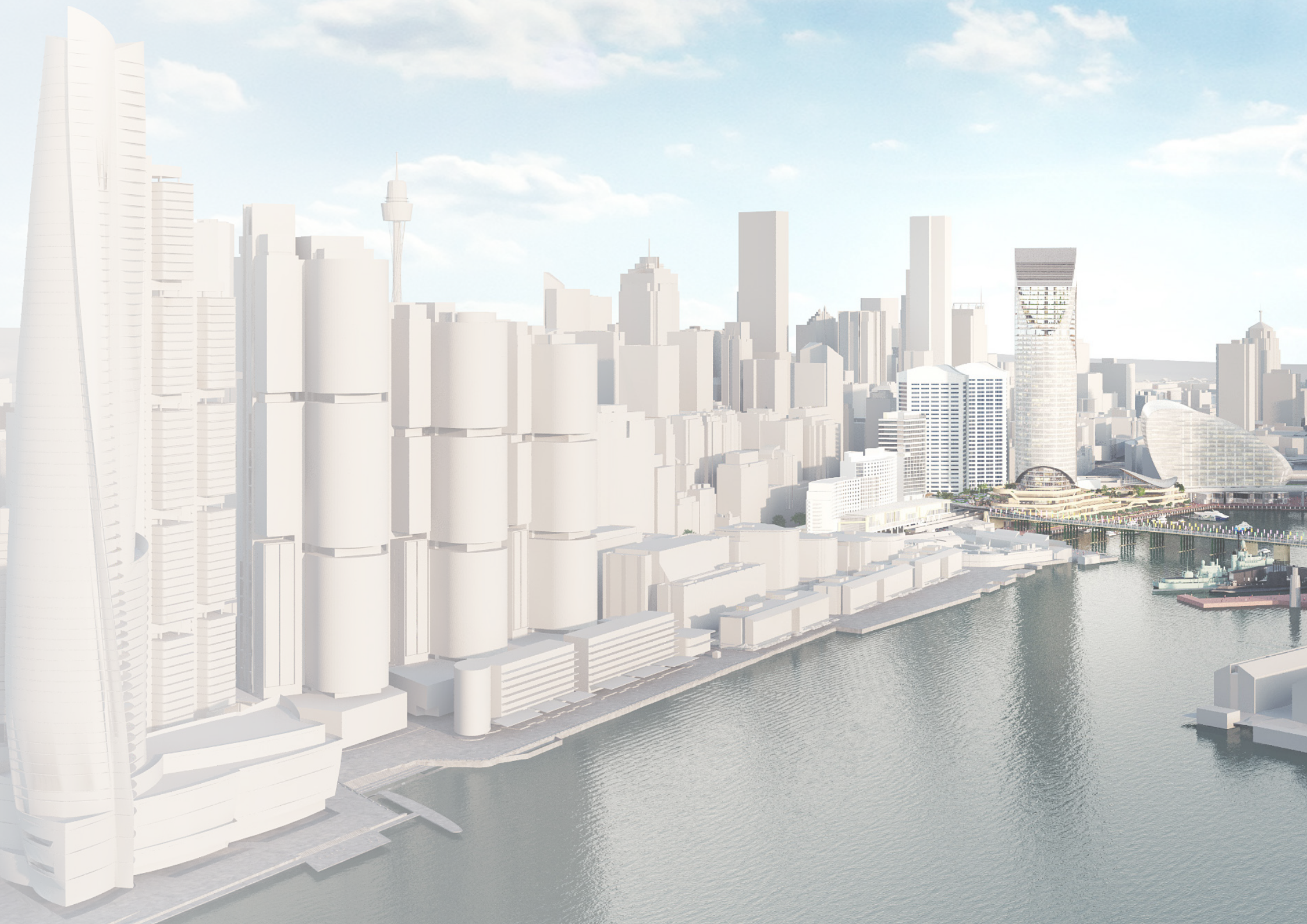
Via a pedestrian bridge over the Western Distributor, with an inviting landscape leading from water to the CBD and pathways that criss-cross through the site.

2. Re-energise Darling Harbour and Cockle Bay

Through 10,000m² of imaginative public realm that integrates landscape, art, retail and community facilities.

3. Reposition Darling Harbour at the centre of Sydney's work and social life

A landmark commercial tower that hosts some of Sydney's most successful businesses and a place where the spectacle of Darling Harbour is opened to all.

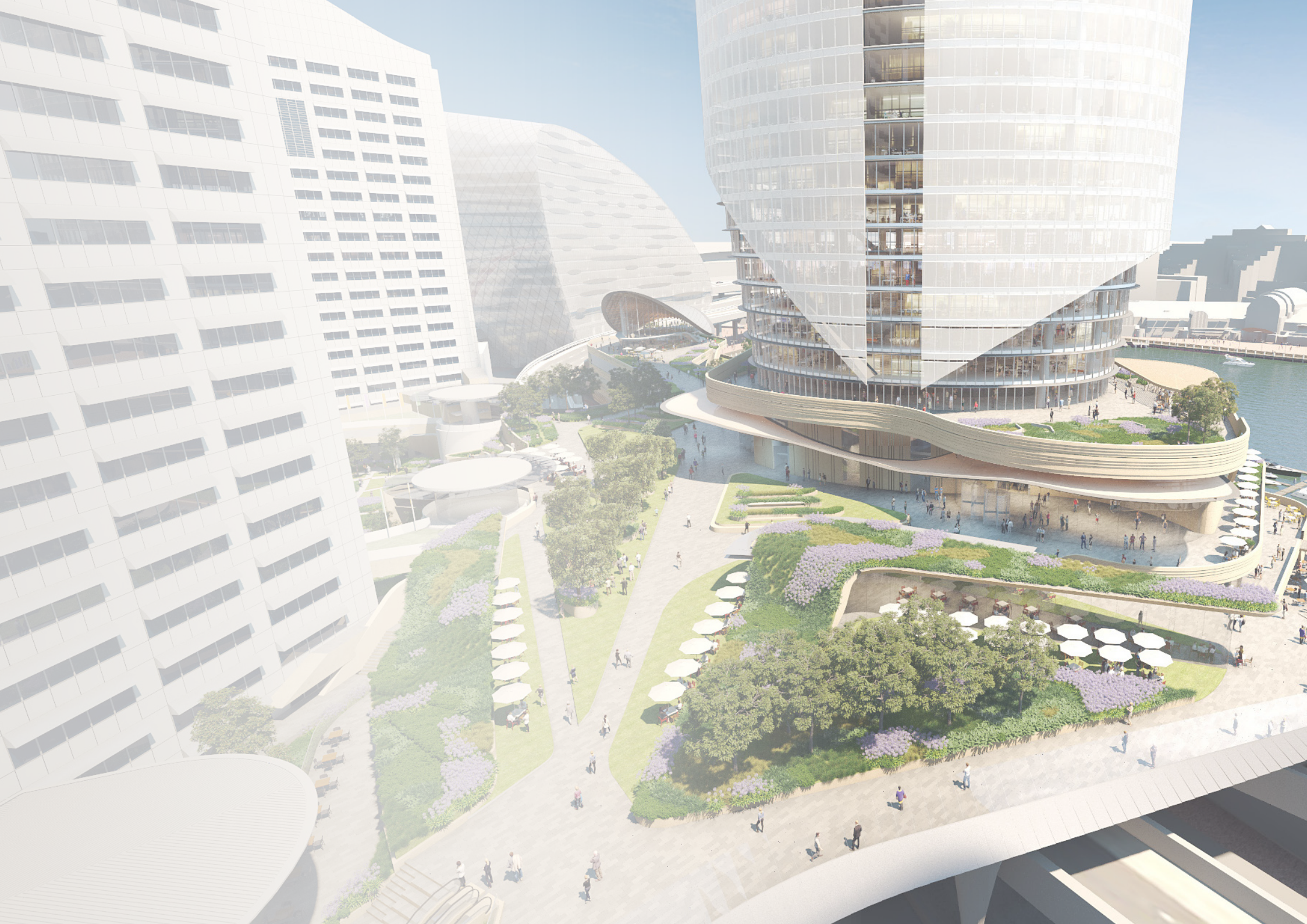


Urban Context

Socio-political Context

Cockle Bay Wharf Redevelopment sits at the intersection of interests for five key groups and an ideal development outcome will harness the energy and enthusiasm of all.

WHO WE ARE...	CITIZENS	CITY OF SYDNEY	NSW GOVERNMENT	BUSINESS COMMUNITY	DEVELOPERS
WHAT WE WANT...	A Heroic Return	Connecting the City	Growing the Economy	Enabling Growth	An Exemplary Project
WHAT WE GET...	A reimagined and revitalised public place that provides one of the best family-centric destinations in Sydney	"Integrate fine grain and diversity in use which is reflected in ownership and investment patterns and connected into the surrounding neighbourhood" <i>– City of Sydney, Sustainable Sydney 2030</i>	"To remain a magnet for Sydneysiders as well as national and international visitors" <i>– NSW Government</i>	A workplace for the future, to inspire and engage workers and to represent the strength of Sydney's standing as a global commercial power	A genuine investment in place backed up by long-term management



Urban Context

The Proponent is mindful of the broader redevelopment of Sydney's west-side shoreline. Our Vision responds to the existing and future development initiatives of government and neighbouring areas. We see Cockle Bay Wharf Redevelopment as a crucial step in the progressive success of all parties invested in Darling Harbour.

Government Objectives

The Cockle Bay Wharf Redevelopment will take its place in a revitalised Sydney CBD and speaks directly to a number of key state and local government strategic objectives:

State Government

- NSW Government economic initiatives to support and grow the knowledge and tourist economy
- NSW Government plans to ensure Sydney is the most competitive events destination in Australia

Local Government

- The City of Sydney 2030 Vision objectives for a Green, Global and Connected city
- Shared government ambition to ensure that the CBD maintains its role as the focal point for global business.

Redevelopment Initiatives

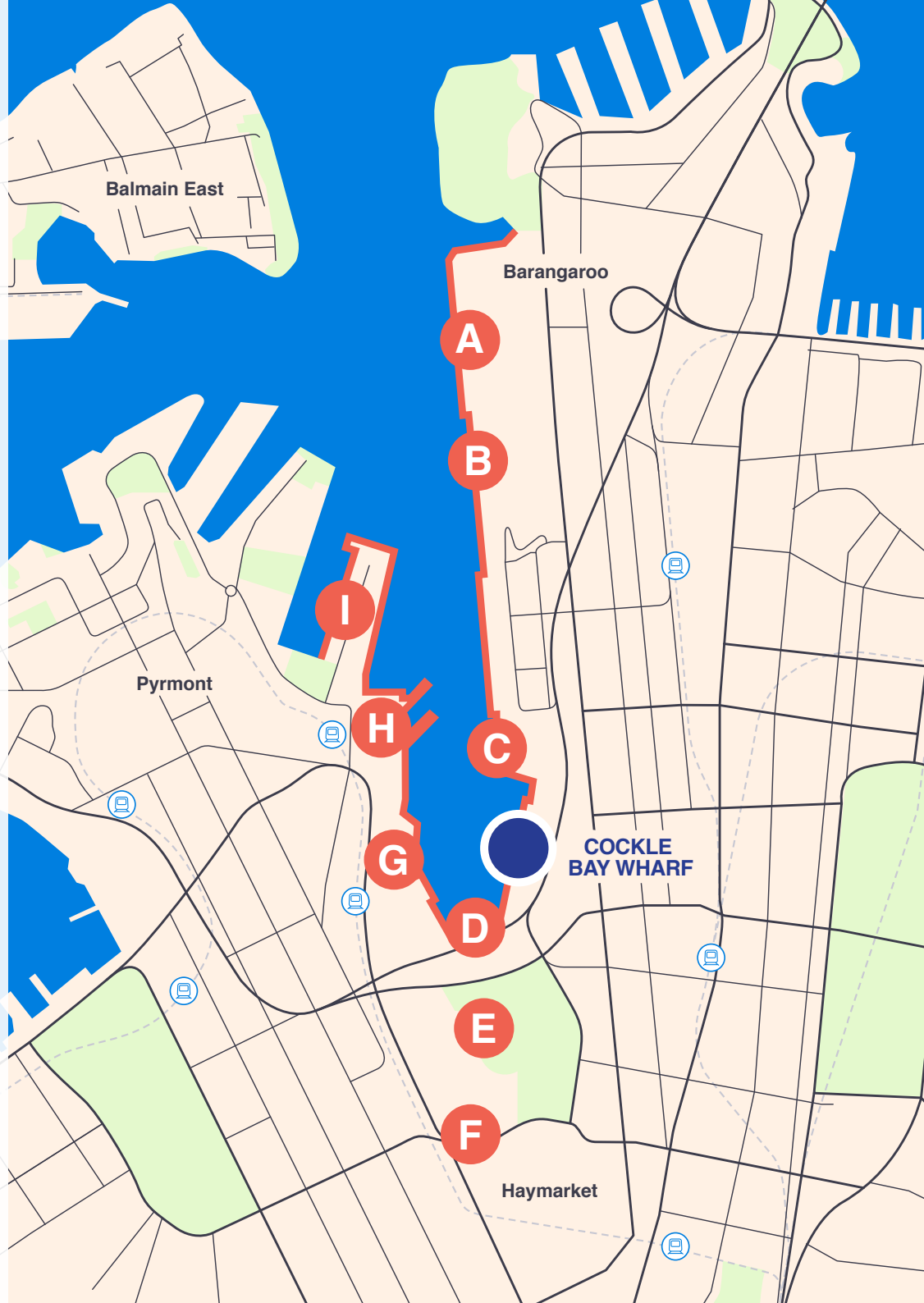
A broader sweep of urban regeneration and investment will re-energise Darling Harbour, planting it firmly back in the hearts and minds of locals and visitors.

- The completion of SICEEP as Sydney's pre-eminent conference and events destination
- The completion of Darling Square residential, commercial and retail
- The rebirth of Tumbalong Park
- The renovation of Harbour Side Shopping Centre
- The enhancement of the Chinese Gardens of Friendship
- The Ribbon IMAX Centre conversion

Darling Harbour Precinct Investment

Key:

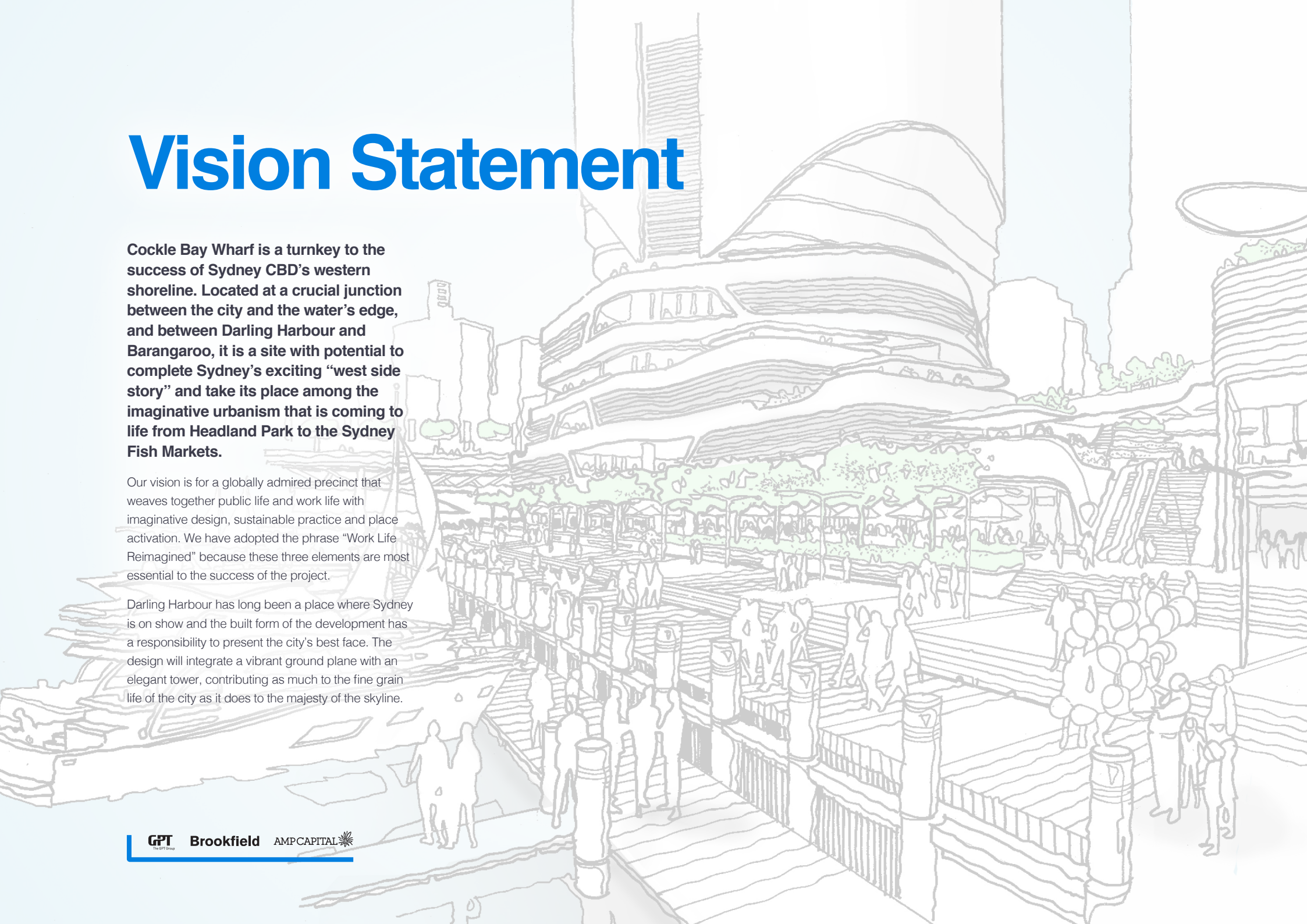
- A** Central Barangaroo, est. 2020+
- B** South Barangaroo, est. 2019
- C** Four Points by Sheraton, est. 2015
- D** Imax redevelopment, est. 2019
- E** Darling Harbour Live, est. 2016
- F** Darling Square, est. 2020
- G** Harbourside Masterplan (in development)
- H** Cockle Bay Marine structures (in development)
- I** Pyrmont Bay Wharf upgrade (under construction)



Place Vision

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Vision Statement

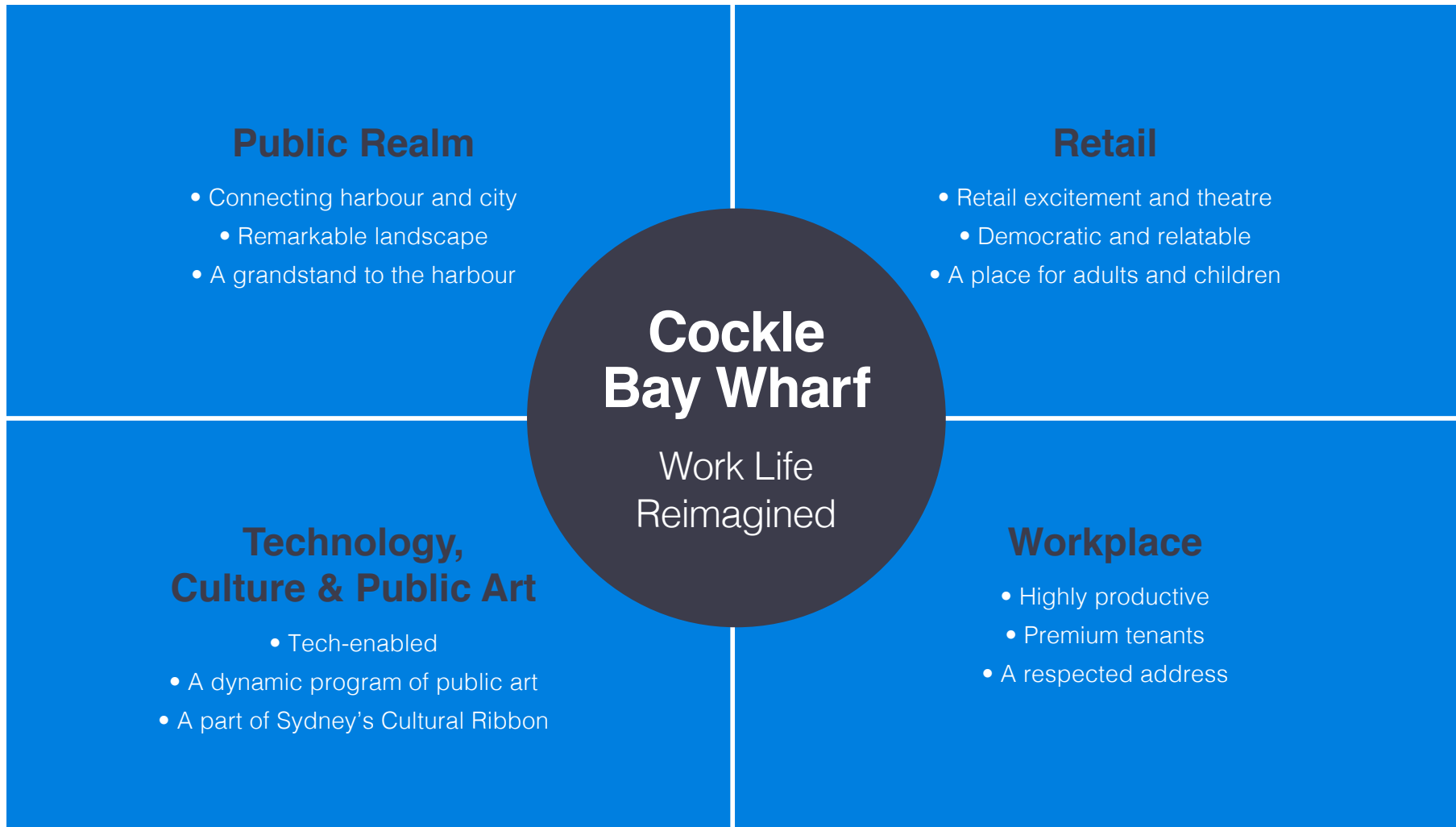
A detailed architectural sketch of the Cockle Bay Wharf development. The sketch shows a waterfront promenade with a wooden boardwalk, stairs leading down to the water, and a large, modern building with a curved, shell-like roof. The foreground is filled with numerous small figures of people walking and standing, suggesting a vibrant public space. The background shows the Sydney city skyline with various buildings and a bridge.

Cockle Bay Wharf is a turnkey to the success of Sydney CBD's western shoreline. Located at a crucial junction between the city and the water's edge, and between Darling Harbour and Barangaroo, it is a site with potential to complete Sydney's exciting "west side story" and take its place among the imaginative urbanism that is coming to life from Headland Park to the Sydney Fish Markets.

Our vision is for a globally admired precinct that weaves together public life and work life with imaginative design, sustainable practice and place activation. We have adopted the phrase "Work Life Reimagined" because these three elements are most essential to the success of the project.

Darling Harbour has long been a place where Sydney is on show and the built form of the development has a responsibility to present the city's best face. The design will integrate a vibrant ground plane with an elegant tower, contributing as much to the fine grain life of the city as it does to the majesty of the skyline.

Cockle Bay Wharf Redevelopment at a Glance



Place Elements

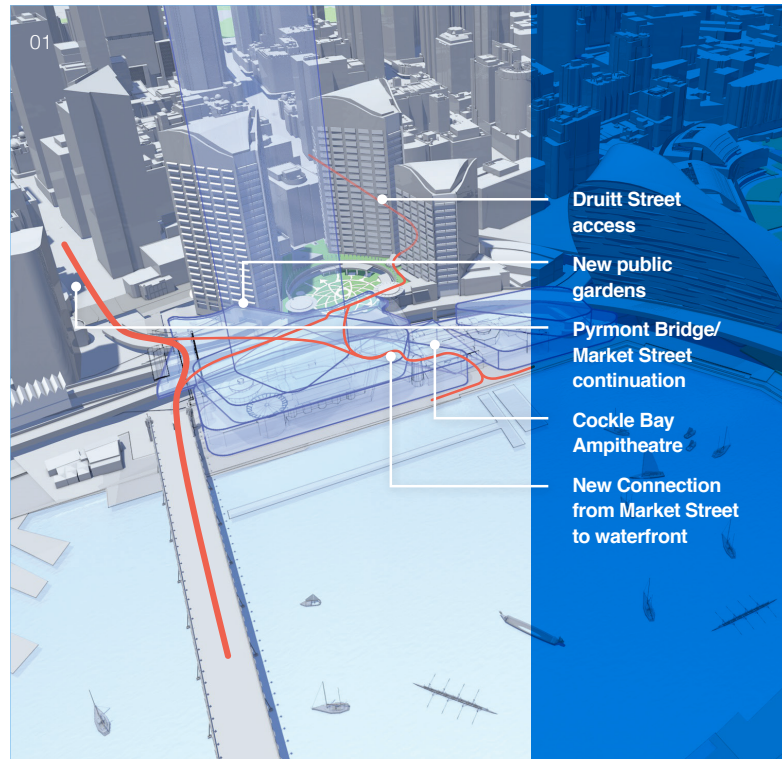
Public Realm

From the practical to the spectacular, the public realm at Cockle Bay Wharf will open up new ways and places to experience the best of Sydney.

Connections and permeability: The land bridge from harbour to city and a network of pathways provide a functional benefit to people wanting to traverse or visit the site.

Landscape and gardens: An ecosystem of natural places throughout the site, ranging in size and functionality to accommodate both high and low intensity moments. Designed with creativity and making the most of Sydney's great climate for growing.

Great viewpoints: The lower reaches of the built form and gardens function as an amphitheatre to the action of the harbour, creating generous new viewpoints and dwell spots.



Retail

Re-energising Darling Harbour's retail appeal with a contemporary mix of retail that will be exciting and unique within Sydney.

Retail theatre: Darling Harbour is entertaining. Retail anchors will be selected for their immersive and energetic retail offer, making sure that shopping is elevated as a key part of the experience.

Food and beverage: From food catering to boutique bars and restaurants, Cockle Bay Wharf will provide for value-conscious families while also introducing a more sophisticated dining offer aligned with the worker audience.

Next generation convenience: Acknowledging the needs of the significant working population in the tower and broader area, best-in-market convenience and retail services will be located away from the water's edge.



01 Biagi Gelato Pop-up, New York
02 The Apple Store, New York
03 The LEGO Store, New York

04 Coogee Pavillion, Sydney
05 EmQUartier food court
06 Golden Age Cinema and Bar, Sydney

Place Elements

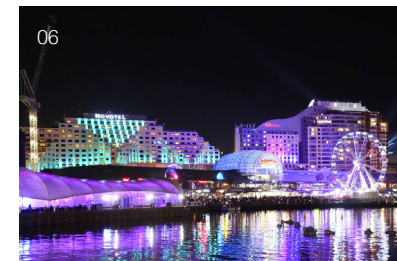
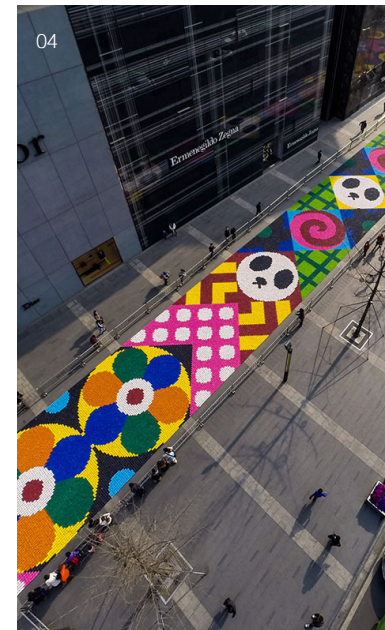
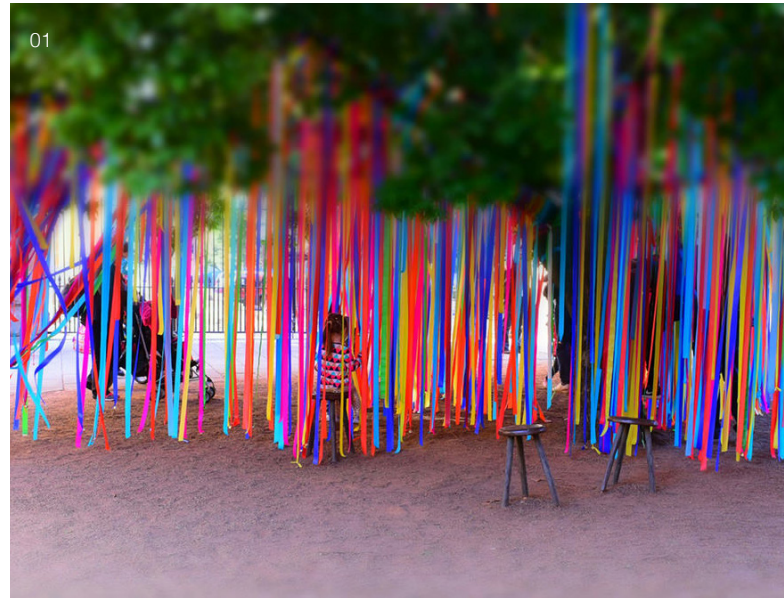
Technology, Culture and Public Art

*Going beyond the
architectural to provide
a technological and
programmatic point
of distinction for Cockle
Bay Wharf.*

Phygital destination: Cockle Bay Wharf will be an immersive precinct where the physical and digital are interwoven, with technology being used to heighten user experiences from cultural expression to wayfinding.

Relatable art: Acknowledging the family-centric visitor audience, the public art program at Cockle Bay Wharf will be relatable and unashamedly fun, whether that's as a destination on Sydney's pre-existing cultural events program or through self-initiated projects.

Past, present and future: The heritage story of the site will be creatively told through digital and physical means, without obscuring the site's role as a place which represents the youth and future of Sydney.



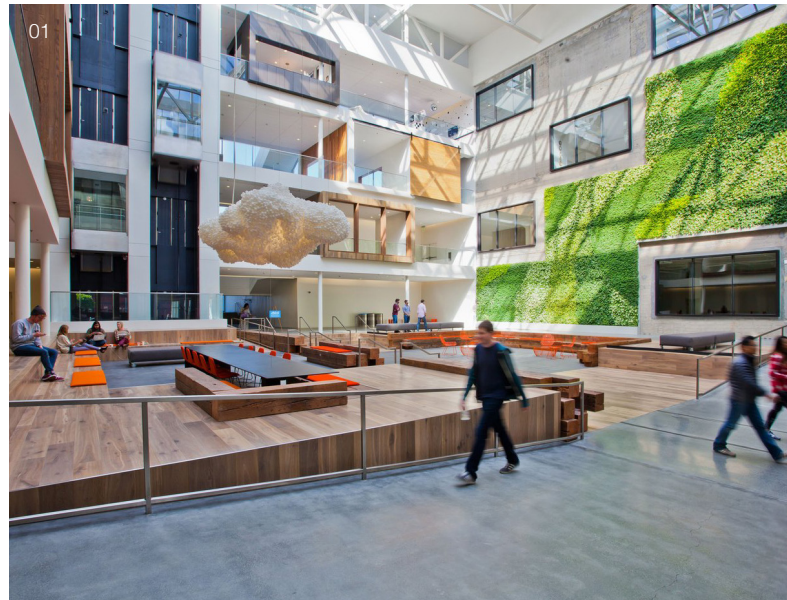
Workplace

Creating a highly productive, contemporary and auspicious business address for a mix of Sydney's best knowledge economy companies.

Sense of address: Architecture and design quality that creates an attractive sense of address for Cockle Bay Wharf.

Connected: An ecosystem of different workspaces that are all seamlessly connected with each other, the public realm and retail below so that workers participate in the social life of the precinct.

Productive: A design, technology and management approach that seeks to remove the obstacles and hassles for its tenants.



01 Airbnb Headquarters, San Francisco
02 One One One Eagle Street, Brisbane
03 Dropbox Headquarters, San Francisco

04 Google Headquarters, San Francisco
05 Macquarie Bank Headquarters, Sydney

Stakeholder Benefits

Cockle Bay Wharf Redevelopment creates value for everyone.

STAKEHOLDER	NSW GOVERNMENT	CITY OF SYDNEY	INTRA-SYDNEY VISITOR	LOCAL RESIDENT
TARGET ROLE	Supporter	Custodian	Fan	Fan
WHAT I GET	• Reconnecting the harbour to the CBD core • Leveraging precinct investment • Business and tourism driver • Stronger Brand Sydney • Appreciative citizens	• Darling Harbour reborn with a network of public gardens and places for people • Re-energised western CBD • Retail diversity and depth • A more walkable city • A site that contributes to the city's sustainability targets	• A great celebration destination • 10,000m² worth of public space for retail, celebration and relaxing • Safe fun • More reasons to visit the city	• A place to enjoy on a daily basis • Places to relax • Places to host visiting friends

STAKEHOLDER	INTERNATIONAL VISITOR	COMMERCIAL TENANT	DEVELOPER
TARGET ROLE	Fan	Valued Customer	Productivity Partner
WHAT I GET	• A unique showcase of Sydney's beauty and excitement • Great retail and public art	• A building/precinct that increases competitive advantage • A business ecosystem of likeminded co-tenants • Highly engaged and productive staff	• Delivery of a highlight destination in Sydney's future • An exemplary project that enhances the reputation of the proponents • Long-term customers in retail and office spaces

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AMPCAPITAL 