

## APPENDIX 8

### POWERPOINT USED AT THE COMMUNITY FORUMS



FEB 4, 2013


**DARLING  
HARBOUR  
LIVE**

# A ONCE IN A GENERATION OPPORTUNITY



FEB 4, 2013

FEB 4, 2013  
PAGE 4

A once in a generation opportunity




**DARLING  
HARBOUR  
LIVE**

## Reshaping the precinct

FEB 4, 2013  
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- Delivering world class convention, exhibition and entertainment facilities
- Reaffirming Darling Harbour as Australia's premier meeting place
- Enhancing connectivity around and through the precinct
- Maximising direct and indirect economic benefit
- Demonstrate excellence in design and environmental sustainability

DARLING HARBOUR LIVE

## Project structure

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DARLING HARBOUR LIVE





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## Our experience

### Global and Local Track Record in Making Memorable Places



Global and Local Track Record in Making Memorable Places

DARLING HARBOUR LIVE

FEB 4, 2013  
PAGE 10

## Global style that captures the essence of Sydney

### Quality Design Flows from Six Key Principles and Signature Buildings

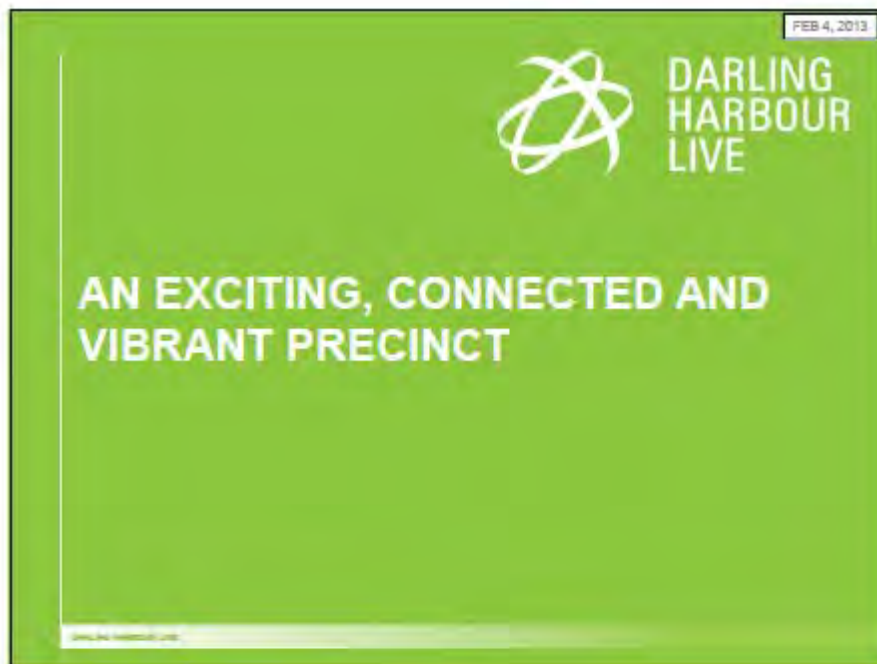
- Place making
- Permeability
- Identity
- Flexibility
- Variety
- Connectivity



Global style that captures the essence of Sydney

Quality Design Flows from Six Key Principles and Signature Buildings


DARLING HARBOUR LIVE






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**Ultra modern hospitality, Sydney style**  
*Two Hotels With Up to 900 Rooms Will Welcome Sydney Visitors*



DARLING HARBOUR LIVE



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LIVE**



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## Australia's biggest convention and exhibition centre Exciting, Premium Space to Connect and Do Business



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## Walk the Red Carpet to world class events 8,000-seat Theatre Increases Entertainment and Event Opportunities



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## Dynamic new public spaces for Sydney



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HARBOUR  
LIVE**

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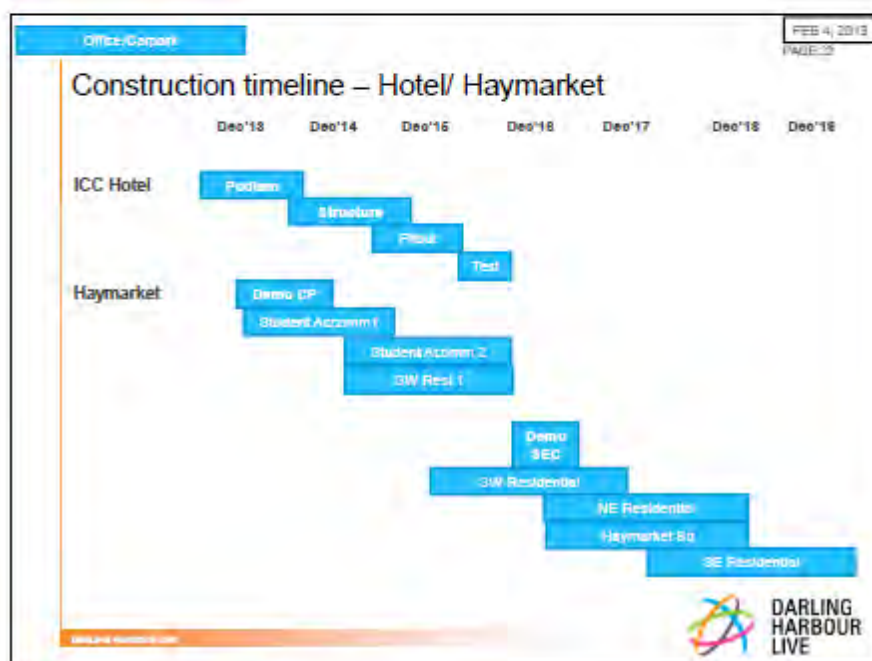
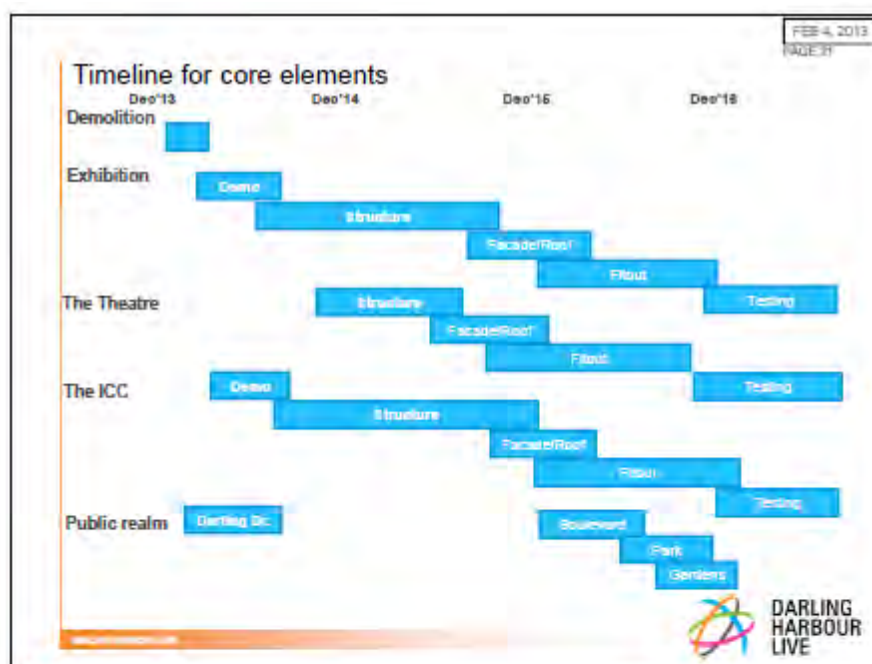
## A new neighbourhood hub for Haymarket

Cultural Vibe of Chinatown, Technology and Youth



 **DARLING  
HARBOUR  
LIVE**







FEB 4, 2013

## A BUSINESS AND SOCIAL BOOST FOR SYDNEY



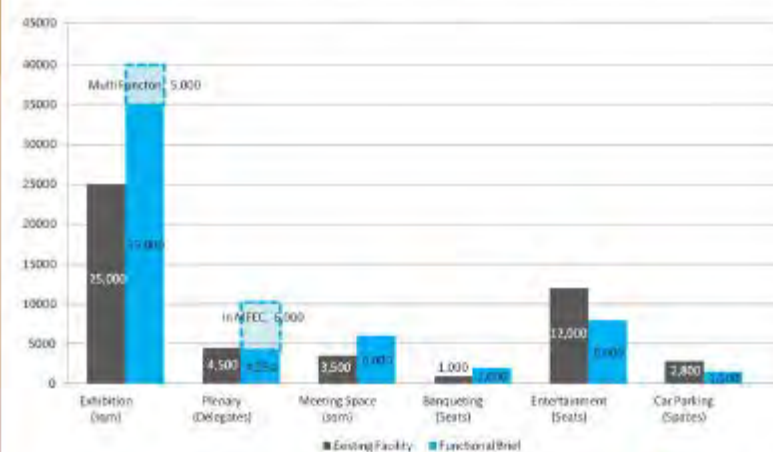
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HARBOUR  
LIVE

DARLING HARBOUR LIVE



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## Better use of urban space, bigger key facilities



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## Nearby public parking facilities



5 min and 10 min walking distance

Map	Car Park	Bays
1	ICC	833
2	Haymarket (Public)	400
3	Harbourside	1,387
4	1 Dixon Street	100
5	Darling Quarter	600
6	Darling Park	680
7	Market City	514
8	World Square	557
9	320 Harris Street	
10	Star City	2,500
11	Clifgate Central (Thomas St)	630



FEB 4, 2013  
 PAGE 27

## New entertainment and recreation opportunities for Sydney



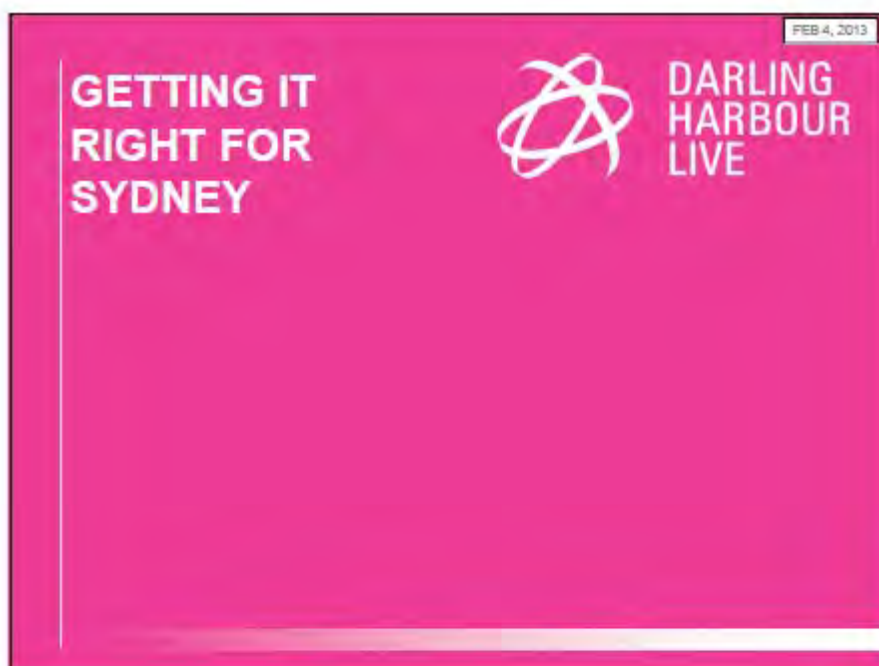

DARLING HARBOUR LIVE

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HARBOUR  
LIVE**

FEB 4, 2013

## Questions





Let us hear from you today



**COMMUNITY FORUMS – HAVE YOUR SAY**

**IF EARLY AND UNBROKEN: WE IS SUCCESSFUL, WILL THE PLACE WE CREATE...**

standing about the density of the **h** in the **h** in the

[illegible]

**THE COMPANY'S RECORD HAS BEEN EXCELLENT**

Can't attend? Contact your nearest branch office for details.

☐ Deleted ☒ Found ☐ Deleted ☐ Key

© 2011 Blackwell Publishing Ltd *Journal of Internal Medicine* 270: 103–111

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BASED ON WHAT YOU'VE HEARD TODAY, WHAT IS YOUR RESPONSE TO...

Considering work of the last session of the project, there is

[illegible]

## QUESTIONS: ARE WE LIVING THE GOVERNMENT'S MISTAKE?

Model: The following table shows the

<p>What are the four main functions of a cell? (1 mark)</p> <p>1. To store genetic information (DNA)</p> <p>2. To produce energy (ATP)</p> <p>3. To maintain the cell's internal environment (homeostasis)</p> <p>4. To respond to the environment</p>	<p>Continued</p>
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 **Subscription list:** Join our mailing list by signing up on our website to receive updates on the project



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## APPENDIX 9

### POWERPOINT USED FOR THE ONE ON ONE BRIEFING SESSIONS





Plenary	6,000 pax, raised (The Theatre) 2,500 pax, raised 1,500 pax, raised 750 pax, flat floor
Ballroom/ Banquet	3 no. 4,735m <sup>2</sup>
Meeting rooms	5,230m <sup>2</sup>
Loading	3 articulated trucks with elevated loading docks 4 medium trucks/vans with elevated loading docks
Other	Red carpet drop off Adjacent ICC Hotel Complex 4 concurrent events Elevated, prime ballroom with city and harbour view Concess space within convention Segregated F&OH and BOH access Undercover accessible access to whole facility
ICC Sydney	

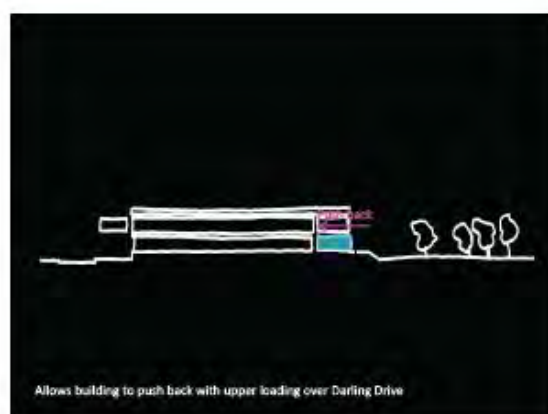
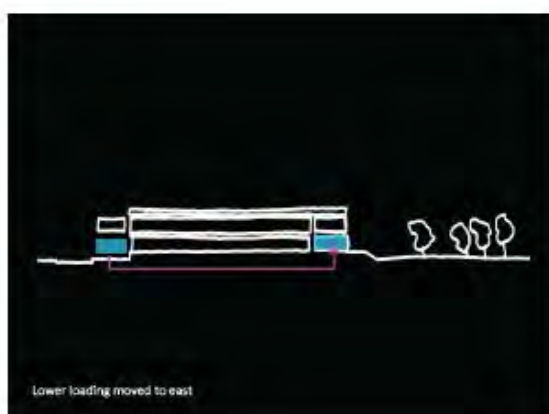


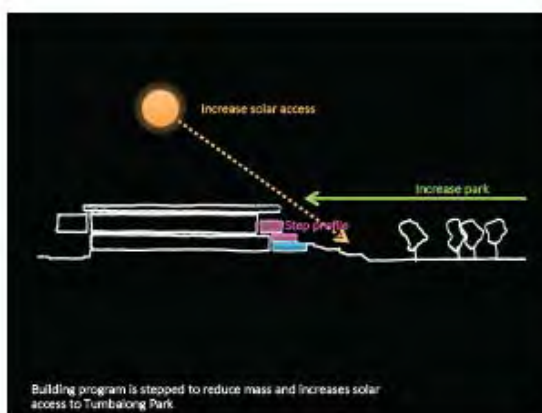




Exhibition	32 900m <sup>2</sup> Dedicated halls 2 500m <sup>2</sup> Concess 4 800m <sup>2</sup> Tertiary (~40 000m <sup>2</sup> total)
Event Deck	5 000m <sup>2</sup>
Meeting Rooms	1 960m <sup>2</sup>
Exhibition Suites	1 400m <sup>2</sup>
Loading Dock	18 articulated trucks - lower exhibition halls 10 articulated trucks - waiting in access tunnel 14 articulated trucks - upper exhibition
Other	Event Deck, serviced from upper exhibition Flexibility of contiguous exhibition space Lower hall loading concealed within building Engage with Sydney - outdoor/ indoor Maximise sunlight into public realm Undercover access to whole facility

ICC Exhibition





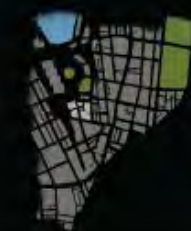






## CONTEXT + URBAN PATTERN

Strategy to create fine grain urban blocks



## BROADER CONNECTIONS

From universities + railway station through precinct to harbour



## URBAN OPEN SPACE + LINKAGES



A new vibrant highly connected central square

## LOCAL LINKAGES



Reinstate streets + lanes connected to neighbouring network to ensure high permeability

## AUTHENTIC CITY EDGE RETAIL



Activated edges in laneways, streets + the square

POWERHOUSE COMPLEX  
**ALIVE**

## IQ INCUBATOR HUBS



New small businesses supported by universities seeding innovation

POWERHOUSE COMPLEX  
**ALIVE**

## CITY APARTMENTS



## COMPOSED BUILT FORM



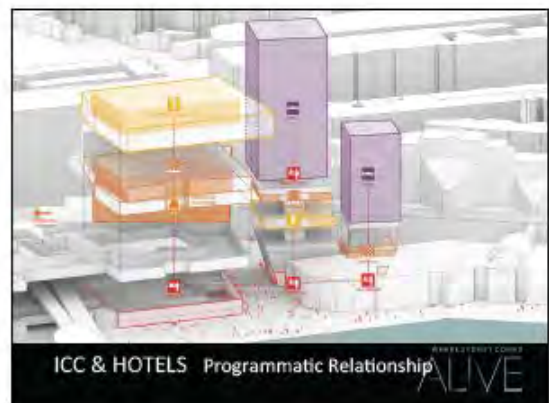
## SYDNEY ICC HOTEL COMPLEX

WWW.SYDNEYLIVE.COM

ALIVE



## ICC HOTELS Mass & Form



## APPENDIX 10

### INVITEE LIST TO THE ROUNDTABLE

Organisation	Contact	Role
BIKESydney	David Borella,	President
Historic Houses Trust	Kate Clark	Chief Executive
IDEAS NSW	Kazu Imai	Operations Manager
Disability Council NSW	Cain Beckett	Chair
Guide Dogs NSW	Mr Allan Barry Calvert <i>Stephen</i>	President
Australian Network on Disability	Suzanne Colbert	CEO
NSW Disability Advocacy Network	Dona L. Graham	Chairperson
Homelessness NSW	Gary Moore	CEO
Vision Australia	Karen Jordan	State Manager for Independent living services NSW
Kidsafe NSW	<b>Christine Erskine</b>	Executive Officer
Youth Action and Policy Association	Emily Jones	Acting Executive Officer
Action for Public Transport	Jim Donovan	Secretary
Australia Day Council (NSW)	Angelos Frangopoulos	Chairman
Good Living Growers Market	Georgie Baldock	N/A
Accessible Arts	Sancha Donald	Chief Executive Officer
Australian Chinese Community Association of NSW Inc (ACCA)	Allen Lee	President
Ethnic Communities' Council of NSW	Emanuel Valageorgiou	Chair
The Local Community Services Association	Brian Smith	Executive Officer
Multicultural Disability Advocacy Association of NSW Inc.	Anela Sibila	Acting Executive Officer
Deaf Society of NSW	Sharon Everson	CEO
Motorcycle council of NSW Inc.	Christopher Burns	Chairman
Chinese Australian Historical Society Inc.	Robert Ho	President
History Council of NSW	Zoe Pollock	Executive Officer
City of Sydney Historical association	Bev Brooks	
The Sydney Alliance	Amanda Tattersall	Director
Mental Health Association NSW Inc.	Elisabeth Prieslley	CEO





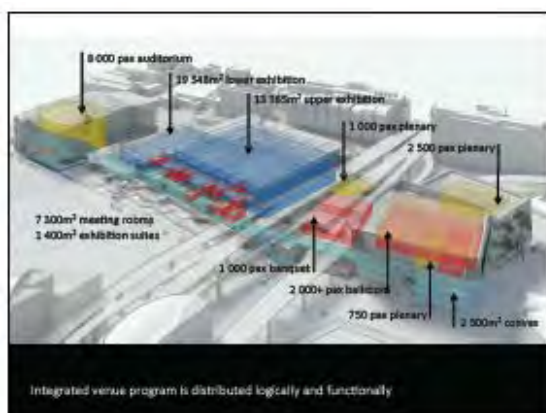
## APPENDIX 11

### POWERPOINT USED FOR THE ROUNDTABLE SESSION





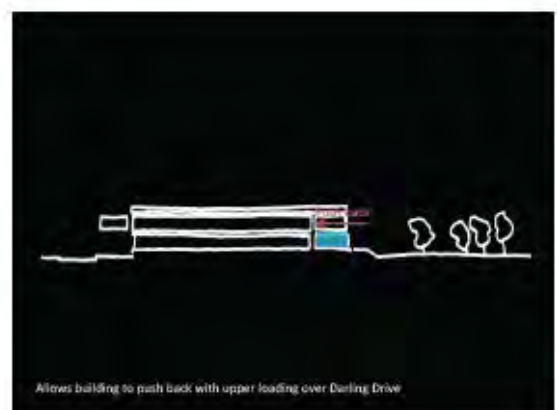
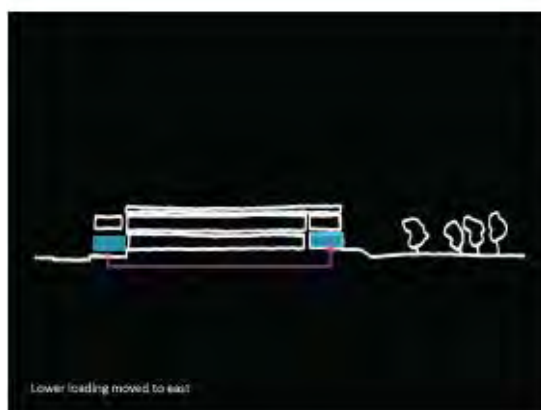




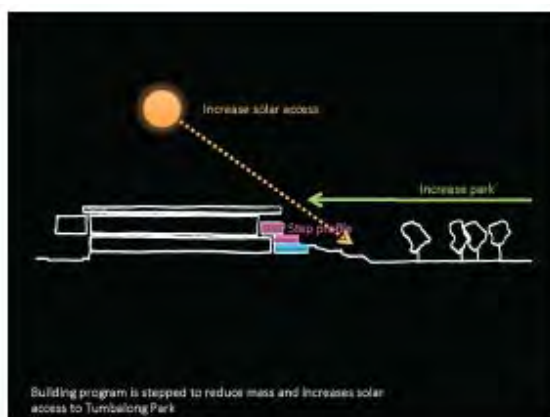


Exhibition	32 900m <sup>2</sup> Dedicated halls 2 500m <sup>2</sup> Corridor 4 800m <sup>2</sup> Tertiary (~40 000m <sup>2</sup> total)
Event Deck	5 000m <sup>2</sup>
Meeting Rooms	1 500m <sup>2</sup>
Exhibition Stakes	1 400m <sup>2</sup>
Loading Dock	18 articulated trucks - lower exhibition halls 10 articulated trucks - waiting in access tunnel 16 articulated trucks - upper exhibition
Other	Event Deck, serviced from upper exhibition Flexibility of contiguous exhibition space Lower hall loading contained within building Engine with Sydney - outdoor / indoor Maximise daylight into public realm Undercover access to whole facility

ICC Exhibition







Patrons:	5 000 plenary 8 000 concert/ sport
Bowl	Fan
Lounge/ meeting	1 000m <sup>2</sup> + access to ICC Exhibition
Loading Dock:	4 articulated trucks
Other	Red carpet drop off Enhanced performer and patron experience Entertainment focus Strong CBD links - visual and physical Undercover access to whole facility

## The Theatre



The Theatre  
View from Chinese Garden Square



East West Section



The stage of the art theatre caters to a range of events



Café and retail interface with Tumbalong Place



# THE HAYMARKET

WORKING TOGETHER  
ALIVE

## CONTEXT + URBAN PATTERN

Strategy to create fine grain urban blocks

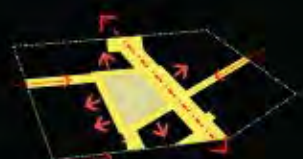


## BROADER CONNECTIONS

From universities + railway station through precinct to harbour



## URBAN OPEN SPACE + LINKAGES



A new vibrant highly connected central square

## LOCAL LINKAGES



Reinstate streets + lanes connected to neighbouring network to ensure high permeability

## AUTHENTIC CITY EDGE RETAIL



Activated edges in laneways, streets + the square

WORKING TOGETHER  
ALIVE



### IQ INCUBATOR HUBS



New small businesses supported by incubators seeding innovation

PROJECT PART 1 PHASE 1

ALIVE

### CITY APARTMENTS



A mix of sustainable inner city living

### COMPOSED BUILT FORM



Hybrid on urban spaces, a vibrant, activated, place for the new economy + creative vibrancy

### SYDNEY ICC HOTEL COMPLEX

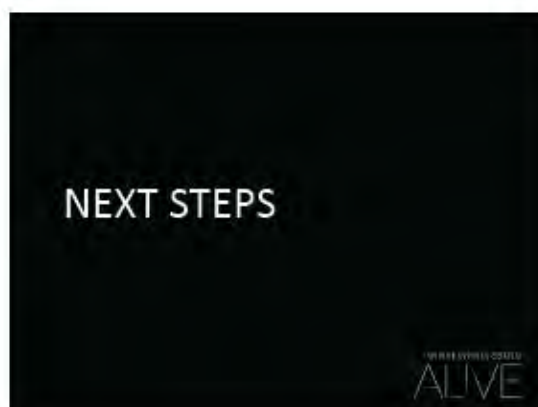
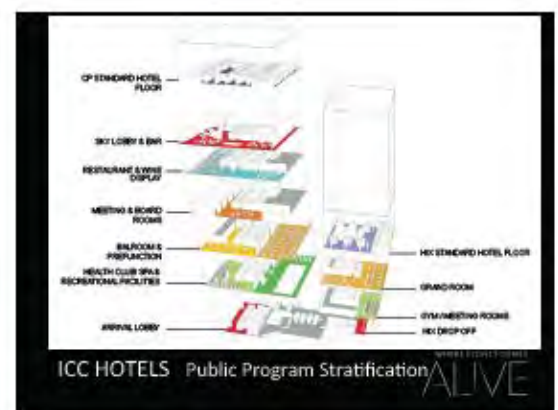
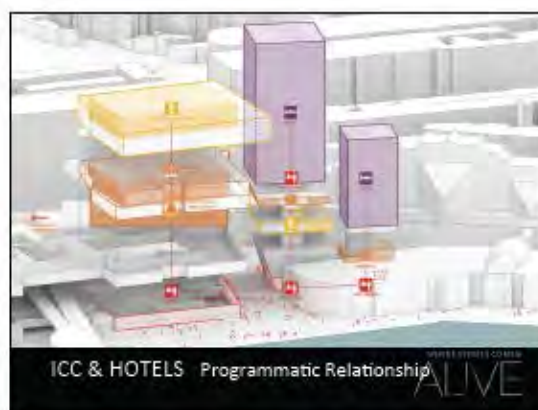
PROJECT PART 1 PHASE 1

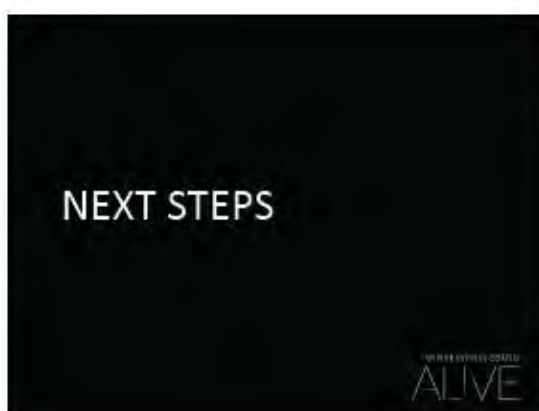
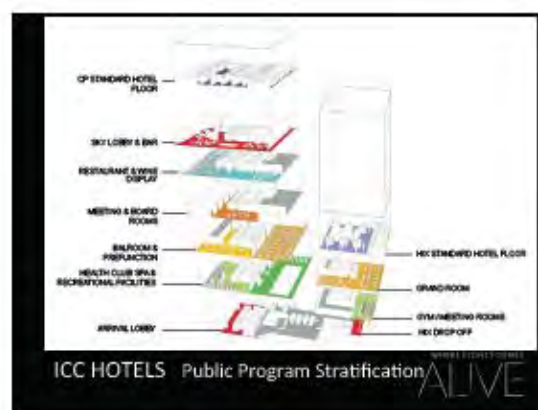
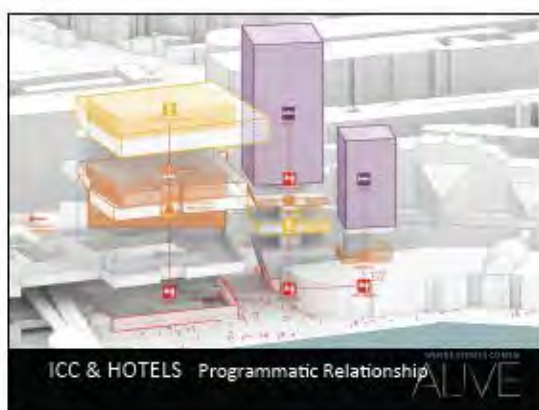
ALIVE



ICC HOTELS Mass & Form







## APPENDIX 12

### POWERPOINT USED FOR INDUSTRY BRIEFINGS



## AEG Ogden

- World leading venue manager
- Convention, exhibition and entertainment venue specialist
- 17 venues including:
  - Kuala Lumpur Convention Centre
  - Qatar National Convention Centre
  - Brisbane Convention & Exhibition Centre
  - Cairns Convention Centre
  - Darwin Convention Centre
  - Oman Convention & Exhibition Centre (under construction)



## AEG Ogden

- Venue negotiations
  - India
  - China
- Sydney and NSW involvement and experience
  - Sydney Olympic Stadium
  - Allphones Arena
  - Newcastle Entertainment Centre
- Lessons learned from 12 successful venue openings





## AEG

- Leaders in sport and entertainment
- Over 100 of world's preeminent venues
- LA Live precinct
- O2 London precinct
- North America
- South America
- Europe



**Sydney – Darling Harbour Live**  
Masterplan view from East





**Sydney – Darling Harbour Live**  
Masterplan view from South




**Sydney – Darling Harbour Live**  
Masterplan view from West









## 5 Design Principles



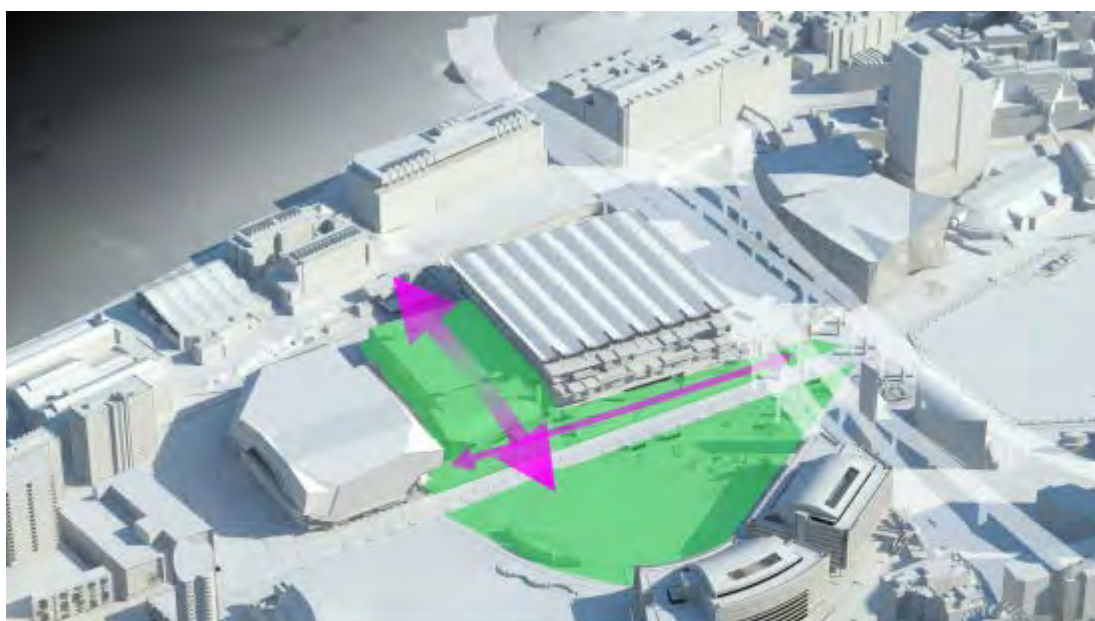
## 1. The Boulevard







#### 4. Anchor Buildings



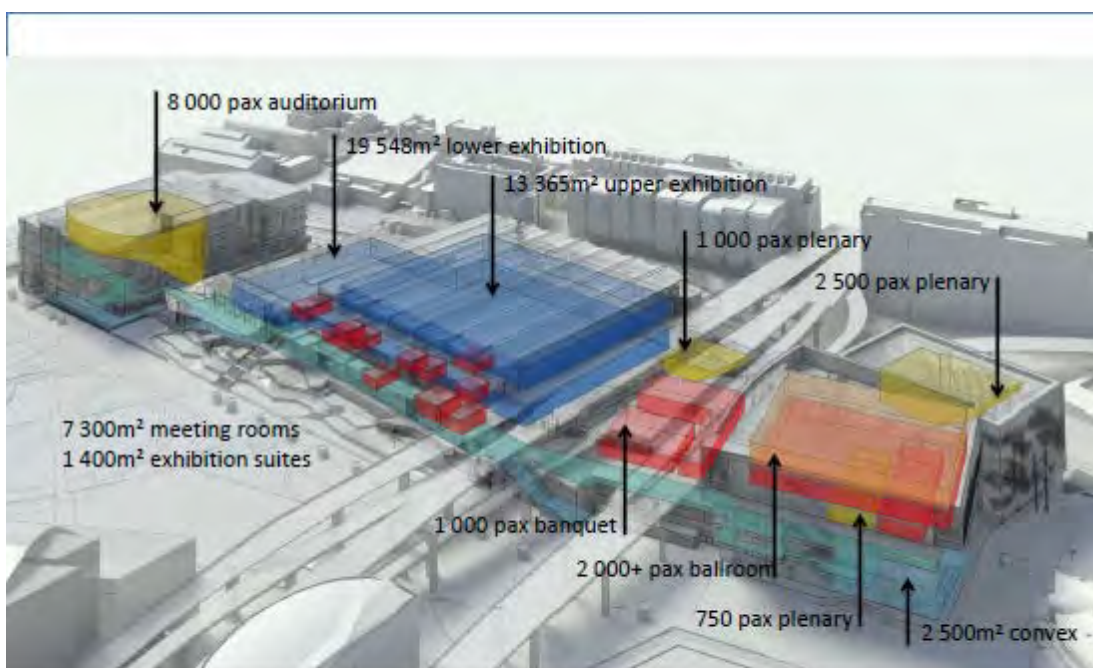
#### 5. Terraced Landscape





## ESD Initiatives

LEED Gold certified  
Integrated precinct rainwater harvesting and reuse  
4,000m<sup>2</sup> PV's located on roofs  
13,800t of carbon saved by existing exhibition slab retention  
54 electric share car spaces



Integrated venue program is distributed logically and functionally





All venue spaces are internally connected

Primary Functional Areas

## FACILITY MIX



## Plenary Spaces

### DARLING HARBOUR THEATRE (Plenary #1 - Signature)

- 2,500 persons in two sloping seating tiers.
- Reduced modes of 500, 1500 and 2000 seats.
- Supported by 10 Meeting Rooms

### PYRMONT THEATRE (Plenary #2 - Secondary)

- Existing Parkside Auditorium converted into the Pyrmont Theatre
- 1,000 persons in single sloping tier.
- Supported by 9 Meeting Rooms.

### COCKLE BAY BALLROOM (Plenary #3 - Tertiary)

- Flat floor multi-purpose space
- 750 persons
- Supported by 6 Meeting Rooms.



## Meeting Rooms

- Over 40 Meeting Rooms totalling 6,300 sq.m
- 4,968 sq.m of Meeting Rooms located in Bayside (Northern Sector)
- 1,386 sq.m in the Central Sector.
- Aggregated in clusters for concurrent conventions in privacy



## Meeting Rooms (cont.)

- 6 Meeting Rooms Cockle Bay Ballroom
- 9 Meeting Rooms the Pyrmont Theatre
- 10 Meeting Rooms serving Darling Harbour Theatre
- 4 Meeting Rooms in the ICC Exhibition Centre, Lower Level
- 6 Meeting Rooms serving the ICC Exhibition Centre, Upper Level
- 6 Board Rooms adjacent Venue Administration.



## The Grand Ballroom

- 3,000 sq.m multi-purpose room
- 9 metre ceiling height
- Divisible into 3 rooms of 1,000 sq.m each
- Over 2,000 persons for banquet





## Exhibition Spaces

### ICC BAYSIDE EXHIBITION HALL 8

- Exhibitions in conjunction with conventions
- 2,500 sq.m exhibition space
- 8 metre clear height
- Serviced from two goods lifts with access from the Production Loading Dock.



## Exhibition Spaces (continued)

### ICC EXHIBITION CENTRE, LOWER - RL 6.0

- Net lettable area of 19,752 sq.m
- Minimum clear height of 10.5 metres
- Divisible into four (4) Exhibition Halls
- Columns at 27m X 27m centres
- 20kPa floor loading capacity
- Loading Dock below the Exhibition Concourse on the east side of the building.
- Exhibition Organiser's Offices, Hospitality Suites and Meeting Rooms
- Kiosks with dining areas



## Exhibition Spaces (continued)

### ICC EXHIBITION CENTRE, UPPER – RL 21.5

- Net lettable area of 12,476 sq.m
- 10.5 metres clear height
- Divisible into three Exhibition Halls
- No columns
- Floor loading of 20kPa.
- “The Chandelier Room” transforms into high class function space.

### EVENT DECK

- 5,000 sq.m of outdoor exhibition space



International Convention Centre (ICC) Sydney



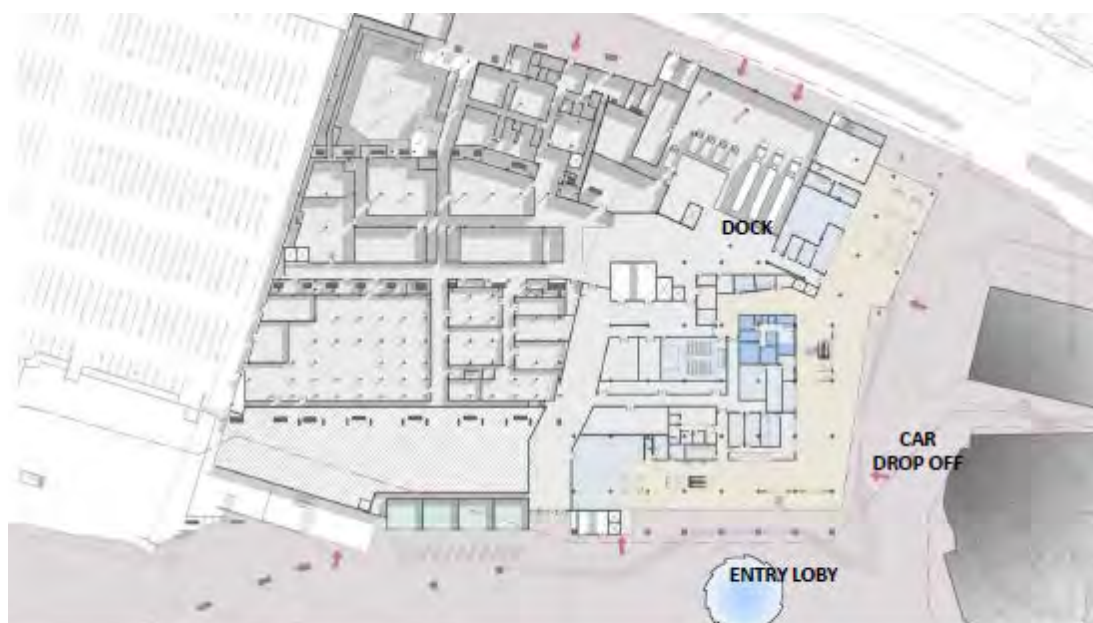
**ICC Sydney**  
View from East



**ICC Sydney**  
Harbourside Place, view from Darling Drive







**ICC Sydney Floor Plan**  
Back of house and entry



**RL 7.0 back of house and Convex**  
ICC Sydney floor plan

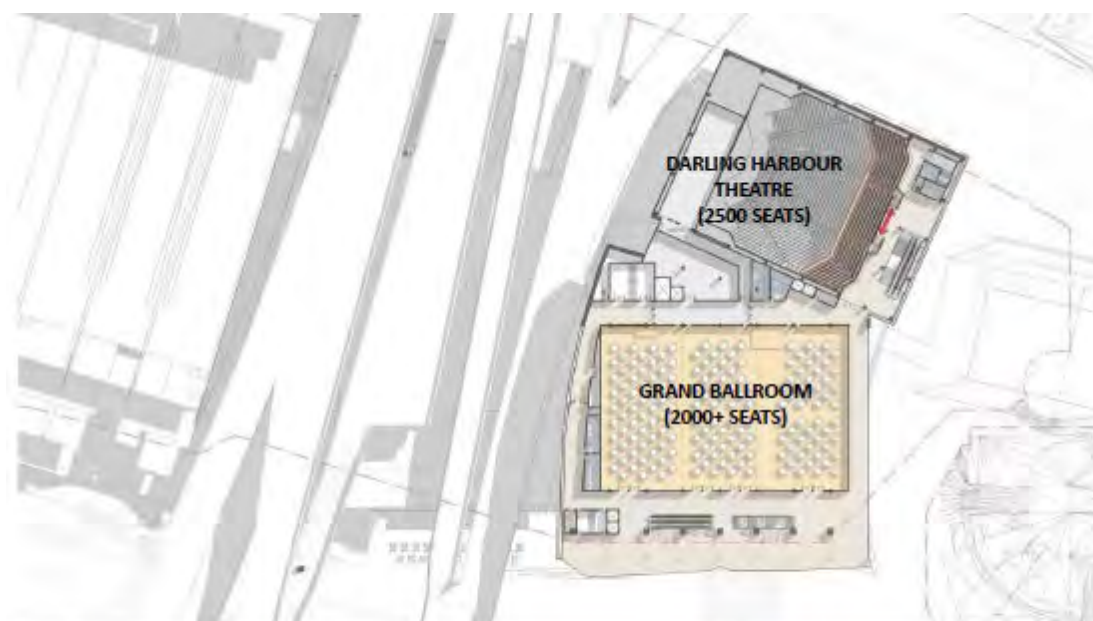




RL 10.9/ 12.0 plenary 1 & 2, meeting and banquet  
cluster, internal link  
ICC Sydney floor plan



RL 24.5 plenary 1 and meeting cluster  
ICC Sydney floor plan



RL 32.0 Grand Ballroom  
ICC Sydney floor plan

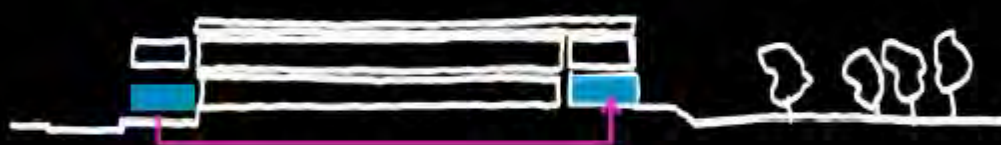


Grand Ballroom Pre-Function





**ICC Exhibition**  
view from Tumbalong Park



Lower loading moved to east







Allows building to push back with upper loading over Darling Drive



Building program is stepped to reduce mass and increases solar access to Tumbalong Park







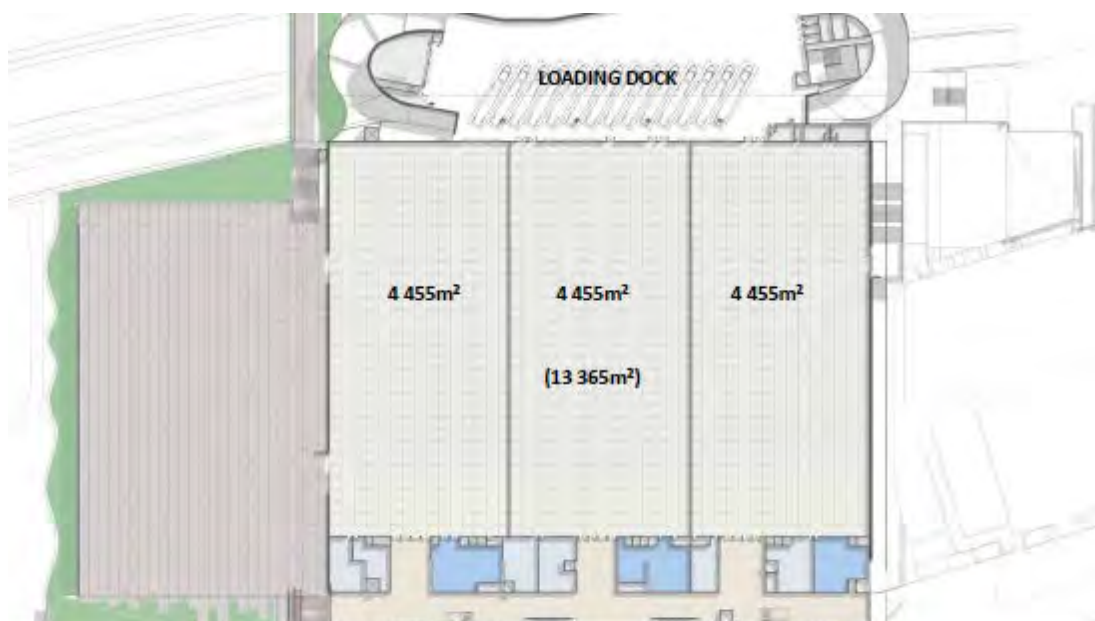
ICC Exhibition meeting rooms fronting Tumbalong Park



RL 6.0 lower exhibition halls

ICC Exhibition floor plan





RL 21.5 upper exhibition halls  
ICC Exhibition floor plan



Event Deck - Exhibition mode





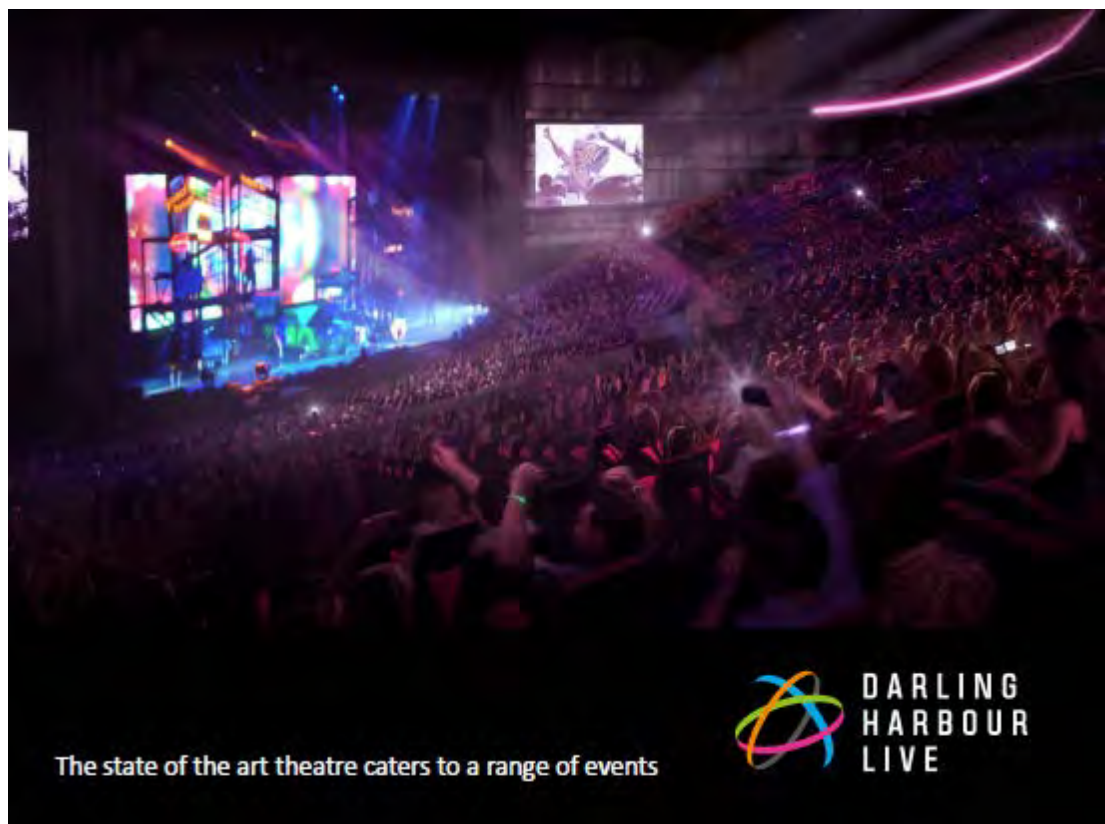
Event Deck - Night event mode



**The Theatre**  
View from Chinese Garden Square



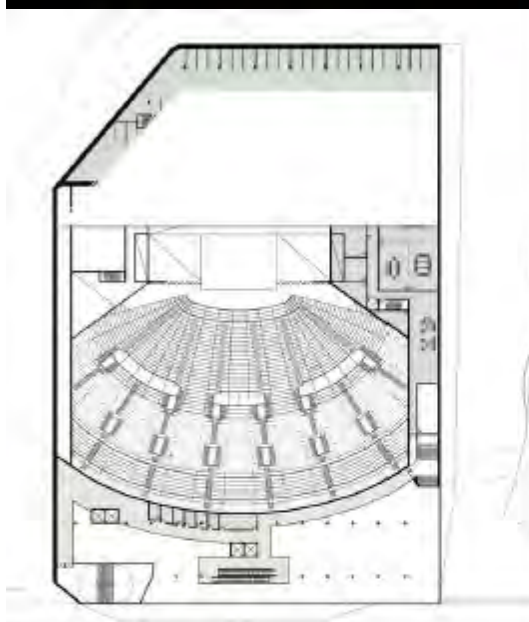




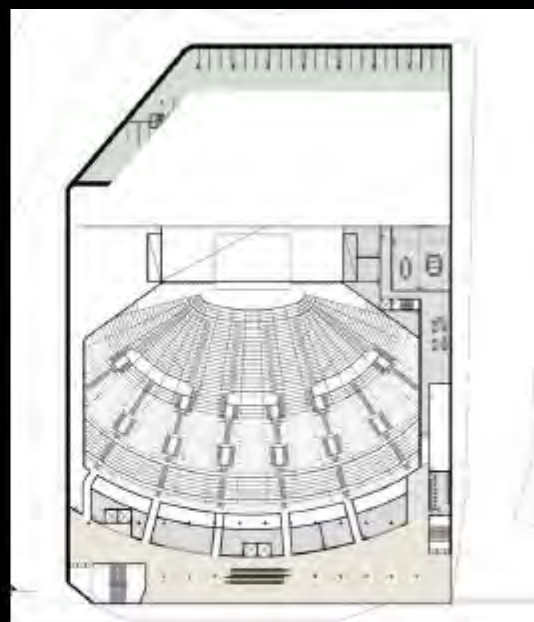




Café and retail interface with Tumbalong Place



RL 24.0 lounge  
The Theatre floor plans



RL 29.0 upper concourse  
and lounge



East West Section



**ICC Hotel Complex**  
Up to 900 rooms (inc 500 luxury rooms)







**The Haymarket**  
Little Hay Street



**The Haymarket**  
Urban Square







**DARLING  
HARBOUR  
LIVE**

**INTERNATIONAL CONVENTION CENTRE (ICC) SYDNEY**

Prince for Tigers clash

Appendices Part 2





## APPENDIX 13

# WORKBOOKS AND STIMLULUS MATERIALS USED IN PARTICIPATORY DESIGN WORKSHOPS

© Exhibition Council  
2014/15, 2015/16

### EXPLORING YOUR COMMUNITY

From the perspective of your association, what are three (3) key objectives for the area over the next 5 – 10 years?

Name \_\_\_\_\_ Group / Association \_\_\_\_\_

How long have you been living / working / associated with this area?

How do you currently use the area? (Please tick)

☐ Live  
☐ Work  
☐ Shopping  
☐ Learning / Studying  
☐ Visit (if so, where are you visiting?)  
☐ Other

Sydney International Convention Entertainment and Exhibition Centre  
2014/15, 2015/16

### EXPLORING YOUR COMMUNITY

What are the three (3) words or phrases you feel best describe your local area today?

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

What do you **LEAST** like about the local area? (These might be things about people, places, activities, attitudes etc)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What do you **MOST** like about the local area? (These might be things about people, places, activities, attitudes etc)

\_\_\_\_\_

\_\_\_\_\_


\_\_\_\_\_

If you could **CHANGE** three (3) things in the local area what would you change?

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

**Using the map below:**

Please use the map below to highlight the places that you currently use in the local area



**Using the list below:**

A. Please put a **TICK** next to the amenities and services which you currently have access to in the area

B. Please **CIRCLE** things, amenities and services which are in that you **DO NOT HAVE** access to in the area

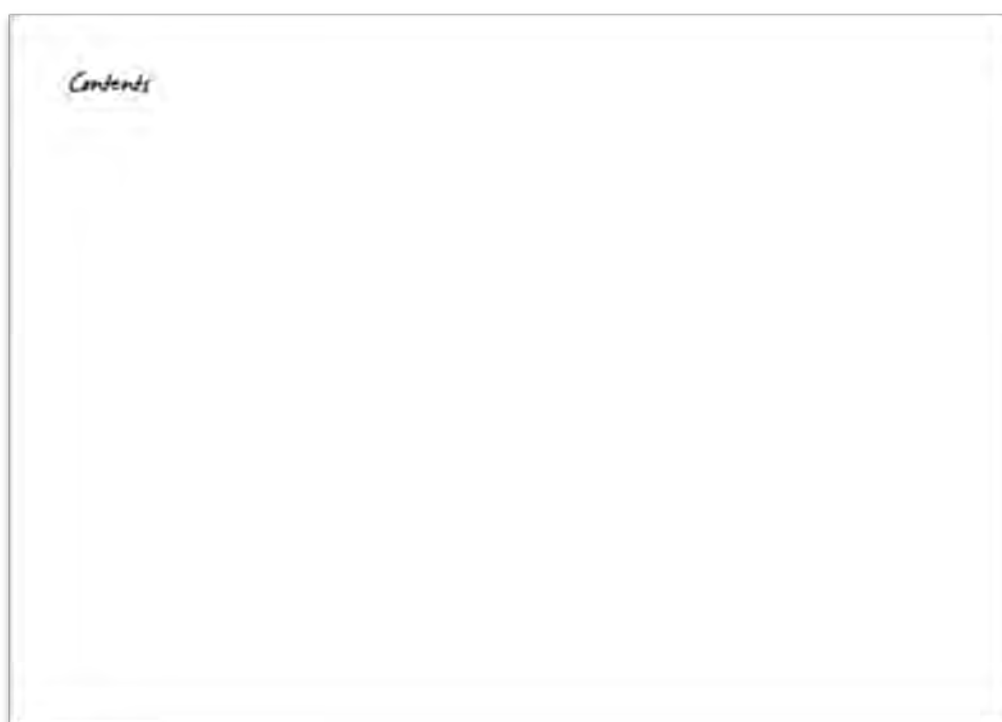
C. Please **HIGHLIGHT** the amenities and services which you consider would benefit the local community in the area

<b>Cultural</b> <input type="checkbox"/> Library <input type="checkbox"/> Museum <input type="checkbox"/> Art Gallery <input type="checkbox"/> Entertainment venues <input type="checkbox"/> High Clubs <input type="checkbox"/> Live performance Venues <input type="checkbox"/> Cinema <input type="checkbox"/> Bookers / Street Performers <input type="checkbox"/> Festivals & Events <input type="checkbox"/> Art Studio <input type="checkbox"/> Recording Studio <input type="checkbox"/> Design Studio <input type="checkbox"/> Publishing House <input type="checkbox"/> Film / TV Studio	<b>Community Facilities</b> <input type="checkbox"/> Youth Centre <input type="checkbox"/> Community Centre <input type="checkbox"/> Residents Village <input type="checkbox"/> Local / Public Hall <input type="checkbox"/> PCYC <input type="checkbox"/> RSL <input type="checkbox"/> YMCA / YWCA <input type="checkbox"/> Multi and Resource Centre <input type="checkbox"/> Showgrounds <input type="checkbox"/> Community Centre <input type="checkbox"/> Community Hall <input type="checkbox"/> Community Meeting Rooms <input type="checkbox"/> Childrens Center / Court <input type="checkbox"/> Childrens Center / Long
<b>Arts</b> <input type="checkbox"/> State Schools <input type="checkbox"/> Independent Schools <input type="checkbox"/> After School Care <input type="checkbox"/> Early Years Learning <input type="checkbox"/> University <input type="checkbox"/> Further Education <input type="checkbox"/> TAFE <input type="checkbox"/> Private Training Agency <input type="checkbox"/> Adult & Community Education <input type="checkbox"/> Hospital <input type="checkbox"/> Medical Centre <input type="checkbox"/> Community Health Centre	<b>Public Open Space</b> <input type="checkbox"/> National Park / Local Forest <input type="checkbox"/> Conservation Park / Reserve <input type="checkbox"/> Urban Park and Town Square <input type="checkbox"/> Local Parks <input type="checkbox"/> Parks with Fountains <input type="checkbox"/> Water / Water Works <input type="checkbox"/> Botanic Gardens
<b>Other</b> <input type="checkbox"/> Local High School <input type="checkbox"/> Markets <input type="checkbox"/> Cornerstone Shopping <input type="checkbox"/> Restaurants - cheap eats <input type="checkbox"/> Restaurant - fancy <input type="checkbox"/> Dining <input type="checkbox"/> Restaurants - fine dining <input type="checkbox"/> Wine Bars <input type="checkbox"/> Sports Bars <input type="checkbox"/> Places of worship <input type="checkbox"/> Transport <input type="checkbox"/> Bus <input type="checkbox"/> Rail Station <input type="checkbox"/> Airport	<b>Recreation and Leisure</b> <input type="checkbox"/> Walking, Cycling, Jogging <input type="checkbox"/> Parks <input type="checkbox"/> Amusement / Theme / Exercise Court <input type="checkbox"/> Sports Stadium <input type="checkbox"/> Indoor Bow / 10 Pin Bowling <input type="checkbox"/> Bowling Green <input type="checkbox"/> Community Leisure Centre <input type="checkbox"/> Aquatic Centre / Water Sports Facilities <input type="checkbox"/> Soccer / Rugby / Cricket / Hockey / AFL / RFL <input type="checkbox"/> Tennis Courts <input type="checkbox"/> Basketball / Netball Courts <input type="checkbox"/> Ping Pong / Squash Table <input type="checkbox"/> Golf Course <input type="checkbox"/> Boat Launch / Jetty <input type="checkbox"/> Open or Private Caravan <input type="checkbox"/> Indoor Sports / Recreation Centre



## APPENDIX 14

### A NEW PRECINCT FOR SYDNEY





## A new precinct for Sydney - A workshop for Sydneysiders

About the engagement  
Insert overview of the engagement exercise  
Insert Purpose  
Insert List of questions  
Insert overview of process / methodology  
  
Who did we speak to?  
33 community members  
Insert audience overview & rationale  
MOGAIC info

### Local

Reflect the make up of the local catchment – Pyrmont, Ultimo, Chippendale, Haymarket and Sydney CBD.

Young Ambition and Careers and Leaders- particularly Asian Studies

- Aged between 25-35 years / 20-34 years
- Regularly employed in white collar professional roles in a diversity of sectors
- Individual income of \$50,000 per annum
- Full time students completing tertiary studies
- Live primarily in couple households with no children
- Group or single households
- Portion living in Australia for less than 5 years

### Sydneysiders

#### North

Professional Families  
Academic Ambition  
Prestigious Property

### Sydneysiders

#### West

- Living more than 15km from Sydney CBD in the Western Suburbs  
Midcareer/Retirees (F21 and F22)  
Family Challenge  
Pushing the Boundaries

## Summary and themes

	Sense of place attributes	Activity and experiences	Place elements and key attributes	Threshold Points
<b>Local Residents</b>	<p>A local place that has a village atmosphere</p> <p>An extension of the "backyard" that is a place to associate with friends and colleagues and to be healthy and active</p> <p>Thriving and interesting public realm that incorporates indoor-outdoor living</p> <p>Multifunctional that is at a human scale</p> <p>Reconnecting, intimate and friendly</p> <p>Contemporary and contemporary</p> <p>Vibrant and energetic</p> <p>Engaged and explore new things</p> <p>Unique and authentic (not touristy)</p> <p>Modern built that integrates history and heritage</p> <p>Where there is a lot to love, friends and family and that can be proud of</p> <p>Safe and secure</p>	<p>Places to exercise</p> <p>A place to people watch and be seen</p> <p>Must be highly walkable and cycle</p> <p>Always something to see or do</p> <p>Cultural activities including free events and exhibitions</p> <p>Street scale live music performances</p> <p>Places to meet</p> <p>Places to exercise</p> <p>Freelance and programmed events</p> <p>Places to eat and drink – casual and formal dining</p>	<p>Positive and active green spaces such as parks that have facilities such as BBQs, seating areas, picnic areas and exercise equipment</p> <p>Recreation and leisure areas such as walking and cycling tracks and drinking water</p> <p>Public open spaces connected with roads</p> <p>Easy to access by public or active transport and permeable from surrounding areas</p> <p>A high street that comprises of a series of small but interesting shops and bars with a quality boutique feel</p> <p>Food courts and cafes that are high quality but range in price</p> <p>Everyday services and amenities (bakery, butcher and convenience store, dry cleaning, etc.) that are independent</p> <p>A variety of formal market access to local food producers</p> <p>Open spaces for outdoor events and activities</p> <p>A modern library</p> <p>Design that allows access to the water</p> <p>Open and on 100m2</p> <p>Clean and well maintained</p> <p>Free green public realm</p> <p>Easy to navigate and accessible public realm</p> <p>Thriving architecture including interesting heritage elements</p>	<p>Accessibility and permeability</p> <p>Everyday exercise and recreation</p> <p>Social places</p> <p>Open and on 100m2</p> <p>Low cost dining and bar options that are interesting and high quality</p>

## Summary and themes

	Theme of place attributes	Activity and experiences	Place elements and key attributes	Threshold Points
<b>Marking Sydney's Icons</b>	Something different A place for anyone and everyone in Sydney Clean and relaxed Friendly and social Active, energetic and fun Stimulating, inspiring and original Something for everyone including people from different cultural backgrounds Family orientated Indoor/outdoor living Has a community feel and reflects the people that live there Cheaper something new	Outdoor activities including BBQs, games, sports, swimming and security nets Eat and drink at a variety of locations Sticky activities or street life including concerts, markets and street performances a mix of them Events and festivals Markets and shopping Walking Lots to do and see Activities for all ages Participating or watching sport Night time places to eat Programmed activities for children Big special events that attract people from all over Sydney such as fireworks or the showing of sports events	Farmers Markets Sports fields or spaces Cinema or outdoor cinema Public parks and green spaces with BBQ facilities, grassed picnic areas and seating areas Eat and drink family dining with cheap and cheerful and value for money options Walking, cycling or jogging paths Shopping Centre Street food and coffee including outdoor dining Activities at night including night markets, outdoor cinema and special events such as fireworks Stimulating public realm including public art and free green decks Family friendly and include amenities such as bins and seating areas Must be safe particularly at night Incorporates history and heritage of the area Clean and well maintained	Peaceful and affordable parking or easy public transport Value for money dining available options Inexpensive and free activities and entertainment targeted to families and children Family friendly and include amenities such as bins and seating areas Safe enclosure

## Summary and themes

	Theme of place attributes	Activity and experiences	Place elements and key attributes	Threshold Points
<b>Marking Sydney's Icons</b>	Creates a heart and a love for what Sydney has to offer Helps me only There is something for everyone and it is a place that connects the best of all backgrounds Always changing and different Indoor/outdoor living Family orientated Participate, see and grow Be engaged and involved Relaxed, casual and open Connectivity Vibrant and fun Social Safe and secure	Playing with activities and entertainment including cultural events and festivals Children can participate and learn in programmed activities that are hands on Activities that engage with a component of learning Eat and drink Catch up with friends and family Night time activities and entertainment including concerts, live shows, movies and community activities Indoor and outdoor activities for families and children Quiet and reflective time and space	Active green spaces with facilities such as picnic and seating Peaceful green spaces that include landscaping and gardens Areas for recreation and leisure including walking paths and bikeable A variety of eating places including cafes, street food, family dining, fine dining and wine bars. Must be GREAT food and the best coffee in Sydney Farmers Markets and night markets A variety of shopping options Stimulating and vibrant public realm and built form with free green decks A series of stimulating spaces and places that inspire exploration Peaceful and affordable parking or easy public transport Cinema or outdoor cinema Cultural spaces such as galleries and museums with world class exhibitions and events Entertainment places that show world famous entertainers Curated public spaces and programmed events that change regularly All weather recreation or entertainment space for children and families Spaces that are quiet and reflective Aid because that is attractive Activated 7/24/7 Safe and not overexposed during large events Safe and secure particularly at night Clean and well maintained	Peaceful and affordable parking or easy public transport Parks with facilities such as BBQs Eating places including restaurants both family and fine dining The choice of what a cheap or expensive day out Safe enclosure

## Overview of themes

Place attributes and identity	Activity and experience	Place elements
<b>My backyard in the city</b>		
<ul style="list-style-type: none"> <li>A LOCAL place that has a village atmosphere</li> <li>AN EXTENSION OF MY "BACKYARD" that is a place to socialise with friends and colleagues</li> <li>A place to be HEALTHY AND ACTIVE</li> <li>Has a COMMUNITY FEEL and reflects the people that live there</li> <li>Somewhere I want to invite friends and family and that I can be proud of</li> </ul>	<ul style="list-style-type: none"> <li>Places to socialise</li> <li>Catch up with friends and family</li> <li>Places to eat and drink – casual and formal</li> <li>Eat and drink</li> <li>A place to people watch and be seen</li> <li>Must be highly activated day and night</li> <li>Cultural activities including live events and exhibitions</li> <li>Small scale live music performances</li> <li>Festivals and programmed events</li> <li>High live activities and entertainment including concerts, live shows, movies and community activities</li> <li>Places to relax and reflect</li> <li>Active and healthy activities</li> </ul>	<ul style="list-style-type: none"> <li>Public areas and exercise equipment</li> <li>Places to exercise</li> <li>Green spaces for outdoor events and activities</li> <li>Public parks and green spaces with BBQ facilities, grassed picnic areas and seating areas</li> <li>Sports fields or spaces to play sports</li> <li>Placid green spaces that include landscaping and gardens</li> <li>Recreation and leisure areas such as hiking and cycling tracks and climbing walls</li> <li>Walking, cycling or jogging paths</li> <li>Areas for recreation and leisure (including walking paths and playgrounds)</li> <li>A high street that comprises of a series of small but interesting shops and bars with a quiet boutique feel</li> <li>Everyday services and amenities (butcher, baker and hardware maker, dry-cleaning chemist etc.) that are independent</li> <li>Cinema or outdoor cinema</li> <li>Entertainment places that allow world famous entertainers</li> <li>Cultural spaces such as galleries and museums with world class exhibitions and events</li> <li>Curated public spaces</li> <li>Incorporates history and heritage of the area</li> <li>Spaces that are quiet and reflective</li> <li>Public open spaces connected with V&amp;A</li> </ul> 
<b>A love affair with Sydney</b>		
<ul style="list-style-type: none"> <li>A place for ALL SYDNEYERS</li> <li>A HEART FOR SYDNEY that connects Sydneysiders of all backgrounds</li> <li>Reflects Sydney's diverse cultural community</li> <li>Enjoy my city and create a LOVE FOR WHAT SYDNEY HAS TO OFFER</li> <li>Enjoy Sydney's great weather</li> <li>UNIQUE AND AUTHENTIC to Sydney (not touristy)</li> <li>Modern built that integrates HISTORY AND (night) life of the local area</li> </ul>	<ul style="list-style-type: none"> <li>A weekly farmers market – access to local fresh produce</li> <li>Markets</li> <li>Farmers Markets and night markets</li> <li>Activities at night including night markets, outdoor cinema and special events such as fireworks</li> <li>Sit by the water and enjoy views and risks</li> </ul>	<ul style="list-style-type: none"> <li>A variety of eating places including cafes, street food, to family dining, fine dining and wine bars. Must be GREAT food</li> <li>Great food and cafes including outdoor dining</li> <li>Restaurants and cafes that are high quality but range in price</li> <li>The best coffee in Sydney</li> <li>A variety of shopping options</li> <li>Design that allows access to the water</li> </ul> 
<b>Inspiring and exciting</b>		
<ul style="list-style-type: none"> <li>A place that is INSPIRING and ORIGINAL</li> <li>Stimulating and interesting public realm that incorporates indoor-outdoor living</li> <li>A place that you can EXPLORE, and that ENGAGES AND ENRICHES</li> <li>A place to PARTICIPATE, LEARN AND GROW</li> <li>A place that is VIBRANT, ENERGETIC, ACTIVE AND FUN</li> <li>Edgy and urban</li> <li>Contemporary and cosmopolitan</li> </ul>	<ul style="list-style-type: none"> <li>Children can participate and 'create' in programmed activities that are hands on</li> <li>Activities that engage with a component of learning</li> <li>Programmed events that change regularly</li> <li>Buzzing with activities and entertainment including cultural events and festivals</li> </ul>	<ul style="list-style-type: none"> <li>Stimulating architecture including interesting heritage reinvents</li> <li>Architecture that is attractive</li> <li>A modern library and indoor recreation places</li> <li>All weather recreation or entertainment space for children and families</li> <li>A series of interesting spaces and places that invite exploration</li> <li>Eat and drink family dining with cheap and cheerful and value for money options</li> </ul> 
<b>Essential Ingredients</b>		
<ul style="list-style-type: none"> <li>A place that is welcoming and intimate with built form that is as a human scale</li> <li>A social place that is friendly</li> <li>Relaxed, casual and open</li> <li>Where you can engage and explore new things</li> <li>Discover something new</li> <li>Always changing and different</li> <li>Safe and secure</li> <li>Familial atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>Always something to see or do</li> </ul>	<ul style="list-style-type: none"> <li>Easy to access by public or active transport and permeable from surrounding areas</li> <li>Pleasant and affordable parking or easy public transport</li> <li>Open and on V&amp;A</li> <li>Friendly friendly and include amenities such as toilets and seating areas</li> <li>Clean and well maintained</li> <li>Safe and not overcrowded during large events</li> <li>Safe and secure particularly at night</li> <li>Five grain public realm</li> <li>Indoor-outdoor living</li> <li>Easy to integrate and relocate public realm</li> </ul>
<b>Threshold factors</b>		
<ul style="list-style-type: none"> <li>Local Real Estate</li> <li>Accessibility and permeability</li> <li>Everyday amenities and services</li> <li>Small places</li> <li>Open and on V&amp;A</li> <li>Low cost dining and bar options that are interesting and high quality</li> </ul>	<ul style="list-style-type: none"> <li>Western Sydneysiders</li> <li>Pleasant and affordable parking or easy public transport</li> <li>Value for money dining and bar options</li> <li>Inexpensive and fun activities and entertainment targeted to families and children</li> <li>Friendly friendly and helpful amenities such as toilets and seating areas</li> <li>Safe and secure</li> </ul>	<ul style="list-style-type: none"> <li>Eastern Sydneysiders</li> <li>Pleasant and affordable parking or easy public transport</li> <li>Parties with facilities such as BBQs</li> <li>Eating places including restaurants built family and fine dining</li> <li>The ability of either a cheap or expensive day out</li> <li>Safe and secure</li> </ul>





## Our local neighbourhood - Sydney CBD



## Sydney's as a great place to live learn work and play

### Local

Yes and No (11)

#### YES

National identity (4)  
Great food (including restaurants) (2)  
Lots to see and do (2)  
Support & sporting venues (2)  
Affordable living  
Authenticity  
Safe  
Easy  
Culture  
Diversity  
Friendly  
Fun  
Good climate  
Good opportunities  
Good shopping  
Good career path  
Good education facilities  
Multicultural  
Plethora of activities  
Plethora of cultural activities  
Safety  
Something for everyone  
Tourist attractions  
Variety of food  
Variety of places  
Vibrant

#### NO

Needs better public transport & traffic lanes (7)  
Cost of living (7)  
Lack of blue space  
Lack of CBD residents  
Lack of restaurants  
Lack of something  
Lack of nightlife during weekdays  
Needs more sophisticated development of culture  
Needs more tolerance of other cultures  
Not enough parking  
Requires better university education

### West

Yes (3)  
No (2)  
Yes and No (1)

#### YES

Beautiful (2)  
Good weather (2)  
Good views & parks (2)  
A lot to see and do  
Affordable  
Always events on  
Respects close by  
Culture  
Cultural diversity  
Diversity  
Easy access  
Fast living  
Fresh produce  
Good facilities  
Good facilities (schools, hospitals)  
Good education  
Good facilities (schools, hospitals)  
Good restaurants  
Good views  
Lots of parks  
Multicultural  
Security  
Shopping  
Sport  
The harbour  
Vibrant

#### NO

Cost of living is high (4)  
Lack of transport infrastructure & traffic  
No atmosphere  
Noise people

### North

Yes (7)  
No (2)  
Yes and No (2)

#### YES

Reserves (2)  
Climate and weather (2)  
Great places to eat and drink  
Including restaurants and cafes  
Fast (2)  
Fresh produce and markets (2)  
Parks (2)  
Employment opportunities (2)  
Harbour (2)  
Many parks (2)  
Multicultural  
National identity  
National facilities/parks (2)  
Outdoor family events (2)  
Shopping (2)  
Variety of food/drink (2)  
Access to great facilities  
Beautiful  
Blue mountains  
Community and team spirit  
Cultural and historical sites  
Cultural and diversity  
Diversity in nature of the city  
Family friendly  
Famous landmarks  
Fast food  
Free entertainment beside the water  
Good people  
Good schools  
Good entertainment  
Internationality  
Many activities and events  
Many restaurants  
Many modern cities  
Lots of culture  
Multi-cultural areas  
Multicultural facilities  
Outdoor life  
Recreation  
Safe  
Something for everyone  
Variety of food/drink  
Vast opportunities to work at UTS, University, etc.  
Vibrant feel

#### NO

Inefficient public transport and traffic  
Costs of living including house prices (2)  
Safety & security including increasing concern (4)  
Lack of community atmosphere (2)  
Not enough parking, too close to parking in suburbs (2)  
Not enough individual shops/cafes, too many malls  
Overcrowding  
Noise people















## Proposed redevelopment vision – What it means to Western Sydneysiders

Local residents were asked to explore what the redevelopment vision statement – “Build an exciting, connected, active and vibrant precinct that reaffirms Darling Harbour as one of Sydney’s premier gathering places” meant to them. The responses have been loosely organised below.

Building	General	Active	Vibrant	Spicy/ Premier Gathering Place
Interesting streets and places with excitement	Easy accessible and multiple transport links (5) History & heritage features (2)	Value for money food options (4) Good food options including cafe and dining options (4) Casual outdoor football park Stamps Both active and quiet spaces Pleasant Interactive Sporting events and activities (2) Free events & entertainment Small events Lots of activities & experiences Outdoor cinema and movie	Active and vibrant Street markets and entertainment Artistic Big events Entertainment Events and exhibitions Cultural facilities Not for all (2) Protected outdoor seating (2) Cheap and cheerful Night Good attractions Encourages all cultures & classes (2) Feeling Stamps, relaxing areas Green spaces and playgrounds (2)	Parking (2) Easy to get around Family friendly (2) Inexpensive (2) Taste and facilities Safe

What would have to be there for you to visit?

Easy access including parking and public transport  
Family orientated activities, entertainment and events that are inexpensive  
A variety of food options including value for money options  
Parks and outdoor green spaces with facilities  
Interesting streets and places  
Various shopping options

A good transport connection with the rest of Sydney

Active, vibrant and exciting  
A mix of things to do  
A mix of things to see  
A mix of things to experience

## Proposed redevelopment vision – What it means to Northern Sydneysiders

Local residents were asked to explore what the redevelopment vision statement – “Build an exciting, connected, active and vibrant precinct that reaffirms Darling Harbour as one of Sydney’s premier gathering places” meant to them. The responses have been loosely organised below.

Building	General	Active	Vibrant	Spicy/ Premier Gathering Place
Building space that looks fun (2) Must class exhibitions Spectacular and entertaining Great art gallery Architecture attractiveness Culture World famous entertainment Diversity – different themes or a regular basis Building – always something happening and activities that change (2)	Space of access (2) Cheap available parking (2) Cheap bus or train line Admitted by the people of Sydney Connected – access to all Connected – connected to Sydney's culture Connected – easily accessible to rest of the city Foster a sense of community Connected – Connecting Sydney Admitted by the people of Sydney	Activated 16 hours a day Active – people there but not overcrowded Active and Vibrant – All weather family play areas Active and vibrant – offers range of activities from cultural to sporting Active and Vibrant – shopping for everyone Active and Vibrant – vibrant redoubtless precinct type Lots of exercise areas Sport Lots of activities Range of things to do More activities at Convention Centre	Vibrant (2) Fun and enjoyable (2) Conversations Lots of action Spacious some noisy and busy – some quiet and relaxing Lots of parks and gardens Open to outdoor and community groups to run free events Multicultural space Vibrant events Lots of restaurants	Safe and secure (2) Value for money experience Family orientated Can be cheap or expensive Cost conscious options for all Cafe for international culture Great dining Great food Lots of photo areas Lots of meeting areas More greenery around Daring theatre Remove the right of way Accessible – safety to transport and parking Public and reasonably priced parking Cafe for service

What would have to be there for you to visit?

Safe and secure  
Easy access including parking or public transport  
A range of activities world class exhibitions  
Vibrant  
Attractive environment  
Space to move easily  
The choice of an inexpensive experience



## APPENDIX 15

### MINUTES OF COMMUNITY WORKING SESSION ON SOCIAL AMENITY

#### **Draft Meeting Notes – Revised**

**Sydney International Convention Exhibition and Entertainment**

**Centre Precinct (SICEEP) Resident Associations Briefing Session**

**12-2 pm Thursday 14 February 2013**

**85 Point St Pyrmont (home of Jean Stuart President of the Pyrmont Community Group)**

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#### **Association / Attendees**

Council of Pyrmont and Ultimo Associations	Mary Mortimer (Convenor) (also representing Friends of the Pyrmont Community Centre)
Pyrmont Action Inc.	Elizabeth Elenius (Convenor) John Brooks (also representing Blackwattle Cove Coalition) Keith Johnson
Pyrmont Community Group	Jean Stuart (President) Margaret Bergemann Jules Livingstone Damien Hawcroft
Social Infrastructure for Children in Ultimo-Pyrmont	Dominique Antarakis (also representing Pyrmont Community Group) Hugo Li
Márie Sheehan	
Infrastructure NSW	Tom Kennedy
Lend Lease	Clare Baker
The Hornery Institute	Kate Meyrick Alissa Huie Carol Thompson

#### **Apologies were received from:**

Bill d'Anthes (Deputy Convenor, Pyrmont Action Inc.)

Donald Denoon (Council of Pyrmont and Ultimo

Associations) Van Le (SINC-UP)



## SICEEP Resident Associations Briefing Session 14/2/13

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### **Background and Objectives of the session**

Following a series of community briefing sessions undertaken by The Darling Harbour Live team between 5<sup>th</sup> and 7<sup>th</sup> of February – it was felt that more in-depth insight about social and recreational need in the Pyrmont, Ultimo and Haymarket areas from the perspective of local residents was required.

The objectives of the session were to explore in greater depth, the social and recreational amenity requirements of the local area and to establish the outcomes that the resident associations would like to see from the development.

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The session was introduced by Kate Meyrick from The Hornery Institute who outlined the purpose of the session and clarified the elements of the masterplan that were the subject of the workshop session. Kate also introduced Clare Baker from Lend Lease and Tom Kennedy from Infrastructure NSW. Community members introduced themselves and the community group that they were representing.

A representative from SINC-UP, Dominique Antarakis, presented on the under-provision of social infrastructure (childcare, educational and recreational facilities) for the approximately 2000 children in the Ultimo/Pyrmont area.

Kate advised that she and Tom Kennedy are to meet with the Education Department next week to discuss educational facilities in the area.

### **The group explored what elements would have to be included if the project was to be successful in meeting local social and recreational need:**

- Accessibility to the precinct from Pyrmont and Ultimo (and a replacement for the Monorail which the community rely upon for access)
- Primary School
- Walkable high school as Balmain and Leichhardt are already full and Glebe is only Years 11 & 12
- Library that includes an afterhours study hub with quiet individual and group study spaces like North Sydney. Also a homework club. Also should have resources and meeting spaces, eg State Library of Victoria that has access to Xbox, Lego, newspapers and study spaces
- Skateboard ramp
- Address issues between bike-riders and pedestrians using the precinct -- with pedestrian safety being given precedence
- Long day care childcare facility that is close to workplace and provides a safe environment 24/7

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- Designated multipurpose outdoor space, including somewhere the kids can play sport (either informally or formally) and where we can barrack for a Pyrmont team. Somewhere for youth to play basketball (including night time basketball) and netball
- Community cultural space for children – to include various informal spaces for arts, craft, video/film making and other cultural pursuits
- Large dedicated indoor space – multi modal
- All weather rooftop space with openable walls/roof
- Heritage story in the boulevard (perhaps call it Iron Wharf Bvd?) and proper recognition of the historical significance of Darling Harbour (Wayne Johnston SHFA)
- Sculptural and art instalments
- Cultural exhibits and a timeline of indigenous, European and Chinese settlements from the harbour to Haymarket
- Limit concrete as a ground surface that makes the environment hot and hazy – consider a more environmentally conscious solution
- Limit the use of glass as a building material due to significant heat and light reflection it can cause Reinstatement of water features
- Shaded walking routes and public spaces
- A Highline equivalent that would soften solar glare and integrate the community and visitors. “Genuine” quality of place and one level connection provides link to Harris Street
- Integration of facilities in common between visitors to SICEEP and the community
- Outwards signage to connect way finding into the rest of Haymarket
- Better wayfinding and signage throughout the precinct
- A Community Liaison with a long-term mandate for this to continue when the precinct is operational
- Community Theatre needs a space
- Dog park
- Light rail in a loop with a timeframe commitment before construction starts. It should include a shuttle service to ICC and IEC as necessary to clear crowds. It should also include links to George Street and Barangaroo, and Walsh Bay.
- Acknowledge the need to meet the needs of the community that will grow here, not just the one already on the back door

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- A community centre in Haymarket that brings the community together
- Medical facilities
- Aged care services and amenities
- Plantings should include local area natives
- Community gardens/city farms
- Services, access and facilities, should be for all the community “birth to 93”
- Currently access requires lifts. Maintenance is a constant problem that makes access unpleasant and unsafe. Unless the management is fantastic the look and feel will be compromised.

#### **The group also explored a set of community goals for the project with respect to social and recreational outcomes:**

1. Community friendly
  - a. Draws us in
  - b. Easy to access
  - c. Doesn't turn its back
  - d. We feel welcome
2. Established Family Day Care (see attached submission from SINC-UP)
3. All the access and facilities that older people need to enjoy life, including access to the city
4. A place that is really connected with its communities
5. Facilities for people who live in the area, ie. all the services and amenities needed by a diverse community (by age/ethnicity) to make it a liveable neighbourhood
6. Plays its part in our active community
7. Tumbalong Park functions as a ~~real~~ park (not a managed sports field)
8. Social/community planning has been considered holistically and keeps pace with changing community needs.
9. High rise supported by high diversity to deliver a high standard of living
10. There has been a fundamental shift in mindset: it has a substantial resident community and is no longer just a place for visitors. See it as a real community that is “community friendly from birth to 93”!



#### **SICEEP Resident Associations Briefing Session 14/2/13**

Kate and Tom then reported that they had taken on board their wishes at the last meeting and had been working hard and had made some progress since the last meeting:

1. There is to be a new library that will be larger than the existing one and will incorporate meeting study spaces.
2. The public realm will have free wifi
3. The Haymarket end will have a 0-5 long daycare centre. The form is to be determined.
4. The ABC will provide an education portal that shows the history of the area.

Kate advised that there will be a briefing and workshop session to further explore recreational amenity within the public realm in the first week in March. Two weeks after that session, Kate, Clare and Tom will come back to talk to the groups before submitting the plan.



## APPENDIX 16 REPORT FROM QUALITATIVE WORKSHOP SESSIONS



Darling Harbour Live  
DRAFT Community Research Report

*February 2013*

*COMMERCIAL IN CONFIDENCE*

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### **Note to the Reader**

*In preparing this report we have presented and interpreted information that we believe to be relevant for completing the agreed task in a professional manner. It is important to understand that while we have sought to ensure the accuracy of all the information incorporated into this report, information has been gathered through a qualitative workshop and is therefore only broadly indicative of community sentiment.*

*We have sought to make clear where we are expressing our professional opinion rather than reporting findings. Please ensure that you take this into account when using our report as the basis for your decision-making. We are more than happy to discuss the analysis and recommendations with you.*

*This project was conducted in compliance with AS: ISO20252 guidelines.*

# **1. Executive Summary**

## **Research Objectives and Methodology**

GA Research conducted two 2.5-hour qualitative research workshops in Sydney to explore knowledge and perceptions of the Darling Harbour redevelopment and Darling Harbour Live's plan amongst a sample of local residents and the broader Sydney community who had not yet engaged directly with the project team. Workshops were conducted on February 11 and 12, 2013. Each had 19–20 participants (a total of 39 attended) and included a mix of ages, genders, life stages and also a mix of home-owners and renters.

## **Awareness, Knowledge and Interest**

Awareness of the project amongst local resident participants was fairly high although knowledge levels were mixed.

Around a third of participants from the workshop representing broader Sydney were aware of the project and these people typically simply knew there were plans to pull down the existing Exhibition and Convention Centre and the Entertainment Centre and replace them although there was little knowledge as to what might replace them.

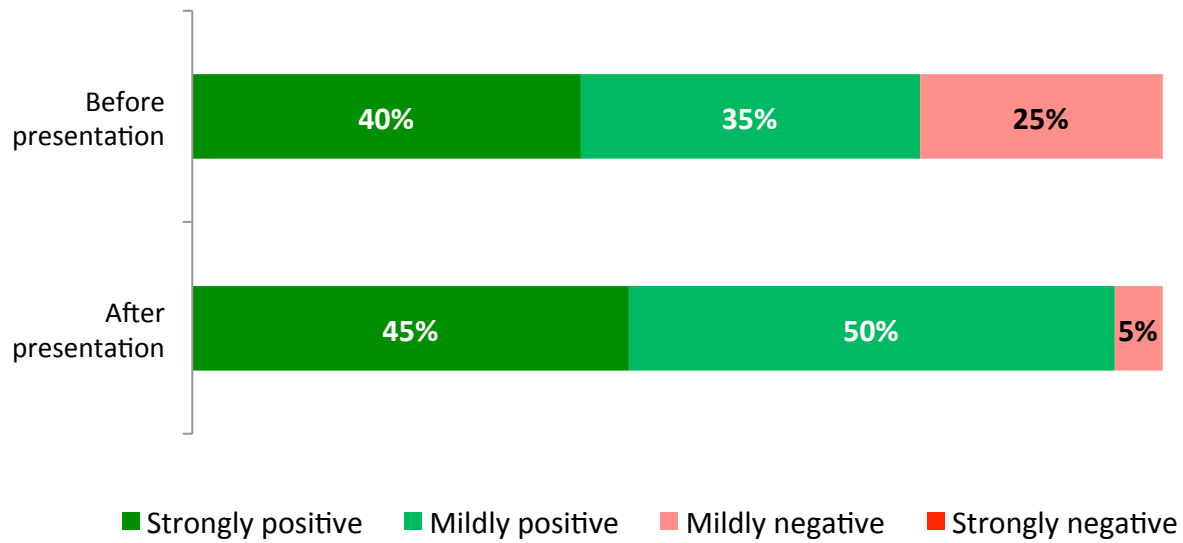
Participants in both workshops had a relatively high level of interest in the project, with an average rating of 7.5 amongst local resident participants and 6.5 amongst broader Sydney participants.

## **Perceptions of the Project**

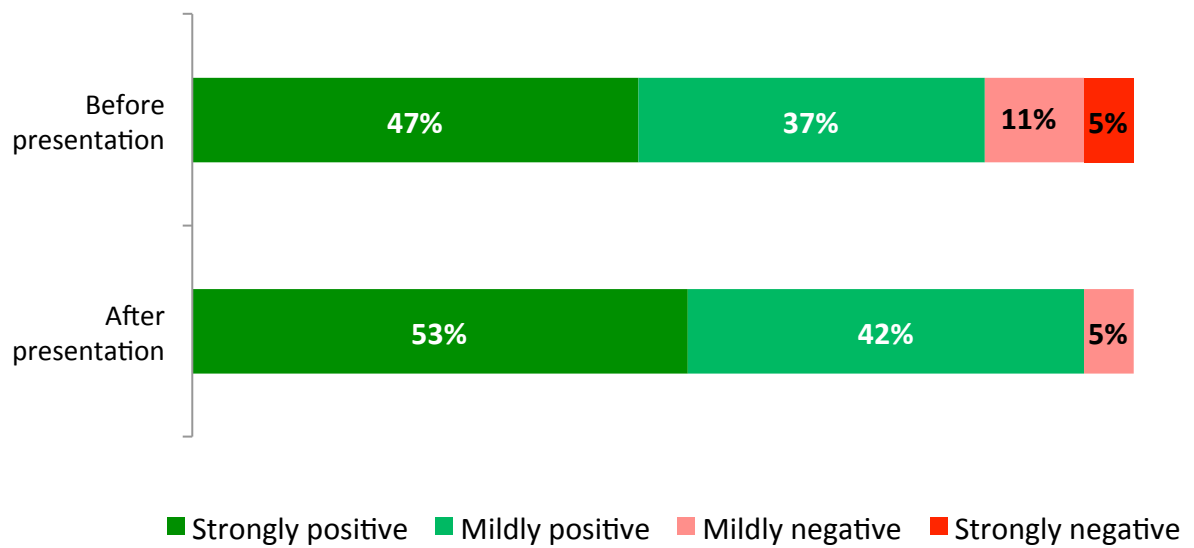
There is widespread support for the project based on a sense that Darling Harbour is looking tired and needs to be refreshed. At the beginning of the workshops, after an initial discussion, most participants were mildly or strongly supportive of the project with a handful saying they had a negative opinion of it. By the end of the workshops, after a detailed presentation on the project, participants tended to either remain positive or become more positive. However, some concerns remained.

The charts overleaf illustrate how opinion shifted in each workshop. Note that sample sizes are very small so it should be seen as indicative only.

### Haymarket Workshop Sentiment



### Parramatta Workshop Sentiment





## Project Benefits and Concerns

The summary of the key positives and concerns associated with the project were as follows:



### High level positives

- Good for Sydney - for tourists, families, locals, students and the business community
- Plan well thought through and designed to meet various demands
- Improved access and way-finding, particularly the North-South Boulevard and East-West access
- Haymarket precinct - vibrant and exciting
- Expanded public space
- Look and feel of proposed design



### Mid level positives

- Economic benefits
- Compressed construction timeline
- Increase in property values



### High level concerns

- Construction impacts - particularly noise, local traffic impacts and dust
- Reduction in car spaces
- Public transport access - seen as needing further consideration
- Impact of student accommodation on the tone of the new Haymarket precinct, particularly in the context of apartment overcrowding



### Mid level concerns

- Need for more city-side access points
- Need more consideration to moving older people around the precinct
- Reduction in seating capacity at the Theatre
- Short-term impact of no Entertainment Centre
- Managing impact of large events
- Cost to taxpayers

The issue of obstructed views from some residential properties was explored in both workshops and was the subject of limited sympathy. Some in the Parramatta workshop acknowledged that they were glad their own view wasn't impacted but that, on balance, it was right for Sydney that the project proceeds. Most in the local resident workshop felt that this was an inevitable part of inner-city living. They were generally of the view that property prices would increase significantly as a result of the project and that people who had bought into the area would have been aware of the potential for their views to be blocked at some stage.

### **Communications and Engagement**

Participants from both workshops demonstrated a fairly high level of interest in the project. There was a corresponding desire for information on the plans and the project's progress, although the level of detail required varied by participant type.

Local resident participants would like to know as much as they can about the project and are naturally focused on the likely impact on them and their property during construction and following completion and how they can have their say. They are particularly concerned that appropriate transport infrastructure is put in place to cope with higher traffic to the area.

Those in broader Sydney believe the information they were given in the presentation should be shared more widely among the community. In particular they felt the images and animation should be shared along with an explanation of the rationale for key elements of the project and the benefits they would bring Sydney.

Exploration of channel preferences suggests that a centrally located display centre and/or display boards at Darling Harbour that incorporate a model and a screen showing the animation and images would meet the needs of both locals and those from broader Sydney who visit the site. The project website is seen as the natural place to go for more detailed information. All participants expect to hear more about it via metropolitan media – print, television and radio.

Local residents suggested that project newsletters and subscription emails will be key tools for communication with the local community and there was a demand for expanded distribution of the current newsletter. They will also seek information in the widely read City of Sydney Newsletter and via strata briefings and notice-boards in apartment buildings.

## 2. Communications Implications

The research findings suggest that there is a strong interest in the project and is a desire for more communications. Further, it appears that the provision of detailed information tends to address concerns and make individuals more positive about the project.

The messages and materials that appeared to be most effective in generating support for the project included:

- **Rationale for the project and for the design of key elements** – this led to a sense that the plans were very well thought-through, meet a range of different demands and that there would be something there for everyone;
- **Use of the images and animation** – these provide reassurance about the expanded public space and the high quality design. While there was some low-level concern about the height of the hotel and buildings in the Haymarket precinct the rest of the design elements met with widespread approval;
- **The compressed project timeline**, particularly the elements to be completed by the end of 2016; and
- The fact that NSW **taxpayers will not have to pay** for the project.

The areas that require more consideration and/or explanation include:

- **Car parking spaces available** – while most participants acknowledge the need to encourage people to use public transport they expect they should be able to drive to the Theatre if they are seeing a show and that more parking will be required to meet the demands that will come from improved facilities and more apartments. In response to these concerns, the Darling Harbour Live team spoke of nearby car parking stations that were not at capacity. This did allay concerns to some degree but more work needs to be done to demonstrate this graphically.
- **Public transport access** – participants see the limited public transport access to the site as a current issue that must inevitably be addressed as part of the project. While they acknowledge that efforts have been made in this area they still believe there is more work to be done.
- **Student accommodation** – while participants in the Parramatta workshop liked the idea of addressing the needs of students as part of the project, it made many locals worried. They talked of the current apartment overcrowding issues and how current laws make it very difficult to police. They hoped that this accommodation facility would be managed carefully with this issue in mind and that the opportunity be taken to upgrade the laws if possible. They also worry about the impact of student accommodation on the tone of the area. They want the Haymarket area to be vibrant and trendy and not full of alcohol-fuelled students and ‘cheap’ shops.
- **The Theatre** – participants were initially concerned that the Theatre will have less capacity than the Entertainment Centre but responded well to an explanation of the types of venues entertainers currently require. The new name in combination with an explanation of the fan-shape seating layout caused some confusion about what kinds of events could be held in the venue. There was also some concern about the



timing of the Entertainment Centre demolition, the opening of the Theatre and what venues would be used in the interim.

- **Building height** – participants were keen to know the exact number of storeys of the various buildings to help them understand the impact on the skyline and for some, to their own properties. Maps should include The Peak to give context. In discussing the height of various buildings, including the hotels, participants responded well to an explanation of the thinking that had gone into the design and efforts to minimise obstruction of views.
- **Economic benefit** – participants did not readily respond to macro economic benefits such as ‘the \$1 billion in economic benefits over five years’. Discussion suggested they will respond better to more tangible financial benefits such as jobs and boosts to tourism and local businesses.
- **Harbourside** – this shopping area is widely seen as tired, run down and somewhat tacky and touristy. Many participants asked if it was to be part of the project. When it was explained that Harbourside was not included, they were interested in ways in which it might be upgraded.
- **IQ Hub** – most people don’t know what this means and it needs considerable explanation. While to some degree it exacerbated concerns about student accommodation, many also saw it as forward-thinking.
- **Jargon** – it will be important to use plain language in selling project features. Note that directional terms such as ‘north-south corridors’ and ‘east-west access’ were not always accessible. The concept of the Boulevard was welcomed and could be used in place of ‘north-south corridor’. Otherwise directions should be married with descriptors such as ‘south towards Central Station’ and ‘west towards Pymont’.

The research also covered participants’ communications channels in some detail. This is referred to in the Executive Summary but please see page 29 for more detail.

### **3. Research Objectives**

The main objective of the research was to explore knowledge and perceptions of the Darling Harbour redevelopment and Darling Harbour Live's plan amongst local residents and the broader Sydney community who had not yet engaged directly with the project team.

While the Darling Harbour Live team had received direct feedback from local residents and other key stakeholders through a series of initiatives including open-invitation workshops, presentations to strata bodies and model display sessions, it was keen to assess opinions more broadly to allow direct feedback to be put into context when fine-tuning Development Applications.

More specifically, the research aimed to:

- Identify current awareness and knowledge of the project and identify sources of information;
- Explore perceptions of the project – overall opinion, strength of sentiment and specific positives and concerns; and
- Assess the effectiveness of different communications materials and messages and understand communications needs and preferences going forward.

## 4. Methodology

Market and social research firm GA Research conducted two 2.5 hour qualitative workshops (sometimes referred to as mini deliberative forums) with the following segments of the community:

- **Local residents:** This workshop was held on 12 February 2013 at a hotel function room in Haymarket. Participants were recruited from Pyrmont, Haymarket, Ultimo, Glebe, northern Redfern, Chippendale between Broadway and Cleveland Streets and several streets in the Sydney CBD close to the Darling Harbour precinct. Several screening measures were used to ensure these people had not yet engaged with the project team. *Referred to in this report as the 'Haymarket workshop'.*
- **Broader Sydney:** This workshop was held on 11 February 2013 at a hotel function room in Parramatta. Participants were recruited from a mix of suburbs across Sydney and had all visited Darling Harbour in the past six months. *Referred to in this report as the 'Parramatta' workshop.*

Each workshop had 19–20 participants and 39 attended in total. They included a mix of men and women of different ages and life stages, and a mix of home-owners and renters. In line with industry best practice, participants were paid \$120 to attend.

The first half of the workshops explored current knowledge and perceptions of the project. Following a 15-20 minute presentation from a Darling Harbour Live team member and Q&As there was a more in-depth discussion about positives and concerns as well as communications and engagement needs going forward.

The workshops were facilitated by Sue Vercoe and Anne Higgins from GA Research. Presentations were given by Gavin Biles and Toni Blume from the Darling Harbour Live team. Iwona Polski from the Darling Harbour Live team, Sandy Olsen from Infrastructure NSW and Jodie Brough from Kreab Gavin Anderson observed the Haymarket workshop.

A copy of the question line is attached as Appendix 1.



## 5. Research Findings in Detail

### *Awareness and Knowledge of the Project*

Broadly speaking, approximately one third of participants at the Parramatta workshop had heard about plans for the Darling Harbour redevelopment, with older participants more likely to know about it than younger participants. In this workshop it was generally not mentioned as a top-of-mind infrastructure project taking place in Sydney. Most who had heard of it simply knew that the Darling Harbour Exhibition and Convention Centre and Entertainment Centre were being knocked down and replaced.

In contrast, almost all of the participants at the Haymarket workshop had heard about the Darling Harbour plans, although there was some confusion between this project and Barangaroo, particularly in relation to the hotels. Knowledge levels varied with some only having heard of it vaguely and others knowing quite a lot about it.

In the Haymarket workshop, most participants knew the project involved the following:

- Rebuilding the Convention Centre and Exhibition Centre
- Knocking down the Entertainment Centre and the Entertainment Centre car park
- Construction of a new hotel
- Taking down the Monorail
- More green space

A few also mentioned:

- Amalgamation of the Convention Centre with the Entertainment Centre
- Extended pedestrian access through the precinct
- Extension and expansion of Tumbalong Park

Note that there was no mention of the Haymarket precinct before the presentation was given suggesting minimal awareness of this part of the project.

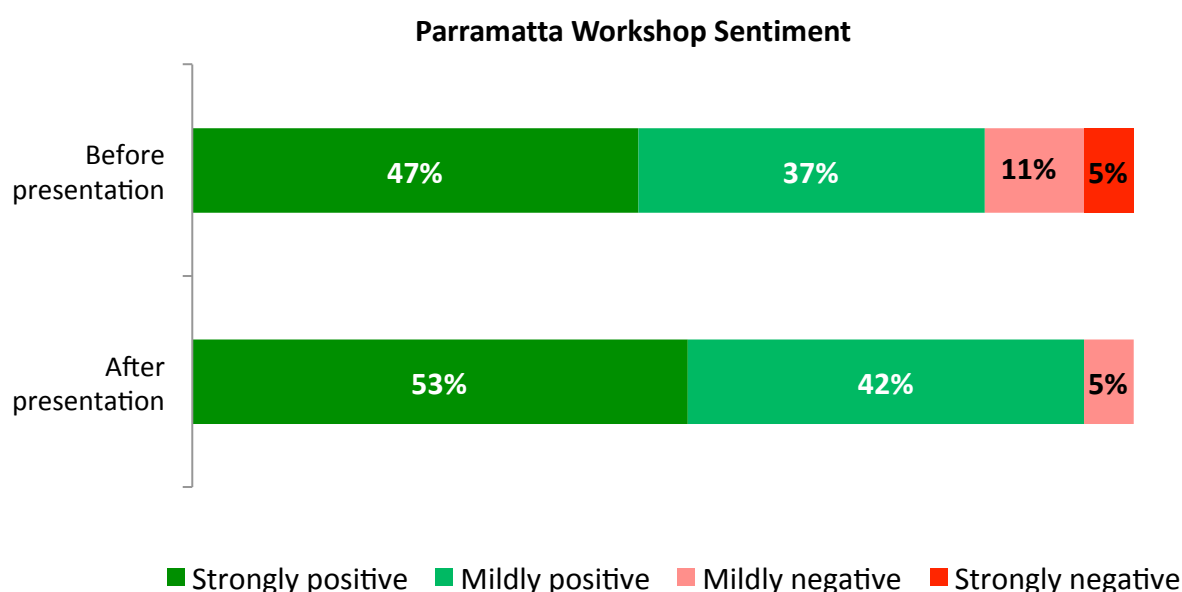
There was limited knowledge in either workshop as to who is responsible for the project and the stage it is at. Most guessed the NSW State Government was involved and some thought the City of Sydney may also be involved. Many assumed the private sector had some role, with a couple mentioning casino companies, Lend Lease and Macquarie Bank.

## Perceptions of the Project

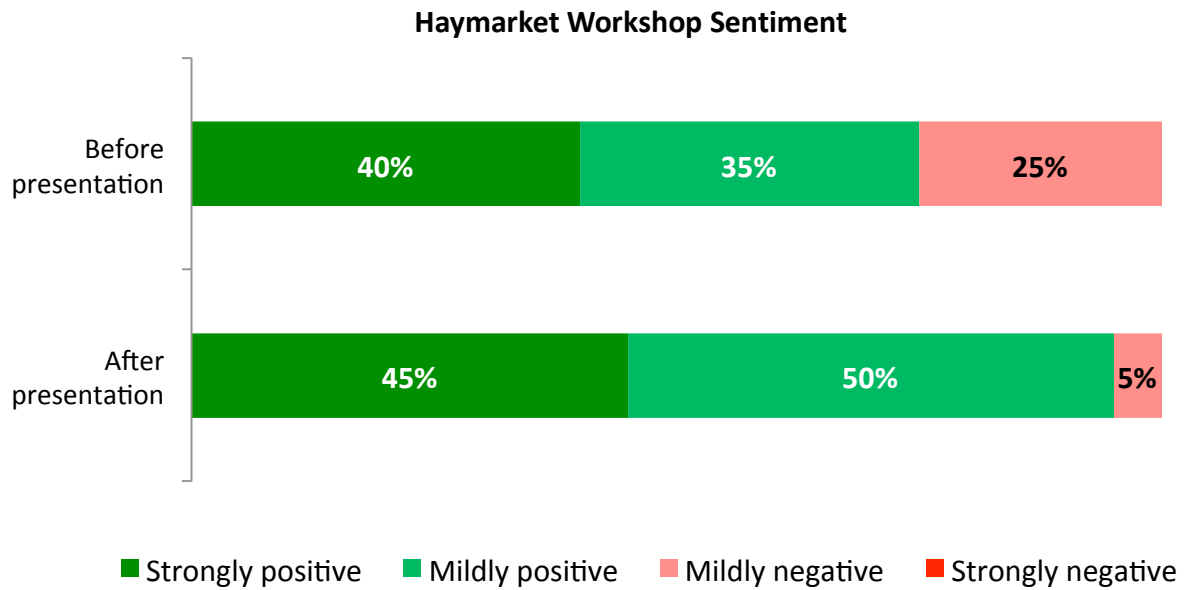
During the workshops participants were asked to indicate a level of sentiment in relation to the project – specifically whether their opinion was positive or negative, and whether this sentiment was strong or mild. The responses have been qualitatively analysed with nominal values assigned to each rating level to indicate relative proportions of sentiment. This approach should not be considered statistically robust as a 5% shift basically equates to one participant, however it does provide an indication of the ways sentiment shifted during the sessions.

As can be seen in the charts below, overall sentiment at both workshops was largely positive. Strongly positive sentiment tended to remain strong at both workshops after the presentation offered participants more information.

Where there was strongly negative sentiment in the Parramatta workshop at the start of the session, it had largely disappeared by the end with mild positivity increasing.



In the Haymarket workshop, as can be seen in the chart overleaf, around one in four participants was mildly negative at the beginning of the session, but by the end of the session, mild negativity was very low and the proportion who said they were mildly positive had grown.



Where, in a couple of individual cases, sentiment became more negative, it appeared primarily due to an improved understanding of potential impacts on individuals living near Darling Harbour. These included impacts on views and the fact that the Entertainment Centre would be closed for a period of time.

The next section of this report outlines the perceived positives and negatives and concerns associated with the project at the early stage prior to the presentation and again following a presentation by the Darling Harbour Live team and a more detailed discussion.

## ***Positives Associated with the Project***

### **Initial Positives**

At the start of the workshops there was a general sense that the project would be good for Sydney - it would help the city to win major conferences and exhibitions, it would attract tourists and improve an area that is seen as tired, a bit tacky and somewhat poorly designed in terms of access.

The more specific key positives at this point were:

- **There is a need to refresh Darling Harbour:** Many participants commented that Darling Harbour looks tired and mentioned issues such as difficulty in getting there and problems dispersing large crowds after major events. Several pointed out that the Harbourside shopping centre in particular has become quite touristy and tacky.
- **It will better position Sydney to win conferences and exhibitions:** Many participants were aware that Sydney has not been winning major international conferences and exhibitions as it doesn't have big or modern enough facilities. They are keen to see Sydney take its 'rightful place' as the host of such events.
- **Tourist attraction:** Many commented that the area could potentially become a far more prominent tourist attraction for locals and interstate and international visitors with a wider range of attractions and options including more restaurants and bars, as well as opportunities for passive recreation.
- **Business and economic benefits:** Many people, primarily younger participants, acknowledged that more people coming to the area would lead to an increase in customers for local businesses and allow more businesses to open up. They saw this as generating jobs in addition to those that will flow from construction and the operation of the exhibition, conference and entertainment facilities.

Mid to low level positives in rough order of importance included:

- **Access and safety:** There was some sense that improvements to the precinct would make it easier to access the site and move around the area. Some in the Haymarket workshop felt that removal of some of the existing narrow passages would make them feel safer as at they move around.
- **Addresses Entertainment Centre issues:** While there is some emotional attachment to the Entertainment Centre, there is also acknowledgement that an upgraded centre would be an improvement. Demolition of the Entertainment Centre Car Park was considered positive among some of the younger Haymarket participants in terms of reducing what they described as visual pollution.



- **Sustainability:** A few participants had read that the project will use sustainable materials and incorporate things like water recycling. All approved of this approach.
- **Speed:** Some participants in the Haymarket workshop who were aware of the project timeline said they were very pleased to hear that the work would be completed so quickly.
- **Increase in property values:** This was mentioned by Haymarket residents, some of whom owned several investment properties in the area. While this was seen as a positive by most, some participants who currently rent were worried that it might mean rental increases and make it unaffordable for them to continue living in the area.
- **Enliven the atmosphere and create 'buzz' in the area**

## **Informed Positives**

By the end of the workshops there was an even stronger sense that the project would be 'good for Sydney' – good for families and kids, good for local residents, good for tourists, good for students and good for the business community. On balance, most participants felt the short-term construction impacts were more than outweighed by the longer term benefits in creating a precinct that would have 'something for everyone', attracting a wide range of people for different purposes.

More specific key positives included:

- **Evidence of good planning:** There was a widespread impression that it was a well thought-through design that meets varying demands in terms of exhibition, convention and entertainment space, public space and access points and addresses what are currently disjointed areas, such as near the Pumphouse Hotel.
- **Improved access:** Participants had acknowledged existing issues with access to the site early in the workshops and appreciated plans to improve this through the North-South Boulevard, easier way-finding from Central Station, additional access points and moving light rail stations. Participants at the Haymarket workshop were particularly impressed by improved East-West access as many of them walk across the site on a daily basis.

However, it is important to note that there was still concern across both workshops that more needs to be done in terms of access, especially in relation to car parking, public transport, access from the city and how elderly people will move around the large site.

- **Haymarket precinct:** The Haymarket precinct was of particular interest to those in the Parramatta workshop and younger people in the Haymarket workshop. They felt it sounded vibrant and exciting and particularly liked the idea of direct access to an expanded Chinatown and the dining opportunities it would present.

An additional benefit noted by Haymarket participants was that this section of the development would provide extra points of interest for pedestrians along the route through to Chinatown and Central Station.

- **Great public space:** Participants welcomed the expansion of public space. Several commented that it looked like there would be more green space and less concrete than is there now. They liked that it 'gives back to the people'.

Some made suggestions on ways of enhancing the public space. These included more public toilets, water features (possibly a musical fountain) or a water park, an amphitheatre, capacity for temporary exhibitions (eg sculpture or photographs), a moonlight cinema, buskers, markets and non-touristy restaurants. When asked,

participants displayed little interest in BBQs as they thought it would be difficult to carry in all the associated paraphernalia.

- **Look and feel:** Many appreciated the visual appeal of the designs shown in the presentation which were considered 'stunning', 'eye-catching', 'modern' and 'iconic'.

Whilst it was understood these were not final designs, participants endorsed the proposed styling. There was also a sense that the design was very family-friendly.

Mid level positives included:

- **Economic impact, including more jobs:** Participants saw the potential for greater employment opportunities following completion of the project, as well as during construction. They also understood that it could attract people to stay in Sydney longer and spend more. However, phrases such as 'billions of dollars of economic impact' do not seem to excite or inspire participants.
- **Speed:** The timing of completion of the exhibition and convention centre generally exceeded participants' expectations.
- **Increase in property prices:** Property owners in the Haymarket workshop were more confident after the presentation that the project would mean an increase in the value of their properties.

Lower level positives included:

- **Links with UTS:** Participants generally liked the idea that the precinct would link through to UTS. This was naturally more popular amongst UTS graduates.
- **Student Accommodation:** Those in the Parramatta workshop generally liked the idea of incorporating student accommodation and saw it as evidence of the project team thinking through the various demands and helping link with and enhance the UTS campus. By contrast, most participants in the Haymarket workshop had a number of concerns about this part of the project.
- **IQ Hub:** The concept of an IQ Hub was unfamiliar to most participants and required considerable explanation. Most of the older participants in the Parramatta workshop reacted positively and saw it as forward-thinking but some older participants in the Haymarket group were worried about the cumulative impacts of having both student accommodation and the IQ Hub in the area. Somewhat surprisingly the younger participants across both sessions were less likely to engage on this idea and did not consider it to be a standout feature.

- **WiFi:** The idea of having free WiFi through the area was welcomed. Note however that some younger participants almost took this for granted.
- **Connectedness:** Many liked the connectedness between the hotels, exhibition and convention centre and the Theatre.



## ***Negatives and Concerns***

### **Initial Negatives and Concerns**

The key negatives and concerns raised at the start of the workshops were as follows:

- **Transport access:** Many commented that access to Darling Harbour is currently an issue and that if the area is to be improved in a way that attracts significantly more people, then upgrading of transport will need to be a significant priority.

Specific concerns at this point included:

- Need for more direct public transport access than walking from Town Hall train station, particularly for elderly people. A few in the Haymarket workshop said they had heard that cars were going to be banned in the area so they were particularly focussed on provision of adequate public transport;
  - Increased traffic congestion from the higher number of people visiting the site, particularly before and after major events;
  - Provision of sufficient car parking;
  - The cost of car parking;
  - Limitations of the monorail in that it only travels in one direction (some were not aware it is being dismantled); and
  - Need for the promised light rail (some in the Parramatta workshop were not aware that a light rail system exists).
- **Construction impacts:** There was general concern about the impact of construction on local businesses and residents.

Participants at the Haymarket workshop were worried primarily about impacts on their quality of living and were particularly concerned about noise after hours that would affect their sleep. They were also concerned about the impact on local traffic from road closures and dust from construction. Issues related to the UTS crane accident appear to have made this potential impact more front-of-mind.

Participants at the Parramatta workshop were concerned primarily about local businesses' ability to continue operating through the construction period.

- **Managing impact of events:** This was a particular concern for Haymarket residents who, whilst valuing what the improvement of the precinct could bring, were also concerned that attracting more events would mean more people in the area and more frequent disruption to their daily lives including road closures and pressure on resident parking.

Other mid to low level negatives or concerns included:

- **The need for the project:** Some questioned the need to knock down an exhibition and convention centre that they feel was only built relatively recently – ‘if it ain’t broke, don’t fix it’ as one participant said.
- **Cost to taxpayers:** Associated with the question of necessity is the associated cost and whether this will be borne by taxpayers. This was more of an issue at the Parramatta workshop where participants did not live as close to the site and felt they were less likely to receive as much of a direct benefit.
- **Affordability:** Participants at the Parramatta workshop questioned whether the cost of construction would be passed on in terms of the cost to use the facilities and dine at the restaurants. Some Haymarket workshop participants were concerned at potential rent increases in line with rising property values, thereby making it unaffordable for those currently renting to continue to rent or buy into the area.
- **Getting around the precinct:** Haymarket residents in particular wanted assurance that the project design would take into account the need for people to move around the precinct easily and for crowds to flow into and out of the area with ease.
- **Inclusion of Harbourside Shopping Centre:** A number of participants questioned whether Harbourside was included in the project as there was a sense that it is tired and tacky and needs to be refreshed.
- **Loss of the Entertainment Centre:** Without a clear idea of what the development included at this stage of the workshop, there was concern at the idea of losing the Entertainment Centre. Participants wondered how long they would be without a replacement venue, what would be provided in its stead and whether a new facility would continue to accommodate the sorts of events the Entertainment Centre currently runs.
- **Loss of entertainment options during construction:** This related to the possible closure of bars and restaurants during the construction. There was concern this may also impact the atmosphere and the area would lose its buzz.
- **Constant construction and change:** A few participants commented on the ongoing change in the area and said they were tiring from the cumulative impact of projects including Barangaroo, Central Park and the UTS buildings.

## **Informed Negatives and Concerns**

The main negatives and concerns at the end of the workshops were:

- **Disruption throughout the construction process:** This remained a concern, particularly among Haymarket workshop participants. While there is some recognition that construction is ongoing in a city, a few thought that residents' patience may be tested should the project timelines be seriously increased, particularly in view of the number of projects currently underway in the area.
- **Reduction in Car Spaces:** While there was some acknowledgement that it is good to encourage people to use public transport rather than cars, there was a general sense that at least the current number of car parking spaces should be maintained and that it is reasonable to provide parking facilities for people wanting to attend the Theatre and the greater number of people who will live in the Haymarket precinct. Talk of the ability of nearby car-parking facilities to provide the required capacity allayed concerns to some degree but was not seen as sufficient.
- **Public Transport Access:** There was a feeling that the combination of improved access to Central Station and more frequent light rail services is not sufficient to address the likely demand for public transport access to the area, particularly in the context of a reduced number of car spaces.

Participants' suggestions included a bus service that runs on a loop around the site, a light rail line through the middle, maintaining the mini-train service that currently does a loop around pedestrian walkways at Darling Harbour, introducing more ferry services, providing bike rentals and bike racks. There was also a suggestion that the cost of public transport be included in the price of tickets to events at Darling Harbour.

- **Student accommodation:** This was primarily an issue in the Haymarket workshop where participants were highly attuned to issues of overcrowding in inner-city apartments and the lack of laws/regulations to enforce a head-count limit. These participants are keen to see laws/regulations changed to address these issues.

While some saw this as a safety issue, there was also a concern – primarily among older participants - that the increased number of students would change the tone and feel of the area, potentially leading a range of discount stores, restaurants and bars and potentially increased alcohol-induced hooliganism and crime.

Mid level concerns included:

- **Moving around the site:** Overall, participants were pleased at the proposed improvements for allowing people to move through the site. Residual issues include whether access will be as easy in and out of the city (including from Town Hall station), and concerns about access around the site for elderly people who can't

walk far. Pedestrian flow from Harris Street through Macarthur Streets and Pier Streets was also a concern for one participant who perceived that, under the proposed design, foot traffic was being filtered down toward Central rather than making it easy to get to Town Hall.

One participant suggested inclusion of electronic interactive maps to help people work out how to move around the precinct.

- **Reduction in capacity at the Theatre:** The reduced number of seats at the Theatre needs to be explained as some initially thought that a smaller theatre did not make sense in terms of the types of acts it would attract. Some questioned whether a smaller theatre would be financially viable for performing artists. Many had hoped the new facility would have a larger capacity as this would perhaps have reduced the need to travel to Homebush for concerts.

A detailed explanation from the project team was effective in allaying concerns. Note that the name change to 'the Theatre' caused some confusion about what types of events it would be suitable for.

- **Short-term impact of no Entertainment Centre:** Some participants (those at the Haymarket workshop in particular) were concerned about the potential lack of options for artists, and others who require such venues, between when the Entertainment Centre closes in December 2015 and the new Theatre opens.
- **Hotel:** There were a few negative comments about the hotels. A few people questioned the need for more hotels in Sydney and noted that they might block the sun and the views.

While a couple of Parramatta workshop participants questioned the hotel's design, saying it looked boring, like two fingers stuck in the air or like New York's Twin Towers, the majority thought it was in keeping with the skyline of the city as a whole.

- **Types of shops and restaurants in Haymarket:** Participants in the Haymarket workshop expressed some concern about the types of shops and restaurants that would move into the Haymarket precinct. Many said they should not be aimed at the tourism market as they would likely be bland, expensive and tacky ('like Harbourside' they said) but instead include boutique shops and exciting, innovative restaurants that would appeal to the locals as well. As noted, participants sought assurance that the student accommodation would not attract shops that are too cheap and downmarket.
- **Crime and safety:** This was a particular concern among Haymarket participants and included concern about the 'late night economy' with drinkers staying late and causing problems.



Personal safety in the Tumbalong Park area was also raised as a concern by one participant who felt this could be addressed by good lighting.

Lower level concerns included:

- **Obstructed Views:** The issue of obstructed views from some residential properties was raised by the researchers in both workshops in order to assess participants' reactions, however this was the subject of minimal concern. It made only one participant in the Haymarket workshop more negative when she realised her own views would be affected.

In the Parramatta workshop the general consensus was that this project was good for Sydney and that those who lived nearby would not have their views impacted too much and would just have to live with it. Some did comment however that they were glad it was not them living there.

In the Haymarket workshop there was some limited sympathy for people complaining about lost views as raised by the researchers.

However, most felt that property prices would increase significantly as a result of the project and that a short term sacrifice would yield a longer term benefit. Some commented that people who had bought into the area would have been aware of the potential that their views would get blocked at some stage as they did themselves. They said this sort of thing is inevitable if you choose to live in the inner city. Some likened it to living near Central Park in New York City and said there were inconveniences like traffic and noise that people simply bear because this is where they want to live.

- **Height of buildings and impact on skyline:** Some participants, particularly those in the Haymarket workshop, appear to have some emotional investment in the current Darling Harbour skyline. Some questioned the height of the buildings in the Haymarket precinct as well as the hotels.
- **Affordability:** As noted, there were concerns about potential increases in the cost of renting and buying property in the area as well as for the affordability of restaurants and charges to use the new Darling Harbour facilities.
- **Viability of additional shops in Haymarket:** A few participants in the Haymarket workshop questioned whether there was really demand for additional shops and restaurants in Haymarket and whether it would simply result in other shops nearby going out of business.

- **Safety:** A few participants commented that safety should be kept in mind throughout the construction process. As noted the recent UTS experience is quite fresh in people's minds and there were some comments suggesting the builders would need to take care that a crane doesn't fall over.
- **Lack of cover:** Participants responded well to the idea that people could move between the Theatre and the hotels undercover but a few were keen to see more covered connected walkways.
- **Need to manage environmental impacts:** This was mentioned in the Haymarket workshop and referred to the management of pollution, waste and recycling both during the construction process and in the precinct after completion (ongoing management)
- **Art:** One participant had read the *Sydney Morning Herald* article about the art in the current Exhibition and Convention Centre and was worried about what was going to happen to it. She was pleased to hear that there was a requirement that it be used in the new buildings.
- **Architectural value of existing Exhibition Centre:** The same participant concerned about art was also aware of that one of the buildings to be demolished has won an architectural award. She was keen for the community to be educated on its value.

## ***Communication and Engagement***

### **Existing Information Sources**

The most common source of information about the project to date has been metropolitan and local newspapers. Some had also heard of it on the radio (eg 2GB) and TV news.

In the Haymarket workshop around half the participants had received a letterbox dropped brochure about the project and had read it in detail. This appeared to be a particularly effective form of direct communications.

Some participants also mentioned they had read about the project in the City of Sydney newsletter. This publication appears to be well-read among those who receive it.

Word of mouth has also been an important information source, particularly for participants in the Haymarket workshop.

### **Level of Interest**

Participants were asked to rate their level of interest in the project using a scale of 0 to 10 where 0 meant they had no interest in the project and 10 meant it was of the utmost importance.

As might be expected, the average level of interest among participants at the Haymarket workshop was quite strong at around 7.5. While interest levels at the Parramatta workshop varied considerably the average level of interest was also quite strong at around 6.5. Whilst these figures are not statistically robust, they do provide an *indication* of the level of engagement with the Darling Harbour project.

The interest rating was taken both at the start of the session and at the end, once more information on the project had been provided. Generally, the average interest level at the end either increased slightly or remained at already high levels. Hearing about specific plans for the precinct, seeing visuals, and having a clearer understanding of personal and community impact all contributed to the rise in interest.

### **Communications Needs**

Participants were asked what kind of information they would like to receive on the project at this stage of development and how they would like this information to be delivered. There was generally a strong desire for more information from participants in both workshops but with varying degrees of detail.

Local residents in the Haymarket area are keen to know as much as possible about the project. At this stage they are most interested in:

- Understanding exactly what is proposed (including seeing maps and knowing the heights of buildings) so they can assess the likely personal impact on their home as well as the improvements and opportunities it will potentially bring;

- The rationale for design of the key elements of the project;
- How construction impacts will be managed;
- How transport infrastructure will be improved to cater for an increased number of visitors; and
- The process and how they can get involved/have their say at the appropriate stages of the project.

Participants from broader Sydney in the Parramatta workshop were interested in a more high-level explanation of the plans, the rationale, the benefits for Sydney and the expected completion date. They felt that improved understanding of the project would generate a 'buzz' about it and underpin support during the construction period when there may be media coverage about negative impacts on local businesses and residents. Some even mentioned the possibility of taking advantage of knowing about the project earlier than many others to buy property in the area in advance of the project's completion.

## Preferred Communications and Engagement Channels

A summary of communications channel preferences in broad descending order of importance follows:

- **Project Newsletter:** Those participants in the Haymarket workshop who had received a letterboxed brochure were pleased to have received it and discussion suggested it had been effective in communicating key points about the project. Others at the table who had not received it said they would certainly like to receive it in future and said they had received the Barangaroo newsletters. This suggests an expanded newsletter distribution zone should be implemented as soon as possible.

Note that one participant raised concerns about wasting paper and suggested that any information should ideally be incorporated into an existing document, be online or something that could be pinned to the notice-board in an apartment block.

- **Project Emails:** Many participants in the Haymarket workshop were interested in subscribing to get regular email updates on the project. About once a month was seen as an appropriate frequency. This was seen as a particularly good mechanism for communicating about construction and local traffic impacts. Some suggested that this kind of information could potentially also be communicated through some kind of smart phone application.
- **Website:** All participants felt that a project website was important and saw it primarily as a place to get detailed information about the project. They suggested that subscription emails on the project have links to the website for those wanting more information.



- **On-site Display:** There was strong interest in having some kind of display at Darling Harbour where both locals and visitors could see a model and images of what the area would look like after completion of the project. When told a model had been on display at the Aquarium and in the Baa Theatre participants commented that they would not have thought to look there. They said they would prefer it be somewhere that would catch their attention as they walk through the precinct.

At minimum, there was a feeling that it could comprise a large screen and/or construction hoardings that direct people to the website if they want more information.

Some participants also mentioned the possibility of including displays at other venues such as the City of Sydney Library at Customs House. One suggested amending the model under the transparent floor to highlight the new plans for both Darling Harbour and Barangaroo.

- **City of Sydney Newsletter:** This appears to be well-read among participants who live in the inner-city areas, potentially more so than the local newspaper. Participants expect to see information on the project here as well as details of relevant upcoming community workshops.
- **Strata Briefings:** Some participants in the Haymarket workshop questioned whether their strata officers had been briefed on the project and suggested this was an important communications channel. As noted, one suggested that information be made available for display on their apartment notice-boards.
- **Electronic Roadside Signs:** Some local resident participants said they would expect to see electronic signs by roads during the construction period that highlight the key changes and direct people to the website for more information.
- **Breakfast TV:** Some participants in the Parramatta workshop suggested that Breakfast TV programs like Sunrise might be an ideal way to communicate with people across Sydney as you could show the animation and images and have time to explain the rationale for design of the key elements.
- **Newspaper coverage:** Participants expect to read more about the project in major metropolitan and local newspapers as well as MX.
- **TV Advertising:** Some participants suggested that TV advertising be used to communicate with people across the city more broadly. Some suggested that theatre advertising could be played at the IMAX in Darling Harbour.
- **Social Media:** Some younger participants suggested social media such as Facebook be used as a communications tool although most admitted they didn't think they would use social media for information on this type of project.

## **Appendix**

## Darling Harbour Live

### Research Workshop Agenda and Discussion Guide

Ref: GAR 1301005

February 2013

Time	Topic Area	Objective	Moderator Question Line
6:00	<b>Welcome &amp; Introductions</b>	Introduce research purpose, overview the session, participant introductions	<ul style="list-style-type: none"> <li>• <i>Welcome and facilitator introductions</i></li> <li>• <i>Purpose of the session/client identification</i></li> <li>• <i>Rules of engagement/confidentiality/mobile phones/toilets/exits</i></li> <li>• <i>Agenda</i></li> <li>• <i>Participants at each table to introduce themselves and cover their first name, suburb where they live, make-up of their household, what they do during the day, any interests</i></li> </ul>
6.10	<b>Awareness and Knowledge of Project</b>	At tables, identify current awareness of the project, what is known and sources of information.	<ol style="list-style-type: none"> <li>1. There are a number of large construction projects that are planned or underway in Sydney at the moment. Can you tell me which you are aware of?</li> <li>2. Can you tell me more about what is going on at Darling Harbour?</li> <li>3. Where did you get this information from?</li> </ol>
6.25	<b>Perceptions of the Project</b>	At tables, explore perceptions of the project based on current knowledge and understand what is driving it	<p><i>[Read short high-level overview of project]</i></p> <p>From 2016 Sydney will be home to a new world-class exhibition, convention and entertainment precinct. The development will ensure that Australia's global city remains the first choice in Asia Pacific for international and domestic business events, conferences and exhibitions, generating significant economic benefits for the city and for New South Wales.</p> <p>The project will also develop The Haymarket into one of Sydney's most innovative residential and working districts and aim to build on the enormous appeal that Darling Harbour already has for Sydneysiders by creating an exciting entertainment hub that promises to reconnect and re-energise the city.</p> <ol style="list-style-type: none"> <li>4. Can you tell me how interested you are in this project on a scale of 0 to 10 where 0 means you don't care at all and 10 means it is the most important issue in your life at the moment?</li> <li>5. Based on what you know so far, would you say that you personally have a positive or negative opinion of this project? Is that mildly or strongly? Why?</li> </ol>

Time	Topic Area	Objective	Moderator Question Line
			6. What do you see as the rationale for this project? Why is it being done?
			7. Who do you see as the 'winners' and 'losers' for this project? Why?
			8. You've mentioned a number of things you like about the project. Can you think of any other potential benefits? Are there any other concerns or issues we should add to our list? How would you rank these positives and issues?
			9. What would you think should be the key priorities when developing the final design of the project?
6.40	<b>Recap</b>	Share key findings from each group to date to cross-fertilise issues and for benefit of observers	<i>Facilitator from each table briefly summarises key points from the discussion to date to the broader group. Invite comments from the floor</i>
6.50	<b>DHL Presentation and Q&amp;A session</b>	Present key facts about the project to allow a subsequent more engaged discussion	I'd now like to introduce (name, title, organisation) from the Darling Harbour Live project team to give a presentation on the project as it currently stands. (15 mins)
			We now have up to 10 minutes for questions. As we have explained, this project is in its very early stages so we may not be able to answer a lot of your questions at the moment. However, please do ask them and we will note down those we can't answer and use that information later to guide the development of communications materials, making sure they are answering the questions that people have.
7.15	<b>Break</b>	Short break. Time to have a more detailed look at any collateral materials.	Short break (tea, coffee and biscuits)
7.25	<b>Informed Discussion</b>	Explore initial reactions to the presentation, any information gaps, key positives and concerns. Discuss key issues.	10. What is your initial reaction to the presentation? Was there anything in it that particularly surprised you or worried you?
			11. What did you like about it?
			12. What didn't you like about it? What worried you?
			13. Are there any aspects of the project as it stands which you feel need particular consideration in the design and construction process?
7.55	<b>Comms and Engagement</b>	Understand communications needs, preferences and level of interest	14. We'd now like to explore how you think the project team should engage with and communicate with the community going forward. To what extent would you like to be involved and kept informed? How would you prefer to receive information?
			15. And what areas are you particularly interested in knowing more about?
			16. I asked you earlier how interested you were in this project and I'd like to ask you again now that you've



Time	Topic Area	Objective	Moderator Question Line
			been given a lot more information about the project. How would you rate your interest now on a scale of 0 to 10 where 0 means you don't care at all and 10 means it is the most important issue in your life at the moment?
8.10	<b>Change in Perceptions</b>	Explore whether participants have changed their opinion about the project after receiving information	17. Earlier we asked you about your opinion of the project. Sometimes people change their mind after getting more information and become more positive or negative about it. Based on what you know now, would you say that you personally have a positive or negative opinion of this project? Is that mildly or strongly? Why? Has your opinion changed since the start of the workshop? If so, what specifically made you change?
8.20	<b>Recap</b>	Share key findings from each group to date to cross-fertilise issues and for benefit of observers	<i>Facilitator from each table briefly summarises key points from the discussion to date to the broader group. Invite comments from the floor.</i>
8.30	<b>Close</b>	Thank and close	<i>Thank participants for attending. Pay incentives</i>



## APPENDIX 17

### REPORT FROM BANG THE TABLE

#### Activity Report : Your Say Darling Harbour Live

Includes statistics for: **Darling Harbour Live - Have Your Say** **Darling Harbour Live Pre-Consultation: Join our forum or leave us a comment**

13 February 2013 - 01 March 2013

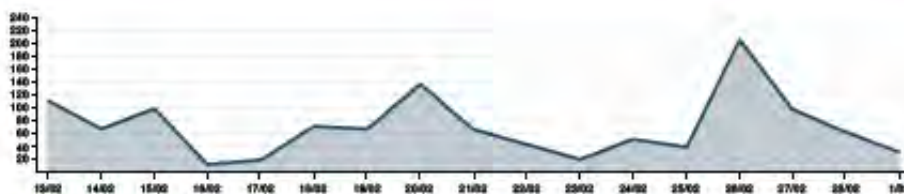
##### Activity Overview

	(Effective)
Site visits	613 (665)
Page views	1,194 (1,488)
Visitors	333 (338)
Comments	2 (2)
Agrees	0 (0)
Disagrees	0 (0)
Document downloads	49 (60)
Video plays	0 (1)

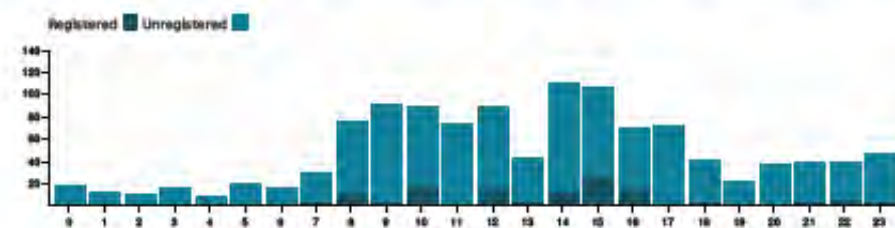
##### Number of Participants who

Registered	20 (20)
Commented	2 (2)
Agreed	0 (0)
Disagreed	0 (0)
Downloaded documents	30 (31)
Downloaded videos	0 (1)
Viewed FAQs	0 (0)
Took polls	0 (0)

##### Page Views By Date



##### Page Views By Hour



##### Engagement Depth

	Average	Total
Time on site	2m 35s (2m 47s)	1d 2h (1d 6h)
Page views	1.9 (2.2)	1,194 (1,488)
Visits	1.8 (2.0)	613 (665)
Comments	1.0 (1.0)	2 (2)
> primary		2 (2)
> replies		0 (0)
Agrees	0.0 (0.0)	0 (0)
Disagrees	0.0 (0.0)	0 (0)

##### Participant Conversion

Visitors who	
> registered	6.0% (5.9%)
> downloaded documents	9.0% (9.2%)
Registered participants who	
> commented	10.0% (10.0%)
> agreed/disagreed	0.0% (0.0%)
> took polls	0.0% (0.0%)

Tools	Total	Page views	Visits	Comments	Agrees	Disagrees	Participants
Forum Topics	4	79 (88)	0 (0)	4 (4)	0 (0)	0 (0)	3 (3)

News Articles	3	67	(67)	0	(0)	0	(0)	0	(0)	0	(0)
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Age (Top 20)	Participants		Comments		Agrees		Disagrees	
46-55	5	(5)	0	(0)	0	(0)	0	(0)
26-35	4	(4)	1	(1)	0	(0)	0	(0)
56-65	3	(3)	1	(1)	0	(0)	0	(0)
Over 65	3	(3)	0	(0)	0	(0)	0	(0)
36-45	3	(3)	0	(0)	0	(0)	0	(0)
18-25	1	(1)	0	(0)	0	(0)	0	(0)
<b>TOTAL</b>	<b>20</b>	<b>(20)</b>	<b>2</b>	<b>(2)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

Gender (Top 20)	Participants		Comments		Agrees		Disagrees	
Male	14	(14)	1	(1)	0	(0)	0	(0)
Female	5	(5)	1	(1)	0	(0)	0	(0)
<b>TOTAL</b>	<b>20</b>	<b>(20)</b>	<b>2</b>	<b>(2)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

Document Downloads	Document downloads	
Newsletter #1 January	26	(34)
Darling Harbour Live Fact Sheet	23	(26)
<b>TOTAL</b>	<b>49</b>	<b>(60)</b>

Video Download Activity		
Preferred Master Plan	0	(1)
<b>TOTAL</b>	<b>0</b>	<b>(1)</b>

Sources (Top 20)	Page views	
www.skyscrapercity.com	37	(37)
www.darlingharbourlive.com.au	35	(35)
www.google.com.au	26	(26)
www.haveyoursay.nsw.gov.au	11	(11)
darlingharbourlive.com.au	8	(8)
www.yoursaydarlingharbourlive.com.au	4	(4)
www.google.com	4	(4)
www.infrastructure.nsw.gov.au	3	(3)
www.facebook.com	3	(3)
siceep.com	3	(3)
www.siceep.com	3	(3)
peacekeeperhq.com	2	(2)
m.facebook.com	2	(2)
zed.bangthetable.com	2	(2)
www.bing.com	2	(2)
www.buyclassybags.com	1	(1)
by175w.bay175.mail.live.com	1	(1)
comms.dnsw.com.au	1	(1)
36ohk6dgmcd1n-c.c.yom.mail.yahoo.net	1	(1)
us.mg1.mail.yahoo.com	1	(1)
and 9 others		
<b>TOTAL</b>	<b>158</b>	<b>(160)</b>

Search Terms (Top 20)	Search Engine	Page views
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yoursaydarlingharbour.com.au	Bing	2	(2)
yoursaydarlingharbour.com.au	Google	1	(1)
yoursay darling harbour au	Google	1	(1)
TOTAL		4	(4)

Polls			0 (0)
Voters (total)		0	(0)
Voters (% of participants)		0.0%	(0.0%)

Polls

Surveys	Survey takers	Survey takers (% of participants)	0 (0)
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Form_tools	Form_tool takers	Form_tool takers (% of participants)	0 (0)
Contact us	3 (3)	0.9% (0.9%)	<a href="#">Summary</a>   <a href="#">Browse responses</a>
Your feedback on Darling Harbour	5 (5)	1.5% (1.5%)	<a href="#">Summary</a>   <a href="#">Browse responses</a>

Guestbook			2 (2)
Guestbook entries (total)		0	(2)
Guestbook participants (total)		0	(0)
Guestbook participants (% of total participants)		0.0%	(0.0%)

Q & A Search Terms (Top 20)	Views	Q & A Tag Clicks (Top 20)	Views
TOTAL		TOTAL	

People	Comments		Agrees		Disagrees		Site visits	
<a href="#">Hong</a>	1	(1)	0	(0)	0	(0)	3	(3)
<a href="#">Goldsborough</a>	1	(1)	0	(0)	0	(0)	2	(2)
<a href="#">Tommaso</a>	0	(0)	0	(0)	0	(0)	2	(2)
<a href="#">LoveHistory</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">leanne</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">ViNguyen</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">chris</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">Robert</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">ark</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">Simmo</a>	0	(0)	0	(0)	0	(0)	2	(2)
<a href="#">Ross C</a>	0	(0)	0	(0)	0	(0)	2	(2)
<a href="#">jacksteven</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">hassa42</a>	0	(0)	0	(0)	0	(0)	2	(2)
<a href="#">Petra</a>	0	(0)	0	(0)	0	(0)	2	(2)
<a href="#">Richard</a>	0	(0)	0	(0)	0	(0)	3	(3)
<a href="#">Omaharg</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">mandy</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">Bolton</a>	0	(0)	0	(0)	0	(0)	2	(2)
<a href="#">ronb</a>	0	(0)	0	(0)	0	(0)	1	(1)
<a href="#">Preview</a>	0	(0)	0	(0)	0	(0)	10	(51)
TOTAL	2	(2)	0	(0)	0	(0)	40	(81)

Suburb	Participants		Comments		Agrees		Disagrees		Site visits
PYRMONT	4	(4)	1	(1)	0	(0)	0	(0)	5 (5)

HAYMARKET	2	(2)	1	(1)	0	(0)	0	(0)	4	(4)
ERINA	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
EASTWOOD	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
woolloomooloo	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
SYDNEY	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
BEACONSFIELD	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
GLADESVILLE	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
Redfern	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
ultimo	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
NEWTOWN	1	(1)	0	(0)	0	(0)	0	(0)	3	(3)
s	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
RUSSELL LEA	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
REVESBY	1	(1)	0	(0)	0	(0)	0	(0)	1	(1)
LITTLE BAY	1	(1)	0	(0)	0	(0)	0	(0)	2	(2)
Pymont	0	(0)	0	(0)	0	(0)	0	(0)	2	(2)
Unspecified	1	(1)	0	(0)	0	(0)	0	(0)	10	(51)
<b>TOTAL</b>	<b>20</b>	<b>(20)</b>	<b>2</b>	<b>(2)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>40</b>	<b>(81)</b>

## Topic Breakdown

4 forum topics

What do you want to know more about?

Page views	64	(71)
Votes	0	(0)
Comments	4	(4)
Agrees	0	(0)
Disagrees	0	(0)
Participants	3	(3)

How do you use Darling Harbour now – for business, entertainment, eating out, as a place to walk or exercise or something else?

Page views	3	(3)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

What's great about Darling Harbour now? What could be better?

Page views	2	(2)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

Your reaction to the project – what appeals to you, what don't you like so much, and what do you need to know more about? What would you really like to see in the final project?

Page views	10	(10)
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Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

News Article Breakdown

3 news articles

Your Chance to See the Project Model

Page views	36	(36)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

Pre-Consultation Community Roadshow in Full Swing

Page views	28	(28)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)

Closing for comments - March 1st

Page views	3	(3)
Votes	0	(0)
Comments	0	(0)
Agrees	0	(0)
Disagrees	0	(0)
Participants	0	(0)





## APPENDIX 18

### PLANNING AND BUILT FORM CONSIDERATIONS (CITY OF SYDNEY)

#### Planning and Built Form Considerations Sydney International Convention, Exhibition and Entertainment Precinct

##### Introduction

The City of Sydney (the City) supports the NSW Government's focus on rebuilding the city's convention, exhibition and entertainment facilities close to the city centre. It is estimated that these uses will make a substantial contribution to the New South Wales economy through enhanced business tourism and through the potential to grow businesses which service these facilities long-term technical needs.

Proximity to Chinatown, the Haymarket and the city centre are key co-location attributes particularly in a growing Asian market for larger high end convention venues. For an improved visitor experience, there needs to be a seamless connection between the revitalised precinct and Haymarket and the City. A bus in and bus out visit should be mitigated through much enhanced connectivity. Better connections will enable visitors to experience more of the city and spend more time there. This is consistent with the strategic need to ensure investment in new infrastructure is captured, embedded and grows the NSW state economy and helps to enhance Sydney's position as a regionally significant globally connected city.

Attention to good urban design and integrated planning will be critical to the success of the SICEEP. In contrast to the existing facilities within the SICEEP, new event facilities will need to integrate into the existing physical and cultural fabric of Sydney and be well connected to surrounding precincts on all sides.

This submission briefly outlines key considerations that need to be accounted for to ensure that the SICEEP is revitalised in an appropriate way. It also recommends a number of specific key controls to ensure appropriate urban design outcomes.

##### Issue 1: Economic Development

- The southern part of central Sydney is an established knowledge precinct, containing high quality tertiary education institutions, a growing ICT business sector and many small innovative creative industries. To maximise the potential benefit of the new SICEEP event facilities to the economy, there needs to be strong integration of the new facilities and the services that support them.
- SICEEP should be accompanied by an **economic development and integration strategy** that examines the business opportunities that the immediate precinct could provide to improve the whole enterprise and capitalise on proximity efficiencies. It is recommended that the strategy should be prepared in conjunction with state economic and tourism agencies, the City of Sydney, local Haymarket businesses and their representatives, and key local and global industry sectors.
- The availability of a sufficient number and price range of hotel rooms is an absolute requirement of event planners. Since a new SICEEP is likely to

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generate higher visitation rates, it will need sufficient visitor hotel accommodation across a range of price points to meet demand. Smaller hotels could be included south of Pier Street.

- It is recommended that the podium floor area contained in new buildings north of Hay Street include space for an enlargement of fresh food markets, including a local growers market. This would supplement and grow the existing market operation on the Paddy's Market site taking into account increased demand for affordable fresh food in the city centre as the residential population increases.
- The redevelopment of the southern site (existing entertainment site bounded by Pier, Harbour and Hay Streets and Darling Drive) be designed for mixed uses. It is recommended that no residential uses be located north of Pier Street so that the public usage of the convention, entertainment and exhibition precinct is in general not impaired through future amenity impacts and conflicts with residents.
- If the existing entertainment centre is redeveloped and moved, the southern site should include market housing, rental affordable housing, offices, provision for small scale ground floor and lower level retail (including basement and first floors accessed from the street), community uses, medical and health uses, and entertainment uses.
- Rental affordable housing for key workers should amount to around 15% of the residential provided and located at lower levels towards the street level. Residential uses should not be located below level 3 on lively and active streets (for example Quay Street) in order to preserve residential amenity in proximity of future licensed venues and retail businesses trading extended hours.
- It is recommended that forecast economic effects of SICEEP construction on the NSW economy should be monitored, reported, and incorporated into the wider business case for the project. This will add evidence to the forecasts and provide a useful reporting tool.

## **Issue 2: Precinct Urban Design**

- Darling Harbour has been criticised for its lack of urban design merit, principally because its form, ringed by heavily traffic roads prevents easy access to and through the precinct. The most consistent complaint about the relationship between the rest of central Sydney and Darling Harbour is that it separated from the city. The barriers are partly due to intrusive road infrastructure beyond the control of the agencies managing Darling Harbour and the orientation of buildings. However, the existing event infrastructure is also a significant barrier, principally due to the footprint of closed building envelopes and the extent of loading docks required to service them.
- Infrastructure NSW prepared "*SICEEP Urban Design and Public Realm Guidelines*" to assist project consortia to prepare suitable proposals. The City considers that these guidelines provide good ideas on how Darling Harbour could become more accessible, both within and into the precinct. The attention given by the City to the same qualities governing development in central Sydney should be given to development of SICEEP. In this regard,

relevant issues highlighted in the *SICEEP Urban Design and Public Realm Guidelines* are supported.

- Nevertheless, it is noted that the guidelines are silent on a number of vital considerations which are covered in this submission. These include connectivity issues within the site and outside of the site, public transport provisions and the expansion of unrelated uses.
- The City is investing in the redevelopment of public domain in Chinatown. This initiative is strongly supported by local businesses and chambers of commerce. It is imperative that SICEEP redevelopment expands the economic benefits that flow from events into Chinatown and Haymarket businesses through the design of the architecture and the provision of extended lanes and streets. The project within the SICEEP boundary should be aware of and integrate with the City's public domain works.
- A strong legible pedestrian (and recreational bicycle) boulevard should extend Quay Street through the site (refer Diagram 03). The boulevard should continue the width of Quay Street, building face to building face, and provide a public domain width of 15-20 metres. This will be the principal connection from the site to Central Station, regional rail and the Airport rail services. This pedestrian and cycle boulevard will cross three thresholds:
  - Hay Street and the light rail service – it is recommended that Hay Street be defined by an architecture sympathetic to the brick Haymarket materiality;
  - Pier Street – it is recommended that Pier Street be dropped below ground sufficient for the pedestrian boulevard to cross Pier Street at grade with traffic lights. Alternatively, redirection or removal of Pier Street in the long term would be highly beneficial for ground level pedestrian connectivity of the site;
  - Western Distributor undercroft – it is recommended that the flyovers remain as they do not interfere with connectivity to the extent of Pier Street.
- Constraining the height of the new development adjacent to the main pedestrian boulevard (Quay Street) to RL 32 is suggested, with the objective to retain winter sunlight to the public promenade (refer to Diagram 05).
- Interconnection of the city and Pyrmont grids should match existing streets; that is, they should have similar widths, be legible, be open to the sky and provide street level interest and active frontages. East-west connections should be maximised and the change in levels minimised as far as possible (refer Diagram 04).
- Street wall architecture to approximately RL 24 is recommended (refer Diagram 05), with vertically designed fine grain architecture supporting business, retail and restaurant uses at podium level to enable Chinatown to expand towards the facilities. Long blocks of a single horizontal architecture expression are inconsistent with the character of the Haymarket. Predominant face brick architecture at podium level will unify the Haymarket area south of Pier Street.

- One of the positive contributions of the existing Darling Harbour precinct is the high standard, variety and extent of parkland it contains so close to the southern part of central Sydney. The City considers retention of the existing green parkland of Tumbalong Park (or its equivalent) essential to the amenity of central Sydney. It is imperative that sun access to existing green parkland in winter is not diminished as a result of future development.
- Any redevelopment of this scale should include a curator and a number of integrated public art projects. A financial contribution equivalent to 1% of the project value should be required for physical integration works beyond the site and public art projects. This is equivalent to the statutory contribution (1% of project design and construction value) under s61 of the *City of Sydney Act*.

### Issue 3: Design Excellence and Building Massing

- Consideration could be given to building over Darling Drive and retaining the existing exhibition buildings in order to double the exhibition capacity as an option. This would ensure that the redevelopment does not encroach on the existing public domain in Darling Harbour and that the exhibition buildings (RAIA Sulman Award winning architecture) are able to be reused.
- If the existing exhibition buildings are to be removed, it is recommended that they be disassembled and reused where there are similar needs in other locations throughout the state. Two bays or more of the existing five bays could be recycled as a new fish markets on their existing site at Blackwattle Bay or at Glebe Island (refer Figure 1. below showing two bays reassembled at the Sydney Fish Markets site in Blackwattle Bay).

Figure 1. Photomontage illustrating the potential to relocate two exhibition sheds at the Sydney Fish Market site to address the





- There is a risk that the new development will grow in size and either overshadow key public areas in winter through additional height, or consume the public domain through increased footprint. Winter visitation is a key requirement of Darling Harbour, and sunlight access extends the period in which visitors stay at the site. The buildings should be massed so that winter sunlight between 10.00 am and 3.00pm on 21 June should reach the following locations (refer Diagram 01):
  - principle pedestrian boulevard through the site
  - Cockle Bay promenade north of the freeway flyovers
  - Tumbalong Park (or its equivalent)
  - Children's play area
  - Chinese Gardens entry forecourt and the Chinese Gardens proper
  - Powerhouse Museum public forecourt and courtyard
  - Ian Thorpe Aquatic Centre public deck
- Tall buildings are better located towards the edges of the Darling Harbour valley floor, appropriately separated, kept away from heavily used pedestrian desire lines, and should not obstruct public street view corridors. Strong sightlines are needed for overall legibility and appeal, which includes the many visitors to Darling Harbour who may not be attendees at conferences or exhibitions.
- To avoid winter overshadowing of the public locations listed above, any tower on the convention centre site should be limited to approximately RL 110 (to prevent winter overshadowing of Tumbalong Park at 3.00pm), with a podium limited to approximately RL 25 (to prevent winter overshadowing of the Cockle Bay waterfront at 3.00pm). This relative level (RL) measured from the ground will vary depending on the exact location of any proposed tower, its roof profile and the exact location of the park and the other public locations.
- In the SICEEP urban design guidelines it appears that the number and location of towers would be left for bidders to determine; however it is the City's experience, such latitude does not necessarily generate the best urban form. For this reason, it is recommended that the location of potential towers reflect the locations suggested in this submission and that their bulk footprint be restricted so that they do not exceed The Peak tower in Haymarket (40 metres x 40 metres). Towers (a tower defined as over ten storeys from the ground) should have a maximum floor plate of no more than 1000 square metres (900 square metres preferred) to avoid high rise bulk and view blockage (refer to Diagram 05).
- Successful development within Darling Harbour site should focus on built form qualities of the existing urban fabric. For example, new development should exploit views of the city centre and extend the fine-grain qualities of surrounding precincts. This would avoid repeating the "big-box" urban design shortcomings of the existing facilities, making the SICEEP less 'shopping mall', and more like Chinatown.

- Achievement of overall design excellence should be uppermost in delivery of new event facilities focusing on how new facilities are integrated into central Sydney and Pyrmont.

#### **Issue 4: Transport and Accessibility**

- Inadequate public transport access between Darling Harbour and the City has long been a shortcoming of the precinct. The inconvenience of remote high capacity public transport is exacerbated by precinct barriers and illogical or obscure way-finding routes.
- Good public transport and accessibility is a key feature of regional meeting events. A world class SICEEP must be complemented by world class transport availability that justifies choices to select Sydney above other regional competitors. Equally important is easy access to existing public transport by walking, in particular to Town Hall rail station via Bathurst Street and Central rail stations via Quay Street (refer to Diagram 02).
- For light rail to serve SICEEP well, interchange between existing light rail and the proposed George Street line should be convenient. Careful attention to the Hay and George Street intersection design will clearly benefit accessibility of SICEEP (refer to Diagram 03).
- The development should contribute to the design and costs of surrounding on grade connections. Failure to upgrade these will hamper SICEEP accessibility, particularly for attendees who choose to arrive by train from Sydney International Airport.
- The City agrees with the *SICEEP Urban Design Guidelines* which state that the urban space should be put first and that the precinct should “provide places not roads”. Vehicle usage within and around the SICEEP should be at an appropriate level to meet operational requirements, pedestrian areas should be clear of vehicular traffic, and the need for service vehicles to utilise the public road network should be minimised.

#### **Issue 5: Sustainability**

- The SICEEP urban design guidelines require the final design to demonstrate World’s Best Practice energy and resource efficiency. This ambition is strongly supported by the City and complements the ambitious sustainability improvement targets it has set for itself.
- There are clear benefits for the SICEEP project to work closely with the City to develop and achieve joint sustainability targets. The City recently released its tri-generation master plan to assist building owners and others deliver city-wide energy savings.

Consideration might also be given to the potential integration and redevelopment of the Harbourside shopping centre as an entertainment facility associated with any hotel use. This might include a variety of uses including a small scale casino instead of Barangaroo.

