

Ribbon Hotel

Plan of Management

Revision 6 – March 2019



CONTENTS

1. INTRODUCTION.....	3
2. OBJECTIVE.....	3
3. OPERATION LEGAL STRUCTURE.....	3
4. RESIDENTIAL USE RESTRICTION.....	4
5. OPERATION.....	5
6. COMMERCIAL & PRACTICAL IMPERATIVES.....	6
7. MANAGEMENT OF ON-GOING OPERATION.....	7

1. INTRODUCTION

This Plan of Management (POM) has been prepared for Grocon (Darling Harbour) Developments Pty Ltd relative to the Hotel and Serviced Apartments component of the mixed-use development located at 31 Wheat Road, Darling Harbour, Sydney, New South Wales (The Ribbon) specifically to identify the method of:

- operation of the hotel, including notification to occupants during major events at Darling Harbour;
- restriction on residential ownership and occupation; and
- compliance with Sydney DCP 2012 Section 4.4.8.5

The POM recognises that these operational matters are managed via a combination of physical/built form, legal structure, commercial imperatives, practices and general DCP compliance.

2. OBJECTIVE

The objective of this Management Plan is to:

- Provide an easy to follow document that outlines the hotel room, serviced apartments and associated common areas, for the safe and efficient operation within a mixed use building; and
- Ensure the building is maintained in a manner that provides for a high standard of accommodation for all occupants.

3. OPERATION LEGAL STRUCTURE

The operating structure of the hotel is proposed as follows:

- Physical joint management of the building and lots under an LPI registered Building Management Statement (**BMS**) by a Building Management Committee (**BMC**) with defined rights and responsibilities to manage the building structure and common areas (shared facilities).
- The BMS will operate across the hotel, retail (including IMAX) and car park components.
- A Building Manager will be appointed by the BMC under a Building Services Agreement. The Building Manager will have caretaking/management functions in respect of shared facilities and will be responsible for supervising the practical behaviour of occupants and enforcing building by-laws on behalf of the BMC.
- The management lot owner will have the responsibility of managing and controlling the use and occupation of all areas.

It is currently anticipated that whilst a subdivision (yet to receive statutory approval) is contemplated, ownership of all of the relevant lots will remain with a single entity defined as the Management Lot Owner (**MLO**) which will:

- hold the exclusive right to operate an on-site letting business known as Management and Letting Rights (**MLRs**)
- be the hotel lot owner
- appoint a single operator to manage the hotel and car park, along with undertaking their caretaking responsibilities. The operator will operate a 24-hour concierge / security function.

The hotel will represent a combined inventory of 3 different accommodation types all of which will be managed and operated by the hotel operator and made available to guests in the same manner:

- Standard hotel rooms (king, queens etc.)
- Hotel suites
- Serviced apartments

The above structure places effective, practical control of the entire building operation and all areas, excluding the retail tenancies, in the control of the hotel operator on behalf of the MLO.

4. RESIDENTIAL USE RESTRICTION

A series of platforms that will promote the use of the apartments as intended at the Ribbon:

Ownership: the completed project will be owned by Greaton Pty Ltd

Development:

- demolition of the existing IMAX building, tourist office and amenities block;
- construction of a new 25 storey building and separate 2 storey building;
- hotel, serviced apartments, retail and entertainment uses;
- 170 car parking spaces within the podium and 239 bicycle spaces at ground level;
- Realignment of Wheat Road;
- Upgrade to the surrounding public domain including a new playground and relocation of heritage items;
- Installation of a City Screen and signage zones.
- The hotel accommodation contemplated (as approved in MOD 5):
 - 450 hotel rooms (521 beds)
 - 143 serviced apartments (203 beds)
- The serviced hotel rooms and serviced apartments occupy levels 10 to 28 and are accessed by two separate lift banks. The hotel lift bank include two service lifts, which service the whole floor.
- The access corridors service both hotel rooms and serviced apartments and interlink egress stairs

Statutory Restrictions:

The POM recognises the statutory planning restrictions imposed upon the development relative to residential uses.

In the event of individual ownership of the apartments, the Contract for Sale (in respect of the head lease interest) will contain acknowledgements from the individual apartment buyers that:

- The Permitted Use of the subject lot is serviced apartment or hotel accommodation;
- Residential Use is prohibited; and
- The subject lot is part of a development in a city centre locality that is subject to cultural and community events that may result in significant noise, light emissions, vibration and temporary changes to access arrangements etc.

Lease Restrictions and Acknowledgements:

- The SHFA Head Lease of the apartments will contain restrictions on the Permitted Use, e.g. use of the Premises for serviced apartments or hotel accommodation as well as prohibitions on residential use. This lease will be registered on title, providing clear

notice to any future purchasers of the apartments use; and

- Any apartment Sublease to the MLR owner will include restrictions on apartment owner usage and prohibition on residential use.
- The operator will have obligations under the Management Agreement with the hotel/MLR owner to operate the rooms, suites and apartments in a manner consistent with the Plan of Management, as updated from time to time.
- Refurbishment Clause - In the event of individual ownership of the apartments, the apartment subleases will include a clause to trigger refurbishment consistent with when the hotel is refurbished. This Refurbishment Clause ensures holistic refurbishment of the asset during the 99 year lease term.

5. OPERATION

General

The completed project will be operated by Marriot International. Facilities which are freely accessible to both hotel and service apartment patrons include (all managed by the hotel operator on behalf of the MOL):

- Reception area and “Living Room” bar
- Health Spa & Gym
- “Kitchen Table” all-day dining restaurant
- Ballroom and Meeting Rooms (managed and operated on a pre-booked basis)
- Residents Pool
- Wet Deck Pool and Bar
- 170 space car stacker (valet parking)

Common services (all managed by the hotel operator on behalf of the MOL):

- Security
- Buildings Services (mech/elec/hydr/fire)
- Maintenance & cleaning
- Waste collection and disposal
- Room services (linen and room cleaning)

Building Design

- The building is designed to ensure the enjoyment and safety of patrons and to balance their limited interaction between hotel and serviced apartment guests staying in separate portions of the building (Note it is anticipated that the building will be initially operated as a combined hotel for guestrooms and suites).
- The two lift banks will adequately service the guests to travel between the lobby, Front of House (FOH) facilities and their hotel room or serviced apartment floor.
- A range of measures have been implemented into the building minimise the impact of noise from adjoining neighbours within the building. The hotel room and serviced apartments and associated lobby are physically and acoustically separated
- From an engineering perspective these tenancy floors will be acoustically treated for both air borne noise and foot fall noise to comply with the requirements of Sydney City Councils DCP, the Strata Schemes Management Act, and BCA. Walls between apartments are designed to comply with BCA and Sydney City Council DCP requirements, and all mechanical services will be treated for compliance with Sydney City Councils criteria.
- No balconies are included, due to the adjacency of the Western Distributor (specific prohibition in SSD7388)

Hotel Fire Life Safety Procedures

- Fire stairs are incorporated into the design as means of egress during an emergency. All areas of the building are sprinkler protected and an Early Warning Indication System (EWIS) is installed into the building for fire evacuations. All building emergency systems are to be periodically tested including lighting, smoke detectors, sprinkler systems, and air conditioning as part of normal operational procedures.
- An Emergency Procedure Plan for the building with all staff and security appropriately trained in relation to administering and implementing the Plan.

Drop Off Zone

- A designated porte cochere has been established off Wheat Road to allow patrons to arrive in a clearly defined all weather location, and allow drop off bags in a safe and secure area that is clearly designed, and representative of the hotel/apartment offering.
- This area will allow direct access via lift and escalator to the Reception area.
- All parking is by trained valet parking staff

Back of House

- Designated back of house facilities are spread mainly across the lower floors.
- These areas of use will be used as follows:
 - Staff Amenities and change rooms to allow staff to prepare for shifts
 - Storage in a safe and secure location of all items required for the operation of the property.
 - Rubbish and recycling control.
 - Security
 - Maintenance
 - Laundry
 - Administration
- The location of this area will also ensure that guest or residence will not come into contact with these areas in the general course of their stay or occupation within the building.

Open Roof Pool (Level 22/33)

- The anticipated normal pool opening hours are proposed as 8:00am to 12:00am. Outside of these hours, unsupervised access to the pool area may be available to hotel guests only.
- During pool opening hours, the pool will be managed and supervised by hotel staff.
- At all times, access to this area is with the use of the guest key card to open the doors to the pool area. Public access may be available via registration with the front reception.
- Noise levels will comply with the requirements of the Development Consent conditions.

Pool Safety Procedures

Pool Rules

- Pool Rules will be developed for the operation of the pools located on Level 16 and Level 22/23.

Air Quality Monitoring (Open Roof Pool)

- The open roof pool area is provided with air quality emission sensing devices to continuously monitor the NO₂ levels at roof and pool deck levels. Should levels be sensed above pre-set values, system alerts to staff, audible alarms, and/or visual alarms within the wet deck pool area will activate.
- There are 3 levels of Alert/Alarm prior to the full evacuation of the pool area, as detailed below.

Alert/Alarm Level	NO ₂ Concentration (µg/m ³)	Rolling Averaging Period	Action Taken
Alert level 1	246	15-minute	Raise a warning text/email to pool area supervisory management. Check for local sources of NO ₂ (such as outdoor gas heating) that may trigger this, and shut down as practicable.
Alert level 2	246	30-minute	Raise a warning alarm (strobe) and text/email to pool area supervisory management to advise patrons to be ready to vacate
Alarm level	246	1-hour	Raise a warning alarm (strobe + audible) advising patrons to evacuate the pool wet deck immediately.

Open Roof Pool Evacuation Procedure – Fire

- In the case of an emergency FIRE evacuation, staff will enter the pool area and direct patrons to enter the fire stairwells within the core and walk down to evacuate the building

Open Roof Pool Evacuation Procedure – Air Emissions

- In the event that the Alarm Level conditions have been triggered, patrons will be advised to evacuate the pool wet deck immediately.
- Strobe and audible alarms will be activated.
- Patrons will be able to congregate within the bar area, where there will be pressurized air conditioning of the space. Bi-folding windows separating the pool and bar area will be closed.
- After alarm activation and initial evacuation of area, staff would re-enter the pool area and undertake a detailed inspection of all contained areas within the pool area to ensure all patrons have been accounted for
- Warning notation and signage shall be provided both around the pool, at pool entry and within the patrons room compendiums
- Staff will be trained (internally) in the response actions to alarms as activated above. Staff will carry out periodic simulated evacuation procedures to ensure patrons are aware of the arrangement for occupation
- Staff will direct patrons within the pool area to vacate immediately and the doors accessing the area will be locked
- Patrons could remain in the adjoining bar area or return to their rooms

Open Roof Pool Re-Opening Procedure

- The Reoccupation Threshold Level will be set at <200µg/m³ over a 1hr rolling average period;
- Once the area has reached conditions below this level, and is assessed as safe to enter by hotel staff, the alarm system is reset, then the hotel staff can unlock the access door.
- Hotel Staff will then advise the hotel patrons and allow re-occupation of the area.

Maintenance of Air Quality Safety Systems

The required maintenance protocols will be developed with the hotel operator prior to occupation in consultation with the air quality consultant. This will include:

- Ensuring NO₂ analyser is regularly checked to ensure operation/calibration is correct to ensure safe egress of patrons, if alarms are announced;
- Ensuring pool areas have clearly displayed evacuation signs/plans and that the hotel operator is fully educated in the evacuation procedures to ensure safe egress of patrons, if NO₂ alarms are announced;
- ensuring the training of staff in the evacuation procedures for the open pool area in cases of alarms or emergency; and
- Ensuring correct maintenance procedures are adhered to for the Air Quality Monitoring system, including calibration and testing procedures undertaken by staff or specialist contractors to mitigate any potential errors.

6. COMMERCIAL & PRACTICAL IMPERATIVES

A single operator will be appointed under a single Management Agreement to manage the hotel (rooms, suites and apartments) and ancillary facilities, providing a strong ability to influence usage. The operator will manage:

- Reception
- Car Parking
- Hotel Rooms
- Hotel Suites
- Hotel Serviced Apartments
- Food and beverage facilities
- Conference facilities
- Pools, gym and other amenities

Building Structure

The building structure encourages short-term use by a single hotel operator:

- A single entrance and lobby serving all guests; and
- All FOH facilities will be available to all guests.

7. MANAGEMENT OF ON-GOING OPERATION

A Detailed Plan of Management relating to the hotel use of the building will be submitted to NSW Planning prior to an occupation certificate being issued.

Notwithstanding that The Ribbon is subject to a State Significant Development approval (SSD7388) the development and the related Plan of Management will be generally consistent with the criteria stipulated in the Sydney Development Control Plan 2012 – 4.4.8 together with any relevant requirements within the SSD7388 (and any subsequently approved amendments) consent conditions.

Principles envisaged for incorporation as part of the detailed Plan of Management include the following:

Objectives

- Ensure the design, development and management of visitor accommodation provides acceptable levels of health, safety, cleanliness, amenity and administration for guests, whilst not adversely impacting the amenity of the surrounding locality. ***The Ribbon will be maintained and operated by a leading hotel operator on behalf of the MLO.***
- Ensure serviced apartment developments provide a level of health and amenity for residents to ensure any future conversion to residential flats is not compromised by poor amenity. ***Whilst not currently contemplated or permissible all visitor accommodation at The Ribbon has been designed to create appropriate amenity levels in the event of future conversion.***
- Encourage a mix of serviced apartment sizes to provide choice. ***The Ribbon provides for a mix of 1, 2 & 3 bedroom serviced apartments.***

General Provisions

- New development must be self-contained with no common access ways with adjoining properties. ***The Ribbon accommodation is accessed from a shared reception area. Separate lift access is provided to both the serviced apartments and hotel rooms.***
- A site manager must be on site when guests have access to the premises. For premises with less than 20 residents, a resident caretaker may be acceptable. ***The Ribbon the hotel operator will provide 24/7 concierge and security on behalf of the MLO.***
- For safety reasons, sleeping rooms are not to include triple-tier bunks and cooking facilities in sleeping rooms. ***The Ribbon will not feature bunk-bed type facilities. Compliance will be managed by the hotel operator on behalf of the MLO.***
- Internal partitions must be considered within sleeping rooms to provide privacy between beds. ***The Ribbon hotel rooms are typically single bedroom. In multi-bedroom serviced apartments all bedroom walls are full-height.***
- All toilet and shower facilities, including communal facilities, are to be screened

for privacy. ***The Ribbon ensuite toilet and shower facilities are screened for privacy.***

- A Plan of Management and a Noise Management Plan must be submitted with the development application. ***The Ribbon development application (SSD7388) included these requirements.***

Additional provisions for hotels, private hotels and motels

- The maximum number of persons accommodated in a bedroom or dormitory is to be determined on the basis of a minimum of:
 - 3.25sqm per person per sleeping room; and
 - 5.5sqm per person for rooms occupied by guests staying longer than 28 days.
- The maximum permitted length of stay is 3 months.
- Where accommodation is provided for more than 28 consecutive days, no more than two adults and one child are permitted per room.
- Individual, secure, lockable storage facilities of a minimum capacity of 0.6 cubic metres per person is to be provided to allow guests to individually store baggage and travel items within the sleeping room.
- Where rooms include a small kitchenette, provide adequate cupboards and shelves. ***The Ribbon development generally complies with these requirements. The hotel operator on behalf of the MLO will monitor and police compliance.***

Additional provisions for serviced apartments

- The maximum number of persons accommodated in a bedroom or dormitory is to be determined on the basis of a minimum of:
 - 5.5sqm per occupant staying more than 28 consecutive days; or
 - 3.25sqm per occupant staying 28 or less consecutive days in accordance with the Public Health (General) Regulation 2002.***The Ribbon development complies with these requirements.***

- Serviced apartments are to be designed so that the level of residential amenity within each apartment is equivalent to the requirements of a residential flat development.
The Ribbon development is designed and approved for serviced apartment use and does not contemplate conversion to residential (specific prohibition is applied in the SSD7388 consent)

- Visitor accommodation including serviced apartments and residential apartments must not to co-exist on the same floor of any building. The two uses may only co-exist in the same building if:
 - each use is wholly located on separate floors;
 - they are serviced from the street by separate foyers, lift access and circulation; and it can be demonstrated, through an approved Plan of Management, that the visitor accommodation will not reduce the quiet enjoyment of uses by implementing appropriate measures. Where no approved Plan of Management for the visitor accommodation exists, then the introduction of residential uses into that building, either through

additional floor area or change of use, is not permitted unless it is for the entire building. ***The approved Ribbon development contemplates co-existence of hotel keys and service apartments on the same floor whilst serviced by separate lift banks. All of this visitor accommodation will be managed by the hotel operator on behalf of the MLO to ensure the quiet enjoyment of all patrons equitably.***

- Developments of more than 20 serviced apartments must provide the following mix of apartments:
 - Studio and 1 bed apartments: 60% maximum; and 2 or more bedroom apartments: 40% minimum. ***The Ribbon development contemplates (rounded) the following mix which is viewed as market appropriate***

• <i>One Bedroom SA's -</i>	<i>97No.</i>	<i>68%</i>
• <i>Two Bedroom SA's</i>	<i>45No.</i>	<i>31%</i>
• <i>Three Bedroom</i>	<i>1No.</i>	<i>1%</i>

- Provide a wash tub, washing machine and clothes dryer or clothesline within each apartment.

The Ribbon development contemplates the following:

- ***1 Bedroom SA's no wash tub or washing machine is contemplated (spatial allowance for future retro-fit only)***
- ***2 & 3 Bedroom SA's supplied with a washing machine and dryer, no clothes line (note there are no balconies or operable windows)***

- Provide a garbage room or garbage receptacle storage area with space for recyclables.

The Ribbon development contemplates the following:

- ***A shared garbage room and recycled area is provided. All waste will be managed by the hotel operator on behalf of the MLO***

- Each bedroom is not to accommodate more than two adults and one child. ***The Ribbon development will comply, management by the hotel operator***

- A sign advising the maximum residential capacity of each bedroom is to be displayed on each bedroom door or other obvious locations within the apartment. ***The Ribbon development will comply, management by the hotel operator***

- A Plan of Management must be submitted with every application for a serviced apartment describing how on-going operations are to be managed with regard to:

- Ensuring maximum occupancy requirements are not exceeded; ***Occupancy limits will be defined for each component of accommodation and compliance managed by the hotel operator***
- Minimising the impact of noise from the premises to adjoining properties; ***The envelope has no opening windows. The facades acoustic criteria have been developed and approved under SSD7388***

- Waste minimisation, storage and collection procedures; ***Patrons will be encouraged to reuse and recycle waste, the hotel operator will manage all collection and disposal streams***
- Staffing arrangements including the number of staff to be employed; ***t is anticipate that a roster of up to 420 employees will operate the hotel premises in shifts 24/7***
- Any proposed shuttle service providing a pick up and drop off service to guests, including details of the timetable and set down arrangements; ***This will be developed with the hotel operator prior to grant of the OC***
- The maintenance and cleanliness of the premises; ***This will be developed with the hotel operator prior to grant of the OC***
- Ensuring the on-going workability of emergency systems including lighting and smoke detectors, sprinkler systems, and air conditioning; ***This will be developed with the hotel operator prior to grant of the OC***
- Ensuring staff are trained in relation to the operation of the approved Emergency Management and Evacuation Plan; ***This will be developed with the hotel operator prior to grant of the OC***
- Ensuring the placement and composition of furnishing and fittings achieve the appropriate fire safety requirements; ***This will be developed with the hotel operator prior to grant of the OC in consultation with FRNSW***
- ensuring premises are regularly checked to ensure fire safety including that all required exits and egress paths are clear and free of locks and obstructions; ***This will be developed with the hotel operator prior to grant of the OC in consultation with FRNSW***
- on-site security. ***This will be developed with the hotel operator prior to grant of the OC***