

Lend Lease (Millers Point) Pty
Limited

**Barangaroo South - C3
Commercial Building**

Travel Demand Management Plan -
Project Application

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It is not intended for and should not be relied
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Job number 220316-00

ARUP

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1 Introduction

This report supports a Project Application submitted to the Minister for Planning pursuant to Part 3A of the Environmental Planning and Assessment Act 1979 (EP&A Act). The Application seeks approval for construction of a commercial building (known as Building C3) and associated works at Barangaroo South as described in the Project Summary Description section of this report.

1.1 Background

The 22 hectare Barangaroo site has been divided into three distinct redevelopment areas (from north to south) – the Headland Park, Barangaroo Stage 2 and Barangaroo Stage 1 (herein after referred to as Barangaroo South).

Lend Lease was successfully appointed as the preferred proponent to develop Barangaroo Stage 1 (otherwise known as Barangaroo South) on 20 December 2009.

1.2 Planning History & Framework

On 9 February 2007 the Minister approved a Concept Plan for the site and on 12 October 2007 the land was rezoned to facilitate its redevelopment. The Approved Concept Plan allowed for a mixed use development involving a maximum of 388,300m² of gross floor area (GFA) contained within 8 blocks on a total site area of 22 hectares.

Modification No. 1 was approved in September 2007 which corrected a number of minor typographical errors.

On 25 February 2009 the Minister approved Modification No. 2 to the Concept Plan. The Approved Concept Plan as modified allowed for a mixed use development involving a maximum of 508,300m² of gross floor area (GFA) contained within 8 blocks on a total site area of 22 hectares.

On 11 November 2009 the Minister approved Modification No. 3 to the Concept Plan to allow for a modified design for the Headland Park and Northern Cove. The Approved Concept Plan as modified allows for a mixed use development involving a maximum of 489,500m² of gross floor area (GFA) across Barangaroo as a whole.

On 16 December 2010 the Minister approved Modification No. 4 to the Barangaroo Concept Plan. The Approved Concept Plan as modified allows for approximately 563,965m² Gross Floor Area of mixed use development across the entire Barangaroo site.

This Project Application forms one of a series of individual Applications that Lend Lease will be submitting to deliver Barangaroo South. This Project Application is consistent with the established planning framework for the site, including the approved Concept Plan (as modified).

A Project Application (MP10_0023) has been approved for the bulk excavation and construction of a basement car park to accommodate up to 880 car parking spaces and associated services and infrastructure to support the initial phases of

the future development of Barangaroo South. A Section 75W Modification Application was subsequently submitted seeking to modify MP10_0023 to extend the area of the approved basement to the south. This modification was approved by the Minister for Planning on 3 March 2011.

A further Section 75W application has been submitted to the Department of Planning and Infrastructure (the Department) and is currently being assessed, which seeks the Minister's approval to modify the depth of the excavation and change the reduced levels of the basement structure, using the same construction methodology as detailed and approved as part of the original project application. This includes:

- reduced excavation and bulk earthworks;
- reduced structural works – foundations, basement levels, perimeter retention system etc; and
- installation of associated services and infrastructure to support the initial phases of the future development of Barangaroo South.

A project application for the first commercial building, known as C4, was submitted to the Department of Planning on 29 October 2010. This application sought consent for construction and use of a new commercial Building C4 with a maximum 98,514m² GFA accommodating commercial and retail uses, a child care centre, bicycle parking and associated use and operation of car parking and loading facilities in the basement. Consent was issued by the Minister on 3 March 2011.

A Section 75W application has been submitted to the Department and is currently being assessed which seeks the Minister's approval to modify certain elements of the approved C4 building, including:

- mix of the uses within the building;
- total GFA;
- shape of floor plates of the podium and the tower elements of the building;
- facade details;
- roof treatment; and
- basement layout.

1.3 Site Location

Barangaroo is located on the north western edge of the Sydney Central Business District, bounded by Sydney Harbour to the west and north, the historic precinct of Millers Point (for the northern half), The Rocks and the Sydney Harbour Bridge approach to the east; and bounded to the south by a range of new development dominated by large CBD commercial tenants.

The Barangaroo site has been divided into three distinct redevelopment areas (from north to south) – the Headland Park, Barangaroo Stage 2 (also known as Barangaroo Central) and Barangaroo South.

The area of land within which development is proposed under this Project Application extends over land generally known and identified in the approved Concept Plan as Block 3 which comprises Lot 5 in DP 876514.

1.4 Project Summary Description

This Project Application seeks approval for the construction of a 49 storey building, comprising ground floor retail, a commercial lobby, childcare, podium and office tower, provision for associated cars and bicycle parking and the construction of the surrounding ancillary temporary public domain which includes access streets and landscaping.

1.5 Purpose of this Report

This report has been prepared to accompany the Project Application for the C3 Commercial Building and associated works at Barangaroo South. It addresses the relevant Director-General Requirements for the project. These Director-General Requirements are discussed in the Environmental Assessment Report (EAR) that has been prepared to support the application.

This document provides the framework to develop a Work Place Travel Plan addressing travel demand and sustainable travel initiatives for the C3 Commercial Building. However it should be noted that the preparation of individual Work Place Travel Plans will be the responsibility of tenants (employers).

1.6 Document Structure

The diagram below illustrates the document structure established for Traffic and Transport Planning related reporting for the C3 Commercial Building. There are three supporting documents to inform and feed into the required responses to the Director General's Requirements (DGR's). They are:

1. Transport Management and Accessibility Plan (TMAP) Supplementary to Barangaroo TMAP Stage 1 published by the NSW Government in September 2008.
2. Travel Demand Management Plan
3. Construction Traffic Management Plan

These supporting documents are the Project Application reports which respond to the DGR issues relating to Transport.

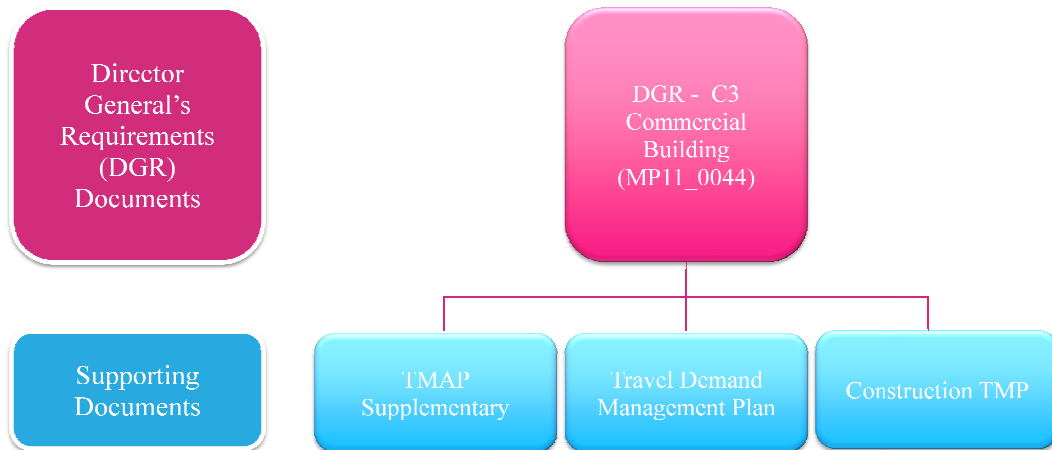


Figure 1: Document Structure

1.7 What is a Work Place Travel Plan?

A Work Place Travel Plan is a package of measures put in place by an employer to try and encourage more sustainable travel whilst commuting to work and also during the course of work, including business and delivery travel or other visitors to the employer's site. It is a means for an organisation to demonstrate a commitment and take a pro-active step towards improving the environmental sustainability of its activities.

More generally, the principles of a Green Travel Plan are applied to all people travelling to and from a site. For C3 Commercial Building, there is also a component of retail for which green travel initiatives can be applied to shopper travel.

Government authorities are placing increasing emphasis on the need to reduce the number and lengths of motorised journeys and in doing so encourage greater use of alternative means of travel which have less environmental impact than the car.

1.8 Objectives

The objectives of a Work Place Travel Plan are:

1. **Travel Demand Management** which reduces the need for energy intensive car, taxi or air travel by combining journeys for different purposes, travelling to alternative closer locations, or using other means of communications e.g. audio conferencing, video conferencing and working at home or other off-site locations using email or wireless telecommunications.
2. The use of **more sustainable transport modes** i.e. walk, cycle, bus, motorcycle, car sharing, tram, bus and rail in place of the higher energy consumption travel modes such as single occupant car travel, taxi and air travel. This generally requires improving people's travel choices by making more travel modes available, i.e. to improve mobility for non car-drivers. The alternative measures of reducing mobility for car drivers by increased road usage and parking charges or restricting road and parking capacity are also an option, particularly in congested locations.

1.9 Benefits of a Work Place Travel Plan

The Work Place Travel Plan can bring a number of benefits to C3 Commercial Building workers:

- Staff can enjoy improved health, less stress, a better quality of life, cost and time savings, and greater travel choice;
- The work place will gain from increased productivity from a healthier workforce, cost savings and reduced demand for car parking, with less congestion and better access for employees, visitors and deliveries;
- Reduced traffic congestion; and
- Benefit from improved air quality, less noise and dirt.

2 Transport and Access Service Strategy

2.1 Mode split

The mode split target for the C3 Commercial Building is consistent with the overall mode split target for the Barangaroo South development presented in Table 1. A stringent car parking rate of 1 space per 600m² GFA for commercial uses, provision of a pedestrian and cycle friendly environment, and planned public transport initiatives will help to achieve this target.

Table 1: Comparison of the commuter transport task for the Journey to Work

Mode	2006 Census	C3 Commercial Building Final Target*
Car	18.8%	4.0%
Bus/Light rail	22.4%	20.0% (18% bus and 2% Light Rail)**
Train	47.6%	63.0%
Ferry	2.7%	1.0%
Other (pedestrian, cyclists, motorcycles, taxi)	8.5%	12.0%
Total	100%	100%

* Based on overall mode split target for the Barangaroo South development

** Mode split applicable once Light Rail system is in place along Hickson Road

The retail component of C3 Commercial Building will attract shoppers initially from the tenants of the tower and nearby city buildings. In addition, the service retail will attract local residents and visitors. There is limited parking available for the retail and shoppers will predominantly walk in. Appropriate travel information will be provided to facilitate non-car modes for retail access.

2.2 Pedestrian Linkages

The C3 building will be one of a series of buildings forming the Barangaroo South development. Ultimately it will have pedestrian friendly access with low vehicular traffic and wide footpaths along Shelley Street, Napoleon Street extension and Globe Street.

For the ultimate Barangaroo South development the following pedestrian linkages are proposed:

- **Wynyard Walk:** A new high-volume pedestrian tunnel from Barangaroo to the frequent rail and bus services at Wynyard Station and George Street.
- **City Walk Wynyard Connection:** A new pedestrian link bridge over Sussex Street/Hickson Road located close to the intersection of Hickson Road and Napoleon Street which links into the Wynyard Walk.
- **189 Kent Connection:** A new pedestrian link bridge over Hickson Road to be constructed and coordinated with the future development of 189 Kent Street.

- **Maritime Staircase:** A new staircase at the junction of Napoleon Street and Hickson Road which connects to the Maritime Centre providing a link to Kent Street.

2.3 Cycling Access

The C3 building will have bicycle access and onsite facilities for commuter cyclists, i.e. showers, changing rooms, lockers. A base line target of 5% of building occupants provided with a bicycle parking space has been adopted which aligns with the mode share target of 4% of journey to work by bicycle. Current planning for Building C3 has adopted a 10% target for bicycle parking which is in excess of the mode share target and will allow for growth in this mode of travel as the cities bicycle facilities improve. The City of Sydney has recently commenced a roll out of a cycleway network where dedicated cycle lanes are being constructed throughout the CBD as part of its Cycle Strategy and Action Plan 2007-2017¹. The Barangaroo cycling strategy will include integration with this cycleway network.

There will be bike parking available on Globe Street for short term visitor use adjacent to the C3 Commercial Building and bicycle parking spaces will be provided in the basement for staff accessible from Future Napoleon Street extension basement ramp.

A cycling strategy for the entire Barangaroo South site which responds to the external connections and the various cycling activities anticipated is being developed to inform the ground plane design development.

2.4 Public Transport

The site is well located to a number of public transport hubs, including rail, bus and ferry. Public transport accessibility to Barangaroo is a key area where there has been further development since the Barangaroo TMAP Stage 1 published by the NSW Government in September 2008. At the time of the TMAP assessment, the mode share to public transport was focused on train and bus with a very low ferry mode share. There is now the potential for a number of changes to transport modes to influence the mode of choice to Barangaroo; these being Sydney Light Rail and Ferry services.

2.4.1 Sydney Light Rail

In February 2010, the NSW Government announced the proposal for the extension of the light rail network by 10km so passengers can travel directly from Dulwich Hill, through the Inner West and the Sydney CBD to Circular Quay. This is part of the NSW Government's Metropolitan Transport Plan. An extension to the existing Light Rail into the northern part of the Sydney CBD via Sussex Street would service Barangaroo.

The first stage of the inner-west light rail extension is a 5.6km extension running between Lilyfield and Dulwich Hill. It will run from the current light rail terminus at Lilyfield, along the disused freight rail corridor, to Dulwich Hill. Detailed

¹ Refer City of Sydney's publication entitled Cycle Strategy and Action Plan 2007-1017, City of Villages dated February 2007.

design and construction is forecast to commence by the middle of 2012, with the railway to be operational by early 2014.

It could be expected that public transport patronage to Barangaroo from the inner west would shift mode from bus and rail as a result of these extensions. The extent of this shift could be of the order of 2% to 7% for Barangaroo.

The NSW Government recently released a brief to prepare a Light Rail Strategic Plan for an area approximately 10km in radius from the Sydney CBD to consider light rail extensions as part of a wider integrated light rail network. This plan will specifically investigate the feasibility of extending light rail through the CBD, to the University of NSW and to Sydney University. The integration of existing and planned light rail networks would further enhance patronage by this mode to Barangaroo.

2.4.2 Ferry

Existing commuter ferry services servicing Barangaroo and the CBD in general arrive and depart from both King Street Wharf (number 3) and Circular Quay. The proposed expansion of the King Street/Barangaroo Wharf Ferry terminal to service the western side of the city has the potential to increase ferry mode share. The current TMAP assigns only a 1% mode to ferry for journey to work. Larger tenants in this area have recorded ferry mode share as high as 7% indicating that there is good potential for an increased ferry mode share with increased services and improved frequencies.

2.4.3 Wynyard Walk

The NSW Government's 2011-12 Budget includes \$51 million to start building the Wynyard Walk (previously Barangaroo Pedestrian Link), a direct pedestrian link between the new Barangaroo development and Wynyard Station and transport interchange. The Wynyard Walk, expected to be complete by mid 2015, will provide a high level of access to public transport for the growing western corridor of the CBD, including Barangaroo and the King Street Wharf.

2.4.4 North West/South West Rail Link

The NSW Government is committed to building the North West Rail Link and South West Rail Link, allocating more than \$600 million to continue work on the projects in the 2011-12 Budget which includes:

- \$314 million to develop the 23km North West Rail Link between Epping and Rouse Hill, including \$222 million to buy land;
- \$292 million to continue construction of the South West Rail Link, which includes 10.5km of twin track between Glenfield and Leppington, two new stations at Edmondson Park and Leppington, car parking and a train stabling facility at Rossmore.

The North West Rail Link is planned by the NSW Government to run from Epping Station and end in Rouse Hill in the North West sector. The proposed alignment as of July 2011 is presented in Figure 2.



Figure 2 North West Rail Link Proposed Alignment (Transport NSW)

2.4.5 Improving Public Transport Services and Facilities

The NSW Government's 2011-12 Budget includes a range of improvements to public transport including:

- roll out of electronic ticketing which will start with ferries in late 2012.
- improving ferry wharves expand ferry services.
- delivery of commuter car parks and public transport interchanges, including four new car parks and seven interchanges currently under construction.
- new and upgrade train rolling stock,
- new buses, bus depots and NightRide bus services
- continued free city centre shuttle bus services

3 Work Place Travel Plan Framework

A Work Place Travel Plan for C3 Commercial Building will need to address the following issues:

- What are the **objectives** for the C3 Commercial Building in terms of travel journeys to and from work, during work hours and other travel to and from the building.
- How are the set objectives going to be met? What **measures** are going to be implemented and encouraged?
- Who is going to be responsible for the management, implementation and administration of the measures?

3.1 Work Place Travel Plan Objectives

The main objectives of the Work Place Travel Plan are to reduce the need to travel and promotion of sustainable means of transport.

The more specific objectives include:

- High modal share for public transport, cycling and walking to work and residential journeys;
- To ensure adequate facilities are provided at the site to enable staff and visitors to commute by sustainable transport modes;
- To reduce the number of car journeys associated with business travel by staff and visitors;
- To facilitate the sustainable and safe travel of new employees;
- To reduce the need to travel for work-related activities, particularly air travel; and
- To raise awareness of sustainable transport amongst staff and visitors.

3.2 Work Place Travel Plan Measures

In order to meet the objectives and targets of the Work Place Travel Plan, the following physical and management measures should be implemented.

3.2.1 General Marketing and Promotion

The objectives of the Work Place Travel Plan will only be achieved with the support of C3 Commercial Building employees. Marketing the benefits and promoting the sustainable alternatives available are therefore crucial in encouraging staff to adopt the Work Place Travel Plan measures. It is important that at an early stage, staff are made aware of the need for the Work Place Travel Plan, and that it is emphasised that the measures are being introduced to support and encourage people to use cars more wisely. In addition to raising general awareness, any successes achieved will be fully publicised to staff in order to motivate them to use sustainable modes of transport.

- A launch of the Work Place Travel Plan should be organised (e.g. in the form of a lunch time presentation);

- A Work Place Travel Plan 'e-flyer' should be distributed to staff during the launch of the Plan. The 'e-flyer' will provide a summary of the benefits to staff of the Travel Plan, its objectives and measures. The 'e-flyer' will include a covering statement from the Chief Executive (or similarly high ranking relevant staff member) outlining his/her support for the Plan;
- A travel information section could be installed on the office's intranet containing information on cycling storage and changing facilities and useful links to public transport websites;
- Events such as National Bike Week, Bike2Work Days, walk to work day should be promoted to staff through lunch time presentations, notice board posters, intranet and email;
- Development of a brand / logo for the Work Place Travel Plan – with possible inclusion of a slogan – to be used in all Work Place Travel Plan communication;
- A 'travel pack' approach for business journeys so that staff who request the use of Cabcharge vouchers or pool cars are also informed of public transport, walking and cycling options. The overall aim will be to make use of sustainable transport modes for business trips as easy and convenient as the current processes established for using taxis;
- Sustainable transport messages can be provided to staff through messages on car pool key rings and on Cabcharge voucher wallets and through use of emails, the staff intranet and notice boards; and
- Staff business cards and email signatures could include travel information for visitors to the office, such as maps, nearby public transport terminals or relevant web links.

Retail specific initiatives would include:

- Travel information notice boards or information kiosks in prominent places in the building showing travel options to the site;
- Webpage for the shopping centre outlining travel choice information;
- Brochure for the shopping centre outlining travel choice information;
- Free phone for taxis; and
- Retailer incentives programme to promote home shopping through delivery programme.

3.2.2 Reducing The Need To Travel

To ensure that sustainable transport options are promoted to staff when making journeys for work purposes, and to reduce the need to travel, the following measures should be implemented. These measures require implementation by staff members across the building.

- Active promotion of the office teleconferencing facilities as an alternative to face to face meetings. This can be achieved by placing 'reducing the need to travel' as an item on internal group meeting agendas;
- Include teleconference meetings as a standard option in client proposals in preference to face to face meetings where practical; and

- Consider a more formal approach to working from home and actively encourage staff to consider this option. Include working from home as an item on the agenda for internal group meetings.

3.2.3 Spreading Travel Demand

Currently the highest travel demand occurs in the peak periods between 7am and 9am and 4pm to 6pm. Public Transport services are in lower demand during the inter peak and off peak and also the road congestion is lower. The C3 Commercial Building businesses could be encouraged to implement flexible working hours allowing the employees to arrive at work and leave work during the shoulders of the peak e.g. start work at 10am and finish at 6.30 pm or start at 7am and finish at 3.30pm.

3.2.4 Travel During the Working Day

To provide Barangaroo staff with a choice of convenient sustainable transport option for work – related travel during the working day the following initiatives should be promoted:

- Make TravelTen Bus tickets available from reception for business trips in the CBD and promote their usage;
- Make return rail tickets to Sydney Airport available for business trips and promote their usage;
- Use the rail to get to places that are on a train line;
- Walk to places that are close by rather than taking the taxi;
- Use pool bikes for short journeys within the CBD; and
- Introduce a taxi or pool car share system for the C3 Commercial Building which would cross check for common destinations and inform the passenger on possible taxi/pool car sharing options.

3.2.5 Cycling

As described in Section 2.3 the C3 Commercial Building will have good access to the cycling network and will provide onsite facilities for cyclists i.e. easily accessible bike room/shelter, changing rooms and showers, lockers and good access from those facilities to the office. In order to activate and promote cycling the following measures should be taken:

- Provide pool bikes for work-related trips or even for journey to work trips so that staff new to cycling can give cycling a go;
- Consider reimbursing staff for business or journey to work trips made by cycling;
- Supply a workplace toolkit-this can consist of puncture repair equipment, a bike pump, a spare lock and lights;
- Come to an arrangement with a local cycle retailer for cheap servicing of staff bikes. If staff buy enough bikes from the retailer, they may agree to service them for free;

- Consider providing interest-free loans for staff to buy a bicycle and accessories, which they then pay back from their wages;
- Provide Sydney cycle maps to staff;
- Participate in annual events such as 'Ride to Work Day';
- Notice boards in staff areas should have news of events / generic posters promoting cycling;
- The office should have a 'Cycling to work' website specific for their office containing details of storage areas, shower facilities and links on the intranet containing useful links to journey planning websites in Sydney;
- Make staff aware of public transport cycling carriage policies and cycle storage facilities at rail stations;
- Staff who cycle to work should be encouraged to form a Bicycle User Group in order to provide a body of regular cyclists who can discuss on issues relating to the provision of on-site cycling facilities and the maintenance of off-site cycle routes; and
- Set up 'Bike Buddies' scheme for less confident staff interested in cycling.

3.2.6 Public Transport

To promote the use of public transport for travel to work and work – related journeys during the day.

- Create and maintain an intranet 'Public Transport links page' containing useful links to journey planning websites in Sydney. Liaise with NSW Ministry of Transport to install an I-frame page for the 131500 journey planning website on this page;
- Consider reimbursing or partially reimbursing staff for journey to work trips made by public transport;
- Consider providing interest-free loans for staff to buy an annual ticket for public transport;
- Provide useful public transport maps and promotional items to potential and current public transport users;
- Promote the availability of Travel Ten tickets for business trips around the City;
- Promote the availability of return rail tickets for travel to and from Sydney Airport;
- Investigate the possibility of purchasing a train pass or similar ticket for staff wishing to use the train for business journeys; and
- Notice boards in staff areas should have news of events / generic posters promoting public transport.

3.2.7 Walking

Specific Travel Plan measures designed to encourage more walking trips to and from work by those employees living within a reasonable distance

- Produce walking related articles for inclusion in the office newsletter focussing on ‘walking champions’ to highlight best practise in walking to business meetings;
- Consider reimbursing staff for business or journey to work trips made by walking;
- Create and maintain an intranet ‘useful walking routes’ containing useful routes to key parts of the Sydney CBD, including public transport terminals at Circular Quay, Martin Place and Town Hall rail stations;
- Make pedometers available to staff expressing an interest in walking to work and investigating potential participation in www.walksmart.net website; and
- Participate in Walk to Work day and look into holding a ‘healthy breakfast’ as a reward to all those who participate.

3.2.8 Pool cars, taxi share and shuttle bus service

In order to reduce the number of car trips and especially trips made to common destinations the following measures should be considered:

- Set up a journey to/from work car share system for all C3 Commercial Building employees who are willing to participate in the scheme. The system would inform participants of other employees who live in the same area or who pass through the area on their way to work. The participants either share the costs or alternate in driving to work;
- Introduce a taxi or pool car share system for trips during the day for the C3 Commercial Building which would cross check for common destinations and inform the passenger on possible taxi/pool car sharing options; and
- Provision of shuttle bus services for common trips made by the employees or visitors. It would be necessary to conduct a questionnaire among staff and visitors to establish which routes are desirable for a shuttle service.

3.2.9 Way finding and urban informatics

As an entirely new precinct Barangaroo South will need a careful wayfinding strategy. Key civic nodes light rail stop, ferry terminal and other public spaces will need to be located quickly. The following way finding measures could be introduced to improve connectivity and enhance access to C3 Commercial Building:

- Either superimposed onto mobile or beamed onto walls, façades and other urban elements, responsive digital ‘landmarks’ can be created to aid with wayfinding and improving public transport services. A series of digital wayfinding overlays onto the city centre can provide new forms of interactive wayfinding, in conjunction with best-practice ‘traditional’ signage;
- Transport Real Time Information system with interactive maps would inform of optimum travel options at the time for public transport and route choice for cyclists and car share drivers. The system would be installed on the employees’ mobile phones and computers. This could also be made available to visitors on touch screens in the foyer of the C3 Commercial Building;

- Variable Message Signage at the ferry terminal, bus stops, and light rail stops would display information on service departures and expected delays;
- Barangaroo Travel Information Centre could be formed and would function similar to a Tourist Information Centre informing visitors and staff on the optimum ways to get to their destination;
- Introduce a Real Time Traffic count of pedestrians and cyclists at key pedestrian and cycling routes that lead to Barangaroo. Then project back to the public onto walls, façades or display using Variable Message Signage information with how many people cycled and walk through this cross section of the path and also what was the daily maximum in the past. This would create a reflexive relationship between informational activity, the space in which it occurs and the public. The Real Time count could be conducted on public transport passengers and also fed back to the public; and
- It must be noted that the wayfinding strategy will need to be planned carefully so that it is clear to the recipient and not overloaded with information.

3.2.10 Staff Induction

To ensure new members of staff are aware of the Work Place Travel Plan. All new staff members should be made aware of the Plan as part of the induction process. The Work Place Travel Plan section of the induction should provide new starters with the following:

- A brief introduction to the Work Place Travel Plan and its purpose;
- Tour of the office to include visit cycle parking areas and shower and changing facilities; and
- Provision of a Work Place Travel Plan information package which would include information on incentives to use sustainable means of transport e.g. pool bikes, car/taxi share system, reimbursements for trips made by sustainable means of transport.

3.2.11 Visitor Travel / Site Access Information

To ensure staff and visitors to the office are provided with information on sustainable transport options to the site

- Monitor visitor travel through a questionnaire on the reception sign in form, or questionnaire administered by receptionists;
- For internal site access information, consider developing an interactive map to show useful walking route, nearby public transport terminals and popular cycling routes to work, expanded to include additional local information useful to staff such as nearby shops and services or locations for recreational activities; and
- Staff business cards and email signatures could include travel information for visitors to the office, such as maps, nearby public transport terminals or relevant web links.

3.2.12 Summary of measures and additional information

Appendix A provides a summary of measures that could be implemented in a Green Travel Plan (it is essentially a Work Place Travel Plan but could also be applied to other organisations and bodies e.g. social clubs, sports associations, housing estates etc). Appendix B provides guidelines on what information could be put up on an intranet site.

3.3 Scheme Administration

3.3.1 Administration

An essential part of an effective Work Place Travel Plan is to nominate a Travel Plan co-ordinator for each business/tenant within the C3 Commercial Building. Each representative would form a Travel Plan Management team enabling a consistent and organised approach for the whole building. One person would be chosen to represent and lead the Work Place Travel Plan initiatives for the whole C3 Commercial Building. The role should be undertaken by an enthusiastic and high quality communicator in order to promote measures that will encourage employees to think about travel other than as a single occupancy car user. He/she will need to be an enthusiastic and respected member of staff who is keen to champion the cause of the Travel Plan. Other qualities that may be appropriate include the capability of dealing with all types of people within Barangaroo and external organisations, the ability to lead by example, the ability to approach issues with a practical and balanced perspective and the capability for original and innovative thinking to raise awareness of the Travel Plan at a local level.

Senior management support is critical to ensuring the success of any travel plan for a number of reasons such as to:

- Lead by example;
- Allow budget allocations for the implementation of measures; and
- Give support to changes or development of policy documentation.

Administration of the Travel Plan involves the maintenance of necessary systems, data and paperwork, consultation and promotion.

3.3.2 Consultation

The success of the Work Place Travel Plan will rely on the support of the employees which will be overseen by the Work Place Travel Plan co-ordinator.

The Work Place Travel Plan co-ordinator will be responsible for all liaisons with outside bodies, including local transport operators, planning and highway authorities.

Liaison with officers of the Council, e.g. those responsible for cycling and public transport will be undertaken as required. The co-ordinator will also seek to join and attend meetings with any local travel forums as appropriate in order to exchange ideas with other like minded organisations.

3.3.3 Promotion

All employees will be made aware of the details of the Work Place Travel Plan, its objectives in enhancing the environment and the role of individuals in achieving its objectives at its launch. Job applicants will be made aware of the Work Place Travel Plan at the interview stage. If successful, each new employee will be provided with Work Place Travel Plan information upon commencement of employment.

Other promotional material will take a variety of forms and will be issued either to individual employees, displayed in a prominent location in the office or provided in the form of 'one off' marketing initiatives.

The promotional material will advise employees wishing to raise specific transport-related matters to discuss them with the appropriate nominated Travel Plan co-ordinator who in turn would liaise with the Work Place Travel Plan management team, transport operators and the local authority as required.

3.3.4 Updating, reviewing and monitoring

The Work Place Travel Plan is a strategy that will evolve over time. Although the objectives of the Plan to 'educate' employees and to facilitate travel by sustainable modes will not change, it may be possible over time to define or re-define specific targets. Target setting should reflect an ambition for continued progress year on year and there should be a mechanism to review targets in the light of annual monitoring surveys. The monitoring measures could include collecting data on employee travel patterns for journeys to work and also during the work. The recorded data would inform on modes of transport and distance travelled by each mode, from which energy consumption and emissions could be estimated.

Following the implementation to the Work Place Travel Plan, the Work Place Travel Plan management team should meet annually to undertake a review of the Travel Plan measures. The objective will be to measure their success and to identify the potential for refinements.

The Work Place Travel Plan management team will then compile a review report outlining the results of the review. The report will also incorporate the results of on-going monitoring processes throughout each of the preceding periods.

4 Conclusion

Implementation of The Work Place Travel Plan and travel demand measures are essential for providing access to both the commercial office and retail components of the C3 Commercial Building in a sustainable way and meeting the low car mode share target for journey to work. The Work Place Travel plan will contribute to a healthier and better quality of life for staff and a reduction in air and noise pollution. The work place will benefit from more productive staff, cost savings and reduced demand for car parking. The C3 Commercial Building will be easily accessible for employees, visitors, shoppers and deliveries with less road congestion.

Appendix A

Green Transport Plan Measures - Targets, Indicators and Timescales

A1 Green Transport Plan Measures – Targets, Indicators and Timescales

The following proposed initiatives and measures are suggestions and will need to be tailored for each of the building tenants and have their respective support and buy-in to be effective.

No.	Measure/Initiative	Implementation Date	Responsibility	Indicator
General Marketing and Promotion				
1	A local launch of the Green Transport Plan will be organised by the office GTP co-ordinator to coincide with the introduction of the first visible measures that will benefit staff.	Launch date	Green Transport Plan Committee	No. of attendees
2	A Green Transport Plan 'e-flyer' will be distributed to staff during the launch of the GTP.	Launch date	Marketing and Promotions Co-ordinator	Feedback
3	A Travel Information section will be installed on the intranet containing information on cycling storage and changing facilities and useful links to public transport websites.	+1 month	Marketing and Promotions Co-ordinator	No. of hits
4	Green Transport Plan notice boards will be created in a suitable communal staff area.	+1 month	Marketing and Promotions Co-ordinator	Feedback
5	Development of a brand / logo for the Green Transport Plan – with possible inclusion of a slogan – to be used in all GTP communication.	+1 month	Marketing and Promotions Co-ordinator	Feedback
6	A 'travel pack' approach for business journeys so that staff who request the use of Cabcharge vouchers or pool cars are also informed of public transport, walking and cycling options. The overall aim will be to make use of sustainable transport modes for business trips as easy and convenient as the current processes established for using taxis and pool cars.	+1 month , ongoing	Marketing and Promotions Co-ordinator	No. of initiatives introduced

No.	Measure/Initiative	Implementation Date	Responsibility	Indicator
7	The GTP marketing representative will consider other ways in which sustainable transport messages can be provided to staff, e.g. through messages on car pool key rings and on Cabcharge voucher wallets and through use of emails, the staff pages and notice boards.	+1 month , ongoing	Marketing and Promotions Co-ordinator	No. of initiatives introduced
8	The GTP Public Transport Co-ordinator will be responsible for promoting any successes of the Green Transport Plan to relevant media and across the Barangaroo global community	Ongoing	Marketing and Promotions Co-ordinator	No. of media items produced
Reducing the need to travel				
1	Active promotion of the office teleconferencing facilities as an alternative to face to face meetings. This can be achieved by placing 'reducing the need to travel' as an item on internal group meeting agendas.	Ongoing	Marketing and Promotions Co-ordinator	Feedback from Business Units
2	Include teleconference meetings as a standard option in client proposals in preference to face to face meetings where practical.	Ongoing	Marketing and Promotions Co-ordinator	Feedback from Business Units
3	Revise the internal travel policies to promote sustainable transport modes. In particular, the policy for use of Cabcharges should recommend that staff consider alternative modes of transport for journeys within the CBD, promoting the availability of 'TravelTen' bus tickets.	+1 month	Marketing and Promotions Co-ordinator	Feedback
4	Consider reimbursing staff for business trips made by walking or cycling.	+1 month	Marketing and Promotions Co-ordinator	Feedback
5	Review of business cards and email signatures to consider including travel information for visitors to the office, such as maps, nearby public transport terminals or relevant web links.	+1 month	Marketing and Promotions Co-ordinator	Feedback
Travel during the working day				
1	Make MyBus Travel Ten tickets available from reception for business trips in the CBD and promote their usage. Liaise with Sydney Buses to participate in the 'Breathe Easy' initiatives, a scheme that links the use of MyBus tickets to carbon credits.	Ongoing	GTP committee	No. of tickets used/ staff awareness of the scheme

No.	Measure/Initiative	Implementation Date	Responsibility	Indicator
2	Make return rail tickets to Sydney Airport available for business trips and promote their usage.	Ongoing	GTP committee	No. of tickets used / staff awareness of the scheme
Cycling				
1	At the launch of the Travel Plan, the Green Transport Plan coordinator will ascertain levels of staff interest in using pool bikes and ask colleagues on how they would like a bike pool scheme to operate. If staff are supportive of the idea, the coordinator will purchase at least 1 bike within 6 months of the travel plan launch.	GTP Launch date, within 6 months	Cycling coordinator	No. of attendees
2	Supply a workplace toolkit-this can consist of puncture repair equipment, a bike pump, a spare lock and lights.	+1 month	Cycling coordinator	No. of toolkits distributed
3	Come to an arrangement with a local cycle retailer for cheap servicing of staff bikes. If staff buy enough bikes from the retailer, they may agree to service them for free.	+1 month	Cycling coordinator	Feedback from coordinator
4	Consider providing interest-free loans for staff to buy a bicycle and accessories, which they then pay back from their wages.	+ 1 month	Cycling coordinator	Feedback of interest
5	Obtain Sydney cycle maps from RTA.	Launch date	Cycling coordinator	No. of items distributed
6	Participate in annual events such as 'Ride to Work Day'.		Cycling coordinator	No. of staff participating in events

No.	Measure/Initiative	Implementation Date	Responsibility	Indicator
7	Within 12 months of the Green Transport launch, the Green Transport Plan co-ordinator will produce at least 2 cycling related articles for inclusion in newsletters.	Within 12 months of Launch	Cycling coordinator	No. of articles
8	The GTP Cycling Co-ordinator will regularly update the Green Transport Plan notice boards in staff areas with news of events / generic posters promoting cycling.	Ongoing	Cycling coordinator	No. of events promoted / posters used
9	Make staff aware of public transport cycling carriage policies and cycle storage facilities at rail stations.	Ongoing	Cycling coordinator	Feedback
10	Within 3 months of the launch, staff who cycle to work will be encouraged to form a Bicycle User Group (BUG) in order to provide a body of regular cyclists who can discuss and report to the Travel Plan co-ordinator on issues relating to the provision of on-site cycling facilities and the maintenance of offsite cycle routes.	Within 3 months of the Launch	Cycling coordinator	Feedback from BUG
11	Set up 'Bike Buddies' scheme for less confident staff interested in cycling.	+6 months	Cycling coordinator	No. of staff participating
Public Transport				
1	Create and maintain an intranet 'Public Transport links page' containing useful links to journey planning websites in Sydney. Liaise with NSW Ministry of Transport to install an I-frame page for the 131500 journey planning website on this page.	Launch date	Public Transport coordinator	No. of hits
2	Provide useful public transport maps and promotional items to potential and current public transport users.	Launch date – ongoing	Public Transport coordinator	No. of items distributed
3	Promote the availability of MyBus Travel Ten tickets for business trips around the City.	Launch date – ongoing	Public Transport coordinator	No. of tickets used
4	Promote the availability of return rail tickets for travel to and from Sydney Airport.	Launch date – ongoing	Public Transport coordinator	No. of tickets used

No.	Measure/Initiative	Implementation Date	Responsibility	Indicator
5	Investigate the possibility of purchasing a train pass or similar ticket for staff wishing to use the train for business journeys.	+ 6 months	Public Transport coordinator	Feedback
6	Regularly update the Green Transport Plan notice boards in staff areas with news of events / generic posters promoting public transport.	Ongoing	Public Transport coordinator	No. of events promoted
Walking				
1	Produce walking related articles for inclusion in the newsletter focussing on 'walking champions' to highlight best practise in walking to business meetings.	Launch – ongoing	Walking coordinator	No. of articles produced
2	Create and maintain an intranet 'useful walking routes' containing useful routes to key parts of the Sydney CBD, including public transport terminals at Circular Quay, Martin Place and Town Hall rail stations	Launch – ongoing	Walking coordinator	No. of hits
3	Make pedometers available to staff expressing an interest in walking to work and investigating potential participation in organised events.	Launch	Walking coordinator	No. of pedometers distributed
4	Participate in Walk to Work day and look into holding a 'healthy breakfast' as a reward to all those who participate.	~ October each year	Walking coordinator	No. of participants
Staff Induction				
1	Develop a Green Transport Plan induction leaflet to be incorporated in the staff induction folder	Launch + ongoing	Staff induction coordinator	No. of staff inducted
Visitor Travel / Site Access Information				
1	Monitor visitor travel through a questionnaire on the reception sign in form, or questionnaire administered by receptionists	+ 1 month	GTP committee	Modal split for visitor trips
2	For internal site access information, consider developing an interactive 'Google Map' to show useful walking route, nearby public transport terminals and popular cycling routes to work, expanded to include additional local information useful to staff such as nearby shops and services or locations for recreational activities	+ 1 month	GTP committee	Level of staff use of access guide

Appendix B

Suggested Material for Staff Intranet Site

B1 Suggested Material for Staff Intranet Site

This information should go under ‘Green Transport Plan’

Need Public Transport Information? The 131500 website <http://www.131500.info/> provides information on all bus, train and ferry routes in the Greater Sydney area. The website includes:

- A journey planner;
- A free mobile phone application to obtain public transport departure times on your phone;
- Latest Service Changes: <http://www.131500.com.au/servicechanges/>;
- Route Maps; and
- Information on fares and passes.

You can also ring 131500 for journey information. Or, you can visit websites for trains, buses, ferries, light rail and monorail as follows;

City Rail Trains

<http://www.cityrail.info/>

Timetables for all Cityrail services: <http://www.cityrail.info/timetable/index.jsp>

Fares and passes information: http://www.cityrail.info/fares/commuter_tickets.jsp

Information on which stations have cycle parking facilities:
<http://www.cityrail.info/facilities/facilities.jsp?n=&giveOutput=true&facility=bikeRacks>

You can register for updates on Planned Track works at:
<http://www.xyzdirect.com.au/content/cityrail/online/registration/registrationform.asp>

Sydney Buses

Timetables: <http://www.sydneybuses.info/timetable/>

Fares and passes information: <http://www.sydneybuses.info/tickets/travelpass.php>

Other bus operators in Sydney:

<http://www.131500.com.au/planyourtrip/privatebusoperators.asp>

You can register for e-mail alerts to get information on service changes / events:
<http://www.alerts.sydneybuses.info/Subscribe.aspx>

Ferries

Sydney Ferries Timetables: <http://www.sydneyferries.info/timetables.htm>

Sydney Ferries Fares and passes information:
<http://www.sydneyferries.info/tickets-fares.htm>

Matilda Ferries – Lane Cove Commuter Service:

<http://www.matilda.com.au/dir076/matilda.nsf/Pages/Ferry+Services~Lane+Cove+-+City>

Can I take my bike on public transport?

Train – yes, but payment is required at peak times

Bus – Some buses may allow bikes

Ferries – Yes, free of charge

Light Rail – Yes, free of charge

Monorail - No

For more information, see:

http://www.131500.com.au/customerservice/faqs/faq_belongings.asp#17

Monorail and Light Rail

<http://www.metromonorail.com.au/fares&tickets.asp>

Going to the Airport?

Airport Link runs from all City Circle stations (Wynyard is the nearest to this office) to the Domestic and International Terminals of Sydney Airport every 10 – 15 minutes. The journey takes just 17 minutes, much quicker and cheaper than a taxi journey. For more information see: <http://www.airportlink.com.au/>.

The price of tickets includes a gate access fee at the airport.

For transport at the end of your trip, see:

AirTrain Brisbane: <http://www.airtrain.com.au/>

SkyBus Melbourne: <http://www.skybus.com.au/>

Long Distance Trains – including sleeper services

<http://www.countrylink.info/>

New South Wales Transport Info:

<http://www.131500.com.au/countrytransport/index.asp>

Teleconferencing

Do you need to travel? Why not try a teleconference?

The office has facilities to hold teleconferences that reduce the need to travel for face to face meetings. There are rooms in which teleconferences can be held: The IP phone system is capable of handling conference calls – each staff member has access to this system at his/her desk.

The travel policy encourages you to think about whether your trip is necessary before you travel for a meeting or site visit. The code states:

‘Before making any journey, staff should always consider whether the travel is necessary and whether other options could be utilised (e.g. videoconferencing, combining several engagements into one trip), or finding out who else may be travelling to the same destination and could carry out the necessary work or activity.’

Walking and Cycling

Click here for the Sydney Office cycle guide.

Format:

- Where do I park my bicycle?
- Where can I get changed and showered once I arrive at work?
- Isn't cycling too much like hard work?
- Cycling's too dangerous for me
- Where can I get cycling equipment?
- Are there any useful cycle routes to the office?

Useful links;

- Sydney Cycling clubs
- Sydney cycling authorities
- Other useful cycling links – e.g. route map site