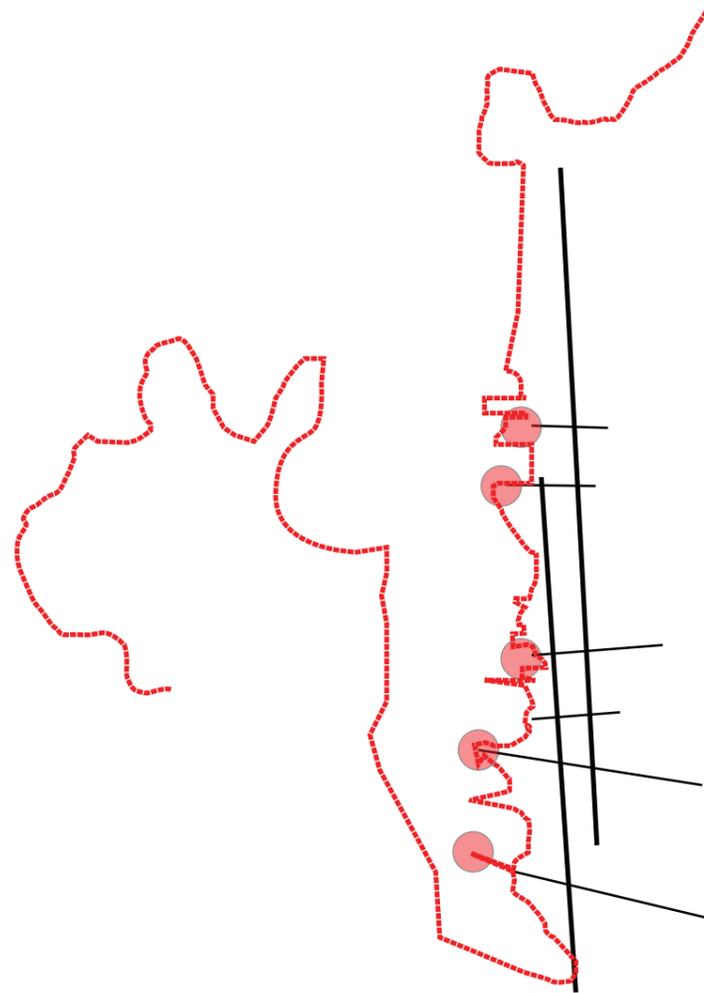


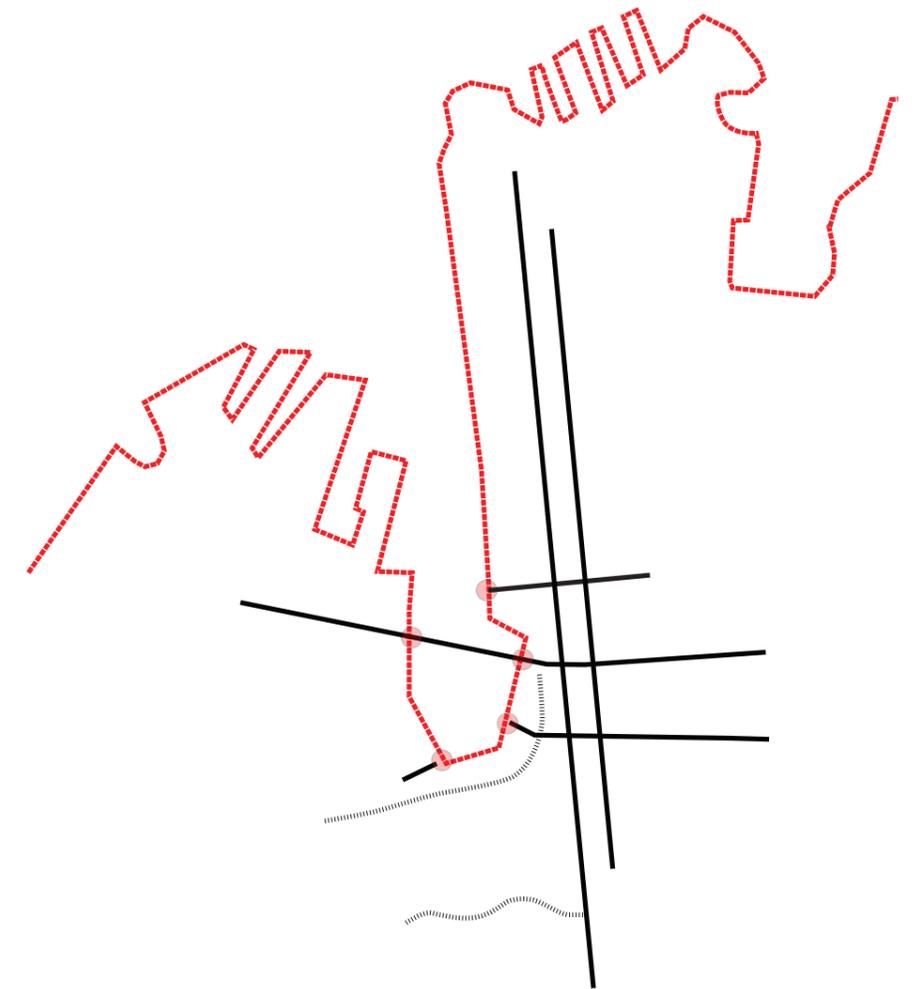
1836

- _A spreading urban metabolism consuming water as a new form of shoreline habitation
- _An increasing edge generating more interaction between land and sea
- _Land and sea edge doubled



1843

- _Points in the landscape develop
- _Exchange, interaction and outlook



2012

- _A hard edge with isolated 'soft spots'
- _Limited interaction between land and sea
- _A constructed ecology
- _A disconnected system with circulation around and over, not through

4.7

OPEN SPACES

The collective parks, plazas and pedestrianised areas that make up Sydney's public spaces form a network through the city, connected by the street grid. The site forms part of this network.



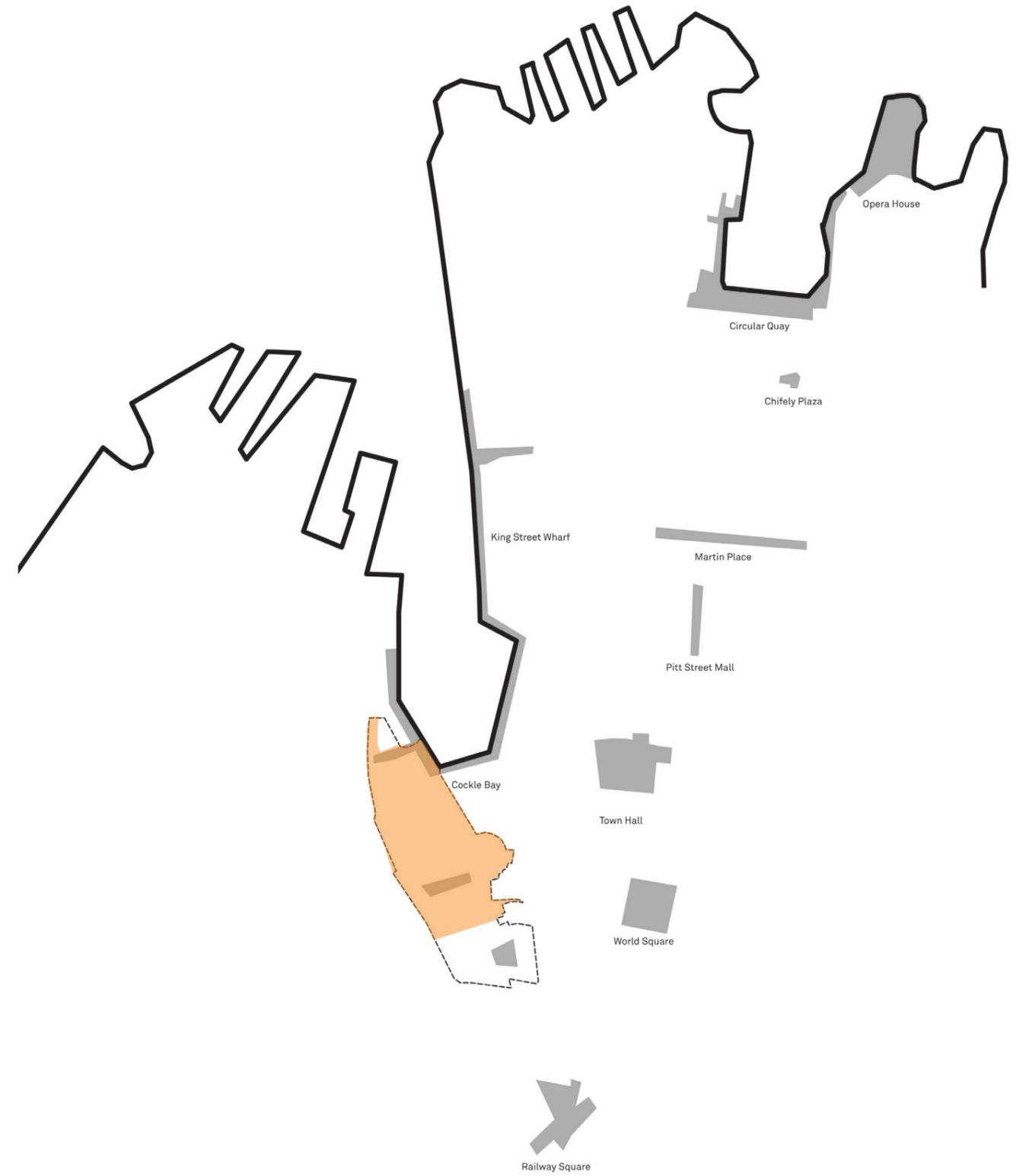
4.8

HARD SPACES

Public Paved Spaces

Civic plazas, pedestrianised streets, boulevards, squares, forecourts and urban spaces are well distributed throughout the central city.

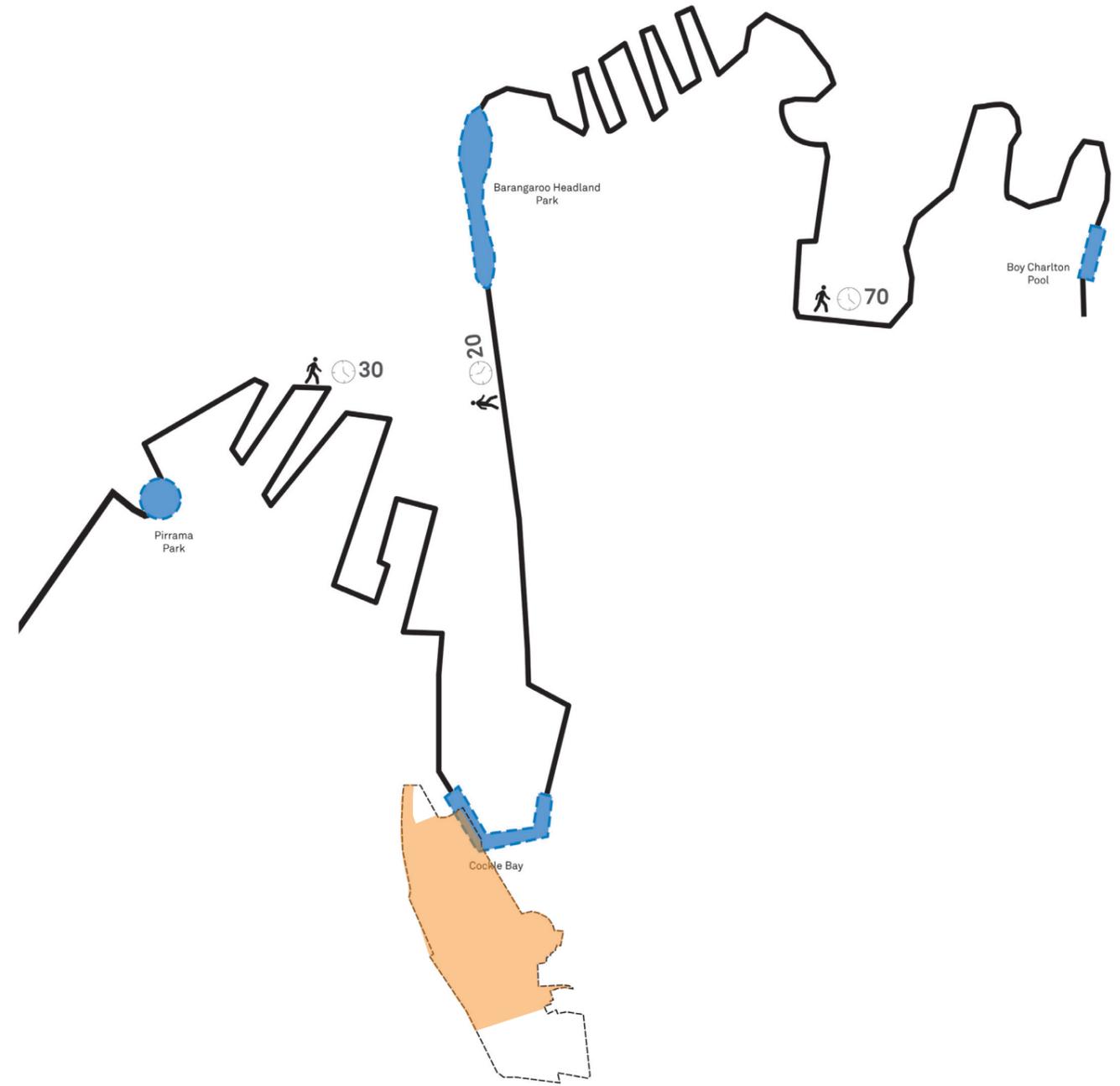
The proposed redevelopment ties into the existing network of public paved spaces within Sydney.



4.9

WATER INTERFACE

Sydney Harbour's expansive foreshore provides limited opportunity to touch and physically engage with the water.

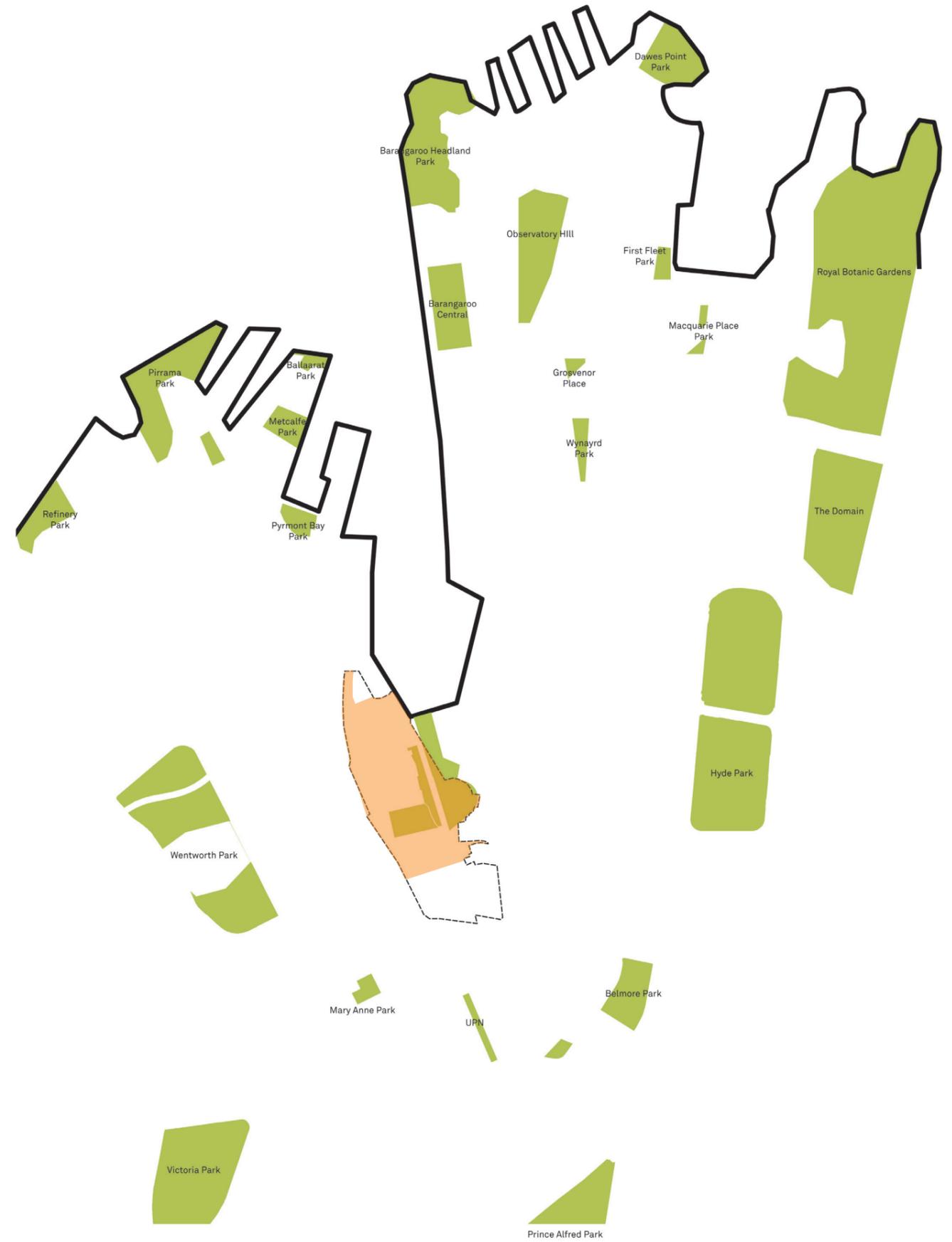


4.10

GREEN SPACES

Parks, lawn areas, play grounds, bushland and public green spaces have the potential to be enhanced within the site.

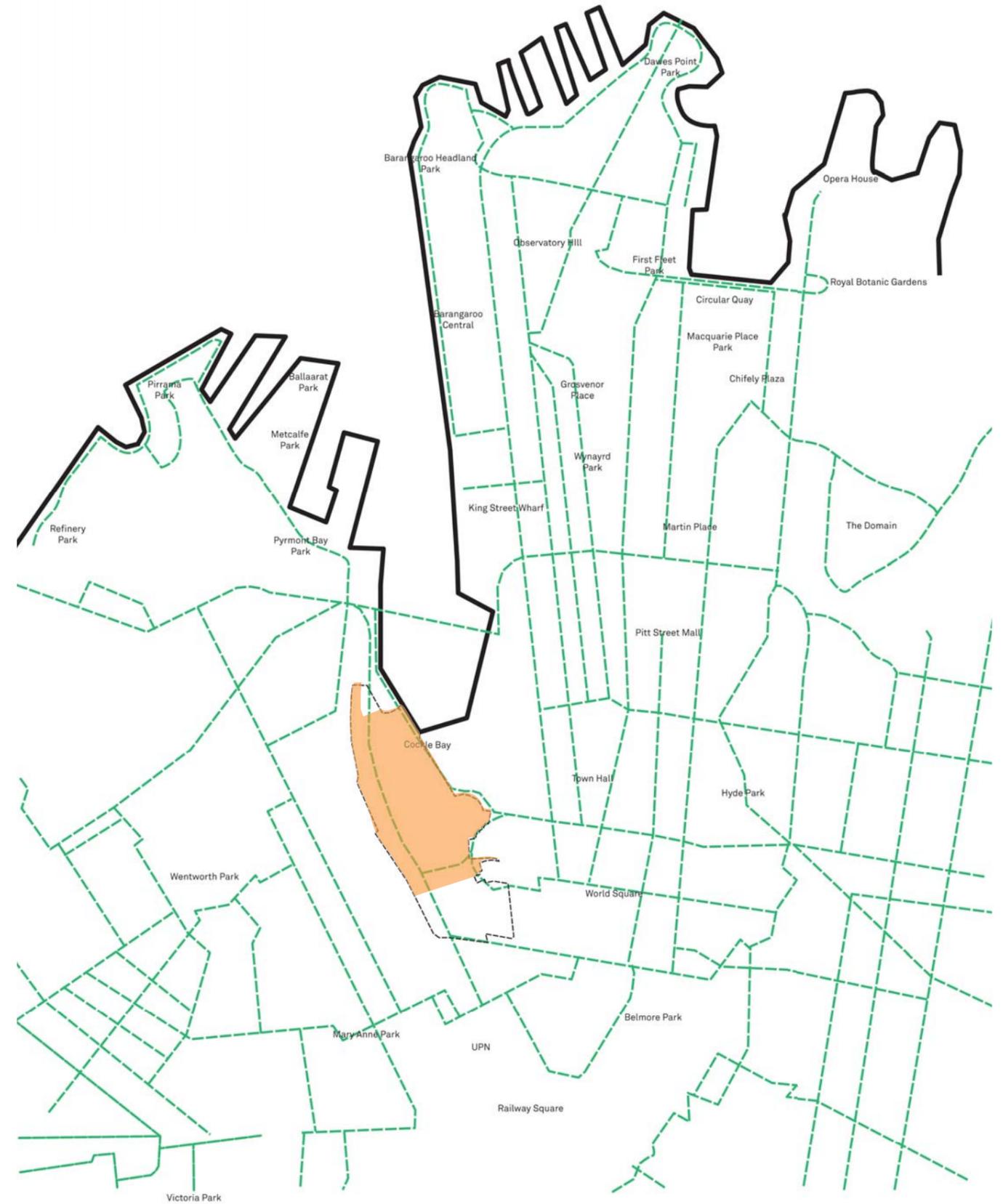
The proposed redevelopment ties into the existing network of public green spaces within Sydney.



4.11

CYCLE NETWORK

Existing on and off road cycle network as defined by City of Sydney comprising both separated and shared dedicated cycle pathways.



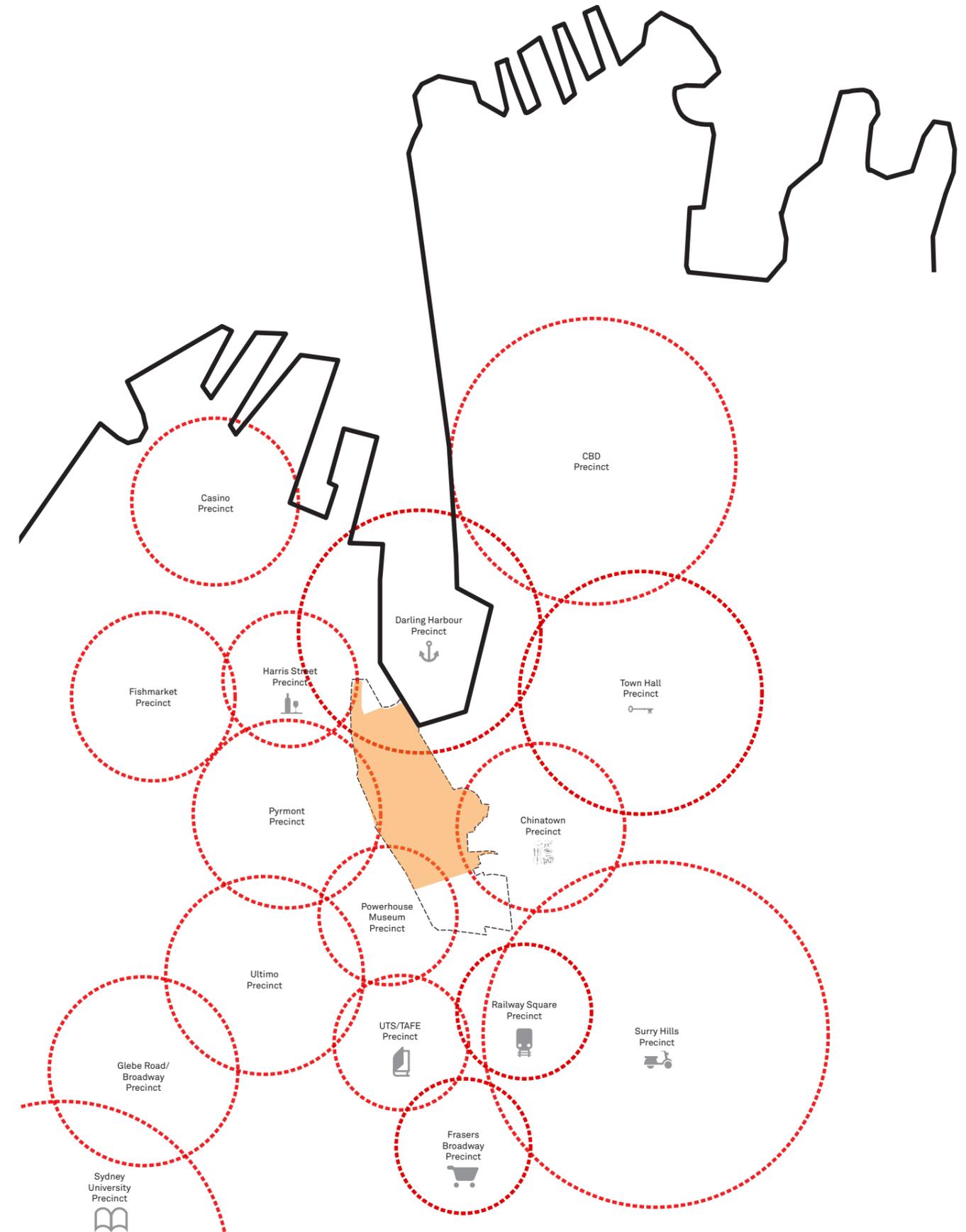
Reference - Sydney Cycling Guide and Map, 2nd Edition, City of Sydney

4.12

COMMUNITIES

Surrounding the precinct is a diverse mix of residential, commercial, retail and education based communities.

- Darling Harbour Precinct
- Casino Precinct
- Fishmarket Precinct
- Harris Street Precinct
- Pyrmont Precinct
- Powerhouse Museum Precinct
- UTS/TAFE Precinct
- Ultimo Precinct
- Glebe/ Broadway Precinct
- Sydney University Precinct
- Frasers Broadway Precinct
- Railway Square Precinct
- Surry Hills Precinct
- Chinatown Precinct
- Town Hall Precinct and
- CBD Precinct.



5. EXISTING INFRASTRUCTURE

As noted in the background section of this report, the site for the PPP component and subject of this application is currently occupied by the existing Sydney Exhibition Centre designed by Cox, Richardson, Taylor and Partners, and the later extensions under the Western Distributor designed by Anchor Mortlock Murray and Woolley, the Sydney Convention Centre designed by John Andrews International, and public domain elements including the Chinese Gardens of Friendship, Tumbalong Park, and the Darling Harbour Bowl (also referred to as the Tidal Cascade) designed by Robert Woodward adjacent to the Sydney Convention Centre.

It is recognised that these existing buildings and associated public domain elements are considered to have architectural merit, and some are considered to have significance as heritage items. Specifically the Exhibition Centre that has been awarded the Sulman Medal by the Australian Institute of Architects, and the Darling Harbour Bowl is recognised as a fine example of Robert Woodward's work and has received awards from the Institute of Architects and the Australian Institute of Landscape Architects.

Infrastructure NSW's (INSW) Project Brief called for a significant expansion of exhibition space, significant changes to the capacity and functionality of the convention venue, and a greater integration between these facilities. This suggested the need to significantly reconfigure the existing venues.

Careful study was undertaken from the outset of the design process to establish what of the existing infrastructure and architectural elements could be retained or re-used. Given the procurement method, it is in the Consortium's interest to re-use the existing infrastructure as far as possible, and in response, selective elements have been retained. Re-use of elements provides:

- Economic benefits;
- Value for money to the state; and
- Sustainability benefits.

Since the completion of the existing facilities the convention, exhibition and entertainment industry has evolved considerably. There is a far greater requirement for back of house facilities ensuring quick turnaround of events, the most obvious impact being on the loading facilities for the exhibition centre and the queuing of trucks along Darling Drive. There are also greater levels of concurrent usage, and increased ratios of formal and informal meeting spaces than in the past.

The Darling Harbour precinct has also become an increasingly popular destination for tourists visiting this part of Sydney, with its proximity to the central business district, Chinatown, UTS, Pyrmont and Ultimo. It has become a place of celebration, and a place for families. The inner western fringe has also seen a significant increase in the numbers of people living around Darling Harbour. INSW have established Urban Design and Public Realm guidelines to ensure greater integration of the precinct with its surrounding urban development, and responding to these guidelines has impacted on key elements of the existing venues.

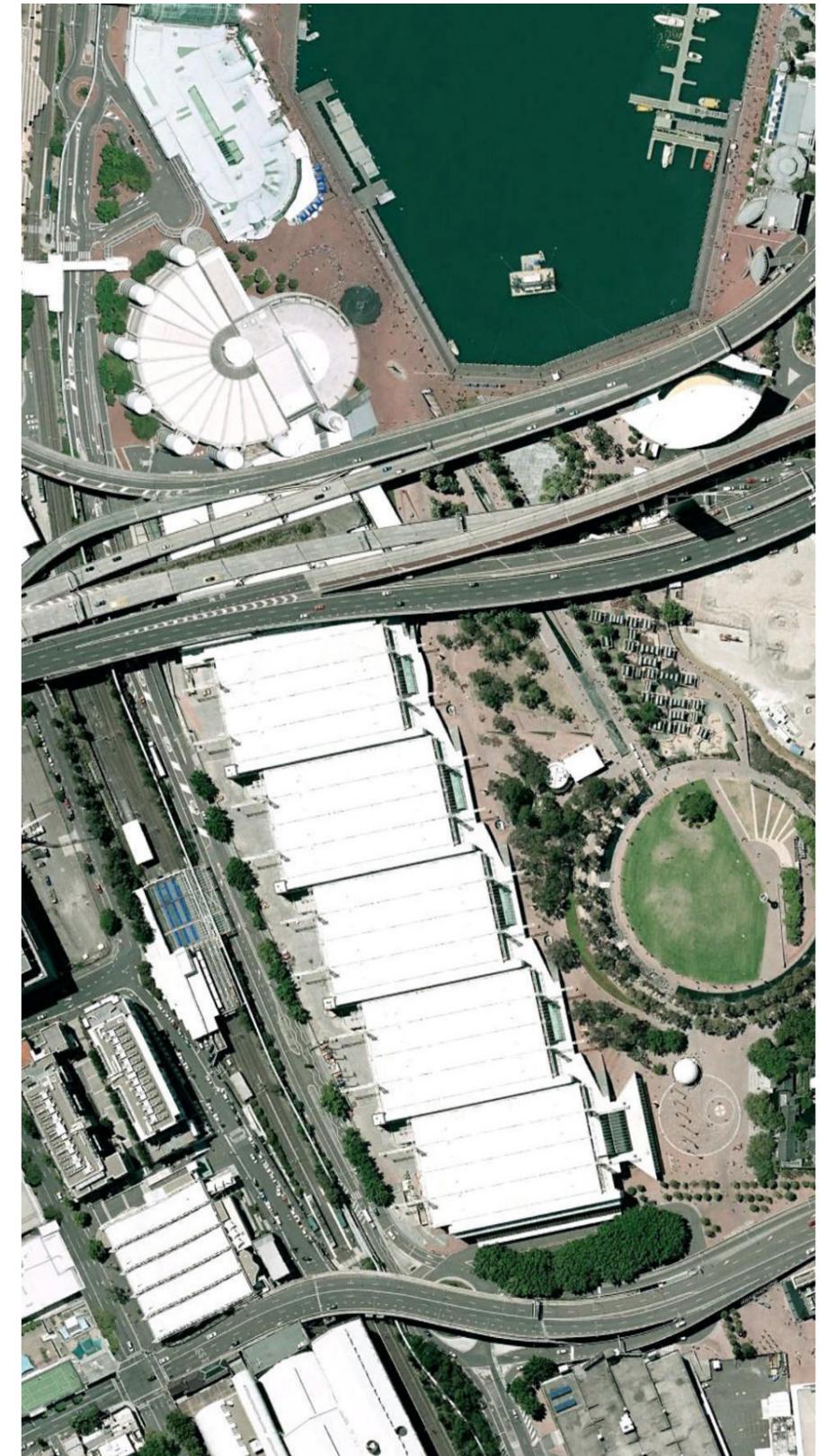
The core objectives, as outlined by INSW detailed in the project brief, were reviewed and where possible the existing infrastructure has been re-used. The following points were factors when considering the opportunity for re-using the existing facilities:

- Evolution of facility requirements- present and to the future;
- Increase in primary space programming;
- Operational efficiency;
- Adjacency of core facilities;
- Patron flow and experience;
- Ability to host concurrent events;
- Environmental considerations;
- Lifespan of the existing structure;
- Fitness for intended purpose; and
- Assessment of any compromise to function, operation, patron experience, or urban outcomes.

On this basis the following has been retained:

- Primary structure of the existing Parkside building, including the existing Parkside auditorium;
- Approximately 4,400m² of existing car park ground slab structure where The Theatre is sited; and
- Approximately 23,500m² of existing car park and car park structure where the ICC Exhibition is sited.

In addition the Tidal Cascade Fountain is to be retained and integrated with the new Convention Centre.



6. PLANNING APPROVALS STRATEGY

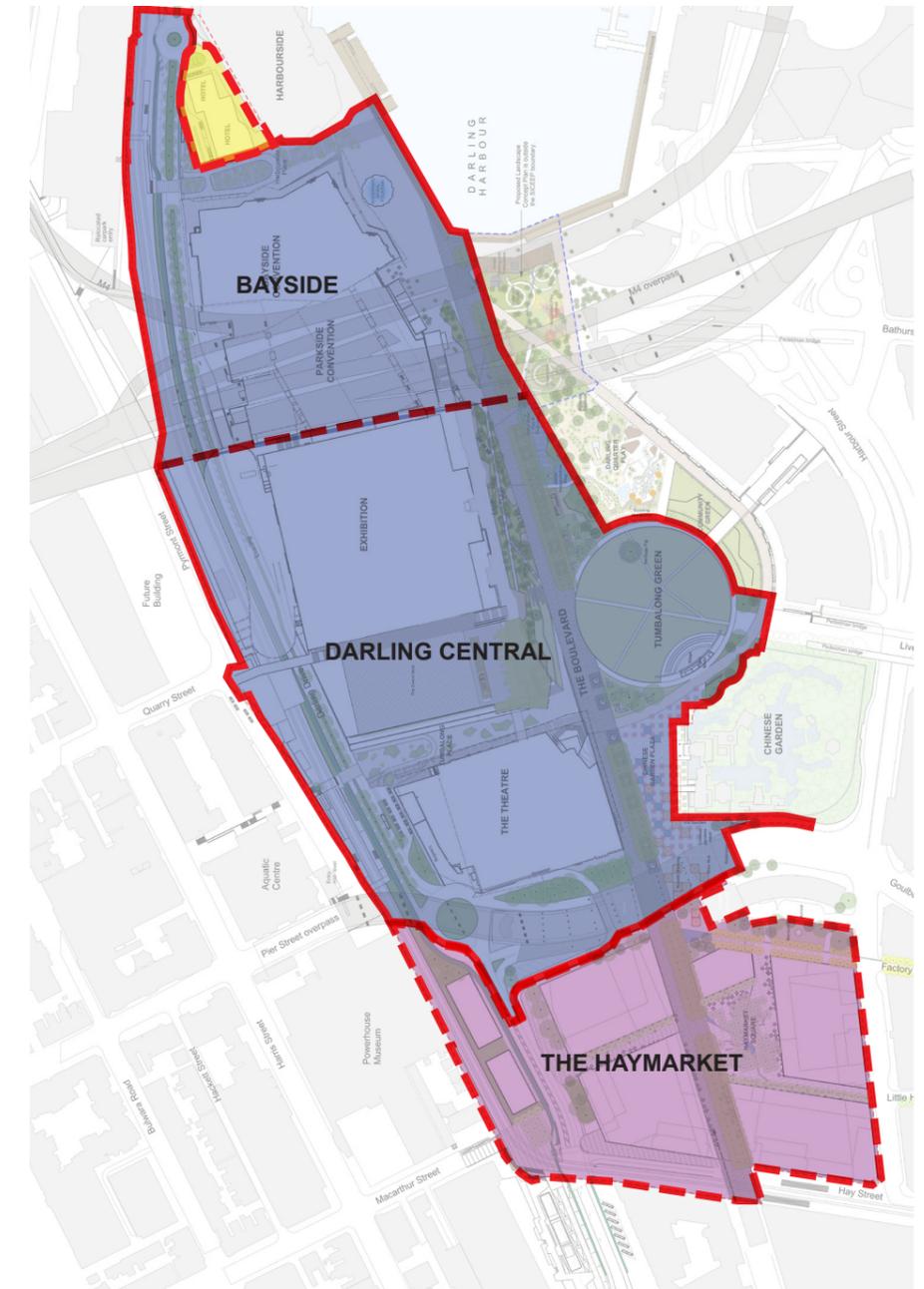
In response to separate contractual agreements with the NSW Government and staging requirements, Darling Harbour Live is proposing to submit a number of separate development applications for key elements of the overall Project.

This Application involves the PPP component of the SICEEP Project, comprising the convention centre, exhibition centre, entertainment facility, and associated public domain upgrades.

Development of The Haymarket is to be staged and accordingly a Master Plan development application is to be lodged initially. Detailed development applications will follow seeking approval for specific aspects of The Haymarket.

A separate development application will also be submitted for the ICC Hotel Complex.

Given the integrated nature of the precinct, reference is made in this application to aspects of proposals subject to these future applications outside the PPP site.



- | | | | |
|--|----------------------|--|---|
| | SSDA 1 Site Boundary | | PPP - State Significant DA Boundary |
| | SICEEP Site | | PDA - State 1 Stage Significant DA Boundary |
| | | | Hotel Complex - State Significant DA Boundary |

Overall SICEEP Site Boundaries

7.

OVERALL PRECINCT STRATEGY

7.1

CONCEPT

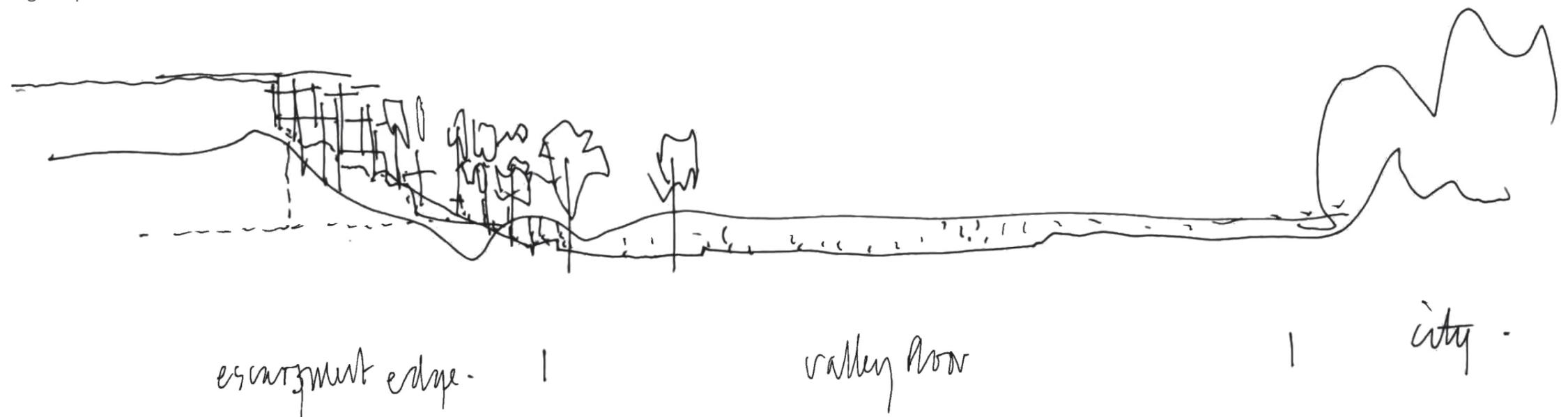
This application, which covers the PPP site (as defined in section 4 of this report), is part of a larger precinct strategy extending through the SICEEP site, and understanding the concept behind this larger precinct is critical context for the project. This section outlines this overall strategy.

Darling Harbour Live recognises the importance of this precinct as a focus of public activities and its significance to the local community, citizens of the greater Sydney region and tourists. At the same time acknowledged that the maximum economic gains for the State from the vital harbourside Project will be achieved from the success of the public realm as well as the new facilities. By delivering a design outcome that responds to the character of the unique location, integrates seamlessly with the adjacent city fabric, and provides state of the art operational and functional performance, this project will provide a memorable new public place on Sydney Harbour's foreshore, thus strengthening the vitality of the city and contributing to the realisation of the Sustainable Sydney 2030 Strategy.

From Cockle Bay to Haymarket, a renewed and engaging precinct within the city will provide experiences that include three new interconnected buildings each with their own strong architectural identity, providing world-class convention, exhibition and entertainment facilities, a new vital mixed use quarter adjacent to Haymarket and Chinatown, an enhanced public realm with more intensive and engaging landscape, and a new hotel providing an accommodation mix to suit a wide range of patrons and visitors to Sydney.

The proposal for the greater SICEEP precinct responds to INSW's vision, objectives and the operational brief, and extends the intended amenity and facilities of the precinct including:

- New East West public access – improved connectivity through the facility and to the surrounds with at ground east west connections linking with the light rail and the western side of the city;
- Unique outdoor roof event space – greater than 5,500m² Event Deck and expansion of Tumbalong Park by over 3,000m²;
- Optimised Public Realm and solar access – an innovative terraced landscape fronting the International Exhibition Centre offering quality public space as a direct expansion of the Tumbalong Park landscape, extending The Boulevard and Public Realm. The terrace is created by locating the lower hall loading dock along the eastern edge of the building under the pre-function/circulation space. It allows the built form to be 'stepped back', reducing the massing to human scale, while maintaining solar access. In addition, it facilitates undercover loading and unloading, reducing the noise and light spill impact on the precinct and adjacent neighbours;
- Expanded meeting spaces – in excess of 8,500m² of fully serviced meeting areas to adapt to new ways of business, with segregation of front and back of house;
- Interacting internal and external spaces – meeting and circulation spaces that relate directly to the precinct and the city, enabling visitors and patrons to engage with the natural and built beauty of Sydney;
- Dedicated plenary facilities located within the ICC – with expansive views of the harbour and city from pre-function areas;
- Dedicated exhibition space of over 35,000m² with an additional 5,000m² of flexible space;
- Adaptable Convex space for future business events – 2,500m² of exhibition space located within the heart of the ICC to directly service the plenary halls, catering for the next generation of convention business where associated exhibition space is required;
- Theatre design offering a new entertainment experience – a 8000 seat fan shaped bowl maximises patron and entertainer experience, bringing them close to the action. In reducing the built footprint compared to the existing entertainment centre it gives back more open space to public realm;
- Enhanced corporate entertainment facilities – 1,500m² of corporate entertainment facilities housed within the Theatre;
- Connected pedestrian concourse – internal street at high level providing a pedestrian concourse connecting all venues;
- Hotel aligned to the market needs -with up to 900 rooms for the precinct at two price points;
- Dynamic lighting solution – improves the character of the precinct after dark, creating safe and legible routes, encouraging social interaction through visual interest; and
- Improved accessibility and wayfinding throughout the Public Realm



7.2

URBAN PROGRAM

The careful integration of cultural, entertainment and recreational activities, along with the extension of the lively educational, commercial and residential uses of the city south, linked by strongly defined connective tissue and public spaces, establishes a new creative precinct for the city.

Some of Sydney's most well-known institutions and significant urban projects are located in proximity to Darling Harbour, presenting opportunities for connection and integration on all sides. The ICC facilities extend the Sustainable Sydney 2030 Strategy's 'cultural ribbon' proposal, by connecting with the Sydney Opera House at the northern end of the CBD via the foreshore promenade. The historic Sydney Town Hall and Central Station, with the adjacent Central Park development to the south, are also within close walking distance.

Prominent to the south is the relationship with Ultimo and the UTS campus – allowing extended activation within the Darling Harbour Live project and, in particular, its public realm, will significantly enhance this relationship. This new southern precinct will act as a breeding ground for collaboration and innovation in the environment of knowledge sharing and convention and exhibition activities.

To the West, Pyrmont's major cultural, sporting and commercial offerings, including the Fish Market, the Powerhouse Museum, many start-up creative industries, other media institutions, and the popular Ian Thorpe Aquatic Centre. These provide opportunities to cultivate powerful connections between Pyrmont and Darling Harbour Live. Given the difficult topography and varied activation of the area in recent years, integration of Pyrmont and Darling Harbour has been less than successful. The Darling Harbour Live project will, by re-establishing highly legible public connections, reactivating Darling Drive, stimulate a turnaround in this development and create a new pulse for Pyrmont/Ultimo.

In the East, the Central Business District and Chinatown affords an opportunity for a direct natural crossover of entertainment, convention and leisure facilities within the business and Asian community of Sydney. This exchange commenced with the Darling Quarter development and will be further enhanced by the Darling Harbour Live project, delivering a place for all communities to come together to live, work and relax.

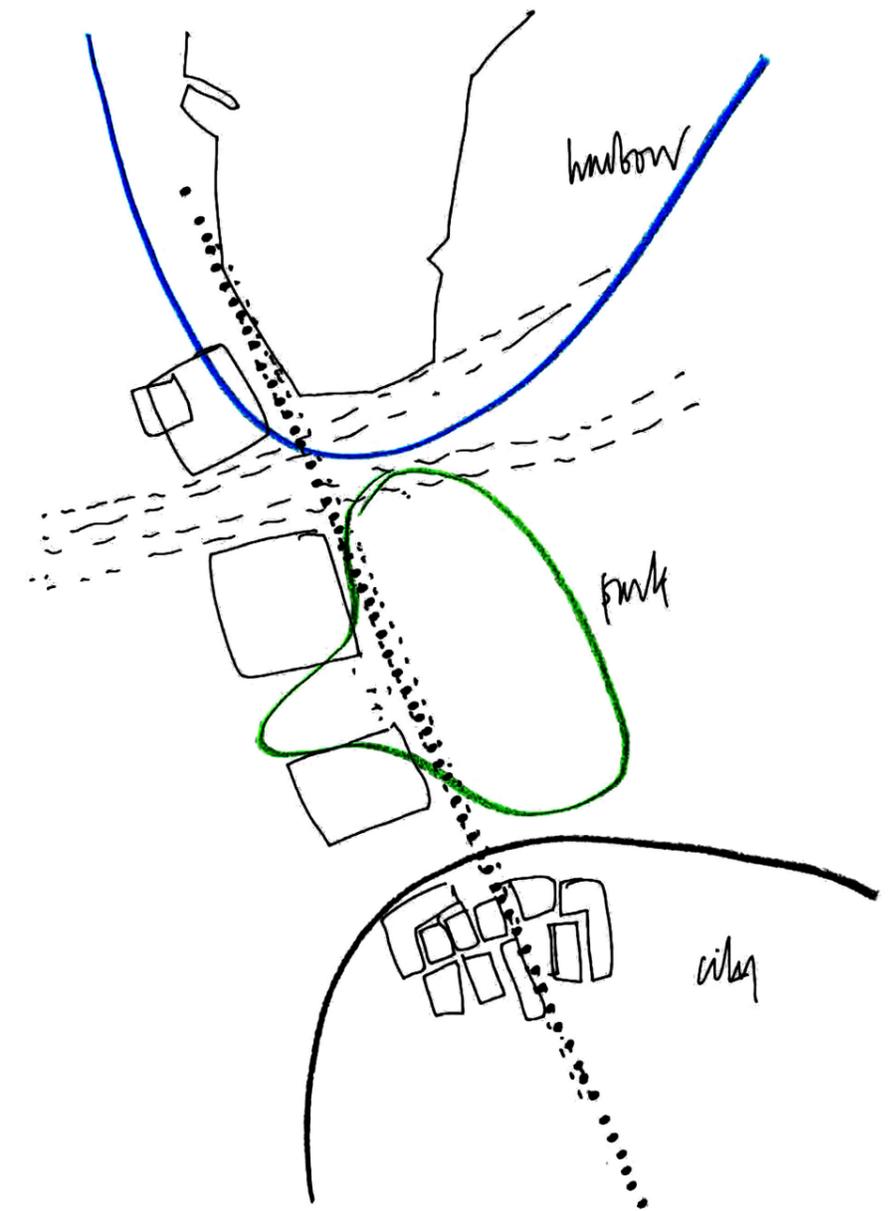
North of the harbour is the Cockle Bay foreshore, Sydney Aquarium, King Street Wharf and the emerging mixed use, residential and financial district of Barangaroo. This relationship provides the impetus for a continuous contemporary public waterfront for the city of Sydney, with Darling Harbour Live constituting the culmination of a significant reconstruction of the western waterfront.

Sharply focused through the design of the main PPP elements, this concept will deliver a uniquely Sydney experience, celebrating the landscape setting of the valley landform and the parkland character of the harbour's edge.

This design proposal unites and connects the three major venues, sharing new addresses adjacent to The Boulevard. Each of the Facilities also share a new ceremonial address from Darling Drive; Harbourside Square in the Northern Sector for the ICC, and Tumbalong Place in the Central Sector for the Theatre and ICC Exhibition Centre.

In particular:

- Builds on the site's historical geography and materiality;
- Creates instant international recognition as the ICC Sydney by expressing a unique Sydney identity;
- Transcends its internal program requirements by actively integrating landscape with built form to become an extension of the public parkland setting and an urban landmark for the city of Sydney;
- Enhances the 'valley floor' with The Boulevard defining the lowest point; the new ICC Sydney acting as the escarpment along the western edge and the eastern edge defined by Darling Quarter and the CBD;
- Improves north-south permeability, using The Boulevard to link from Central Station through Hay Street to Cockle Bay in the north; and
- Strengthens east-west permeability into The Boulevard from Pyrmont through the new Quarry Street Link, Harbourside Place to the north between the ICC Hotels and the ICC, and Tumbalong Place between the ICC Exhibition Centre and The Theatre.



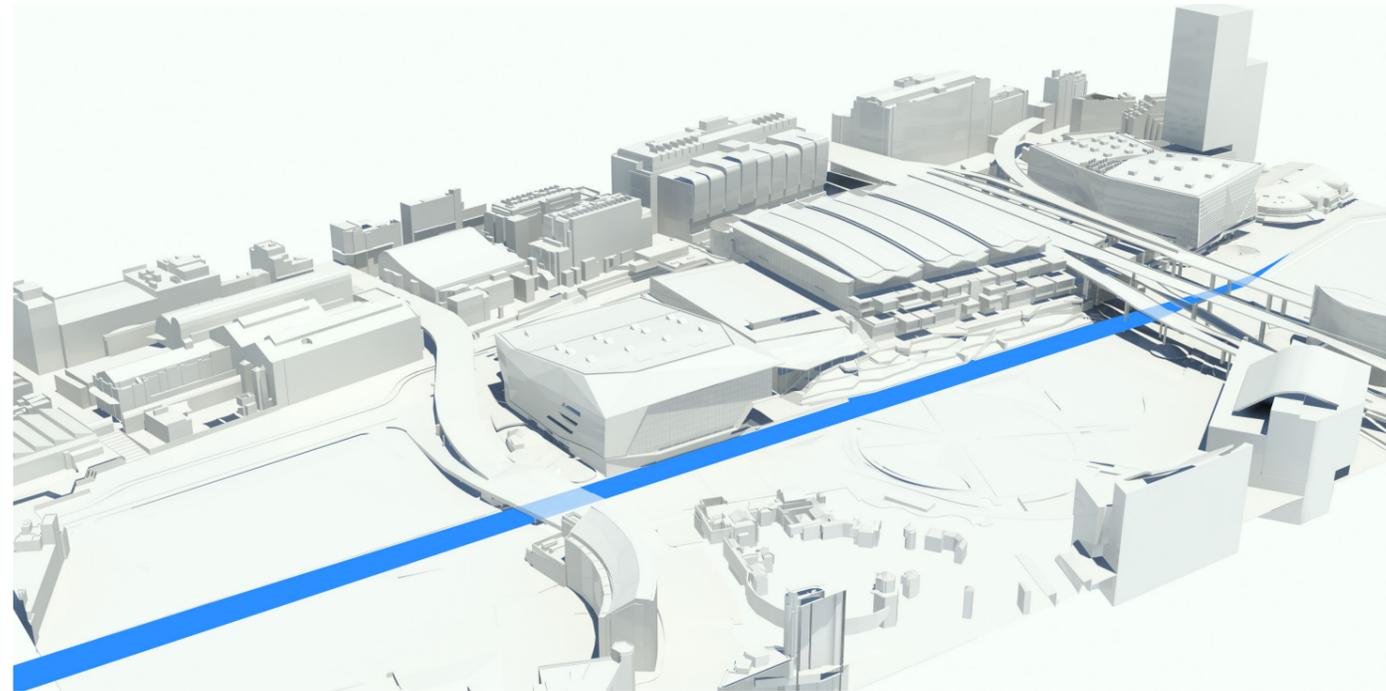
7.3

5 KEY DESIGN ELEMENTS

In support of the Overall Precinct Strategy the concept design generates from five key design elements:

1. The Boulevard

Uniting all three precinct elements – Bayside to the north, Darling Central and Haymarket – the Boulevard is the key design feature. It provides an address for all buildings and public spaces, extending from UTS, near Hay Street, to the boardwalks of Cockle Bay. Generous in width and exuding a festive character, it constitutes a key public space in its own right; the focus of pedestrian movement and activation. The Boulevard derives its distinctive character from its strongly defined landscape colonnade, and related furniture and artwork, establishing it as a memorable place in the city.

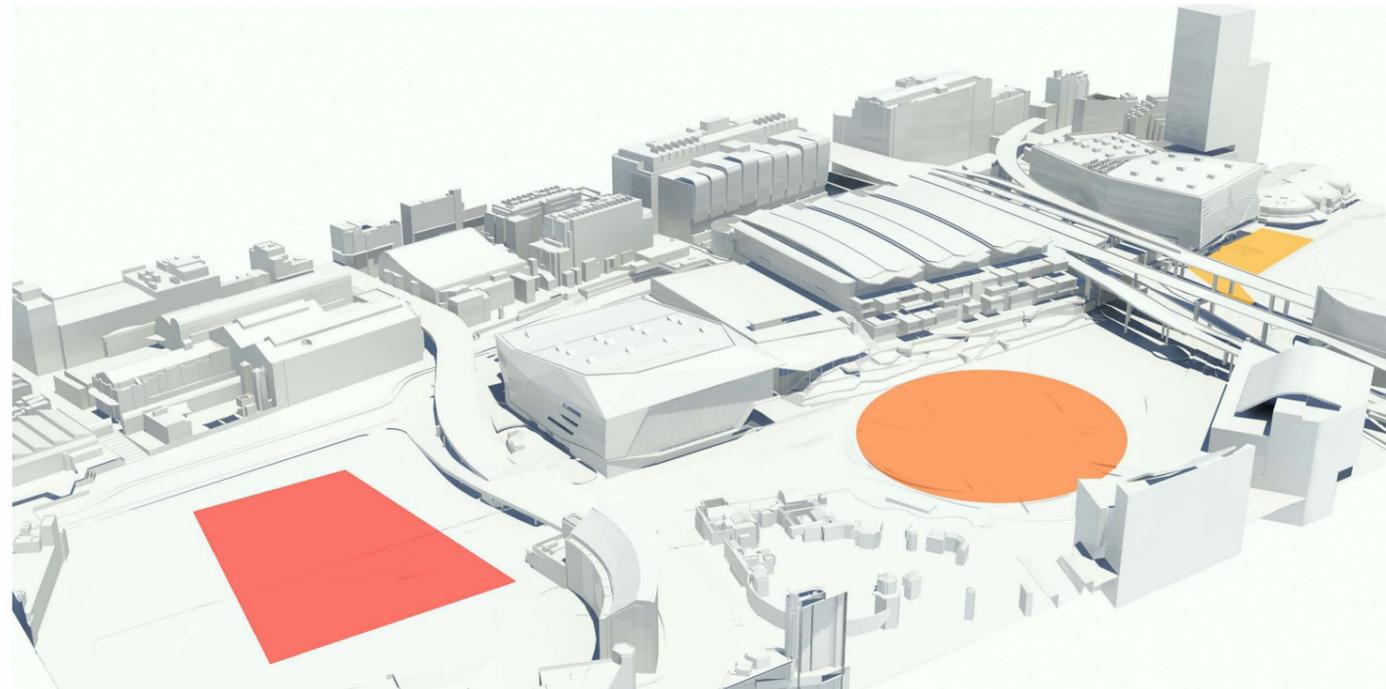


The Boulevard

2. Three Public Spaces

The urban form is structured around three main public spaces, each with its own distinct character and directly linked by the Boulevard.

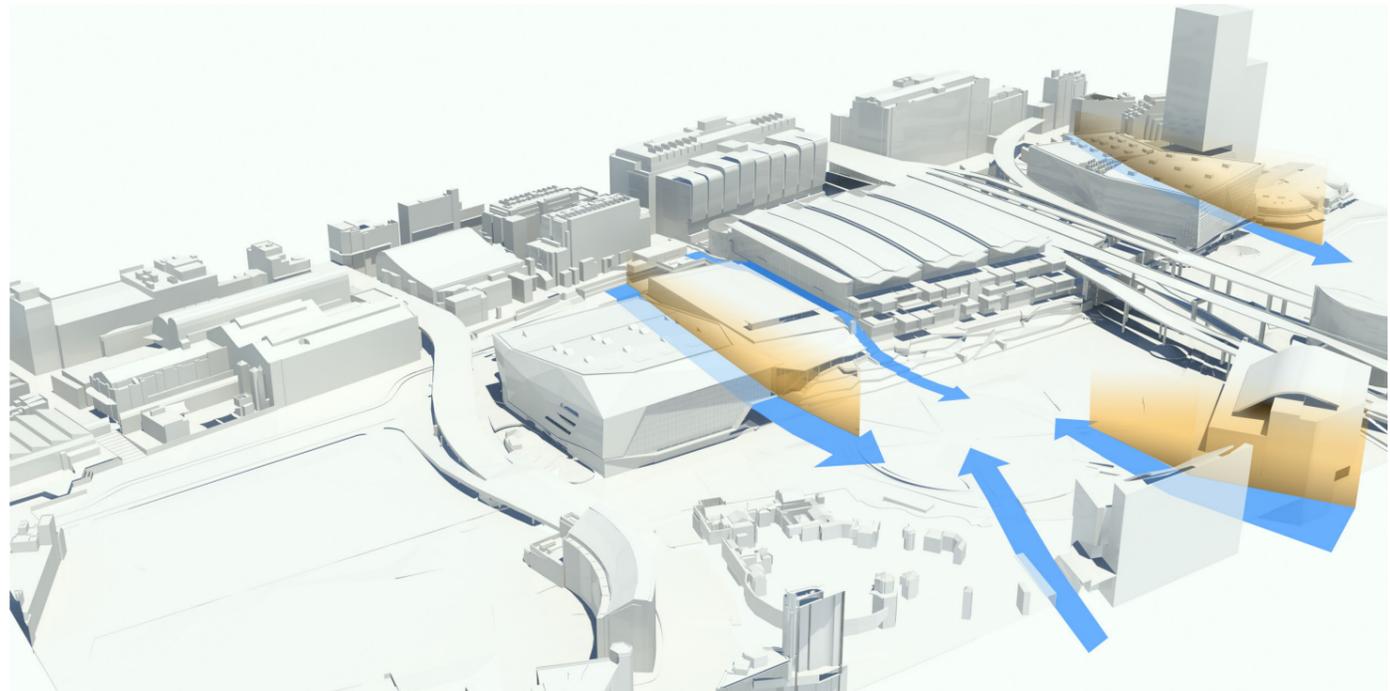
- The Waterfront, on the edge of Cockle Bay, offers a gathering place and forecourt to the ICC and the adjacent hotels;
- The revitalised and enlarged Tumbalong Park will host large scale public events, with a new stage accommodating formal and informal performances; and
- Haymarket Square reflects a more urban character as a civic square dominated by large trees and enlivened by perimeter retail activation, facing onto a centralised water feature.



Three Public Spaces

3. East-West Connections & New Entrances

A network of key East–West connections integrates the precinct into the immediately surrounding areas. These connections intuitively guide the pedestrian flow towards the Boulevard and the three main public spaces, acting as arteries that deliver activation into the heart of the precinct, defining prominent address and arrival points for the venues with strong sightlines to the central parklands and the harbour. The Quarry Street link bridges across Darling Drive and connects Harris St to the Event Deck situated above the ICC Exhibition, then down the stairs and landscaped terrace, directly into Tumbalong Park. Harbourside Place and Tumbalong Place are aligned with the light rail stops to consolidate these connections with public transport infrastructure which will intensify the footfall through these spaces.

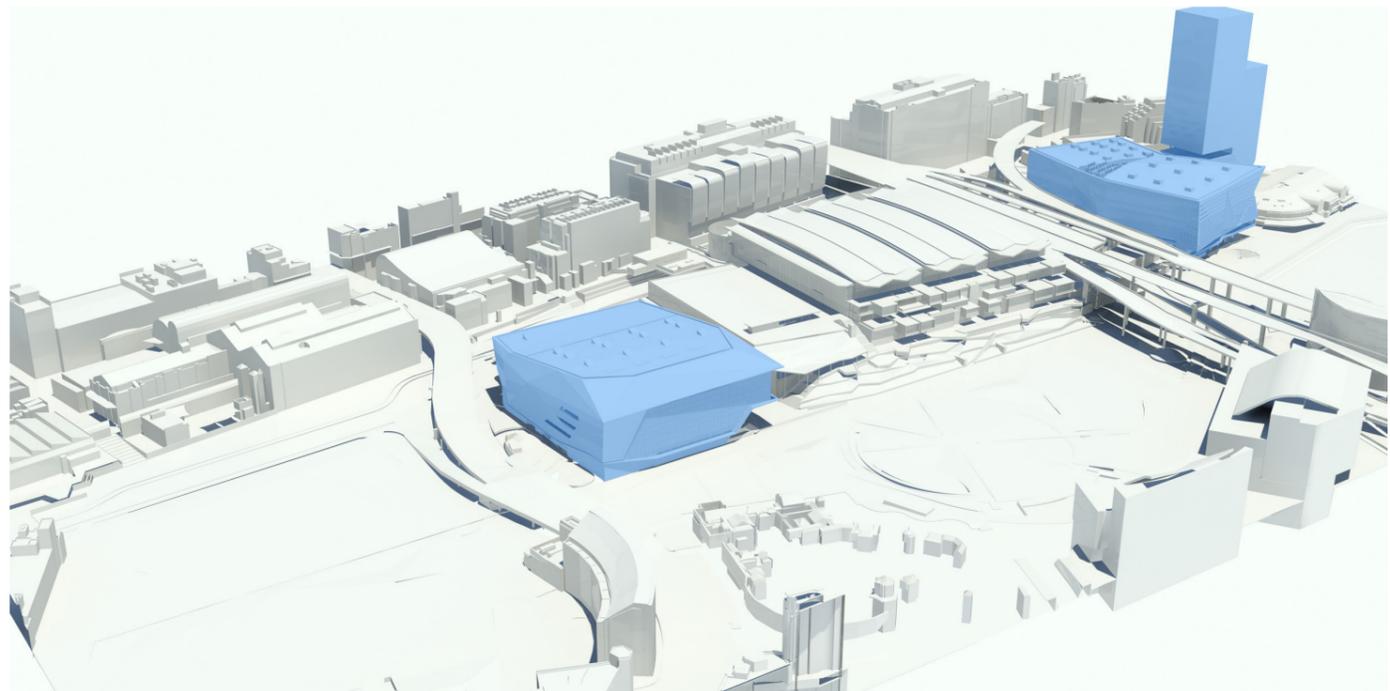


East-West Connections and New Entrances

4. The Anchor Buildings

Purposely placed within the grid of public connections, each of the Darling Harbour Live buildings is specifically positioned to address the surrounding urban grain. The ICC, the ICC Hotel and The Theatre are emphasised as three anchor buildings within the precinct.

An architecturally distinctive element on the Harbour, the ICC represents the international positioning of the precinct, while the ICC Hotel highlights the precinct within the city skyline, offering the experience of the unique Sydney Harbour setting. Flanking Pier Street, The Theatre designates the precinct from the south and west.

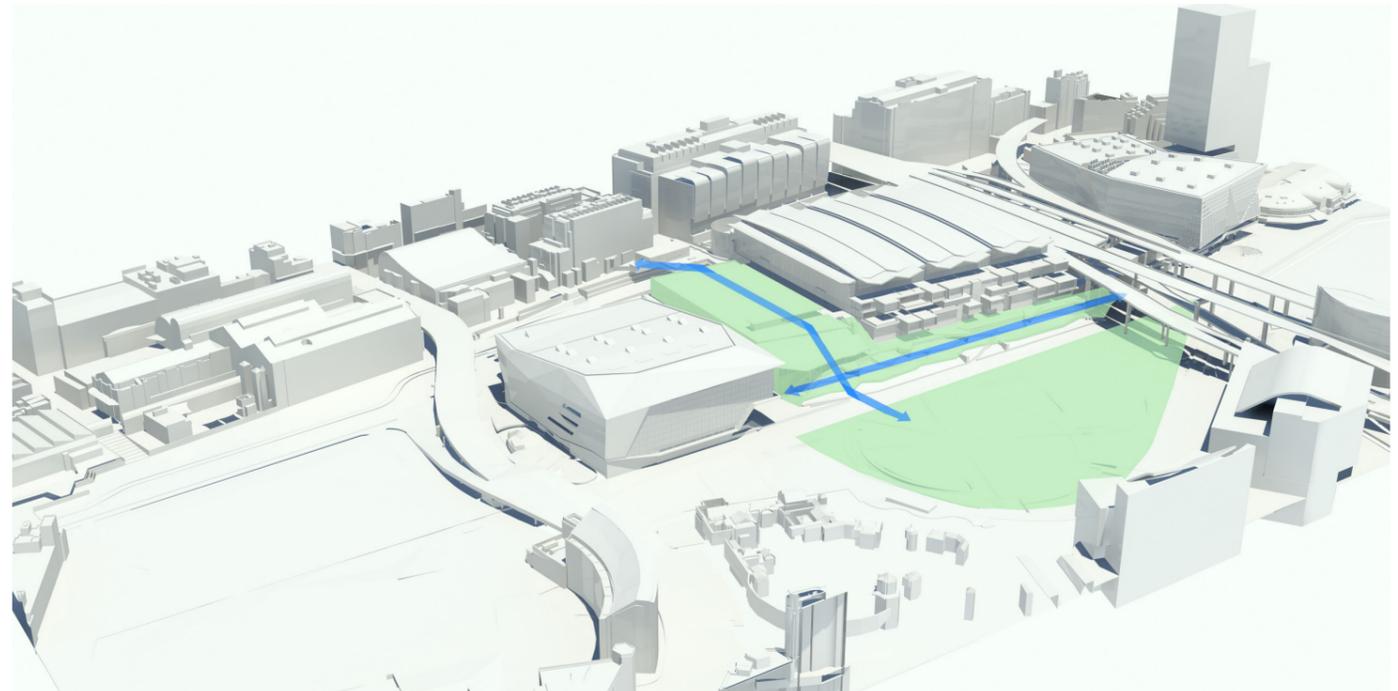


Anchor Buildings

5. The Terraced Landscape

The Terraced Landscape is integrated with the architecture and traverses the level difference between the valley floor and adjacent Pyrmont/Ultimo. A series of terraced platforms extend the landscape character of Tumbalong Park and the Boulevard, enveloping the lower level of new exhibition facilities and providing opportunities for views over Tumbalong Park and associated events. The results is a recessive building element that reinforces the green landscape and optimises solar access to Tumbalong Park.

A generous stair situated at the southern end of the ICC Exhibition provides access beyond this level to an elevated event deck and the bridge link to Quarry Street beyond, providing an engaging route from Tumbalong Park.



The Terraced Landscape

7.4

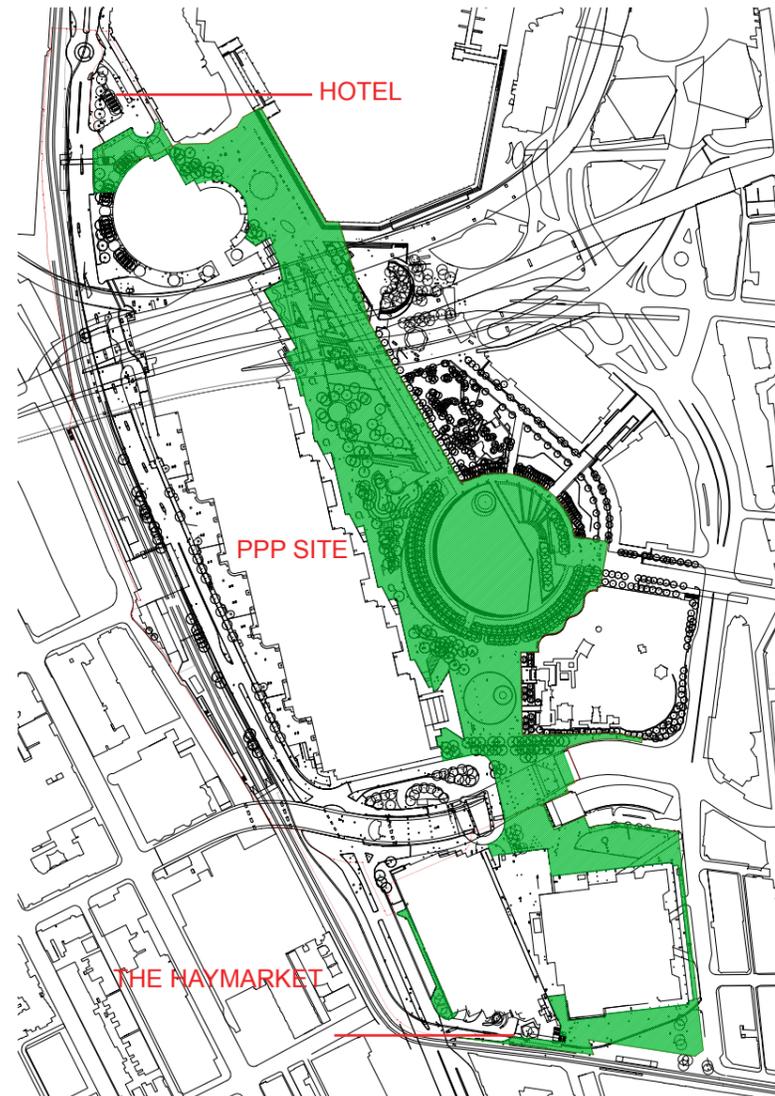
DESIGN OF THE PUBLIC REALM

It is extremely rare that a city has the opportunity to in one era re-design and revive a large portion of its waterfront. One thinks of the string of parks of Olmsted's Chicago Lakefront, and Boston Riverfront Parks, and the current plans for the re-conceived degraded industrial riverfronts in New York City. Another might be the historic Sydney Waterfront development that opens to the public, through the Domain, Mrs Macquarie's Chair, the Royal Botanic Garden, Sydney Opera House and Circular Quay reaching around to the rocks with the newly revived Museum of Contemporary Art and the Overseas Passenger Terminal.

Now Sydney has an even greater opportunity along the Western harbourfront to connect The Rocks, Walsh Bay, through the new Barangaroo development with a continuous waterfront promenade through Kings Street Wharf to the entertainment complex that is today's Darling Harbour at Cockle Bay.

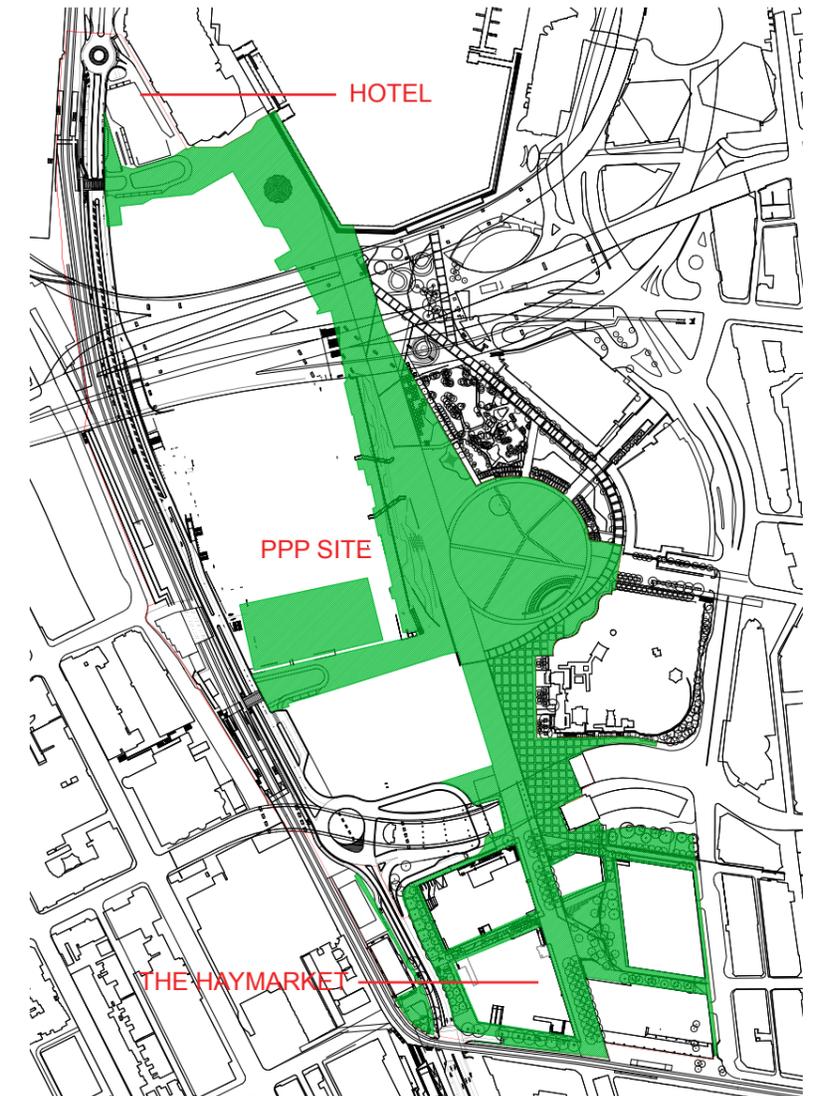
In summary the overarching design principles for the Public Realm include:

- The unification of the whole precinct through the clearly legible north/south boulevard as a connecting and orientating element for all major landscape and architectural components;
- The integration of the key existing elements including Darling Quarter playground, Chinese Garden and the foreshore promenade;
- The introduction of significant connections to the city and Pyrmont through new east / west pedestrian links and a bridge link over Darling Drive;
- The introduction of new urban fabric in the south sector focused around a key urban square and connected to the adjacent city by new pedestrian and shared use streets and lane ways;
- The expansion of the central parkland quality and quantity of the valley landscape in the central sector, including continuation of the landscape seamlessly to, over and adjacent to the main venues;
- The diversification of public realm experiences within the precinct, particularly through the introduction of water elements, public art, retail activation, lighting and enriched planting, as well as flexible opportunities for staging events;
- The potential for enhancement of Darling Drive, including integration of the light rail stops and new address points to the precinct from the west, directly serving the main venues; and
- The strengthening of the identity of the three major venues and the public realm through distinctly different compositional strategies for each venue that in each case maximises the relationship with the central parkland, dramatises the sense of valley and escarpment and provides a unique identity for each.

**Existing - Usable Public Space**Hotel: 950m²PPP site: 49,000m²The Haymarket: 8,800m²**TOTAL SICEEP PRECINCT: 58,750m²**

The above comparison of existing and proposed public realm areas excludes back of house areas, road verges and roundabouts. The folded landscape is included as it contains usable areas (paths, resting areas, grass terraces, decks, viewing areas) as well as playing an important role in defining the experience of space for surrounding areas.

Above all, the design proposal will ensure that a distinctively Sydney experience is provided for all who visit the precinct, arising out of the dominant landscape character and the enhancement of this experience

**Proposed Overall SICEEP Precinct - Usable Public Space**Hotel: 0m²PPP site: 55,200m²The Haymarket: 16,200m²**TOTAL SICEEP PRECINCT: 71,400m²**

through the architectural composition which reinforces the topography and is responsive to the quality of light by day and night.

7.5

INTEGRATION

The vision for the SICEEP Project is to provide an acknowledged convention, exhibition and entertainment facility of international quality for the people of NSW. The success of the PPP Project can be measured by the tangible programming opportunities, frequency of use, revenue enhancements and the wider contribution to the State's economy made by delegates or tourists when attending the precinct - offering more for the people of Sydney and a compelling destination for an international audience.

Intangible benefits inherent in this proposal include the increased public engagement, feedback and participation through the wider Darling Harbour that realises the vision to expand attendance and events across the Precinct. Critical to the tangible success of the precinct is the provision of operational facilities within each venue that maximise utilisation and flexibility, while affording the highest levels of amenity to all participants and visitors.

Each of the three facilities is bestowed a distinct character, befitting their importance within the city and the precinct whilst recognizing the need for a diverse and rich character. Together, the unique articulation of each creates a vibrant mix of building types and activities lining The Boulevard, distinguished by both architectural merit and public activation, attributes Darling Harbour Live believes are key to the success of the project. These facilities are also connected internally with a wide internal 'pedestrian street' at AHD RL 10.9 to RL12.0. A link to engage delegates and visitors alike and encourage cross fertilisation of the adjacent spaces for optimal use.

7.6

DESIGN EXCELLENCE

Darling Harbour Live have undertaken continuous reviews with INSW through the short listing and bid stages of the project to ensure design excellence is achieved.

In particular, regular design reviews have been undertaken by a separately appointed Design Review Panel (DRP) chaired by the NSW Government Architect during the Request for Pricing stages and subsequently following the nomination of the Darling Harbour Live Consortium as the preferred proponent. Additional advisors have also participated in regular design reviews to which the design team have responded to critiques.

7.7

GOODS LINE PEDESTRIAN NETWORK - FUTURE OPPORTUNITY

Whilst outside the PPP site (that is the subject of this application), the Goods Line Pedestrian Network (GLPN) has potential to be expanded north of its current end point as a vital north - south connector and a strong and essential link between the Pyrmont community and Darling Harbour.

Opportunities along the GLPN exist for future community based art activities, craft and markets and other programmed events. Student on the UTS campus, users of the Ian Thorpe swimming pool and visitors to the PowerHouse Museum and the like, could all be connected at an upper level with the street network of Ultimo/Pyrmont.

Critically, the expanded GLPN would ensure connections with the entertainment precinct of Darling Harbour, and the public transport network of the Sydney Light Rail, and further integrate the precinct with it's surrounding neighbourhood.



Potential community gardens and cafe seating opportunities

