

# Cockle Bay Park Redevelopment

Appendix J Consultation Outcomes Report

## State Significant Development, Development Application (SSD DA)

Prepared for DPT Operator Pty Ltd and  
DPPT Operator Pty Ltd

8 October 2021

# Prepared for:

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**Appendix A**

August 2021 community newsletter

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**Appendix B**

2019 A Community Led Experience for Cockle Bay Park; submitted to the Cockle Bay Park Design Competition

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# Acronym legend

<b>SSD</b>	State Significant Development
<b>DA</b>	Development Application
<b>CBD</b>	Central Business District
<b>SICEEP</b>	Sydney international convention, exhibition and entertainment precinct
<b>SEARS</b>	Secretary's Environmental Assessment Requirements
<b>IPC</b>	NSW Independent Planning Commission
<b>MLALC</b>	Metropolitan Local Aboriginal Land Council
<b>TfNSW</b>	Transport for NSW

# **1. Introduction and requirements for this report**

# 1. Introduction and requirements for this report

This report has been prepared to accompany a detailed State Significant Development (SSD) Development Application (DA) (Stage 2) for a commercial mixed use development, Cockle Bay Park, which is submitted to the Minister for Planning and Public Spaces pursuant to Part 4 of the Environmental Planning and Assessment Act 1979 (EP&A Act). The development is being conducted in stages comprising the following planning applications:

- Stage 1 – Concept Proposal setting the overall parameters for the redevelopment of the site including the height, bulk, building envelope, and land uses as well as development consent for the carrying out of early works including demolition of the existing buildings and structures. This stage was determined on 13 May 2019, and is proposed to be modified to align with the Stage 2 SSD DA.
- Stage 2 – detailed design, construction, and operation of Cockle Bay Park pursuant to the Concept Proposal.

## The site

The site is located at 241-249 Wheat Road, Sydney to the immediate south of Pyrmont bridge, within the Sydney CBD, on the eastern side of the Darling Harbour precinct. The site encompasses the Cockle Bay Wharf development, parts of the Eastern Distributor and Wheat Road, Darling Park and Pyrmont Bridge.

The Darling Harbour precinct is undergoing significant redevelopment as part of the Sydney international convention, exhibition and entertainment precinct (SICEEP) including Darling Square and the IMAX renewal (W Hotel) projects. More broadly, the western edge of the Sydney CBD has been subject to significant change following the development of the Barangaroo precinct.

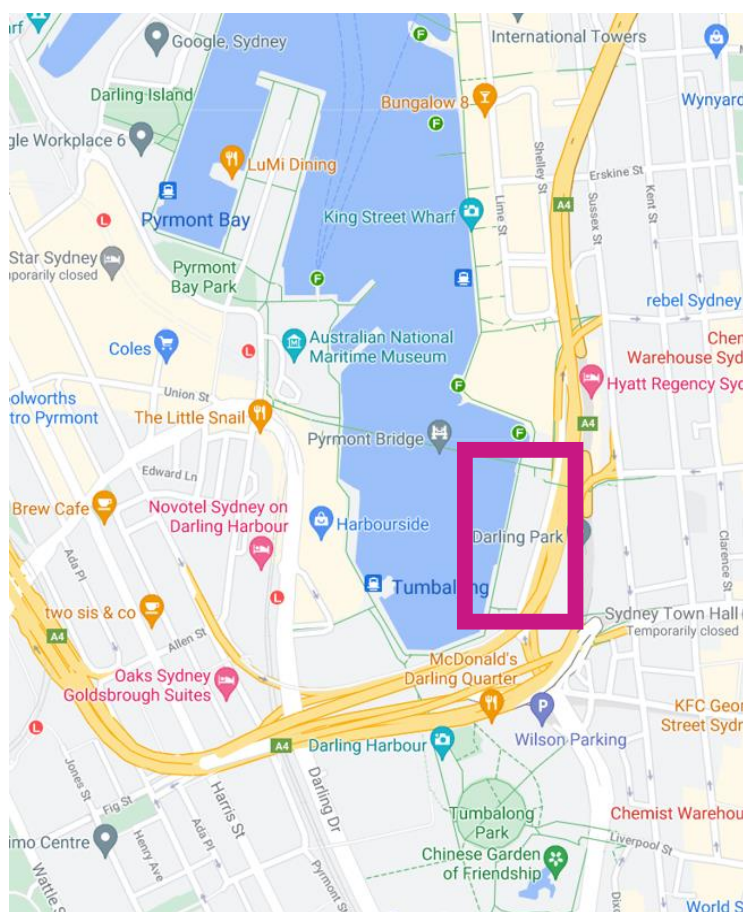


Figure 1: site location of Cockle Bay Park

## 1.1 Community engagement requirements

The following work items are required.

### As part of the SEARS requirements:

*During the preparation of the EIS, you must consult with the relevant local, State or Commonwealth Government authorities, utility providers, community groups and affected landowners, as identified in any meeting with the Department before the DA is lodged.*

*The EIS must describe the consultation process, the issues raised during consultation, and how the proposal addresses those issues. Where amendments have not been made to address an issue, a succinct explanation should be provided.*

To be followed by the preparation of

- SSD 7684, B11 - Community Involvement Plan  
*A Community Involvement Plan (CIP) shall be prepared in consultation with Council and submitted to the Planning Secretary prior to commencement of works. The CIP shall include how notification of residents and complaints associated with the demolition works will be mitigated/managed*
- SSD 7684 C34 -Construction Future Development Application(s) shall provide analysis and assessment of the impacts of construction and include:
- d) Community Consultation and Engagement Plans

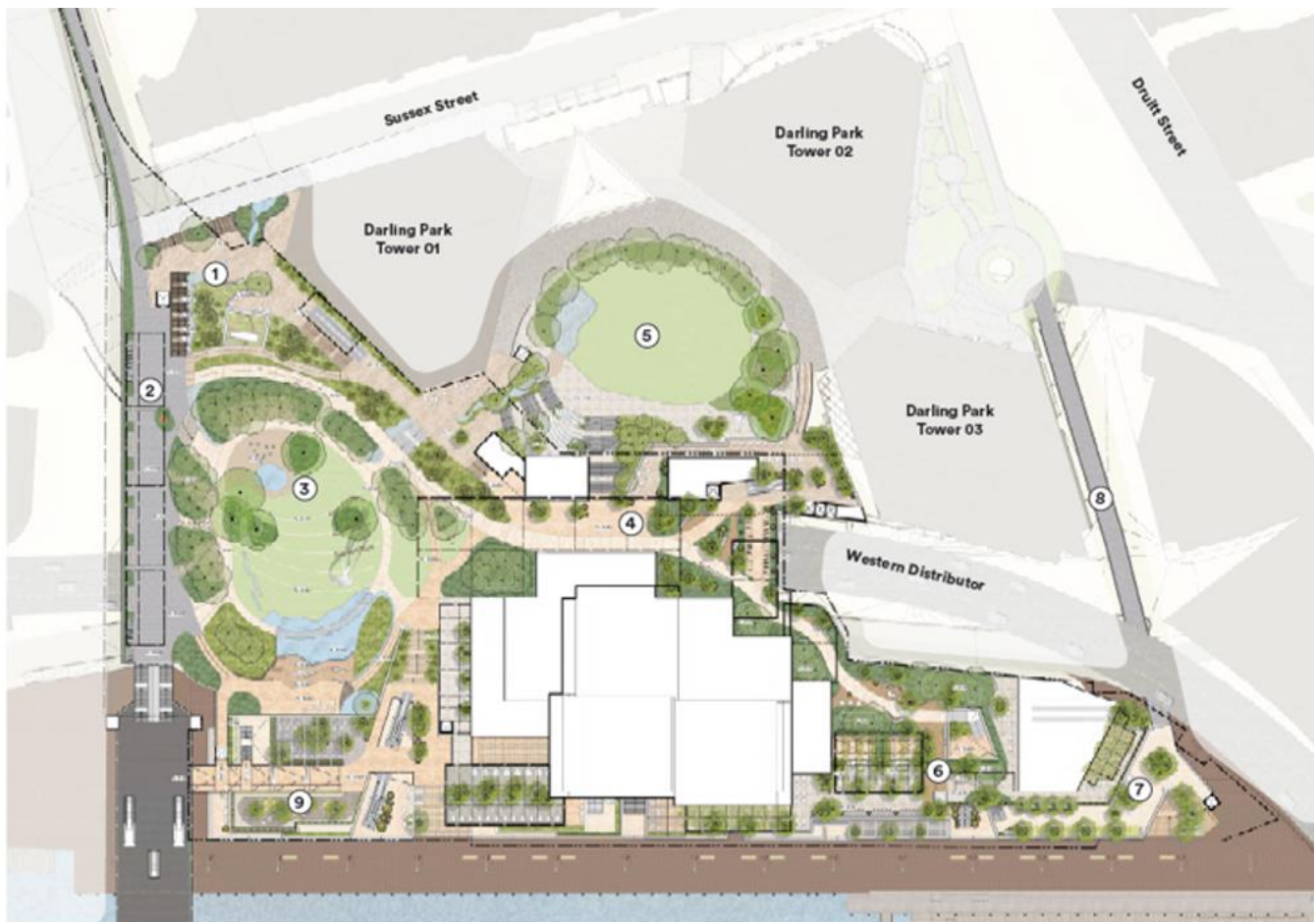


Figure 2: map of Cockle Bay Park

## **2. History of consultation for the Stage 1 Development Application**

## 2. History of consultation for Stage 1

### 2.1 Stakeholder and Community Engagement - Stage 1 Development Application

The Consortium (The GPT Group, AMP Capital and Brookfield Properties) development team commenced planning for a redevelopment of the Cockle Bay Wharf in 2016.

In 2016, plans to redevelop the Cockle Bay Wharf area were placed on public exhibition. Community and stakeholder submissions, including from a range of government agencies were received.

Community and stakeholder feedback to the initial designs led to a process of reimagining the space.

A new DA was submitted in 2017 with significant design amendments in response submissions and was approved by the Independent Planning Commission (IPC). The new DA included significant public benefits in the form of:

- The northern publicly open space being a minimum of 5,500sqm
- Re-establishment of a strong visual connection between the Sydney CBD and Darling Harbour
- A minimum area of 1,000sqm of southern publicly accessible open space on-top of the podium

On 4 March 2019, the IPC heard community submissions regarding the amended development proposal. Five residents or resident representatives raised their issues during the hearing included:

- The proposed development does not take [into] account the impact to the surrounding visual amenity
- Impacts to pedestrian flow, traffic, transport, overshadowing, solar access
- More local facilities and amenities should be included in designs
- The proposed development does not factor in impacts to Pyrmont Bridge (heritage significance, crowding the bridge site).

On Monday 13 May 2019, the Stage 1 DA was approved by the IPC. The Consortium development team listened to these submissions as the starting point for consultations for the Stage 2 Application.

## 2.2 Summary of issues raised in submissions to the 2017 DA exhibition

The Consortium Development Team listened carefully to the issues being raised in submissions as a starting point for the 2018 design process and next step consultations.

### Design-specific comments

#### Visual and heritage character of Darling Harbour

- The precinct design should respect and reflect the existing heritage characteristics of Darling Harbour
- The visual impacts to Darling Harbour as a whole need to be considered, including impacts on water quality and potential damage to the South Steyne Ferry
- Visual impact for surrounding areas including Pyrmont.

#### Community spaces

- The precinct should provide options for both quiet, vegetated spaces and constructed spaces for community facilities and broader activation
- There is an opportunity for new community spaces to improve the character of the precinct
- As the site is located within a residential Sydney CBD neighbourhood, it would benefit from recreational and community facilities.

#### Accessibility and connectivity

- There is a need to include disabled access at all key entry points
- The community experience should be consistent at all interfaces of the site and have a clear and distinct flow e.g. from Pyrmont Bridge to the beginning of the precinct
- The precinct should offer a connected experience
- Public spaces and pedestrian routes within the precinct should facilitate increased public access to the waterfront from the city
- Public routes should cater for cycle connectivity as well as pedestrian connectivity
- Traffic impacts and how vehicles would enter and exit the site to be taken into account in the precinct's design
- There should be limited car parking (except for potentially electric vehicles) to manage noise pollution.

#### Design principles

The precinct design should consider or include:

- **Wind tunnelling** mitigation strategies
- **Public spaces** that offer night-time activation, as well as daytime offerings
- **Aboriginal representation** that is embedded through the site
- **Public art** throughout the site
- **Shade:** Open spaces that have a canopy or offer shaded areas
- Efforts to retain the **human factor** within the built environment
- **ESD:** Will tower have an environmentally sustainable design?
- **Solar impacts:** Can the proponent reduce the AM loss of solar access to the water area of Darling Harbour, pedestrian walkways and surrounding residents
- **Social infrastructure:** Publicly accessible childcare to support local residents or community/cultural facilities to benefit all visitors.

### Location-specific comments

#### The waterfront

- The tower design and location should maximise its setback from waterfront
- New boardwalks extending over the water were not supported
- Preference for morning solar access to the promenade to be maintained.

#### Pyrmont Bridge

- There is a need to respect the historical importance of Pyrmont Bridge.

#### Market Street

- The design of pedestrian routes to consider how Market Street could best connect to Pyrmont Bridge
- Consider impacts to the Corn Exchange building.

#### Druitt Street

- The safety and visual amenity of the Druitt Street entry should be improved by the precinct's design.



# **3. Consultation process for the Stage 2 Development Application**



# 3. Consultation process for the Stage 2 Development Application

## 3.1 Community consultation framework

The International Association of Public Participation (IAP2) framework was used to design the consultation strategy.

IAP2 is a leading international organisation for the improvement and promotion of the practice of community and stakeholder engagement and public participation. It is a familiar logic to many government agencies at both the State and Federal level, and also to the community. IAP2 conducts nationwide training for engagement including Government staff on a regular basis.

IAP2's Public Participation Spectrum (below) is designed to assist with the selection of the level of participation that defines the public's role in any community engagement program.

The spectrum shows that different levels of participation depend on the engagement goals, the time frame available for engagement, the resources available for activities and levels of community concern regarding the decision to be made. Most importantly, the IAP2 Spectrum sets out the promise being made to the public at each 'level' of participation.

The engagement level for this proposal is generally that of consult, to obtain public feedback on analysis, alternatives and/or decisions.

In this instance the Consortium development team chose to **Involve and Collaborate**, in particular looking to the community for advice and innovation in formatting solutions and incorporating advice.

This engagement level, in combination with the IAP2 core values for public participation, has informed a legitimate and authentic community engagement process for the project.

The project commenced consultation with the community in 2018 to today. The process to engage with the community and stakeholders included activities to

- inform the community and stakeholders,
- consult the community and stakeholders, and
- involve the community and stakeholders.

The project's ongoing commitment to community engagement is described in Sections 5, 6, 7, 8 and 9.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 3: IAP2's Public Participation Spectrum

## 3.2 Considering the perspectives of different groups of people

The below personas capture the future community of Cockle Bay Park. Each group has a particular lens through which they view the site. The needs from the site of each personas below have been developed from results of various stakeholder and community consultations. The below is a high-level summary.



### Kids

- Safe spaces to play
- Water play
- Large, open spaces to run around e.g. chasing a ball
- Easy access to food and public toilets



### Aboriginal people

- Meaningful Indigenous design and culture reflected in the precinct
- Indigenous art and story telling that is unique to the precinct and the area of Cockle Bay



### Teenagers

- Large, open spaces to hold activities or play sport e.g. volleyball
- "Pods" of spaces away from adults
- Access to affordable and convenient food and retail
- Site activations



### Young people

- Affordable and attractive venues to eat/drink and socialise
- Active recreational spaces
- Green, open spaces that offer a peaceful place in the city to take a break during work



### Families

- Safe, all-ages play spaces
- Easy access to food and public toilets
- Shaded seating
- Access to affordable food and retail
- A cultural experience
- Signage



### Disabled people including mobility impaired people

- Thoughtful and practical routes and connections that allow for the easy and safe movement between places
- Open spaces with access to natural light
- Communal spaces that are safe and inclusive for all visitors



### Workers

- Peaceful places nearby in the city to take a break during work
- Places to eat/drink and socialise on both casual and formal occasions
- Shelter from rain

### 3.3 Overview of the stakeholder and community engagement for the Stage 2 Development Application

The process to consult with stakeholders and the community is summarised below. Engagement activities were undertaken through a combination of online and face-to-face workshops, with several streams of engagement running concurrently:

- A Citizens’ Panel to guide the design principles for the public domain elements of the site
- A disabilities group workshop to guide the design principles for people with a disability moving through the site
- Discussions with Aboriginal community
- Discussions with stakeholder groups and government agencies.

In keeping with the IAP2 goal of collaboration, the questions we were seeking to ask participants are described below.

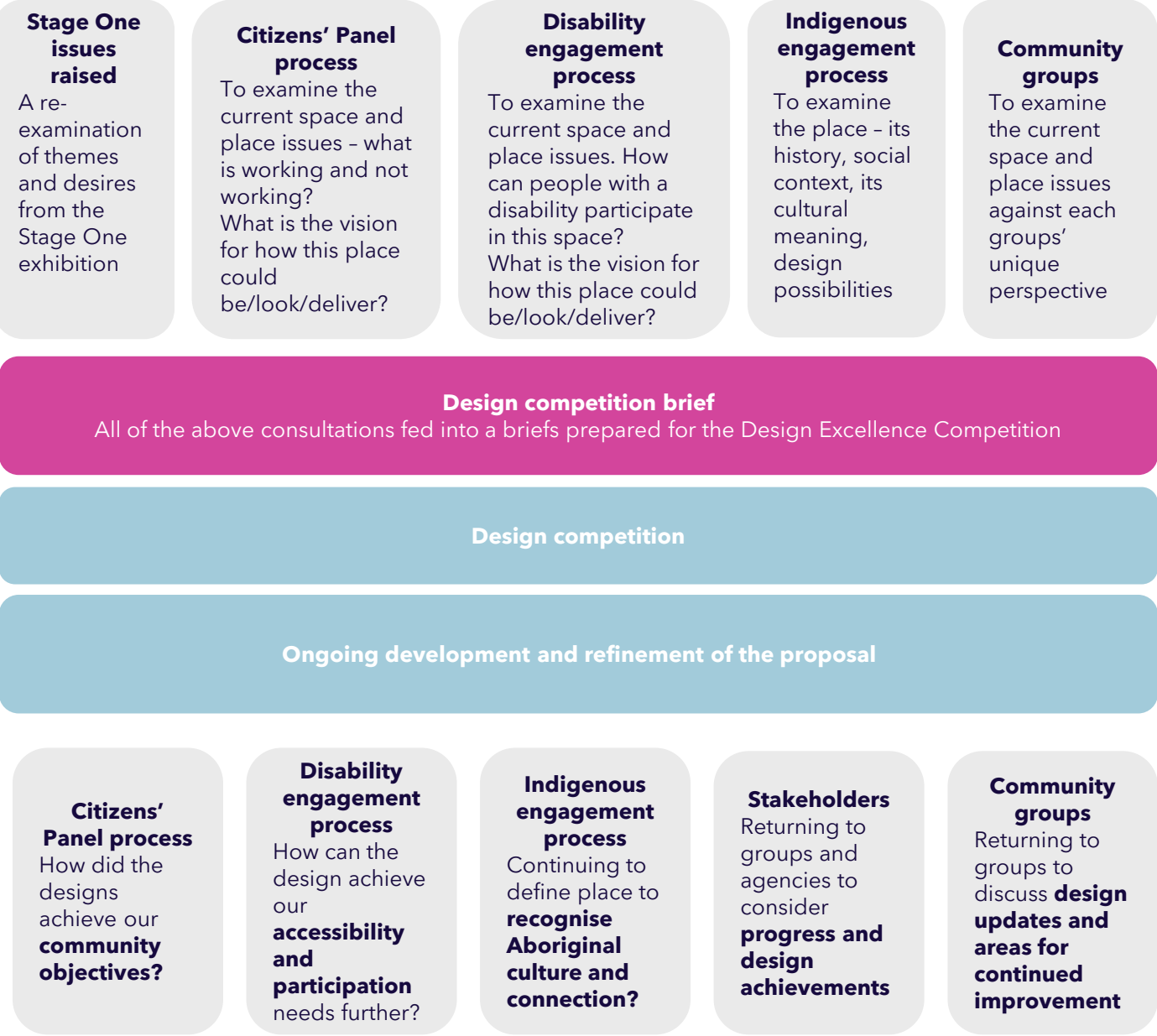


Figure 4: Overview of stakeholder and community engagement for the Stage 2 DA

## Consulting over a vision for the future Cockle Bay Park

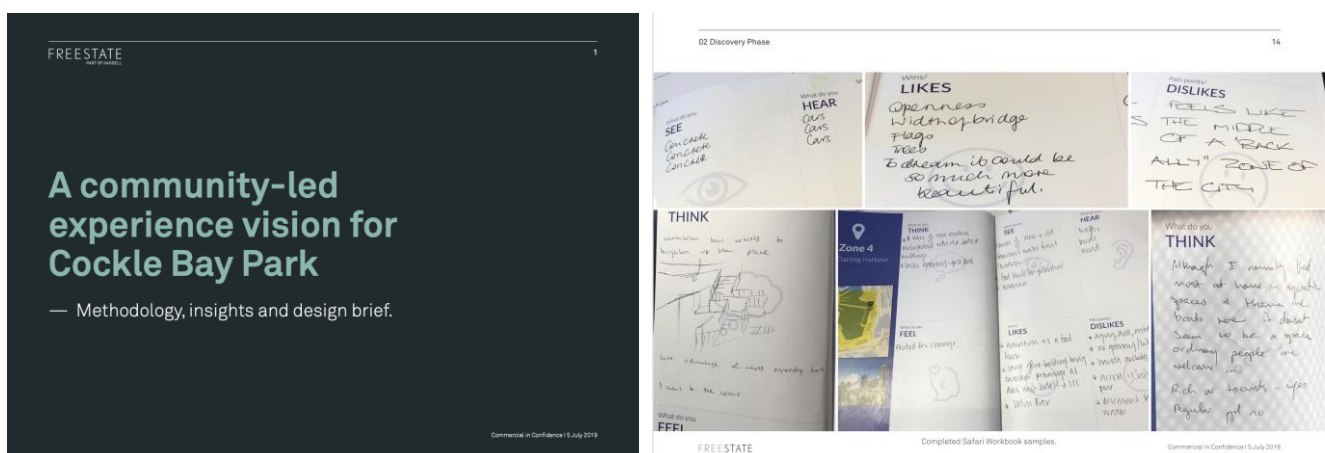
In late May 2019, a Citizens' Panel was established by the Consortium development team with the purpose to assist in developing a community led design brief outlining a community visions for the new public space.

FreeState, a global team of researchers, strategists and designers, were commissioned to report on the methodology, insights and design brief for the Cockle Bay Park design competition in 2019

The co-design panel held online warm up and introduction sessions, and then three workshops, both online and face to face, as shown below. A detailed explanation of this process and community input is in Section 5.



The issues raised in the Citizens' Panel were provided to the Design Excellence Competition, through a report titled 'A community-led experience vision for Cockle Bay Park' by FreeState, 5 July 2019 (Appendix B). The report delivered a summary of the key findings from each phase of the Citizens' Panel and the final articulation of the panel's Experience Vision and Principles which formed the basis of the community-led design brief for Cockle Bay Park.



Images: Screenshots from the FreeState report

An international design competition was held in 2019, bringing the vision and expertise of six of the world's leading architects to design a concept for the reimagined Cockle Bay Park. In 2020 Henning Larsen was picked as the winner of the Design Excellence Competition. They have prepared the design solution for Cockle Bay Park, which was presented during the 2021 community engagement activities.

### 3.4 2021 Consultation process flowchart for the Stage 2 DA



Figure 5: Engagement process following the Stage 1 DA flowchart

## 4. Communication tools and activities



## 4. Communication tools and activities

### Tools for engagement during consultation

A range of tools were developed to assist the discussions on the proposal. The tools were designed to:

- Increase awareness of the proposal
- Provide information on the proposal
- Create a two-way discussion on the proposal
- Enable information and responses to be provided back to the proponent.

### 2021 Community newsletter

The August 2021 community newsletter provided an overview of the updated design, noting community engagement in the design competition and next steps in the planning process.

The newsletter also offered direct engagement with the proponent to all those parties interested.

The newsletter was delivered by DanD to 1,925 mailboxes in the surrounding area to the site, namely Sussex Street, Market Street, Wheat Road, Day Street, Darling Drive, and Murray Street.



Image: 2021 community newsletter

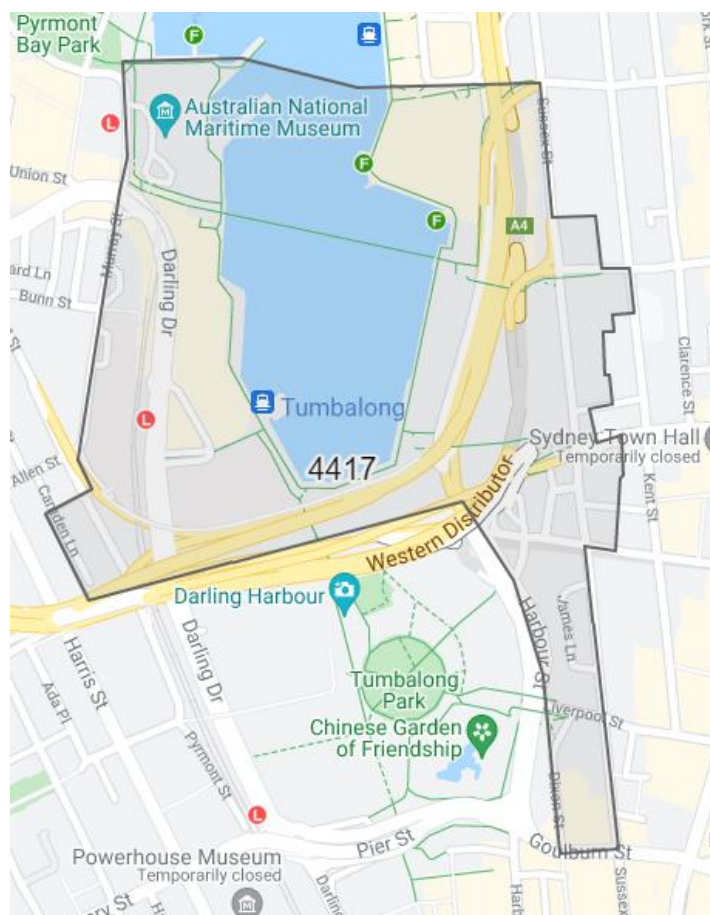


Image: Newsletter distribution map

## Community correspondence

Correspondence was sent to the following groups; encouraging them to participate in the project and raise any issues they may have regarding the design. Correspondence was sent to:

- **Site neighbours:** W Hotel (The Ribbon), Helm Bar
- **Close neighbours to the site:** existing tenants at Cockle Bay Wharf and Darling Park; Body Corporate of the Astoria Towers and residents who had 2017 view impact surveys completed
- **Community organisations:** Pyrmont Action Group; City of Sydney Historical Association; Council of Pyrmont Ultimo Associations; Haymarket Chamber of Commerce

## Website

The website has been live since 2018 and its address is <https://cocklebaypark.com.au/>

It provides a feedback form for people to contact the project team if they have questions or require further information.



Image: Cockle Bay park website



# **5. Citizens' Panel regarding the public domain elements of the site**

## 5.1 Citizens' Panel regarding the public domain

### Purpose

A Citizens' Panel was established with the purpose to assist in developing ideas and themes for the new public space to be created by the proposal. The panel examined public domain aspects and not the proposed tower.

### Recruitment

Over a six-week period in 2019, 26 community participants and 10 community stakeholders participated in the online and face-to-face consultation.

26 people were recruited through a professional social and market research recruitment agency. This ensured:

- A diversity of opinion, sought by confirming the panel was made up of people from across the city, who would interact with the space in different ways; and
- A neutral perspective, to ensure that the community response was not dominated by those with specialist knowledge (such as urban planners or developers).

Participants were recruited based on data from the Australian Census 2016, which noted that approximately 30% of visitors to Darling Harbour were those who lived in Western Sydney, and that other major groups of visitors, naturally, included those who worked and lived nearby.

Participants were from the suburbs of:

Westmead, Parramatta, Pendle Hill, Seven Hills, Blacktown, Lidcombe, Surry Hills, Sydney CBD, Broadway, Pyrmont, Barrangaroo, Ultimo, Pyrmont, Sydney CBD, and Darling Harbour.

Participants were recruited with a mix of genders, ages, life stages, cultural backgrounds and employment status. There were a mix of participants who had lived in Australia for less than two years, to provide the perspective of an international visitor to Darling Harbour.

Stakeholders including local businesses in the immediate area and Bicycle NSW were invited to attend. UTS graduates from Faculty of Design, Architecture and Building were invited to participate and three students from the UTS Faculty of Design, Architecture and Building agreed, bringing their perspective as architectural students.

### Methodology

An initial online exercise was held to:

- Introduce the project and participants
- Help people feel relaxed about the day one face-to-face workshops
- Assist the consultation team to explore and understand any bias, concerns or potential issues

Participants were positive about this *"I was so impressed with the three days before...I actually feel like I have something to contribute to the group now."*

The subsequent workshops focussed on a journey consisting of:

- a discovery phase regarding the existing site
- a co-creation phase, and
- a phase of defining the experiences we wanted from the site.

The discovery workshop included a site tour where participants recorded their experiences. Participants were then asked what they wanted to keep, lose and acquire in the future.



Images: Citizens' Panel site tour

The co-creation workshop established a shared understanding of the current experience. A presentation from Aboriginal and colonial heritage experts provided a historical context. The groups worked through ideation sessions including a card sort of global benchmark experiences and designing a concept for a future signature experience. These discussions helped to identify community experience priorities.

In the define workshop participants were presented with four draft experience principles to consider, before drafting and voting for a preferred direction for the experience vision.

## Feedback

### What the Panel discovered about the existing site

- Market Street is the gateway connecting Darling Harbour to the city
- The built environment on Market Street bridge is a terrible experience
- The open space on Market Street bridge is a breath of fresh air
- Druiitt Street bridge is an important access point
- Feels like the back alley of the city
- Pyrmont Bridge is the darling of Darling Harbour



Image: Citizens' Panel

*"Good to see that the public are having more input in the designing of [the space]. We used to have this opportunity, but it was taken away"*

- Darling Harbour is a disconnected experience
- Darling Harbour is a night time venue, that neglects the day time experience
- Cockle Bay Wharf is a confused reality of mixed experiences
- For the most part we all agree Cockle Bay Wharf is dull and dated
- The diverse food and beverage offer is great...
- But not at the expense of a free and more inclusive experience
- There is a united ambition to develop an outdated space at the wharf.

### Six key insights emerged from across all findings:

1. **Cockle Bay is exclusive, but not in a good way:** there is a lack of space for a wider range of visitors such as kids, locals, and non-tourists.
2. **Cockle Bay wharf acts as a barrier to the city and Darling Harbour:** the back of the wharf is uncared for and inviting therefore making it a place people avoid.
3. **Cockle Bay's greatest attributes are overwhelmed by concrete:** positive elements of the area are currently overshadowed by the amount of concrete and lack of greenery.
4. **Cockle Bay is not a place where Sydneysiders feel proud... yet:** the area is considered underwhelming but of having improvement potential.
5. **The future Cockle Bay is a place of permanence and enduring value to the community:** the precinct should work to ensure loyal and frequent visitation and activation.
6. **Cockle Bay is it's own place in need of a recognisable identity:** the area could offer distinctive and authentic experiences and places for residents, locals, and visitors.

## Design themes

### Do

- Make it functional
- Make it inclusive
- Make it sustainable
- Meaningful Aboriginal representation
- Places for all ages play
- Natural green walkways
- Architecture as art and function
- Seating throughout
- Community activation
- Connected experience across the precinct.

### Don't

- Commercial or corporate architecture that lacks warmth
- Closed in spaces that block views
- Novelty concepts that waste space
- Art as installation that is disconnected from our heritage or Sydney
- Concepts that are only accessible to some
- Architecture that lacks distinction and could be anywhere.

### Watch out

- Create a space that goes from day to night and back again. Learn from Vivid that neglects the daytime
- Design with, not just for, people with disabilities. Don't make assumptions about how desirable supposedly inclusive concepts are to those you're trying to serve.

## Signature experiences

The panel suggested:

- A natural, green amphitheatre overlooking the water
- Activity space for play, recreation and personal transport (cycling)
- Place to celebrate Aboriginal heritage and to tell stories ("Like the Chinese gardens but Indigenous").

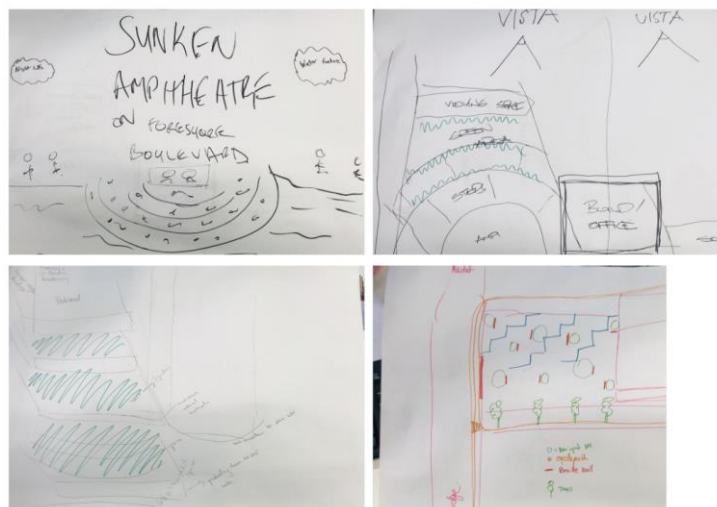


Image: Participant drawings of future Cockle Bay park



Image: Citizens' Panel

The overall quality of engagement was rated very highly throughout the process, at the end of which 97% rated it good, very good or excellent. The few who gave lower ratings mentioned that they would have preferred to be able to discuss the characteristics of the tower.



## 5.2 2021 Citizens' Panel meeting

### Purpose

To reconvene the 2019 Panel members to give an update on the design, identify missed opportunities, and recall desirable outcomes.

### Recruitment

All participants from the 2019 Panel were invited back. 15 recruited participants attended and 8 community stakeholders attended.

### Methodology

On Wednesday 25 August, Consortium development team met with the Panel to discuss the updated design of the development since their last meeting in 2019. Due to the COVID-19 restrictions the meeting was held online using Zoom.

The Consortium development team spoke to the following four topics on the evening:

- Overall site design, pedestrian access, and connection to water's edge
- Public parks and open spaces
- Connection to country
- Retail and entertainment.



Image: Citizens' Panel on Zoom

### Feedback

#### Overall site design, pedestrian access, and connection to water's edge

##### Foot traffic

- A participant was worried about the management of pedestrian traffic in the retail, entertainment and relaxing areas - all being in the one space

##### Escalators, lifts, and stairs

- Suggestions were made for the layout and design of the escalators, lifts and stairs including that they will need to be covered, to protect from the environment and to assist people moving about in the rain
- Participants liked that the design took into consideration accessibility and that the lifts were in the same areas as the stairs
- Regular maintenance of the lifts is critical for people to move through the site
- Lifts should be well signposted and be an improvement of what's currently in Darling Harbour.

##### Accessibility

- Accessibility is important to participants and participants were happy with the numerous 'access ways' with the design
- The extension of the Pyrmont bridge was seen as a positive as it is the main pathway into the city.

##### Pathways

- Pathways throughout the site could be raised or on different levels.

##### Public domain - appearance

- Participants were happy with the layout of the design and the increased level of greenery
- The inclusion of native plantings was a positive outcome. Discussions included the benefits this can bring to reducing urban heating and making the space more inviting
- Participants liked the covering up of the Western Distributor Freeway
- A participant noted that although there are open spaces, the rest of the space, including the tower, looked very 'corporate.'

##### Public parks and open spaces

- Parks across multiple levels were a drawcard
- Some participants felt the precinct seemed too much like a business park

*"The atmosphere looks bright and fresh"*

- More terrace style seating or rock landscape
- Design of these spaces should consider teens and young adults
- Including more trees in the large open spaces could help to make the space look less bare
- Green space is important to have near office buildings
- Participants liked it the incorporation of water and the cohesiveness with Darling Square
- A participant identified that the Southern Park could be dark and windy, and that it needs consideration to ensure safety and protection, noting wind exposure and potential overshadowing in the morning
- Participant likes that the green space is flat now because it is more accessible.

### Sustainable energy

- The inclusion of solar panels was positively received
- Are windmills possible for sustainable energy?

### Seating

- Not enough public seating, needs a lot more seating
- Approval of the design of the green space and how it is not just 'straight lines'
- Terrace level gardens were supported
- Seating could have covered sections.

### Activation

- Can Crescent Garden be used as a pop-up movie theatre?
- The development could host moving exhibitions (for example Sculpture at the Sea)
- Support for the idea of a playground in one of the parks
- Old tennis courts in area should be reinstated
- Darling Square used as a good example of open space. Moveable tables and chairs, busy during summer nights, accessible to anyone and the street furniture is functional.

### Safety

- CCTV inclusion is important to plan at the early stage.

### Sun access/overshadowing

- Some participants were worried about sun access, in particular the shaded area in the southern terrace
- Participants suggested that covering the outdoor southern terrace area will mean its in the shade all day, but don't include too much cover in the northern terrace area where it will be sunny all day
- Concern about Crescent Garden park and overshadowing
- The architectural feature to create the impression the building is two separate towers will create (too much) overshadowing.

### Noise

- Residents of the area were concerned about noise impacts from 24/7 use of the development
- Concern about noise from movies running in the Harbour last summer and the noise heard from buildings.

### Retail and entertainment

#### Variety of offerings

- *"If you want people to come, you need to offer them something other areas don't have, the more exclusive the better"*
- Good to have seasonal venues, things that change
- Must ensure the site has good food and places that are worth coming back to
- Ensure inclusion of vegan and vegetarian restaurants
- Variety of both high end and more affordable options
- Shops should change with food trends
- Having well-known chefs could draw people in
- Cafes for during the day, shouldn't just be bars and restaurants.

## Sustainability

- Could the precinct encourage plastic free behaviour?

## Entertainment options and ideas

- This could be a live music venue
- A lot of spaces where alcohol is served is therefore restricted for teens and pre-teens. There needs to be places that they could go at night-time. Maybe a skatepark or arcades?
- Should be a relaxing environment where people can go with their families or friends
- An idea to include a rock climbing facility? It would provide entertainment that is not 'traditional'

## Event and interactive opportunities

- The design should include an area suitable for art/cultural installations. Planning for future events and installations is important.
- Sculptures by the Harbour?
- Open air cinema?
- Night markets?
- A space for Aboriginal art and native gardens. Holding an Aboriginal community festival?
- There should be fun and different night time activities for visitors.

## Connection to country

### Design

- An Aboriginal park is wonderful in the middle of the city
- Should be a mixture of artworks, some international and some Aboriginal
- Art spaces for Aboriginal story telling, native festivals
- The site should be inherently cultural and not simply decorated with Aboriginal elements.

### Native plants

- Sustainability within the water features and plants
- The trees and native plants are fantastic
- Plant native trees to attract native birds

### Education

- The only concern is that sometimes I've seen this done and it's just a sign. It would be great if there is more learning for the public; more explanation of what the artwork is, the history there etc.
- It is an opportunity to showcase Aboriginal culture to tourists.

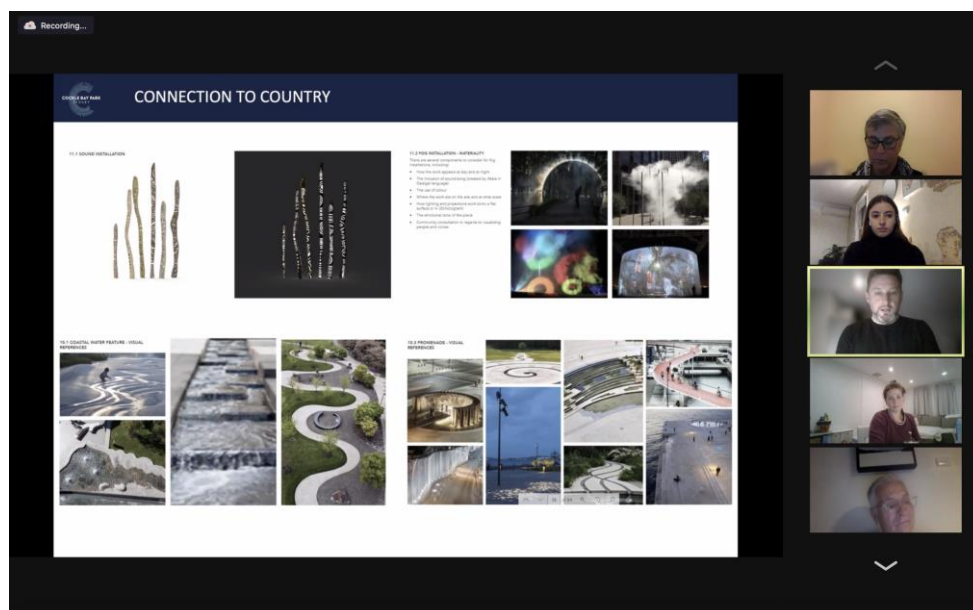


Image: Citizens' Panel on Zoom

**While the views of the panel varied, some expressed potential improvements for the Darling Harbour area based on the material they were provided:**

- The landscaping and the variety of connecting paths were endorsed
- Concern that the Druitt Street end isn't *dark and dingy* - more imagery of the design intent in this space would be useful
- Participants were keen to ensure good management of pedestrian traffic, people in entertainment areas, retail areas, relaxing areas - all in the one space. People might be using the space for different reasons; and this could cause congestion
- Escalators to be covered to prevent rusting and damage (which is what happened at Pyrmont Bridge). Maintenance of escalators and lifts is critical, as the common experience is that they are often out of order e.g., the lift to Fig Street in Pyrmont down to Darling Harbour. Lifts, stairs, and escalators should be located near one another
- Ensure the precinct is not too much like a 'business park.' The group supported suggestions such as more terrace style seating or rock landscapes, places for people to just hang out
- Consider not leaving the large open spaces too bare.
- Active spaces are encouraged, for example physical chess, or dog access. It needs to be a bustling, vibrant park. Diversity in activity
- High level support for the Aboriginal connection, they believe it makes it unique with features that no other park in Sydney has. This could evolve and the stories could change over time
- As much as the park is for the locals, it's also for tourists
- Consider the selected native plants do not cause common allergies

- For local residents, ensure noise is managed appropriately as they have had concerns with noise from an outdoor cinema currently in the area, making noise a source of unease for them
- Provide affordable food and beverage options with a lot of variety and steer away from clothes and non-food stores. The precinct should consider relaxing environments, including entertainment venues with live music or a play centre for the children
- There was a consistent theme of needing seasonal variety, constantly keeping the area fresh.

## Ongoing consultation commitment

The Consortium design team has committed to a follow up meeting in the next phase of the design process.

Panel members and stakeholders were updated on the outcomes of the latest engagement. Future discussions will focus on the design process including more information on the art and community activation strategies.

The participants will be notified when the EIS is on display.

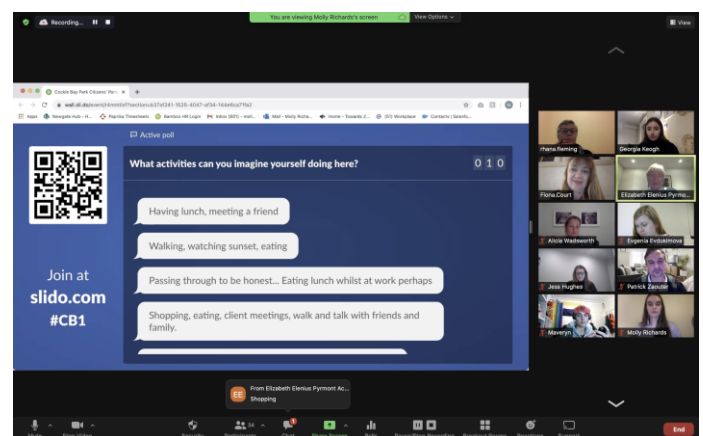


Image: Citizens' Panel comments using Sli.do



## Meeting results

At the end of the panel meeting, participants were asked four questions. The responses are summarised below.

### Question 1 - How well do you feel the current design has considered the panel's feedback from 2019?

- Very well
- Well
- Addressed a little bit
- Not addressed at all

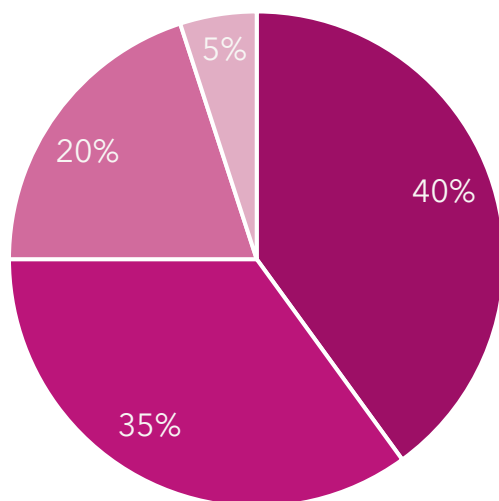


Figure 6: Level of satisfaction that feedback was incorporated

### Question 2 Summary - What activities can you imagine yourself doing here?

- Enjoying good food
- Enjoying the plants and nature
- Meeting friends
- Activities such as laying a game of street chess, reading a book or shopping
- Using park
- Walking
- Sitting
- Relaxing

- Mild property damage
- Watching the sunset
- Eating lunch whilst at work
- Trying to avoid noise from bars and outdoor cinema noises
- Exercising e.g. yoga and cycling.

### Question 3 Summary - What is your favourite part of the site design?

- The green spaces, gardens and open spaces
- Accessibility across the whole site
- Water view being a feature
- Sustainability
- Aboriginal design aspects
- Flowing design
- Integration of outdoor and indoor space
- The variety of spaces and potential uses of the different areas
- The Market Street access
- The multiple ways to navigate through the site
- Communication hub.

### Question 4 Summary - What part/s need more work?

- Art, children entertainment e.g. playground, event spaces
- Covid safety elements
- More seating in the park
- Noise control and balance for residents
- Covered outdoor areas to cater for all weather conditions
- Activities for exercise and entertainment
- More Aboriginal design
- Less sterility - avoid a commercial feel
- The tower's architecture
- Focussing on a sustainable environment using renewable sources.

## Submissions received after the Citizens' Panel

There were two submissions received after the Citizens' Panel from participants. Their feedback is summarised below.

### Connection to Country

- Aboriginal elements of the design can also focus on all senses (e.g. visual, audio, touch, smell), to make an immersive experience. Streaming sounds or music in some areas could contribute to the atmosphere of the space
- Sharing Aboriginal stories is important. Information panels or painted text on pathways could help teach visitors about the history of the area
- There is a large focus on vegetation, there are a lot more Aboriginal elements that can be injected.

### Entertainment

- Entertainment is more than bars and restaurants
- Having a space to listen to live music and promote new and emerging artists would be valued
- Use the sunken amphitheatre as a open air cinema and to host festivals with a view of the water.

### Land Bridge

- Interest in the size of the land bridge and how the space on top would be used.

### Design

- Moving sidewalk (similarly than those at airport) to help travelling quicker between the left and right side of the building quicker. Having a moving sidewalk would channel people, evacuate them quicker, keep more space free and be less stressful for people relaxing and enjoying the green space.
- There should be a mixture of covered and uncovered outdoor entertainment and social spaces.
- Considering a logic to the 'layers of the site'

## **6. Consultation with disability groups**

## 6.1 2019 Consultation with disability groups

### Purpose

People living with a disability bring unique and important insights and considerations to the design of public spaces. It is essential that decisions are made with them rather than for them.

### Recruited

Participants in these workshops were recruited from Vision Australia, Spinal Cord Injuries Australia, Synapse, NSW Council for Intellectual Disability and the First People's Disability Network.

### Methodology

The disability groups workshops were held in June 2019. Participants in the disabilities group completed a site visit of the proposed development area in Workshop 1. This allowed participants to experience and critique the area in its current state.

Participants moved around the area capturing their thoughts and experiences using voice recorders with stops at four key points; Druitt Street entry, Cockle Bay Wharf, Market Street entry and Pyrmont Bridge. Reflecting on their experience of the site tour, participants discussed their personal perspectives of the site visit, before discussing elements they would keep, lose or acquire in the current state.

The Consortium development team presented early planning for the site to participants, who also heard presentations about Aboriginal and European local history and the site's tourism and economic goals.

Following the presentations, participants imagined the future of Cockle Bay Park with particular emphasis on accessibility needs for people with a disability.

In the second workshop, the interpretation of participant feedback from the initial workshop was fact checked for accuracy. Feedback was discussed and clarified by participants and was incorporated into the design themes to be provided to the site's upcoming Design Competition.

### 2019 feedback

Overall, impressions of the site in its existing condition were generally negative including:

- A lack of logical navigation aids for people with impaired vision
- Poor accessibility for those with mobility impairments
- A lack of warmth or welcoming character
- Feelings of being overwhelmed, crowded in and claustrophobic
- The area being noisy, including vehicle traffic

The following are ideas the group shared on how the site could be improved:

- When visiting Cockle Bay Park, participants wanted the experience to be interactive and playful, but respectful of boundaries
- Pathways that allow direct movement through the site for those using the area as an area to transit through
- Winding pathways that take advantage of the view and allow a more relaxed, meandering experience for those coming to visit and play
- The use of vegetation and plantings to tell the story of place and Aboriginal and European culture. These also serve as sightlines for those with vision impairment and areas to calm the senses for those with cognitive impairment
- Pop up installations to celebrate history and culture that are interactive, that surprise and delight, that are playful but respectful
- Installation of technology, embedded in infrastructure to assist with wayfinding, and that add to the experience by sharing history and stories of people and place (for example, a QR code that allows images to "come to life" to show the site as it has evolved from a place of gathering by Aboriginal people through to the new Cockle Bay Park)
- Ensure architecture is art, both functional and aesthetically, so that it enhances, rather than impedes movement. This includes consideration of the management of sound for those with hearing impairments and light/shadow and sightlines for those with visual impairment

- Encourage diverse movement forms but manage the interface of pedestrians with cyclists and those wishing to bring their own exercise equipment to reduce user conflicts.
- A mix of traditional and contemporary representation of Aboriginal culture that respects traditional owners, honours new and emerging elders and welcomes all Aboriginal people regardless of clan
- Acknowledgement through architecture and infrastructure of a place where you can immerse yourself regardless of who you are, where you are from, age or level of ability - a permanent feeling of Welcome to Country.



Image: artist impression of Cockle Bay Park



## 6.2 2021 Consultation with disability groups

### Purpose

People living with a disability bring unique and important insights and considerations to the design of public spaces. It was important to return to these conversations as Cockle Bay Park design develops.

### Recruited

Participants from the 2019 disabilities panel were invited back for another discussion. Participants were from Guide Dogs NSW/ACT, Better Hearing Australia, Spinal Cord Injury Association, and a former participant who had initially represented the interests of Synapse.

### Methodology

On Thursday 26 August 2021, the Cockle Bay Park team met with the disabilities group to discuss the updated design since their last meeting in 2019. Due to the COVID-19 restrictions at the time, the meeting was held over Zoom.

Presenters from the Consortium development team spoke to the following four topics on the evening:

- Overall site design, pedestrian access, and connection to water's edge
- Public parks and open spaces
- Connection to country
- Retail and entertainment.

### 2021 Feedback

#### Overall site design, pedestrian access, and connection to water's edge

Participants supported the site's connectivity arrangements and the design's 'openness' - the 'bright, inviting atmosphere' it enabled. A participant noted that it is a "nice combination of infrastructure and green space".

The connectivity detailed in the design, including the multiple ways to travel through and around the site was described by a participant as allowing a "choose your own adventure" site.

Participants appreciated that there were multiple options to move up and down levels that were

located near to each other; "it is evident that it [the design] has been really well thought through".

A concern arose from the site's various routes, noting the limited logical, straight paths of navigation could be an obstacle to those with visual impairment. Having to zig zag through areas was considered to be confusing for this group.

Participants recommended the design team further consider the following design elements:

- Assistance animal relief area (both indoor and outdoor if possible)
- Induction loop system that transmits an audio signal directly into a hearing aid via a magnetic field
- Noise absorbing surfaces
- Adult changerooms/toilets.

#### Public parks and open spaces

Participant feedback on these features of the design was generally positive.

One participant was "filled with delight" when [she] could "see shore lines to follow". It was noted that it is good that the bike racks are not on the pedestrian paths and that there is different edges and surfaces for people to follow.

Barangaroo was mentioned as a good example of a site which incorporates a range of different surfaces (for example concrete, compacted gravel) that creates a more interesting experience for the visually impaired. However, when using different surfaces, designers must keep in mind that formal tactile signals may not be as noticeable on some surfaces, namely wood. The group advised there should always be signals when transitioning to a different surface.

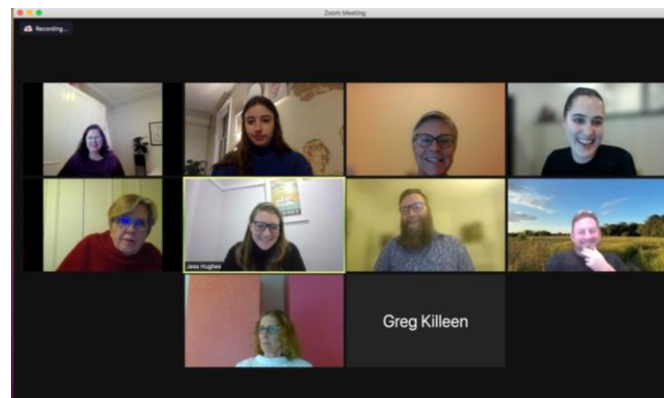


Image: Consultation with groups with a disability on Zoom

Another good example of mixed surface design raised was the children's play equipment at Sydney Park.

A participant recommended further consideration of acoustic design, noting that some of the spaces looked like they may cause a lot of echo as there appeared to be little architecture to contain the sound. Creating covers using materials and surfaces to absorb sound are considered good ways to mitigate 'echo chamber' effects.

### Connection to country

Participants liked the native garden and how the design incorporated the eight Aboriginal design elements. It was noted that *"native gardens can be very tokenistic, but this one isn't."*

Planting the same type of Eucalyptus trees that are used in cultural ceremonies (e.g. smoking ceremonies) in the Cockle Bay area would be a thoughtful way to acknowledge the Aboriginal history of the area.

A participant noted that the landscapers should consider if the selected tree species will drop anything onto the path below. Some debris from trees such as gum nuts can be painful for the public and also impact the paws of guide dogs.

### Retail and entertainment

The participants generally agreed that retail and entertainment should be focussed on a range of offerings and something unique that would make the public want to visit the site. A noted example was the Rocks redevelopment - they did a good job of making sure they showcased local artists and local retailers. This makes the area a unique place to go because you can't find the shops there in any other setting.

The importance of straight and consistent wayfinding through the internal streets was raised as important for those who are visually impaired.

Suggestions regarding retail and entertainment offerings included:

- Family activities, for example indoor inflatable slides, or a Ninja warrior experience
- A record store
- A wall which can be used to project images and installations. This could be changed depending on the event (e.g. Vivid, ANZAC day etc.)
- Night-time light shows.

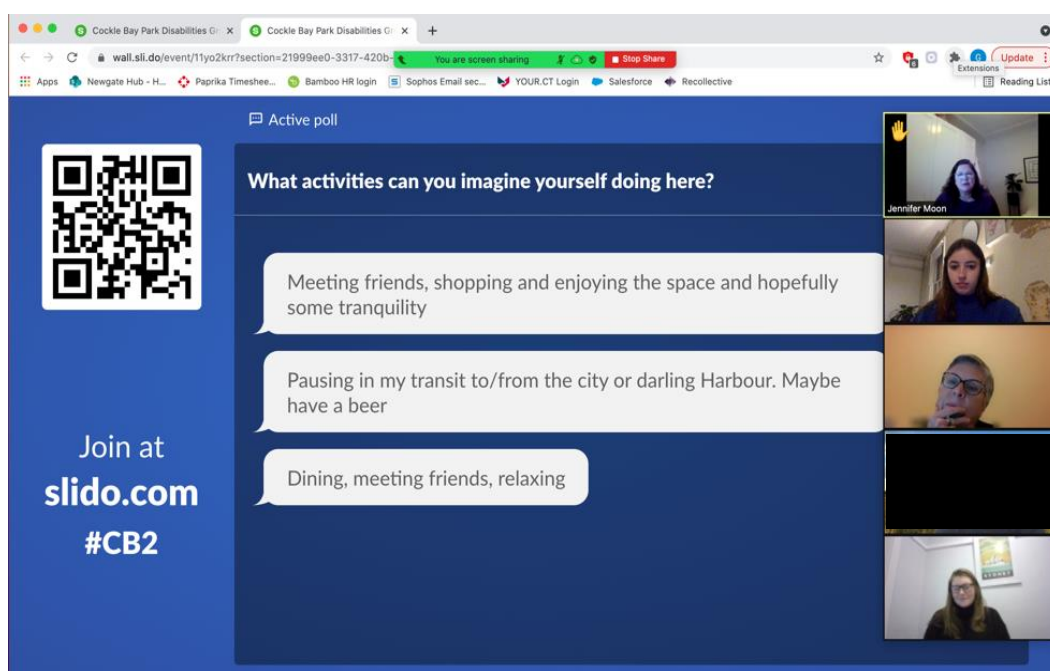


Image: Consultation with groups with a disability on Zoom

## Meeting results

At the end of the meeting, participants were asked four questions. The table below captures the results of three participants, with each row representing a separate participant response.

Question	Answer
What activities can you imagine yourself doing here?	Meeting friends, shopping and enjoying the space and hopefully some tranquility
	Pausing in my transit to/from the city or darling Harbour. Maybe have a beer
	Dining, meeting friends, relaxing
What is your favourite part of the design?	Trees and greenery and the open with the backdrop of water. There are also options for different activities
	Connection from Cockle Bay to the city and return Somewhere pleasant to stop and enjoy Design - with thought for inclusion
	I like that I can go where I want. The various paths allow me to do this. The gardens in the sky
What part/s need more work?	"Portable amplification systems???" Ensuring that we have safe surfaces for all but hopefully several are sound absorbing
	Clever and inclusive wayfinding opportunities - to show others how it can be done Well-designed AA toileting areas - as a best practice opportunity
	I'm still not clear that the Druitt St end isn't dark and dingy. Also, Harbourside is a retail graveyard. How are you going to avoid this happening by association?
How well do you feel the current design has considered the panel's feedback from 2019?	Very Well - 1 Well - 1 Addressed a little bit - 0 Not addressed at all - 0
	<i>*One response missing because the participant did not attend last session and was unable to comment</i>

Table 1: Participants responses for consultation with groups with a disability

## Ongoing consultation commitment

The Consortium development team is committed to ongoing engagement with people with a disability to hear their feedback and to refine the design of the redevelopment. Further discussions are proposed in the next phase of design, to consider detailed layout and accessibility arrangements, art and community activation strategies. The participants will be notified when the EIS is on display.



## 6.3 Vision Australia meeting

### Purpose

The Cockle Bay Park and Newgate team conducted a one-on-one online meeting with a participant who is visually and hearing impaired. Their perspective is important to capture as the site should be accessible for all.

### Recruited

The participant attended the 2019 disabilities consultations.

### Methodology

On Wednesday 1 September, the Cockle Bay Park and Newgate team met with a visual and hearing impaired participant to review the updated design.

Due to the participant's disability, extra time was taken to explain the design with detailed descriptions of how the redevelopment had changed and how they could be able to navigate the site. This discussion was assisted by a member of Guide Dogs NSW. This person is an advocacy officer, so is not sight impaired themselves but is able to articulate the needs and concerns of this group well.

### 2021 Feedback

#### Overall site design, pedestrian access, and connection to the water's edge

- Buildings and sites with multiple entrances should clearly and consistently identify and name entrances so that people with sight impairments can ask people for directions and be pointed the right way
- Stairs need to be wide enough, unobstructed, and consistent (a sudden change in the width/depth of stairs is dangerous). Need to consider nosing, handrails, and tactile elements to help guide people
- Shore lines around the edge of Northern Park were praised. Suggested placing the canopy posts in vegetation to reduce the risk of someone bumping into them
- Shorelines can be physical (grate in the ground), visual (lighting e.g. skylight at Central Station), or audible (placement of

seating/gathering areas, or walls, as ways to monitor sound and pick up on changes). Best practice is to have a combination of all three, to complement each other

- The group discussed available technology as another effective navigational tool for the sight impaired. This would be particularly helpful to navigate through the retail 'indoor street' as the indoor/outdoor nature of this could be difficult to navigate through using only shorelines. It was noted, however, that site wayfinding was still preferred.
- Important to consider if the direction you face coming out of a lift is the same as the top of the set of stairs; how would one orientate themselves?

#### Public parks and open spaces

- Although seating is not finalised, the group encouraged to not use round tables/seating as these are hard to orientate oneself from, unless there is something on the table to assist e.g. a sundial
- Sunlight is a helpful navigator; through its light and warmth
- Lighting should be consistent, as lighting is an important wayfinding tool. Difference in lighting could be used to indicate a change in area.

#### Connection to country

- Should include physical Aboriginal elements that people can touch
- Aboriginal design elements should be genuine and not tacky
- Interactive information signs that provide a history of the area. The voiceover could be an Aboriginal elder from the area.

#### Retail and entertainment

- Key consideration would be placement of seating and pot plants to make sure the path is unobstructed
- Unique places that would offer something different, particularly for tourists or visitors e.g. *"a decent souvenir shop"*
- Retail spaces seemed like they would be a nice place to be in summer.

# 7. Stakeholder meetings

## 7.1 Astoria Tower Body Corporate

During the 2018 IPC hearings, body corporate members from the Astoria Towers and Millennium Towers raised concerns about the development.

### 2019 engagement

Representatives from the Astoria Towers were then engaged in the Citizens' Panel process. Attendees provided a perspective as both a member of the strata committee, and a long-time resident of the building.

Following the panel sessions additional feedback was received from the Astoria Towers resident and member of the Citizen Panel. Further to their concerns over impact to views, they felt that the park should continue to aspire to be a tourist attraction, that the green space and natural elements could assist the building take up less real estate by incorporating hanging gardens against the proposed building.

The need to connect the Sydney CBD and Cockle Bay Park was further encouraged by better using the current facilities and infrastructure in place, for example by constructing an underground tunnel from Town Hall station to Cockle Bay Park. This would allow traffic both ways and create connection both from the Sydney CBD and to Cockle Bay Park.

### 2021 engagement

**Website details and newsletter copies were provided to the Body Corporate to circulate. Direct correspondence was sent to the apartment owners who were previously surveyed (seven residents met with in 2019).**

A meeting with the Astoria Tower Strata Committee was held Friday 10 September. The meeting was attended by four committee members, and two from the Consortium development team. A series of render images, site maps, and architectural drawings were provided. The presentation aimed to provide an overview of the site and its offering, including its look and feel, and information on the site's connectivity and design elements.

The group discussion is captured under the following themes.

### Potential noise from retail and entertainment

The group was keen to discuss the proposal details for the retail and entertainment offering, noting their concerns over particularly noisy venues given their proximity to the site. A concern over outdoor clubs was expressed. Similarly regarding noise an outdoor cinema at Crescent Garden.

The Consortium development team noted these concerns and explained that plans for the site's retail and entertainment offerings are not confirmed but that the vision is to create a range of entertainment options.

Discussions regarding potential site activity noise noted that these public venues were generally to be located along the harbour side of the precinct away from Sussex Street and the Astoria Tower. The Consortium development team confirmed all venues would be under controls for noise, opening hours, and lighting, as is the case for existing venues.

### Sussex Street activity

The group requested information over the likely impacts to Sussex Street, during both construction and operations. The Consortium development team noted that there aren't any significant day-to-day impacts to Sussex Street anticipated, apart from the temporary and short road closure that's needed to finish construction of the Civic Link. There were no concerns or objections to this.

The group asked about the proposed method to handle the increased road traffic to the site. The Consortium development team explained there will be no additional parking built on site, but that the precinct plans to better utilise the existing parking underneath Darling Park. There were no concerns or objections to this.

The presentation highlighted the improved connection from Sussex Street to the harbour which was well received by the group; *"it's easier than what we have now."*

## Impact of the tower

### Glare

The group asked if studies on glare had been completed, noting from the images that the façade could be glass and reflective. The Consortium confirmed it would review the relevant glare studies and provide the outcomes.

### Light and shadowing impact

The group requested information on light impacts. The Development team confirmed they would review the compliance of the project with all necessary solar rules and provide the outcomes within the EIS documents directly back to the group.

### Views

Impacts to residential views was a concern for the committee. The visual impact images were shown to the group by the Development team. It was noted that the detailed visual impact studies would be provided as part of the Stage 2 DA.

The Development team confirmed that the proposed building location was within the approved envelope.

### Sustainability

The group asked about the sustainability features of the building. The features described by the Development team included the building's target of zero gas use and push towards being carbon neutral site, its use of PV cells (solar cells) on site and efforts to capture and reuse water on site.

## Other questions

### Confidence in the Consortium development team securing tenants post-pandemic

It was asked if the tower would likely be used in its planned way as an office building once constructed. The Consortium development team explained their confidence in the precinct's ability to offer a flexible working environment that encourages wellbeing, and that this would still be appealing for workplaces post-pandemic.

### Crescent Garden

The group questioned the development near Crescent Garden including the height of the wellness hub buildings (low level) and if the existing structure near Sussex Street was to remain. The Consortium development team confirmed that existing structures around Crescent Garden remain, but that they may be modified at some point in the future, as the Consortium development team owns these structures too.

### Ongoing consultation commitment

The Consortium development team made a commitment to the group to provide:

- Information on glare studies
- Information on compliance studies
- Invitation to ongoing Citizens' Panel meetings.



Image: artist impression of Cockle Bay Park

## 7.2 Pymont Action Group

In 2019 and in 2021 the Consortium development team met with members of the Pymont Action Group to hear their thoughts on the redevelopment.

### 2019 engagement

On 20 August 2019, the Consortium development team met with two representatives from the Pymont Action Group to brief them on the project and extend the opportunity to provide feedback on the Citizens' Panel co-design process.

#### Design

- A separate bicycle track could be provided across Pymont Bridge
- As an idea, a dividing fence made up of old pushbikes (Penny farthings etc) could be appropriate.

#### History

- Recommendations that it is important to protect and represent both Aboriginal and European history.

#### Sustainability

- Cockle Bay Park should be a sustainable site
- A good watering system should be installed to ensure plants thrive in periods of extended drought
- It is preferable that landscaping does not incorporate Livistona Palms on the site.

#### Connectivity

- A connection to Hay Street and the site of the old substation should be considered
- Toilets could be installed in the vicinity of the Market Street entry
- The developer and architects should visit Waterfront Park to understand her definition of good planning with curved pathways, uninterrupted park space and less geometric angles the outcome of collaboration between residents, council and the developer.

### 2021 engagement

On 3 September, the Consortium development team met with four representatives from the Pymont Action Group to re-brief them on the project.

#### The tower design

- Concerns the tower's height and scale are too big and will cause large amounts of overshadowing.

#### Proximity of new building to foreshore pedestrian area

- The building appears to be encroaching on the walkway
- Social distancing needs to be considered.

#### Pymont bridge

- Ensure the Northern Terrace has adequate setbacks
- The architecture of the bridge needs an appropriate setting.

#### Parkland and public spaces

- Need to stay away from concrete where possible
- Questions about the tilted windows on the building and the effects they could have on the ambient air temperature

#### Entertainment areas

- The front of the podium on the footpath appears to be four levels of function areas/bars. This plan is different to what was approved in Stage 1 which appeared more open
- Is the waterfront area intended for just restaurants [or other uses]?

#### Architecture and design

- General understanding and support of the podium's architecture.



### **Lighting and security**

- Security is immensely important, we need more lighting on all pathways, making sure they're lit in a way that is safe and inviting. Safety is paramount
- Good lighting means the community at large is confident
- Concern that glare from the building will impact homes in Pymont.

### **Shadowing**

- Concern that shadowing from the tower will mean apartments will be in shadow until mid-morning and will receive heat and glare from reflections off the glass panels in the afternoon.

### **Maintenance**

- Who would be responsible for maintaining the park and open spaces?

### **Community facilities**

- Including a tennis court in the wellbeing hub would be great.

### **Ongoing consultation commitment**

The Consortium development team has committed to a follow up meeting in the next phase of the design process as well as coming back to the group with a shadow diagram that includes the equinox period.

Pymont Action Group were updated on the outcomes of the latest engagement. The next discussions will focus on the design process, including more information on the art and community activation strategies.

The group will be notified when the EIS is on display.

## 7.3 Site neighbours

The Consortium development team has two neighbouring businesses with whom they have been in regular contact with throughout Cockle Bay Park's design stages.

### Helm Bar

Meetings with the Helm Bar commenced in 2016. Meetings with the Helm Bar for the Stage 2 application have provided updates, and two representatives from Helm Bar participated in the 2019 and 2021 Citizens' Panel meetings.

Further meetings will be held as the project progresses.

### Greaton

Similarly, the Consortium development team has provided updates to Greaton (W Hotel). Representatives were invited to attend the 2019 Citizens' Panel, however, they did not participate.

A briefing was held 7 October 2021 to provide a project update. Discussions focussed on:

- commercial issues
- questions around operations once the site is open to the community, such as waste removal arrangement
- access to the site and vehicle movements.

Further meetings will be held as the project progresses.

# 8. Aboriginal community engagement

## 8.1 2019 Consultations

### Balarinji's role

Balarinji is an Aboriginal-owned strategy and design agency who was engaged by GPT Group and AMP Capital to advise on how Aboriginal culture and values could be integrated in the overall project and design.

A critical part of this was to develop a set of cultural design principles that the project team could use to help guide and highlight opportunities for Aboriginal culture to contribute to design.

### Consultation groups

The area of Cockle Bay and inner Sydney has a diverse Aboriginal population. As such, Balarinji's approach was to engage widely with both the Gadigal Custodians, Wangal Custodians, and the broader community who has deep ties to the area.

Stakeholders included:

- Local Aboriginal Land Councils
  - Metropolitan Local Aboriginal Land Council
  - NSW Aboriginal Land Council
  - La Perouse Local Aboriginal Land Council
  - Deerubbin Local Aboriginal Land Council
  - Gandangara Local Aboriginal Land Council
  - Tharawal Local Aboriginal Land Council
- Aboriginal Organisations
- Aboriginal representatives in non-Aboriginal organisations
- Gadigal and Wangal Cultural leaders/Elders, and
- Cultural Leaders and Knowledge Holders.

### Discussions with the 2019 Citizens' Panel

Michael West, a Gamilaroi man presented to the Citizens' Panel with a discussion on Aboriginal culture. He presented to the panel as a long-standing member and Traditional Custodian with the Metropolitan Local Aboriginal Land Council (MLALC), responsible for the land, air, water, history, traditional and culture within the MLALC boundaries.

### Other

Additional consultation with the local Aboriginal community is also outlined in the Aboriginal Cultural Heritage Assessment Report.

## 8.2 2021 Consultations

### One-on-one interviews

Balarinji held a number of individual interviews with stakeholders to help establish an overarching Aboriginal narrative for the project and inform the content of and participants for their workshops (outlined below).

### Body of Story workshop, 11 February 2021

Balarinji held this workshop with invited stakeholders of diverse backgrounds and connections to the Cockle Bay area, which was co-facilitated by Balarinji and community facilitator, Dixie Link-Gordon.

The purpose of this workshop was to offer an opportunity for the project team to understand the Aboriginal context of the site, and which cultural aspects the connected Aboriginal community believe should be considered by and integrated into the precinct's design.

Balarinji categorised discussion themes into the following:

<b>Gadigal and Wangal Culture</b> <b>Country Under the Concrete</b> <b>Aboriginal Stories</b>	These themes focused on incorporating the Aboriginal community's history, culture, and perspective into design and to recognise not only the historical importance of Cockle Bay but the role the design can play in celebrating the continuing living culture of the Aboriginal community.
<b>Environment</b>	Discussion focused on the importance of caring for country and the environment. Examples proposed included celebrating Aboriginal sustainability and native planting.
<b>Opportunity</b>	The group explored ways for the Aboriginal narrative to be embedded across the site including through nature, technology, and educational elements.



Images: snippets from Balarinji report – photos of activity



## Body of Art workshop, 23 March 2021

Using the themes from the Body of Story workshop, Aboriginal artists were invited to attend a Body of Art workshop to explore how the key themes could be interpreted and integrated in the precinct's design.

The group noted the importance of incorporating elements of water and sky into design, including using materials and shapes unique to the site such as sea urchins, fishhooks, and abalones.

Physical spaces for performance areas and public art were also recommended, whilst incorporating the above visual cues and inspiration.

## Ongoing consultation commitment

Balarinji has continued to work with the project team through design integration workshops to ensure the Cultural Design Principles continue to be considered in design development.

Balarinji will re-engage with Aboriginal stakeholders to provide project updates and key milestones as the project progresses.

Ongoing project consultation with Balarinji has included:

- Design integration workshops with the Architects and Landscape Architects, held in May 2021
- A Place Experience Workshop held 19th August by Cultural Capital and Urbis to consolidate findings and agree on a place narrative at which Balarinji was an invited participant
- Balarinji's engagement work has helped inform the precinct's Art Strategy authored by Culture Capital.

## Cultural design principles

A summary of the cultural design principles developed in consultation with Aboriginal community follows:

### Cultural Design Principles

Connection to Country

Aboriginal Culture as a Living Culture

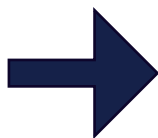
Connectedness

Country Dictates Dynamic Functionality

Importance of Language

Custodianship

Replacing Landmarks



### How we can apply them

We can make a Connection with Country by:

- Using native plants throughout the landscaping, including seasonal planting with native plants common to the area
- Providing a variety of gathering spaces in different locations and orientations suitable for different climate conditions
- Introducing a range of water elements across the site reflecting a natural stream and gullies in the landscape design
- Incorporating Indigenous art and stories - graphics in the ground and vertical surfaces

# 9. Agency consultations



Stakeholder	Type of consultation	Date	What was discussed	Follow-up processes
City of Sydney Council	Correspondence and meetings	Various	<ul style="list-style-type: none"> <li>- Shadowing</li> <li>- Design integrity</li> <li>- Bicycles</li> <li>- Requested report justifying any changes to flood model</li> <li>- Public art</li> </ul>	DIP workshops Stakeholder contributions as per the following Management Plans: <ul style="list-style-type: none"> <li>- Construction Management Plan</li> <li>- Stormwater and Flood Management Plan</li> <li>- Public Art Plan</li> <li>- Utility Services Impact Assessment</li> <li>- Cyclist Movement</li> <li>- Visual Impact Assessment</li> </ul>
City of Sydney Council	Meetings	15 Sep 2021	<ul style="list-style-type: none"> <li>- Depths of tree plantings</li> <li>- Precinct's plan for reusing water</li> <li>- How the project will address cycle connections</li> <li>- Detail on façade types included in the DA package</li> <li>- Need for intuitive wayfinding from Market Street to the new building</li> <li>- Details on the level change between Crescent Garden and Cockle Bay Park</li> <li>- Details on wind tunnel testing completed</li> </ul>	<ul style="list-style-type: none"> <li>- Questions resolved during the meeting; update to be provided post EIS submission</li> </ul>
Sydney Water	Correspondence and meetings	Various	<ul style="list-style-type: none"> <li>- Realignment Sydney Water Stormwater culvert</li> </ul>	<ul style="list-style-type: none"> <li>- Resolved through discussions with stakeholders as per the stormwater and flood management report</li> </ul>
Transport for NSW	Correspondence and meetings *further detail of these meetings are discussed on Page 54.	Various	<ul style="list-style-type: none"> <li>- Traffic movements/network</li> <li>- Land bridge Design</li> <li>- Drainage design</li> </ul>	<ul style="list-style-type: none"> <li>- Stormwater and Flood Management Plan</li> <li>- Western distributor Impact Assessment</li> <li>- Traffic Impact Assessment</li> <li>- Accessibility Report</li> <li>- Geotechnical</li> <li>- Cyclist Movement</li> </ul>

Table 3: summary of stakeholder meetings

Stakeholder	Type of consultation	Date	What was discussed	Follow-up processes
Place Management NSW	Correspondence and meetings	1 Sep 2021	<ul style="list-style-type: none"> <li>- Inclusion of Indigenous curator</li> <li>- Strong support for Public Art Strategy</li> <li>- Integration of heritage interpretation into public art and compatibility with nearby developments</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder contributions as reflected in the Public Art Strategy</li> <li>- Interpretation strategy to be developed further once archaeological fieldwork investigation is complete. Survey of nearby development interpretation strategies to be completed</li> </ul>
Ausgrid	Correspondence	Various	<ul style="list-style-type: none"> <li>- Details of relocation works for existing substation</li> <li>- Considerations for the substation design including location, access, and ventilation</li> </ul>	<ul style="list-style-type: none"> <li>- Design considerations and requirements to be reflected in two Design Information Packages prepared by Ausgrid for JHA Consulting Engineers</li> <li>- Construction Management Plan</li> </ul>
Heritage NSW	Correspondence	28 Sep 2021	<ul style="list-style-type: none"> <li>- Awaiting feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Outcomes will be reflected in an updated version of the Cultural Heritage Interpretation Strategy once feedback is received and archaeological fieldwork investigations are complete</li> </ul>

Table 3: summary of stakeholder meetings



Stakeholder	Type of consultation	Date	What was discussed	Follow-up processes
Local Aboriginal community members	Correspondence and meeting	11 Feb 2021	<ul style="list-style-type: none"> <li>- Interpretation of aboriginal history and/or artefacts</li> <li>- Aboriginal narrative and key themes</li> <li>- Cultural design principles</li> </ul>	<ul style="list-style-type: none"> <li>- Outcomes reflected in the Cultural Heritage Interpretation Strategy</li> <li>- Public Art Strategy</li> </ul>
DPIE	Correspondence and meetings	Various *an additional meeting is scheduled for Friday 1 October	<ul style="list-style-type: none"> <li>- Planning process and timeframes</li> <li>- Proposed modifications to the approved Concept Plan (Stage 1) SSD DA</li> <li>- Interest shown in the design approach, notably the open space and interface with and impact on the Western Distributor, and in engagement activities with community and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Questions resolved during each meeting; update to be provided post EIS submission</li> </ul>

Table 3: summary of stakeholder meetings

## 9.2 Specific agency consultations in more detail

The consultations described below were significant in terms of duration, depth and collaboration.

### NSW Government Architect Design Integrity Panel

A Design Integrity Panel was established to confirm that the proposal has responded to the recommendations of the competition jury and achieves the same, or better, design outcomes as the winning scheme. A series of workshops refined the precinct's design and informed the design briefs for the public domain and retail spaces. Workshops were attended by NSW Government Architect, City of Sydney, Tony Caro Architecture, ASPECT Studios and the Consortium design team.

Session	Date	Discussion focus
One	3 November	<ul style="list-style-type: none"> <li>Urban structure and integration: topography, infrastructure and connectivity</li> <li>Public domain: wayfinding, site levels, Northern Parkland, Southern Parkland, Crescent Garden, pergolas, signage, micro-climate</li> <li>Retail podium</li> <li>Tower</li> <li>ESD initiatives.</li> </ul>
Two	1 December 2020	<ul style="list-style-type: none"> <li>Urban structure and integration with a focus on connectivity.</li> <li>Public domain: wayfinding, site levels, Sussex/Market Street corner, Western Gateway Link, Connections to Pyrmont Bridge, Northern and Southern Parklands, Crescent Garden, pergola, soil depths, planting strategy</li> <li>Retail podium: Darling Harbour frontage.</li> </ul>
Three	9 February 2021	<ul style="list-style-type: none"> <li>Public domain: focus on site levels, Darling Harbour Promenade Planting Strategy</li> <li>Retail Podium: built form, materiality, podium façade environmental management, retail strategy, Wheat Road design and access, podium accessibility, landscaping.</li> </ul>
Four	23 March 2021	<ul style="list-style-type: none"> <li>The Design Integrity Process</li> <li>Northern Parkland and Pyrmont to City pedestrian link.</li> </ul>
Five	20 July 2021	<ul style="list-style-type: none"> <li>Public domain: wayfinding, site levels, Sussex/Market Street corner, Civic Link, connections to Pyrmont Bridge, Northern Parkland, Southern Parkland, pergola structures, soil depth and Darling Harbour Promenade Planting Strategy</li> <li>Retail podium: built form, materiality, environmental management, accessibility, landscaping</li> <li>Tower: façade articulation and design.</li> </ul>
Six	10 August 2021	<ul style="list-style-type: none"> <li>Compliance with SDD7684 concept approval</li> <li>Urban structure and integration with a focus on connectivity</li> <li>Public domain: wayfinding, site levels, Sussex/Market Street corner, Civic Link, Northern and Southern Parklands, Crescent Garden, pergola structures, soil depths and volume</li> <li>Retail podium: Wheat Road podium design and access, landscaping and greening the development</li> <li>ESD initiatives for the development as a whole.</li> </ul>

Table 4: Design Integrity Panel meetings

## 9.2 Specific agency consultations in more detail continued

Session	Date	Discussion focus
Seven	31 August 2021	<ul style="list-style-type: none"> <li>Public domain: connecting site levels, Sussex/Market Street Corner, Civic Link, pergolas, Crescent Garden</li> <li>Retail podium: Darling Harbour frontage, podium façade environmental management, materiality, landscaping and greening the development</li> <li>Tower: lobby, tower glazing, tower terraces.</li> </ul>
Eight	21 September 2021	<ul style="list-style-type: none"> <li>First Nations consultant: reinforced the importance of continued collaboration with Balarinji</li> <li>Public domain: Sussex/Market Street corner, Civic Link/Market Street connection, Crescent Garden, wayfinding and signage</li> <li>Retail podium: Darling Harbour frontage, materiality (Wheat Road podium design), landscaping and greening the development.</li> </ul>

Table 4: Design Integrity Panel meetings

## Traffic and Transport Consultations

Consultations have continued initially with the Roads and Traffic Authority and then Transport for NSW (TfNSW) since 2016 and concluded in September 2021. Following the 2019 Design Excellence Competition, the Henning Larsen design was the subject of a series of TfNSW design and technical coordination meetings with a range of different TfNSW divisions.

For the Stage 2 application, TfNSW required detailed consultation on the land bridge and the site design. An extensive series of meetings commenced (held fortnightly between 2019 and 2020) in order to address the conditions of consent regarding the site and land bridge, which includes:

- Foundation structure assessments and compliance with TfNSW design standards
- The Western Distributor Impact Assessment Report (September 2021) that considers technical and structural issues including risk management; fire safety, lighting, air quality, dangerous goods movement; earthquake safety, inspection, testing, and maintenance requirements
- A draft Works Authorisation Deed as a required component of the Western Distributor Impact Assessment Report which stipulates terms regarding the work construction methodology, land title issues, extent of road closures, and project certification.

In summary, TfNSW consultations have focussed on:

### Active cycleways

- There is a need to separate movement of cyclists and pedestrians through the precinct
- TfNSW have implemented a new cycleways strategy providing access to King Street, with which the development integrates
- Cyclists to dismount and walk their bikes on the upper podium.
- Design enhances the connection to the existing cycleway.

### Pedestrian accessibility

- Connectivity as a leading design element, including wet weather connectivity
- Accessibility has been an important part of design, including engagement with the disabled community.

### Western Distributor land bridge

- Scale and engineering agreed with TfNSW
- Design meets all building and transport standards including for large vehicles
- No long-term change to the operation of the Western Distributor; short-term changes would be in the form of temporary road closures.

### Road closure strategy

- Agreed lane and road closures will commence early in the construction program
- Closures will take place over a significant duration and will range from single lane closures to identified full highway closures
- Closures will generally occur only at night within time periods approved by the NSW Transport Management Centre
- Detour plans have been prepared
- Consultation and communication conditions would form part of the conditions of approval by the Transport Management Centre
- Traffic impact assessments and the Works Authorisation Deed confirm the extent of road closures during delivery of the project.

The consultations with TfNSW were a collaborative process to design the project. Following meetings held across 2019 and 2020, The Consortium development team received an Agreement in Principle letter from TfNSW, expressing support for the project.

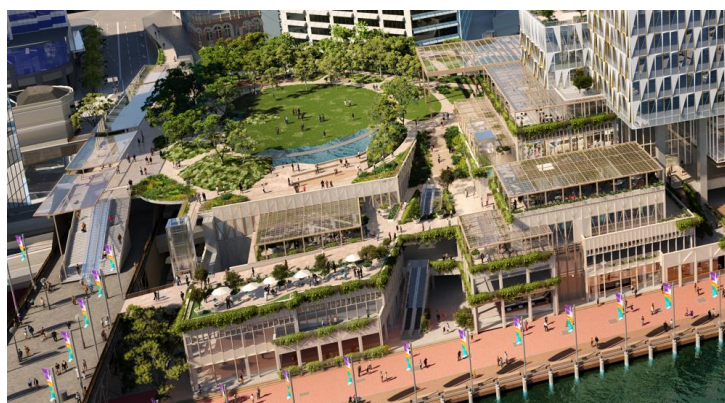


Image: artist impression of Cockle Bay Park

# **10. Overview of issues raised and how addressed in EIS**

# 10. Overview of issues raised and how addressed in the EIS

Table can also be found in section 4.0 Consultation of the Environmental Impact Statement

Issue raised	How addressed in the EIS
<b>Building context with the cityscape</b> <ul style="list-style-type: none"> <li>Concern that the buildings in the proposal are insensitive to the harbour and immediate surrounds including Pyrmont Bridge</li> </ul>	<p>The scale and form of the project has been the subject of extensive design testing and development through the approval of the Stage 1 Concept Approval and the Design Competition that has informed this subsequent Stage 2 SSD DA. The project is considered to be high-quality addition to the city context, creating an elegant, contemporary, urban tower form. It complements and enhances this strategically important location, including sensitively integrating with the existing connections to and from the site including the Pyrmont Bridge, Druitt Street Bridge, and Market Street Bridge. The built form, its relationship to the harbour, and heritage context is discussed further in Section 6.12 of the EIS.</p>
<b>Glare and heat</b> <ul style="list-style-type: none"> <li>Concerns that the building façade may create glare or potentially a heat effect for nearby buildings</li> </ul>	<p>A Reflectivity Assessment has been prepared by Arup (Appendix R of the EIS) demonstrating that the external treatments, materials and finishes of the project will not cause excessive glare for road users, as discussed further in Section 6.8 of the EIS.</p>
<b>Building proximity to the foreshore</b> <ul style="list-style-type: none"> <li>Concern that the building would encroach on the pedestrian experience of the Darling Harbour promenade</li> </ul>	<p>The proposed building has been carefully designed to activate, but not to encroach on the waterfront promenade. The project will maintain the existing pedestrian thoroughfare along the harbour and interface with this promenade through outdoor dining terraces, retail tenancies, and circulation nodes for pedestrian access through the site. The tower above the podium complies with the building setbacks nominated in the Stage 1 Concept Approval, ensuring it is suitably recessed from Darling Harbour and does not dominant the promenade. Built form and visual impacts are discussed further in Sections 6.2 and 6.5 of the EIS.</p>
<b>Community activation of public spaces</b> <ul style="list-style-type: none"> <li>Request to reactivate this area of Darling Harbour to make it appealing for a range of user groups, and safe (particularly at night)</li> </ul>	<p>An assessment of the project against the principles of Crime Prevention Through Environmental Design is provided at Appendix S of the EIS. This assessment confirms that the project provides a high level of natural surveillance, both to the development itself and to the surrounds, and that the development as a whole has the opportunity to improve the safety and security. This is discussed further in Section 6.14 of the EIS.</p>
<b>Entertainment spaces/facilities for people of all ages</b> <ul style="list-style-type: none"> <li>Community entertainment or recreational facilities to offer something for people of all ages; children, teenagers, families, and adults</li> </ul>	<p>The design, context, and strategy of Cockle Bay Park's public domain are outlined in section 3.6 Open Space, Public Domain &amp; Landscaping of the SSDA Architectural Design Statement.</p>
<b>Passive versus active community spaces</b> <ul style="list-style-type: none"> <li>The 'pockets of spaces' concept to include community spaces that offer a balance between quiet, green spaces and a place to socialise, exercise, or enjoy an experience</li> </ul>	<p>The design, context, and strategy of Cockle Bay Park's public domain are outlined in section 3.6 Open Space, Public Domain &amp; Landscaping of the SSDA Architectural Design Statement.</p>



Issue raised	How addressed in the EIS
<p><b>Pedestrian connectivity (including people with a disability)</b></p> <ul style="list-style-type: none"> <li>• Further design details to incorporate best in practice accessibility for people with a disability</li> </ul>	<p>The access arrangements for people with mobility impairments has been considered in the architectural and landscape solutions for the site, which are required to address significant level changes between Darling Harbour, across the Western Distributor and Sussex Street. The proposed design has been reviewed (see Appendix T of the EIS) to confirm whether the design is equivalent to or better than the principles of Universal Access considering all user groups, members of the public, visitors and staff for sensory impairment, mobility impairments, and dexterity impairments. The assessment confirms that the proposed development will be capable of compliance with the applicable requirements of the DDA Premises Standards 2010 and the Building Code of Australia (BCA). The design will be continuously refined during the detailed design phase to ensure that various elements of the proposal will meet the applicable performance requirements of the above codes. This is discussed further in Section 6.22 of the EIS.</p>
<p><b>Public art</b></p> <ul style="list-style-type: none"> <li>• The precinct should contain a program of temporary and permanent public art installations</li> </ul>	<p>A range of public art and heritage interpretation initiatives are to be integrated into the built form and surrounding public domain in accordance with the Public Art Strategy and Heritage Interpretation Strategy developed for this project (see Appendix J and I of the EIS).</p>
<p><b>Recognition of Aboriginal culture and place</b></p> <ul style="list-style-type: none"> <li>• Need for genuine and meaningful Aboriginal representation throughout the site, including in public art, signage and storytelling, landscaping, dining, and educational elements</li> </ul>	<p>Artefact has prepared an Aboriginal Cultural Heritage Assessment Report (ACHAR) (Appendix F of the EIS) in consultation with Registered Aboriginal Parties in accordance with the 'Aboriginal cultural heritage consultation requirements for proponents' guidelines (OEH 2010). The ACHAR documents the process which has been undertaken for consulting, investigating and assessing Aboriginal cultural heritage and Aboriginal archaeology as part of the Stage 2 DA. This is discussed further in Section 6.12.1 of the EIS. A Public Art Strategy has been prepared by Cultural Capital (Appendix J of the EIS), which outlines various opportunities for Aboriginal cultural heritage to be integrated and interpreted into the public art solutions provided on the site.</p>
<p><b>Site sustainability</b></p> <ul style="list-style-type: none"> <li>• The tower and precinct should be designed incorporating innovative and highly sustainable features (beyond BAU)</li> </ul>	<p>An Environmentally Sustainable Design (ESD) Strategy has been prepared Arup (Appendix L of the EIS) demonstrating how the detailed design of Cockle Bay Park has explored the sustainability initiatives and targets identified in the Stage 1 Concept Approval. Arup confirms that the proposed development can achieve the sustainability targets identified for this site. This is discussed further in Section 6.25 of the EIS.</p>
<p><b>Druitt Street connections</b></p> <ul style="list-style-type: none"> <li>• An explanation of the treatment of this area to ensure this becomes a high quality solution</li> </ul>	<p>The Design Report at Appendix B of the EIS details the interface between the building podium and the Druitt Street Bridge. This has been designed as a seamless connection for pedestrians, supporting through movements from the Sydney CBD and Town Hall Station to Darling Harbour.</p>

Table 5: issues raised and how addressed in EIS

# Appendices

# Appendix A - Newsletter



**The Cockle Bay Park Redevelopment will create a revitalised and reconnected harbourside precinct, creating space for generations to thrive in the heart of the CBD.**

This newsletter is to provide an update on the development of Cockle Bay Park at Darling Harbour; a project which will create an inclusive, energetic neighbourhood enabling social connection and improved wellbeing. New open green spaces, and reinvigorated retail and entertainment activities have been designed to be enjoyed by local communities and visitors alike.

## Project update

Danish architects, Henning Larsen, were named the winner of the International Design Excellence Competition and have prepared the design solution for Cockle Bay Park. Their winning design was selected based on its strong community proposition and thoughtful, holistic approach to the site as an urban landscape.

We are in the process of reaching out to stakeholders and the community for their feedback on the current design.

## Approvals process and next steps



For significant developments such as this, the planning and environmental approvals process is completed in stages.

The NSW Independent Planning Commission approved the concept plan and Stage One Application in May 2019.

Our next step is to prepare and submit the Stage Two Development Application and Environmental Impact Statement, which will be placed on public exhibition later this year.

For more information on the project's approvals process you can visit <https://www.planningportal.nsw.gov.au/major-projects/project/40381>



# Appendix A - Newsletter

## Project features

Henning Larsen's design centres on the construction of a new commercial tower and retail/event spaces anchored by a large park on the Northern side. It enables greater accessibility and connectivity of urban spaces, whilst remaining sensitive to the surrounding environment. The project's key features include:

- A 40-storey commercial building with nearly 66,000 square metres of office space that will offer new job and business opportunities
- Over 3,500 jobs created during construction
- Over 10,000 square metres of new retail space
- Over 6,500 square metres of new, open public space

## A place for greater connection

The design addresses commuter barriers between the CBD, Darling Harbour, and Pyrmont Bridge and will improve pedestrian connections to Town Hall Station, and the new light rail and metro stations. The design includes:

- A land bridge over the Western Distributor that seals the division between the CBD and Darling Harbour
- Intuitive access from the harbour to Market and Druitt Streets
- Increased access to and between green space and the water

## A place for wellbeing

The built and natural environments of the development were designed to contribute the wellbeing of the surrounding community. The design will include:

- Greater access to parklands that will offer a much-needed sanctuary from the busy CBD, and create peaceful commutes for city workers
- A dedicated wellness hub built to encourage physical and mental health
- Both active and passive, landscaped and open green and urban spaces
- A premium 6 Green Star office tower powered by 100% renewable energy targeting net-zero carbon emissions



Artist impression



Artist impression

## A place for community activation

The new precinct will offer exciting new retail, entertainment, and cultural spaces available to diverse communities and audiences. It will include:

- Public art and cultural experiences
- Opportunities for activation and activities designed for everyone's enjoyment and participation
- Food and drink venues to grab something on the go, pop in for a meal or enjoy a leisurely dining experience on the harbour with friends and family
- Reinvigorated retail space with a village feel
- An inviting pedestrian street linking shops and restaurants with open parkland and the commercial lobby on the upper level

## Continuing our engagement

Cockle Bay Park will create a harbourside and parkland haven, with integrated space for work, wellbeing, and socialising. The precinct will bridge barriers between Darling Harbour and the CBD, and offer greater public access to open spaces and the water through new pedestrian links and landscaped parks.

It's a space designed for the community, so we want to hear your thoughts. As we progress through Stage Two, we invite you to continue providing your feedback.

To receive more information on the project, submit feedback, or ask questions, visit [cocklebaypark.com.au](https://cocklebaypark.com.au)

To contact the project team with any questions please email us at [projects@newgateengage.com.au](mailto:projects@newgateengage.com.au)

# **Appendix B - 2019 A Community Led Experience for Cockle Bay Park; submitted to the Cockle Bay Park Design Competition**

# A community-led experience vision for Cockle Bay Park

— Methodology, insights and design brief.



## Experience Design Lead

FreeState are a global team of researchers, strategists and designers all rallied around the call to create the best place and brand activations for the world's greatest cities, buildings and brands – through a human lens.

We start with the people and we design outwards. We find what they care about and we build a narrative around it using technology, people, services, content and architecture. Then we bring them together to design a place - an activated place where people actually want to be. We think people. We think programme plus narrative. We think place. Simple.

The first of these is nothing new: everyone's talking about people-first approaches to making new or improved places, products or services. The second and third, however, are unique to the industry: they are the ingredients to our secret sauce for turning a meaningful idea into a new and lasting reality.

## **01 Introduction**

Executive Summary  
Methodology  
Community Sample

## **02 Discovery Phase**

Summary of Findings

## **03 Co-Creation Phase**

Experience Themes

## **04 Insights**

Key Insights  
Needs

## **05 Community-Led Design Brief**

Experience Vision  
Experience Principles  
Personas  
Signature Experiences

## **06 Design Brief Toolkit for Designers**

## **Appendix**

Detailed findings from the Discovery Phase

# A co-creation approach to Cockle Bay Park

# Executive Summary

Cockle Bay Park is the opportunity to re-energise and re-contextualise an aging site in the heart of the Darling Harbour entertainment precinct in Sydney. To ensure an enduring place is created for the benefit of all Sydney communities, the co-owners engaged independent consultants to lead a customer-centred design process with the community to develop a community-led design brief to designers. Rather than focus on the built environment alone, this process has produced a vision for the experience the community participants desire for the future Cockle Bay Park.

## The Process

Over a six week period, 26 community participants and 10 community stakeholders participated in an online engagement followed by three workshops. The first Discovery Workshop focused the community on the current state of Cockle Bay Wharf, revealing a keen desire to inject pride back

into this “dull and dated”<sup>\*</sup> precinct. In the Co-Creation Workshop (two), the community were introduced to a number of sources of inspiration including expert presentations on the Indigenous and colonial heritage of the precinct, followed by visual stimulus on global benchmark experiences, to help provoke creative thinking. The workshop outputs were synthesised and articulated as draft Experience Principles which were presented in the Define Workshop (three) for feedback before finally drafting a direction for the Experience Vision together.

## Envisioning the Future

The community participants’ vision for Cockle Bay Park transforms the relevance, reach and usage of this site for future generations of Sydney locals and tourists. Rather than simply evolve the current Darling Harbour entertainment experience, the community have envisioned a future experience that

seeks to deliver a distinctly different and memorable place in the heart of the city. *The People’s Harbour* is a vision that talks to a harbour for experiences, culture and memories, transforming the industry of exchange that has identified the place for thousands of years, to an enduring exchange between people, land and water. A gateway between work and play, the future Cockle Bay Park dissolves the harshness of the concrete jungle with an authentic, human scale experience that is engaging, peaceful, natural and curious.

<sup>\*</sup>Finding from the Discovery Phase workshop.

## Customer-Centred Process

### Putting customers at the heart of the experience.

A customer-centred approach ensures the needs and desires of the customer - in this case communities - are understood as a critical consideration for the design brief. Rather than focus on the solution or execution, a customer-centred process forces developers and designers to spend time getting to know what and why customers want what they want. From this place of understanding designers can begin to think holistically about the experience they are contributing to, not just the thing that needs to be built.

In the visioning phase of the customer-centred design process that has been undertaken for Cockle Bay Park, the work emphasises the higher purpose needs states of the experience that will help produce a distinctive and enduring experience that wins hearts and minds.





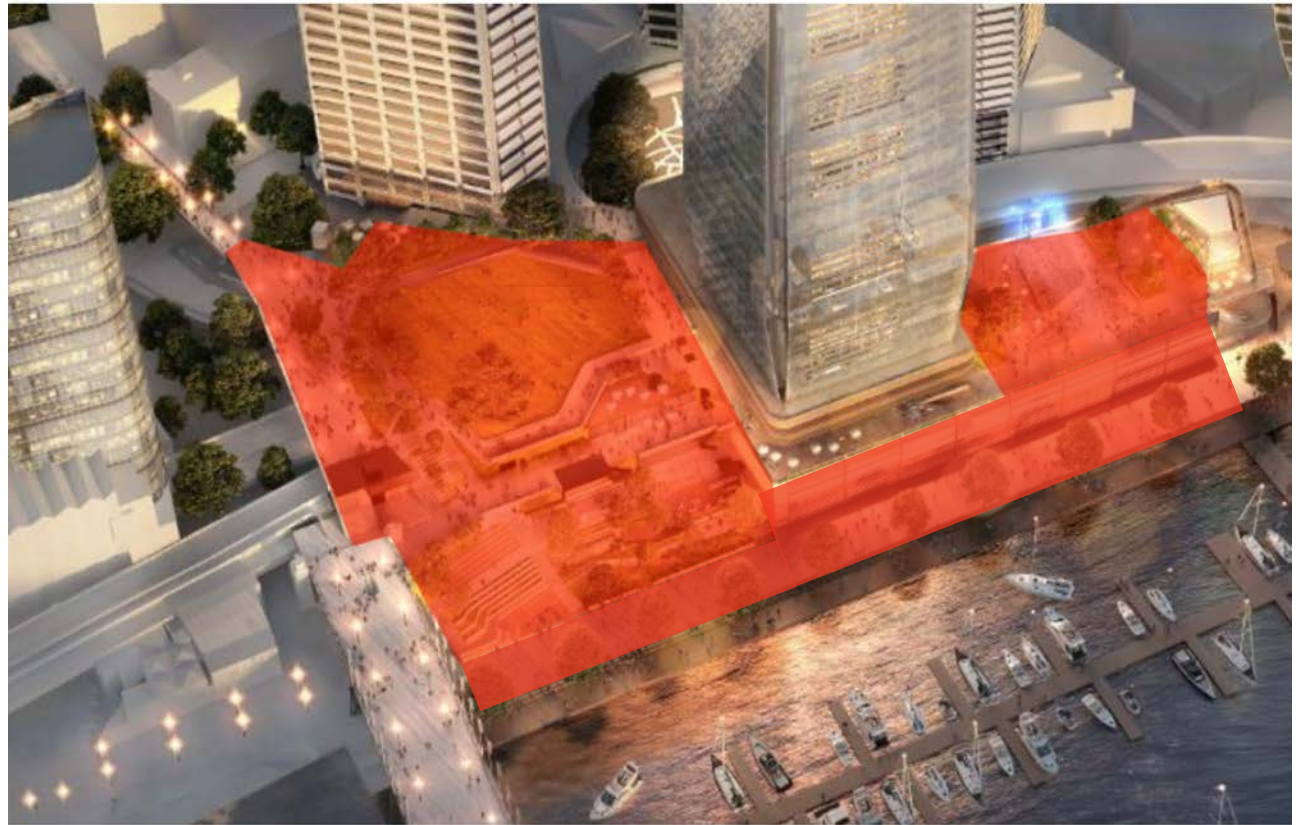
## Cockle Bay Park Process





## Scope of Works

The customer-centred design process was focused entirely on the free and paid public space and amenity, with an emphasis on the free space because of the scale and uniqueness of the opportunity presented at this site. The scope of works did not include any consideration or ideation for the Cockle Bay Park commercial tower.



Free and paid public space identified by the orange section.

# Methodology

The Cockle Bay Park process relied on qualitative research conducted in the field and in workshops. The same participants contributed to each phase of the process ensuring a continuous build of discovery and understanding. In total five groups of approximately 7-8 participants contributed nearly 1,000 data points with which to develop the Experience Vision and Principles.

The Discovery Workshop included a site tour where participants recorded their experience in a Safari Workbook. Once familiarised with the precinct participants were asked what they wanted to keep, lose and acquire in the future.

The Co-Creation Workshop established a shared understanding of the current experience when presented with the findings and insights from the Discovery Workshop. A presentation from Indigenous and colonial heritage experts also

provided historical context. From this basis of shared understanding the groups worked through two major ideation sessions including a card sort of global benchmark experiences and designing a concept for a future Signature Experience. These two key deliverables inputted into an analysis to identify experience priorities.

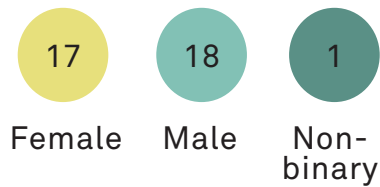
Finally in the Define Workshop participants were presented with four draft Experience Principles to provide feedback on, before drafting and voting for a preferred direction for the Experience Vision.

This document delivers a summary of the key findings from each phase and the final articulation of the Experience Vision and Principles which form the basis of the community-led design brief for Cockle Bay Park.

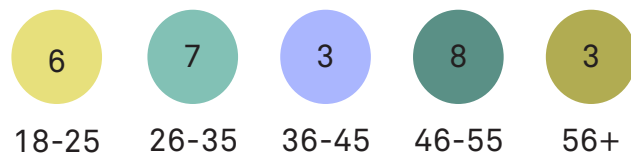


## Community Sample

### Gender



### Age\*



### Segmentation

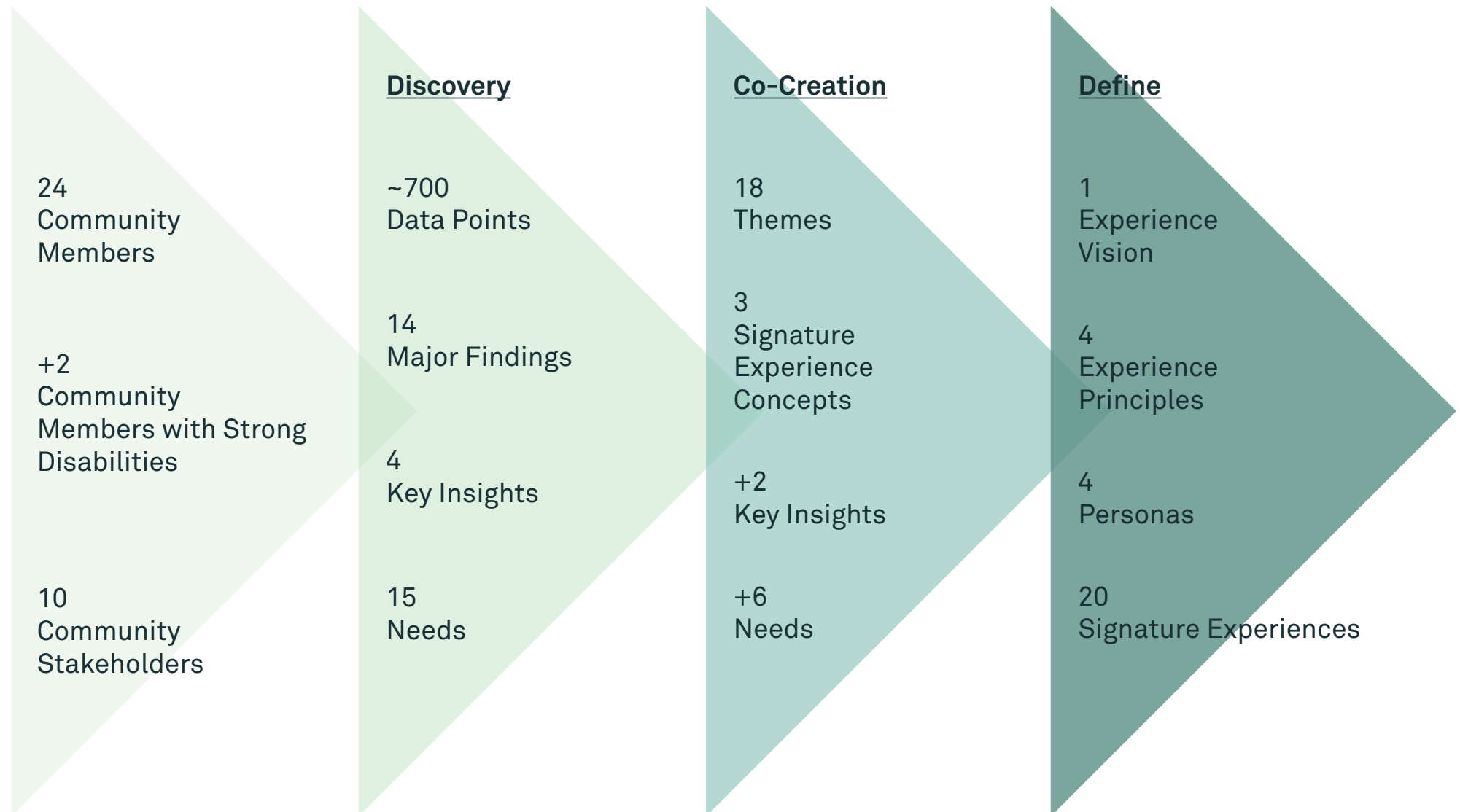


### Community Stakeholders

1. Adjacent Residents (2)
2. Helm Bar (2)
3. Bicycle NSW
4. Guide Dogs NSW/ACT
5. Hearing Matters Australia
6. UTS students (3)

\*N=27 out of 36. Total excludes community with strong disabilities and non-student community stakeholders.

# Cockle Bay Park Outcomes





# Current state findings

— What can we learn from today?

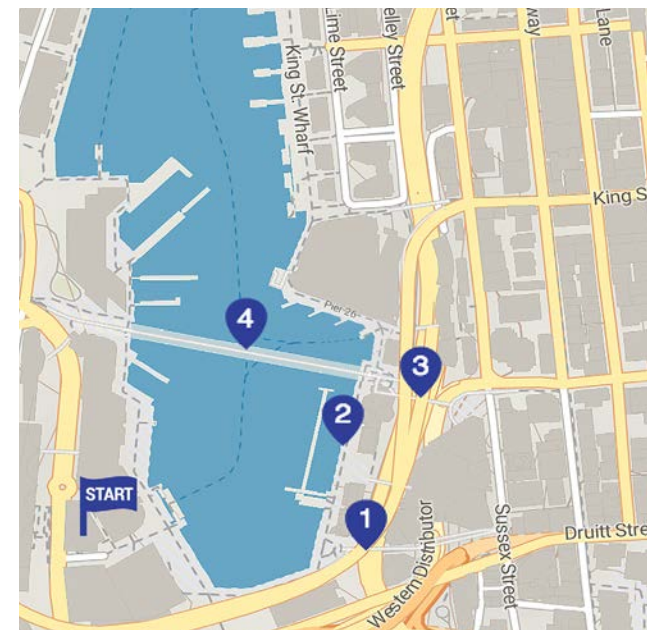
## The Discovery Phase aims to uncover the problems we should be solving in design.

Participants were led on a walking safari of Cockle Bay and asked to record their observations and feelings in an empathy map. This enabled them to identify what they wanted to keep, lose and acquire for the future Cockle Bay Park.

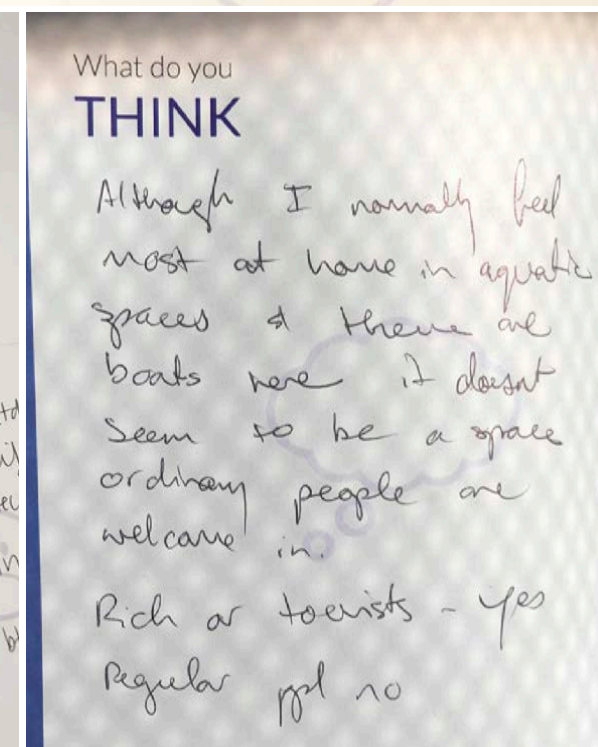
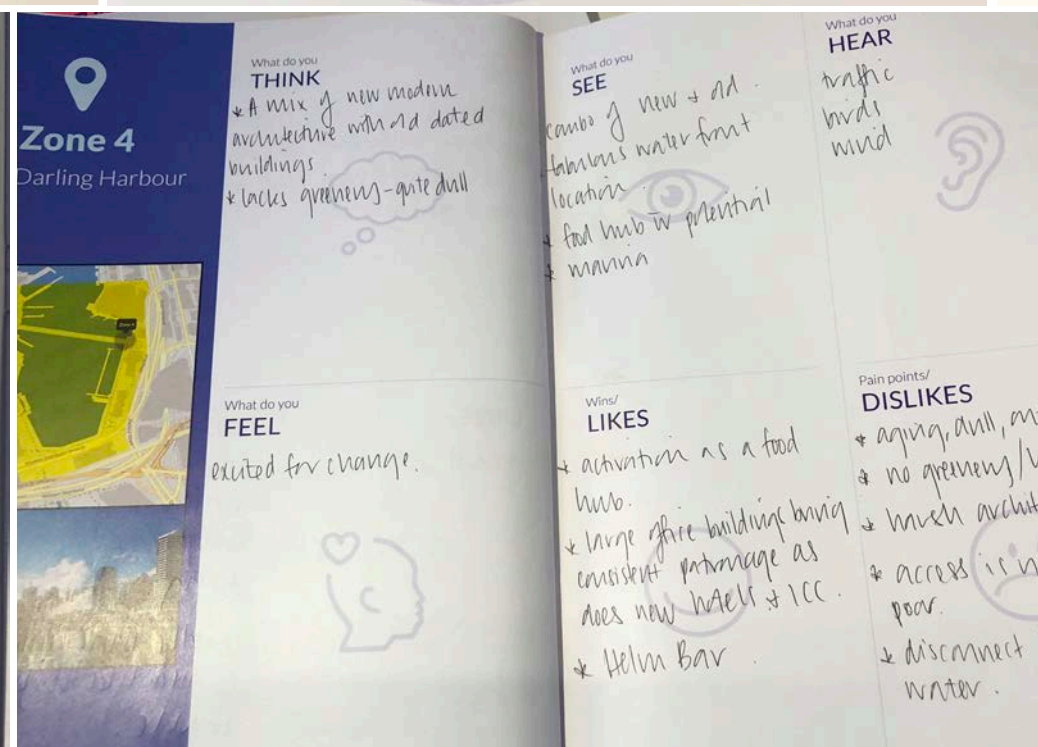
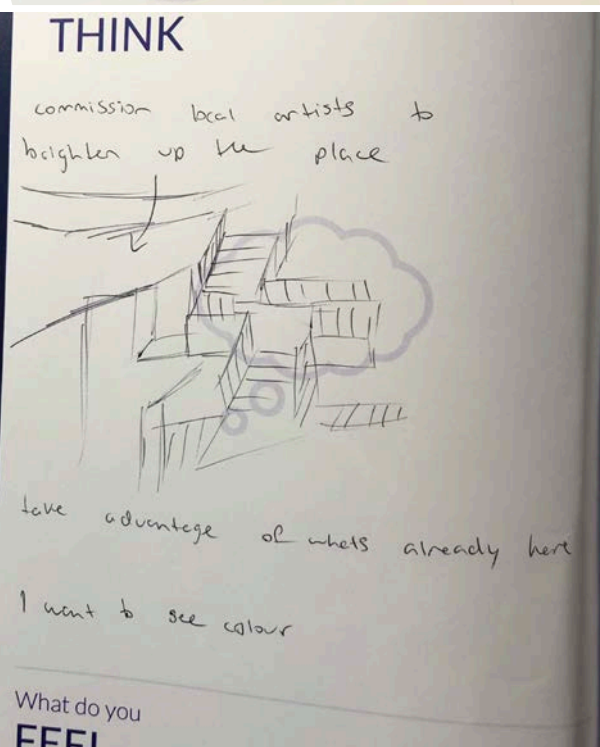
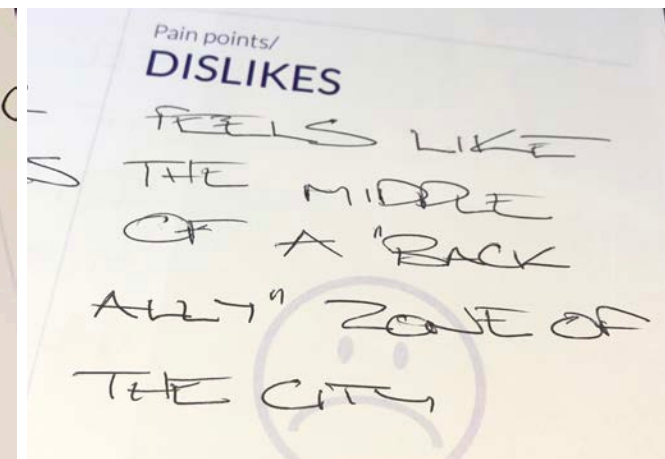
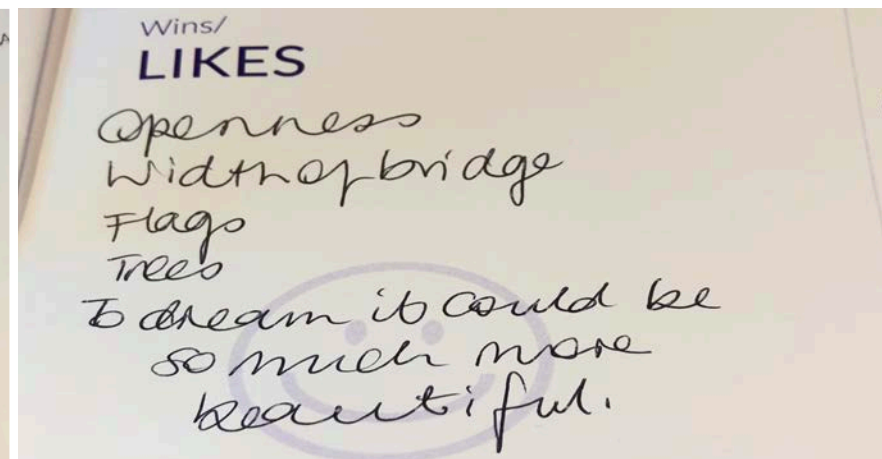
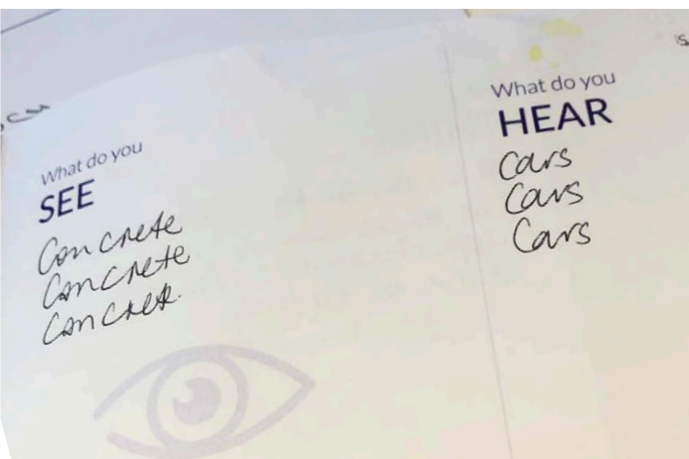
Starting from the workshop location the four stops along the safari were:

1. Druitt Street bridge
2. Cockle Bay Wharf
3. Market Street bridge
4. Pyrmont Bridge with a view to Darling Harbour

A summary of findings is included here with the detailed findings located in the Appendix.







## Summary of Findings

1. Market Street is the gateway connecting Darling Harbour to the city.
2. The built environment on Market Street bridge is a terrible experience.
3. The open space on Market Street bridge is a breath of fresh air.
4. Drutt Street bridge is an important access point.
5. Feels like the back alley of the city.
6. Drutt Street bridge is an embarrassment to Sydney.
7. Pyrmont Bridge is the darling of Darling Harbour.
8. Darling Harbour is a disconnected experience.
9. Darling Harbour is a night time venue, that neglects the day time experience.
10. Cockle Bay Wharf is a confused reality of mixed experiences.
11. For the most part we all agree Cockle Bay Wharf is dull and dated.
12. The diverse food and beverage offer is great... (see 13).
13. But not at the expense of a free and more inclusive experience.
14. There is a united ambition to develop an outdated space at the wharf.



# Creating a vision for Cockle Bay Park

— Future state ideation.

## Co-Creation moves participants from the current state into the future state.

The Co-Creation Phase was designed to completely open up the participants' imagination for what was possible at Cockle Bay Park. Using global benchmark experiences, illustrated by a photographic image, the community sorted and prioritised which experiences they believed were right for Cockle Bay Park. The discussion that followed uncovered insights about the do's and don'ts for the site according to community sentiment and desires.

Due to the nature of the permissions and ownership of the reference images used in the card sort exercise, they can not be reproduced in this report. Designers will need to rely on the description of the themes and the imagery referred to in each.



# 18 Key Themes

# Desired Themes

## Essential functions

While the vision aspect of this customer-centred design process focused our energy on the higher purpose needs states, the community identified a clear need for everyday essential functions that they wanted the precinct to support. The list below includes the specific functions mentioned by participants but it not an exhaustive list.

- Security
- Bathrooms
- Bubblers
- Charging stations
- Food & Beverage
- Shops
- Shade
- Weather protection
- Wayfinding

## Inclusive

An inclusive precinct was top of mind for most participants whether that was from a personal lifestyle preference such as cycling, or a more community minded perspective. Specific ideas for groups of people who should be included in the experience are listed below. This is not an exhaustive list, rather it is an indication of the groups who are not as well served in the current state experience.

- Accessibility for people with disabilities and mobility challenges (eg. elderly)
- Multi-sensory experiences for people with disabilities
- Kids
- Teens
- Cyclists
- Families with small children

## Sustainability

Sustainability was a theme that emerged from the discussions as a criteria that was attached to many of the precinct ideas. For example when discussing the green space the idea that it should be planted with native plants that encourage a healthy eco-system and don't require excessive resources to survive.



## Desired Themes

### Indigenous representation

The absence of Indigenous representation within the current precinct promoted the need to include this aspect in the future state experience. For the participants the Indigenous representation must:

- Be created with the Indigenous community.
- Be integrated into the precinct, not just be a single installation in one location.

A number of Indigenous themed images were presented to the group including a contemporary artwork, a traditional artwork and an educational installation. The participants rejected the contemporary artworks because they were seen as incongruent with the place. The traditional artwork (a series of didgeridoos) was too much like a single installation rather than an expansive experience. The educational installation was indecisive.

### Natural green walkways

Natural green space, and walkways specifically, were prioritised in the top five image selects and featured most predominately in the must have selection. The New York City High Line was the most favoured image by all groups. The preferred values of the particular High Line image was reflected in other images also and include:

- Naturally manicured greenery, rather than controlled gardens.
- Seating that was integrated into the space design rather than separated from the space.
- Pathways that encouraged meandering more than straight, direct pathways.
- Greenery that didn't block views.
- Space that is naturally partitioned so that you can step off the path into a semi-private space.
- Wooden paths.

### Architecture as art and function

Architectural art was a big theme that fed into the insight around not wasting space and resources. The idea of creating visual and experiential interest through the architecture, particularly on the bridges where functional requirements were also important, was a must have and nice to have feature.

Specific attributes that were important for the bridge architecture were:

- Allow natural light in.
- Protect from sun and rain.
- Include a bike path.
- Natural light was highly desired while artificial light, including artistic colourful light, was rejected.

## Desired Themes

### Seating throughout

Seating was a hot topic for all participants. The current experience lacks any free places to sit therefore the reaction was a call for seating.

The seating needs include:

- Integrated design with place.
- Free seating throughout the precinct.
- Include water views as much as possible.
- Allow for groups and individuals.

### All ages play

Play was a theme that emerged across a range of imagery. Formal play such as basketball rings and table tennis were desirable, as well as playful and interactive architecture such as a sound path (a path that produces sound when you walk over it) and a curved path lining the edge of the water that offered surprising aspects.

Specifically the concept of play was identified as one that is relevant to all ages, not just playgrounds for children.

### Community activation

Activating community was an important theme that emerged across all groups. The images that were selected to represent community here pictured large groups of people participating in or viewing something together. The participants in fact rejected the idea of space activations that provided intermittent or temporary experiences (eg. cinema that is off most of the time) and instead opted for activations that were always on. The idea of dead space while an experience was turned off was viewed as wasted space.

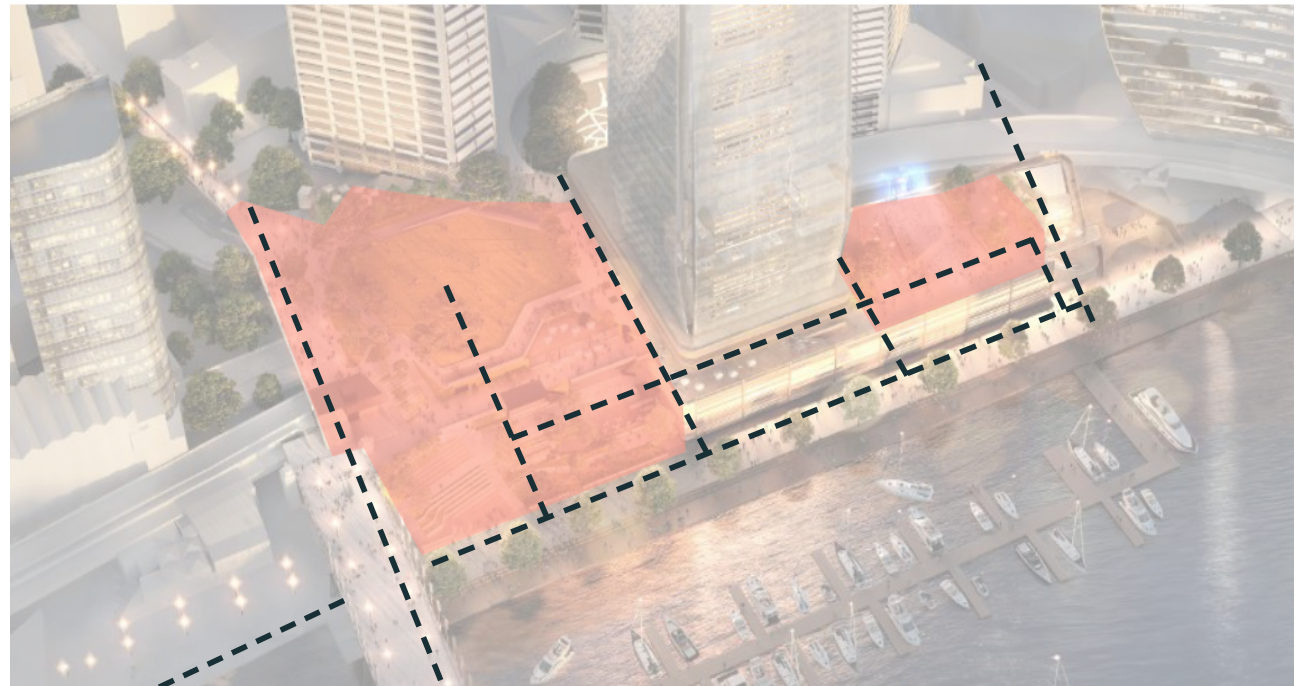
Within community activation, food and beverage featured as a legitimate need and activity.

## Desired Themes

### Connected experience

At the outset the participants were briefly presented the Stage 1 concept to illustrate the public realm. Overwhelmingly the participants felt the north and south public zones should be connected, in addition to the precinct overall. Critically the connected experience should include walkways and cycleways. The ant trails right identify the direction of pathways the community would like to make easily and intuitively.

The lines that appear right are directional not literal.



## Undesirable Themes

### Don't: Commercial or corporate architecture

The commercial and corporate architecture referenced by the group as highly undesirable were specifically cold, featured an excessive use of white and concrete, and all advertising was rejected outright.

It is important for the environment to be warm and friendly, not cold and institutional.

### Don't: Closed in spaces that block views

Open was the single most desirable attribute articulated by the participants throughout the six week process. In contrast, closed in spaces whether that be larger spaces or location specific experiences such as public activations, were rejected. Closed in here means physically closed in or confined spaces, as opposed to intimate or small spaces which were still desirable.

The water is part of the identity of the place for participants and therefore it was important that the water views be accessible as much as possible.

### Don't: Novelty concepts that waste space

Any concepts that looked temporary, fashionable (ie. of the moment, not timeless) or lacked meaning were rejected as a waste of space. The idea of permanence and relevant context was very important for the participants' concept of this site.

The images referenced within this theme often featured artificial colour schemes.

## Undesirable Themes

**Don't:**  
**Art as installation that is disconnected from Sydney or our heritage**

All art installations (including the Chicago bean sculpture, Cloud Gate, and the Lorenzo Quinn hands sculpture in Venice) that lacked any connection to the place were rejected as silly and incongruent with their concept of this place owning a unique, Australian identity.

This is not a rejection of large public artwork, rather a comment on the authentic and contextual values the artwork should possess.

**Don't:**  
**Concepts that are only accessible to some**

An image of red hanging hammocks, a stepping stone pathway over water and an uneven walking surface were all references for concepts that could only be enjoyed by a proportion of the population and therefore strongly rejected. Even personal preferences for some of the concepts were overruled by their own personal sense of responsibility towards the wider community.

**Don't:**  
**Architecture that lacks distinction and could be anywhere**

The need for a distinct identity for the future Cockle Bay Park was a key agenda for the group. Architecture or installations that lacked distinction or could be found anywhere in the world was a major theme in the 'no' pile. Like the theme of *art that is disconnected from Sydney or our heritage*, architecture must consider the same values of authenticity and context.

## Learn from mistakes

### Watch out: Learn from Vivid that disregards day time

The customer-centred design process occurred during the Vivid Festival, an annual light festival. The festival is focused on night activation and has become an international tourist attraction. Darling Harbour is included in the festival programming.

During the walking tour of Darling Harbour the participants pointed out how the place looked like it was shut down and out of use during the day because of the Vivid barricades and operational hubs that were in place for the evening event.

How might we accommodate operations for events and activations without detracting from the overall experience during the downtime?

### Watch out: Don't make assumptions about accessibility concepts

A braille artwork that features over the entire width and height of a wall was a concept that many abled-bodied participants selected as a great idea for an inclusive concept. However our representative for the visually impaired from Guide Dogs NSW/ACT laughed at the concept, making the comment, 'what are they going to do, rub themselves against the wall! No!'.

An important lesson to design accessibility concepts with people who have disabilities, not just design for them and assume they work as intended.



## Summary of Themes

### Do

1. Make it functional.
2. Make it inclusive.
3. Make it sustainable.
4. Meaningful Indigenous representation.
5. Places for all ages play.
6. Natural green walkways.
7. Architecture as art and function.
8. Seating throughout.
9. Community activation.
10. Connected experience across the precinct.

### Don't

- x Commercial or corporate architecture that lacks warmth.
- x Closed in spaces that block views.
- x Novelty concepts that waste space.
- x Art as installation that is disconnected from our heritage or Sydney.
- x Concepts that are only accessible to some.
- x Architecture that lacks distinction and could be anywhere.

### Watch outs

- \* Create a space that goes from day to night and back again. Learn from Vivid that neglects the day time.
- \* Design with, not just for, people with disabilities. Don't make assumptions about how desirable supposedly inclusive concepts are to those you're trying to serve.

# 3 Signature Experience Concepts

The Signature Experience concept exercise helped the groups articulate the most important themes that were emerging for them.

A Signature Experience is part of the experience that comes to define the essence of the place. A place will have multiple Signature Experiences spanning across functional and higher purpose needs.

The exercise in the Co-Creation Workshop identified three major priorities that were emerging for the community. These concepts are recorded here to offer further insight into what is most important to the community and are not intended as design direction.

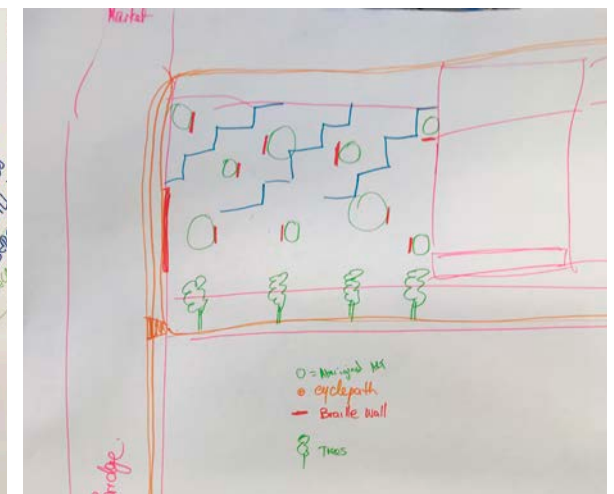
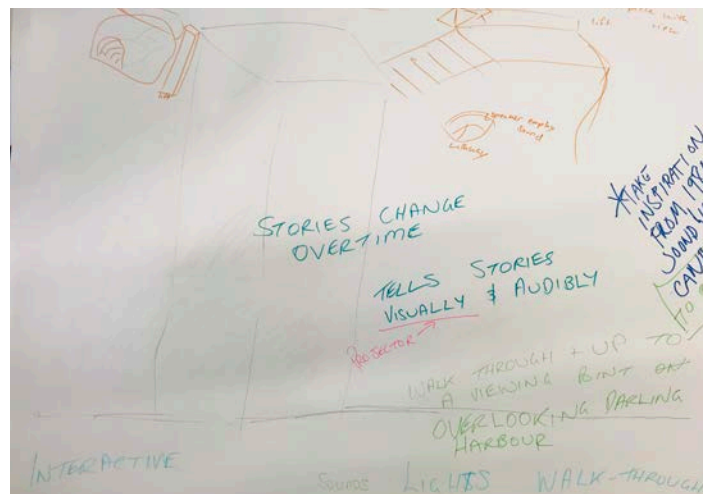


## Concept 2

Place to celebrate  
Indigenous  
heritage and tell  
stories.



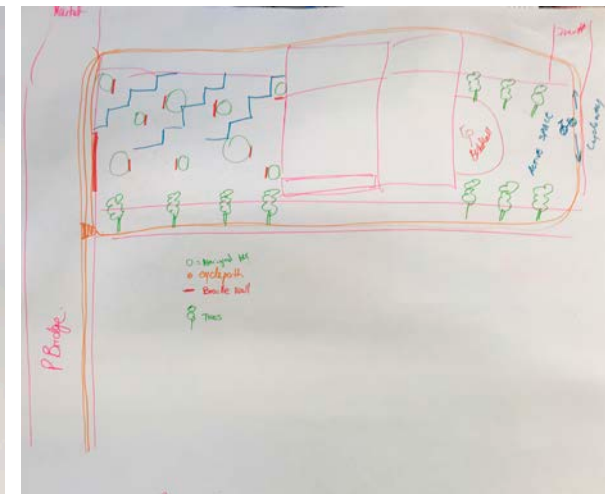
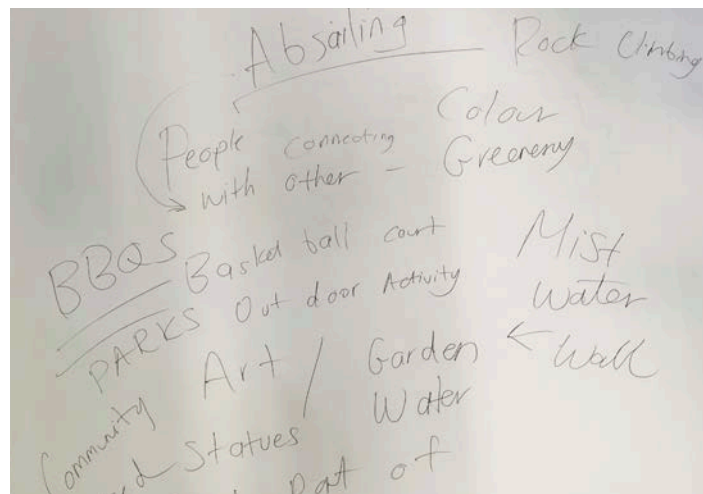
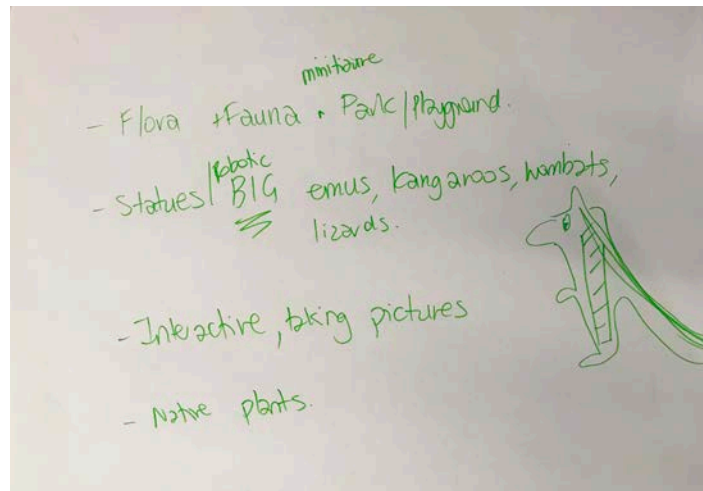
“Like the Chinese  
Gardens but  
Indigenous.”





## Concept 3

Activity space for play, recreation and personal transport (cycling).



# Identifying what really matters

— Insights & needs states.



## Insights

Insights turn what we learned into why it matters to the people, program and place. They provoke ideation and direction.

There were six key insights that emerged from across all the findings.

The key insights for Cockle Bay Park provide direction about what matters to the community. The insights span current state reactions and future state needs and desires. They give designers strong clues about the overarching objectives and goals of the community.

These insights are the foundation on which the Experience Vision and Principles were developed.

## INSIGHT 1

Cockle Bay is  
exclusive, but not in  
a good way.

Cockle Bay excludes...

- \_Any references to our Indigenous heritage
- \_Kids
- \_Cyclists
- \_Non-tourists
- \_Non-paying visitors
- \_People who don't want to drink alcohol

Cockle Bay makes it hard for...

- \_People with disabilities to access

Cockle Bay is less attractive to...

- \_Day time visitors

## NEEDS



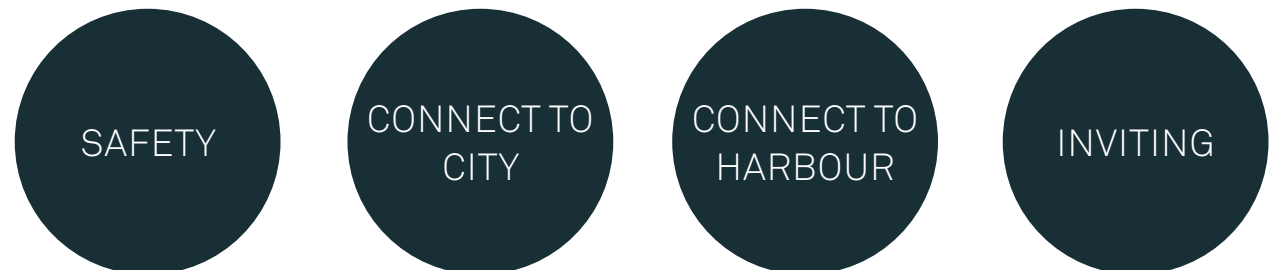


## INSIGHT 2

## Cockle Bay acts as a barrier to the city and Darling Harbour.

Cockle Bay Wharf is designed with a front and back, the back being at the boundary to the city. Because the back of the building isn't designed to be seen, as well as being the back of house for the businesses in the front, it is an uncared for, unsafe and unsightly void that people want to avoid.

## NEEDS



## INSIGHT 3

Cockle Bay's  
greatest attributes  
are overwhelmed by  
concrete.

Cockle Bay Wharf is defined by the water and is surrounded by pockets of highly desirable open air space on the bridges, however the volume of monotonous, grey concrete and lack of greenery overwhelms the experience.

## NEEDS



## INSIGHT 4

Cockle Bay is not  
a place where  
Sydneyiders feel  
proud...yet.

Cockle Bay has all the ingredients to be a destination that Sydneyiders flock to and show off to visitors, but dated architecture, dirty viewpoints, uncared for spaces and difficult access points make it an underwhelming corner of the city.

## NEEDS

AUSTRALIAN

BEAUTY

PRIDE

## INSIGHT 5

The future Cockle Bay is a place of permanence and enduring value to the community.

Novelty, waste and impermanence create instability and unreliability. Cockle Bay requires a sustainable and permanent value making strategy that enhances its natural assets to ensure loyal and frequent visitation. Any impermanent programming must be delivered consistently to ensure the place is continuously activated, instead of turning on and off at any time.

## NEEDS



## INSIGHT 6

Cockle Bay is it's own place in need of a recognisable identity.

Cockle Bay is seen as a singular experience, not just a bit-part on Sydney Harbour. More authentic and local than a standard tourism precinct would offer, more humble and accessible than the multi-million dollar location would suggest, Cockle Bay is the backyard for residents, a gathering place for local visitors and a sanctuary for strangers exploring the city.

## NEEDS



DISTINCTION

AUTHENTIC

PURPOSE



## Summary of Emerging Needs



# A community-led vision for Cockle Bay Park

— Experience vision, principles and signature experiences for Cockle Bay Park.

## Instructions for Designers

The Community-Led Design Brief articulates the needs and desires of the community for the future experience at Cockle Bay Park. It is the outcome of a series of community workshops designed to stimulate divergent and convergent thinking about the place and usage.

The purpose of the customer-centred design process is to build a deeper understanding and empathy for the future community users so that it might inspire the design choices in the final solution. This brief is therefore a guideline for how the community envisions the place and how they would like to enjoy it.

Within the brief are specific examples of how the community intends the guideline to be interpreted. These examples are there to illustrate the Signature Experiences, not to provide a requirements list for inclusion.

As with all good briefs, the Community-Led Design Brief aims to direct creative thinking, not to give the solution. It is the intention of the strategic lead and the community participants that the expertise, ingenuity and creativity of the invited designers will turn this brief into something surprising and distinctive through the use of excellence in design and place creation.

Included in the brief:

1. Experience Vision
2. Experience Principles (4)
3. Personas (4)
4. Signature Experiences with specific examples to illustrate the intent (20)

# Experience Vision

## Experience Vision

An Experience Vision articulates the ultimate experience we intend to deliver. The focus is on how the experience feels rather than functional requirements.

## Context

For thousands of years Darling Harbour was the frontier of exchange between people, place and objects. A boundary between the Wangal and Gadigal clans, a trading port for the early settlers and then a destination for people coming together in celebration.

Cockle Bay today is a very different place. Dated, excluding and concrete, Cockle Bay is no longer on people's mental map to create memories like it once was. Disconnected from the land and water, from the community at large and from an enduring environment, the place acts as a barrier to all.



EXPERIENCE VISION

## The People's Harbour

Cockle Bay Park is a harbour of culture, experiences and memories. A platform for exchange between people and place, Cockle Bay Park interrupts the overwhelming scale and seriousness of Sydney city with space that can be relied upon to relax and excite the senses.

A gateway between work and play, Cockle Bay Park dissolves the harshness of the concrete jungle with an authentic, human scale experience that is engaging, peaceful, natural and curious. A place where every person can go to be entertained, be together or just be, remarkably, in the heart of the city.

## Experience Shift

The themes and insights identified through the customer-centred design process demonstrate a clear shift in the type of experience the community participants are seeking from Cockle Bay Park. The shift shown right provides a brief overview of the nature of the transformation required.

### From

Back alley

Touristy

Night venue

Paid only

Adult only

Complicated journey

No heritage

Concrete

### To

Backyard

Authentic

24/7 experience

Free and paid

All inclusive

Intuitive & accessible

Indigenous heritage

Natural

# Experience Principles

## Experience Principles

Our Experience Principles identify the needs and desires we strive to fulfil in designing the ultimate experience for our customers and community.

# Enduring Connection

EXPERIENCE PRINCIPLE 1

## Enduring Connection

Cockle Bay Park continues the earliest rituals of exchange in the service of people coming together.

The experience is:

### An Indigenous celebration

A celebration of our Indigenous heritage is integrated into the foundational experience of the precinct. The ritual of storytelling, the native species that sustained life on the land, the visual expression in art and communication are present throughout.

### Community

A place that draws people in for spontaneous and planned acts of community. The precinct provides a platform that flexes from intimate exchanges between two friends to large gatherings of like-minded strangers.

### Inclusive

In the service of its patrons, the experience considers all abilities, cultures, ages and walks of life. Accessibility is a 24/7 pursuit even when preferred options fail. Activations cater for all ages. Food and beverage is accessible on any budget.



# Breathing Space

EXPERIENCE PRINCIPLE 2

## Breathing Space

Cockle Bay Park gives breathing space for the mind and body.

The experience is:

### Open

Open to the sky, water views and big picture, the experience provides an antidote to the concrete claustrophobia of big cities. Even solid surfaces are permeable so that you are always in touch with your environment.

### Sanctuary

A place to leave busyness behind and seek the safe harbour of a naturally comforting environment. The precinct acts like a backyard where no formal invitation is required, where you feel safe at any hour and protected from the elements in any weather.

### Nature

A green space that cleanses the air, the precinct contributes to rebalancing the urban environment. Lush, dense and organic, the flora feels alive and rich, not manicured and controlled.



# Simple Pleasures

EXPERIENCE PRINCIPLE 3

## Simple Pleasures

Cockle Bay Park is a continuous series of light, joyful moments.

The experience is:

### Authentic

An experience that converses rather than shouts, the precinct imbues it's own identity distinct from the postcard version of Sydney. A place for real people partaking in everyday life, enjoying the very best this harbourside location offers.

### Playful

From surprising details to interactive architecture and purposeful play, the experience awakens curiosity, freedom and action. A reliable diversion from the daily grind of work and commuting, and a reliable spot for outdoor recreation 24/7.

### Resourceful

Maximising the chance for joy, the experience utilises every opportunity to turn the mundane into interesting and the useful into beautiful. A bridge that transforms the journey in, a path that is also a destination, a step that provides the perfect place to sit. No space is wasted.

# Perennial Pulse

EXPERIENCE PRINCIPLE 4

## Perennial Pulse

Cockle Bay Park is a future classic Sydney experience.

The experience is:

### Potent

Contextualised by the place not time, the precinct delivers a distinct and everchanging experience that people return to time and again. Art, culture, cuisine and nature are constantly evolving and enlivening all the senses, stimulating exploration and engagement.

### Renewable

The experience is alive and thriving, always giving more than it takes. The natural environment creates a sustainable eco-system, the precinct activates day to night and the commute through is energising and grounding.

### Palpable

An easily walkable and bikeable precinct, the experience is connected by intuitive ant trails between places inside and out. Thresholds transition the re/entry from city to Cockle Bay Park, the north and south seamlessly connect and a visible thread unites the precinct to its Darling Harbour neighbours.



# Personas

## Personas

Personas illustrate the range of needs and desires of the people interacting with the specific product or service. It is a psychographic profile that works across any demographic.



“My backyard is lively, comfortable and filled with childhood memories. I will never move.”

## Local Backyard

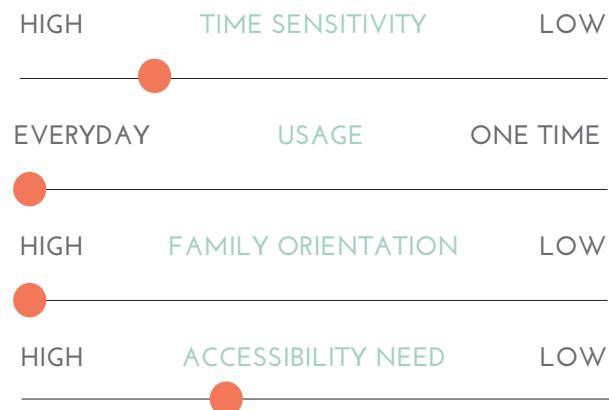
### LEANNE, 42, MARKETING DIRECTOR

Leanne works as a marketing director in St Leonards. Before driving to work she walks her five year old son, Leo, to his childcare in Haymarket. Leo always gets excited on his morning walk because he loves the art at Druitt Street bridge. For Leanne it's more about the beautiful waterways of Darling Harbour. Having a tranquil morning walk helps her focus and power through her day.

Having grown up here, she knows many of her neighbours and often greets them on her evening runs. Regardless of the route, she always make the final stop at Cockle Bay Park to do a mindful 10 minutes alone in the park.

One of the greatest benefits of living near Cockle Bay Park is the range of food options. In five to ten minutes Leanne can step out her front door and into one of her favourite restaurants or cafes depending on her mood. While the options are all high quality, most of them don't break the bank.

Leanne takes great pride in her neighbourhood and keeps a close watch on its transformation. She wants “her backyard” to be a vibrant, happening place but balanced carefully with open space to breathe and relax. Right now it is perfect.



#### NEEDS

- Green space.
- Access to water.
- Walkways.
- Family friendly.
- Food options.

#### CHALLENGES

- Clean and safe backyard.
- Finding non-tourist activity for the entire family.

#### IDEAL STATE

- Streamlining the experience from home to the neighbourhood. Quiet path to stroll by the water.
- Parks and green walkways for locals to exercise themselves and their pets.
- One-stop entertainment hub catering to different moods and events.



“We just want to capture the history, the scenery and the way of life during our short trip in Sydney.”

## Sydney Immersion

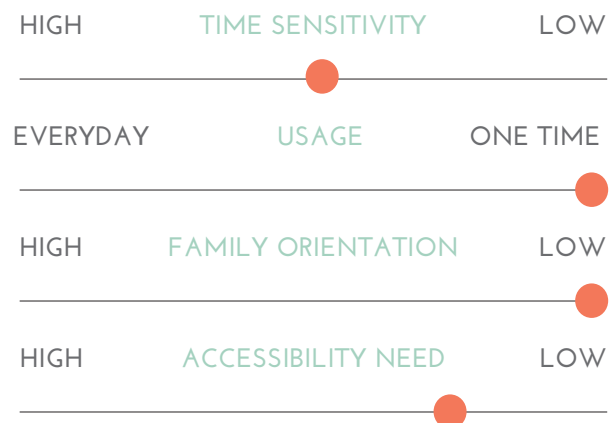
### KUMIKO 24 AND KAITO, 25, TRAVEL BLOGGERS

Kumiko and Kaito are visiting Sydney for the first time. To make the most of their five days in Sydney, their adventure always starts at sunrise. They choose a hotel near Cockle Bay Park as their base because of its harbourside location, beautiful scenery and access to some of the best shopping and dining in Sydney.

The precinct provides clear information for tourist sites and is equipped with modern looking amenities like restrooms and drink stations which helps make their transit time efficient and stress-free. They also appreciate that there are many resting spots around the landmarks where they can simply stop to admire the view or shelter themselves from the rain...not always easy when you're travelling!

Kumiko and Kaito are night owls, so even when they are getting up early to work while overseas, they still make the most of the nightlife. Not clubs, but bars and cosy places to sit and talk. Cockle Bay Park is perfect for this because you don't feel like you have to be partying to be there.

One of the most striking features of Cockle Bay Park for the bloggers is the rich Indigenous storytelling through art and education. They didn't know much before they came, but the way the heritage has been integrated into the experience has really sparked a passion to learn more. They think it's remarkable that this acknowledgement of Australia's ancestors could be so creative, thoughtful and beautiful.



#### NEEDS

Make the most of a short visit.

Learn about Australian history.

Photo opportunities.

Refreshment by the water.

#### CHALLENGES

Foreign language.

Locating amenities and free activities.

Orienting themselves within the city.

#### IDEAL STATE

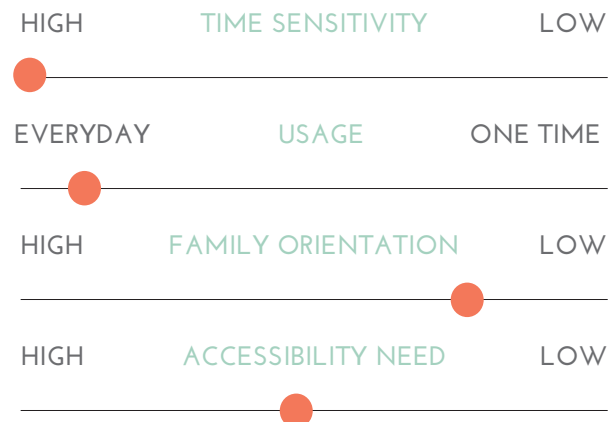
Signage to help locate nearby sites and transport options.

The distinct stories and history of the place makes the visit memorable.

An inviting day time and bustling night time. Shops and eateries are distinct and well integrated with landmarks.



“Cockle Bay Park is the perfect antidote to being busy and working. It’s a natural lifeline in a big city.”



## Daily Commute

### ALEX, 32, ACCOUNT MANAGER

Alex lives in Glebe and works for a startup in the city. Rain or shine, his morning ritual involves cycling to work and a hot espresso. Riding to work negates one of the worst things about Sydney which is the traffic! The ride through Cockle Bay Park also gets him back to nature with the open space, water and greenery, even if for a brief moment.

His job is fast paced which makes his breaks precious. During lunch he sits at a favourite spot on the Market Street resting platform under a tree and listens to a podcast to disconnect from work while watching the beautiful landscape meeting the blue sky.

He often needs to see his clients in Pyrmont and will never miss an opportunity to walk along the Druitt Street pathway. It is vibrant with art and accommodates any weather condition so he doesn't see the point of getting in a taxi to wait in traffic for the same time it takes to walk.

Alex often finishes late so it's easier to grab a bite on the way home than face cooking. Cockle Bay Park has the best range of food and best outlook for the price. At night the place transforms with light and a lively atmosphere that makes it easy to switch off and just enjoy the evening air.

#### NEEDS

Walkways & cycleways.  
Open air/open space.  
Free space to eat lunch.  
Calming atmosphere.

#### CHALLENGES

Finding a nearby place to disconnect from work.  
Reliable and quick commute in all-weather conditions (heat, rain and wind).  
Reliable food options.

#### IDEAL STATE

Properly sectioned cycling path to increase efficiency and reduce collision.  
Well lit pathways with intermittent weather shelters.  
Something to inspire the commute.  
Great alfresco food and beverage.



“I may be losing my sight but I’m experiencing the world in a different way. Thank goodness for digital assistance.”

## Visually Impaired

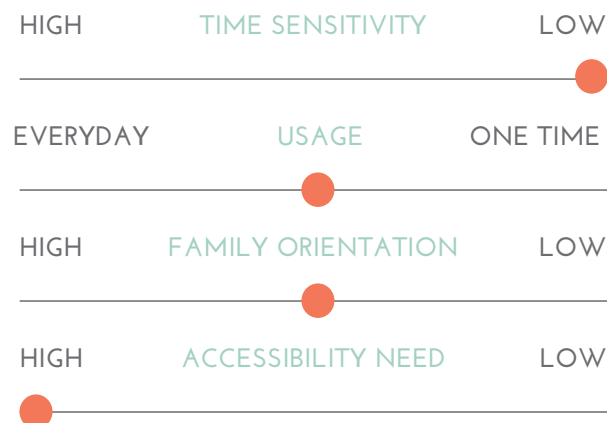
### ARTHUR, 62, AUTHOR & RANPO THE LABRADOR

Arthur is a fiction writer living on his own in Dee Why. He has been experiencing deteriorating vision in recent years and has now lost 60% of his eyesight. Arthur is a beginner braille reader and shares his apartment with a guide dog, Ranpo the Labrador.

Arthur and his friend, Agatha who is in a wheelchair, have planned a trip together to check out an art installation at Cockle Bay Park. Regardless of their age and special needs, both have an independent spirit and want to make their own way through the world. Cockle Bay Park caters well for people with different sensory needs because of the intelligent integration of digitally-enabled signage and experiences.

Having limitation in reaching from her wheelchair, Agatha loves that she can interact with the exhibition items and surroundings with ease. A quick QR code scan and she has everything she needs at her fingertips. She initially worried about the infamous out-of-service old elevator and is now relieved to discover there is a permanent alternative pathway which thoughtfully takes in the view everyone else enjoys.

The paths throughout the precinct are highly accessible. Having Ranpo at his side, Arthur feels safe despite the bicycles whizzing by and the buzz of chatter around him. At the waterfront garden platform he can immerse himself in the atmosphere hearing the moving tree branches and seagulls chirping, feeling the wind and smelling the harbour. He feels so relaxed and at home.



#### NEEDS

Multi-sensory experiences

Easily accessible

Vertical transport options.

Digitally enabled signage.

#### CHALLENGES

Navigating without assistance.

Sharing a high traffic pedestrian path with cyclists.

Sharing the same experience as everyone else.

#### IDEAL STATE

Multi-sensory signs integrated with a phone activated sensor to announce junctions.

Accessible paths share the same views and experience as people with abled bodies.

Clutter free environments to help people easily position themselves.



# Signature Experiences

# The community-led Signature Experiences describe each zone and four precinct-wide priorities.

Through the co-creation process the community conceptualised specific concepts and solutions which have been themed and articulated here as Signature Experiences. Each zone has been described with an experience unique to that zone and then there are four precinct-wide priorities to consider across all zones and journeys.

The image right outlines the format of the zone descriptions, with the Signature Experiences captured in the lower panel. The bullet point sample solutions are included under each Signature Experience to illustrate the intent of the experience not to form a requirements list for designers.

Precinct theme & zone descriptions >

Signature Experiences with sample solutions >

## Sample

### Druitt Street Bridge

An easy and interesting daily commute.

Druitt Street bridge is a commuting bridge. It's sole purpose is to move people from Cockle Bay to the city and back. People use it daily during the week so the experience must support their mental journey into work and home to family. While the journey must be easy and efficient, the usage frequency demands points of interest and evolution to take the chore out of the experience.

Being a long pathway, a feeling of safety, especially for lone commuters, can be supported by attracting visitation and frequency through the use of art and architectural interest so you're never alone.

#### CONNECT TO CITY

The experience connects people to their journey.

- Train and bus departure schedule visible.
- Wayfinding directs people beyond the zone, not just in it.
- Interactive touchscreen Google map enables tourists to orient themselves.

#### A CHANGE OF PACE

The experience is a time out from the city buzz.

- Traffic noise pollution is minimised through cancellation and/or soundscape.
- Commuters are protected from the elements for the distance.
- There are intuitive lanes and resting spots for fast commuters and slower wanderers.

#### EVERYDAY SURPRISE

The experience is ever-changing to brighten the daily commute.

- Multi-sensory art is programmed to keep the commute fresh.
- The morning commute is energising, the evening commute calming.
- The presence of nature (real or virtual) enables a naturally evolving environment.

# Customer Journey

## Zones

Enter/exit Market Street



Cockle Bay Park green space



Cockle Bay Park foreshore & podium



Exit/enter Druitt Street



# Market Street Entry/Exit

## The Cockle Bay landing pad and city frontage.

Unlike the Druitt Street bridge, the Market Street entry/exit is viewed as a destination gateway, not just a transport platform. Beyond the daily commute the zone must act as the front door to Cockle Bay Park from the city. Taking on more of the characteristics of the public realm, the entry/exit instantly connects people to the location assets of sun, water and greenery.

As the continuation on from the much loved Pyrmont Bridge crossing that “lets me just be me”\*, Market Street complements this heritage pathway rather than ignores it.

Given the role of this entry/exit as the landing pad for Cockle Bay Park, Market Street must be enduring and recognisable.



### CONNECT TO CONTEXT

The experience creates a sense of arrival to Cockle Bay.

- Experientially connect the Pyrmont Bridge to Market Street journey.
- Maximise openness and views to the water.
- Maintain sight lines beyond the end of the pathway.

### DECOMPRESSION ZONE

The experience decompresses the pressure of the city before arriving inside the public realm.

- Make space to stop and enjoy the journey.
- Minimise traffic noise pollution.
- Invite the sunlight in while protecting people from the negative weather elements.

### MEETING PLACE

The experience is a landmark for Cockle Bay Park.

- Architecture announces arrival to the location.
- Purposeful landing zones support navigation to a meeting place between multiple people.
- Give notice of what's on at Cockle Bay Park today.

### HIGH FUNCTIONALITY

The experience provides functions for visitors.

- Integrated seating offers rest and change stops.
- Multi-pace lanes for walking and cycling.
- Pop up conveniences such as a coffee cart.
- Minimise vertical incline.

\*Community quote from Cockle Bay Safari.

# Cockle Bay Park open space

## A natural curiosity in the city.

Cockle Bay Park is an opportunity to reintroduce nature and a closer connection to the water, softening the boundary to the city while retaining a cocoon to shelter visitors from the city pace.

As the largest free space in the precinct, the zone plays an important role in delivering on the community-led Experience Principles. People want to see people doing things in the open space, not just walking through on their way somewhere else. Activity and interactivity with and in the place creates a sense of destination and invitation to participate. The open space is activated with temporary, pop-up and permanent experiences that facilitate customer journeys and all ages play.

“I can’t believe I’m in the city”\* is the desired outcome.



### CONNECT TO NATURAL ASSETS

The experience is in nature.

- Seating positioned to catch sun and views at all times.
- Landscaping zones space for multi-purpose usage.
- Pathways are trails that encourage wandering through the natural environment.

### RECHARGING STATION

The experience supports comfort and functional needs.

- Bubblers for single use and bottle top up available.
- Solar powered lighting and charging stations for personal electronics.
- Weather protection provides a reliable and free time out from the heat of the day and rain.

### PLATFORMS FOR ACTIVITY

The experience provides a platform for solo and communal activity.

- A program of wellness and creativity attract frequency and create atmosphere.
- Interactive zones support formal and informal play.
- Functional seeds such as power points feature throughout to enable temporary experiences.

### PLATFORMS FOR AUDIENCE

The experience flexes for different audiences.

- All seating has views of macro events waterside.
- Micro events can feel intimate.
- Appropriate seating offered for informal professional meetings.
- Quiet corners featured for solo pursuits.

\*Community quote from Cockle Bay Safari.



# Cockle Bay Park foreshore & podium

## The joyful place for entertainment and food.

Whereas the open space is a place to relax, the foreshore and podium is the place to switch on, be happy and enjoy entertainment with views to the water. Lively, spacious and open, the place feels interesting, local and thoughtful rather than corporate and shiny.

Open day and night, the food and beverage offer caters to a range of budgets and tastes creating a culinary journey that can flex for changing mood and time of day. Night life is characterised by real life interaction and connection, not drinking and partying, making it the perfect place for everyone to explore and feel safe. “The calm night time experience”\* the community needs here reflects a desire for healthier and more culturally inclusive choices, potentially offering Cockle Bay Park a point of distinction from it’s CBD neighbours.

In the free zone, directly on the foreshore, the experience is activated and inviting, allowing people to walk to the water’s edge, sit and take in the celebratory atmosphere.



### CONNECT TO WATER

The experience heroes the connection to water.

- The built environment opens to the water, including alfresco dining.
- Minimise barriers between people and water.
- Soften the edges to the water with the introduction of nature along the foreshore.

### VIBRANT LIFE

The experience is positive and lively.

- Venues are warm and inviting.
- The built environment facade communicates a sense of discovery and wandering.
- The boulevard is activated with high quality art and entertainment.
- Soft music accompanies the interactive experience.

### VILLAGE HIGH STREET

The experience feels intimate and unique.

- The retail, food and beverage offer is high quality and distinct, not generic.
- The service style is local and friendly.
- The boulevard acts as a stage and promenade for people.

### COHESIVE CULTURE

The experience is defined by authenticity.

- Individual tenants are committed to creating an inclusive precinct.
- The fit out design values demand character and quality.
- A visual cue, such as the paving treatment, connects the Cockle Bay foreshore to the rest of Darling Harbour.

\*Community quote from Cockle Bay Safari.



# Druitt Street Exit/Entry

## An easy and interesting daily commute.

Druitt Street bridge is a commuting bridge. It's sole purpose is to move people from Cockle Bay Park to the city and back. People use it daily during the week so the experience must support their mental journey into work and home to family. While the journey must be easy and efficient, the usage frequency demands points of interest and evolution to take the chore out of the experience.

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### SENSORIAL BUILT ENVIRONMENT

The experience is tactile.

- Finishes communicate thoughtfulness and eye for detail.
- Walls want to be touched.
- Waiting platforms cocoon people from the flow.
- The place is warm and comfortable.

## 24/7 Precinct

### A place that is alive and welcoming day and night.

Cockle Bay Park is the reliable destination for open space and entertainment day and night. Alone, with friends or family, Cockle Bay Park offers a range of experiences geared towards different moods and moments. In its purest form the lights would switch on to seamlessly transition the precinct at dusk, but in reality the programming turns up and down, constantly changing the rhythm to create a dynamic space that people are drawn to at all hours.

#### Activation Ideas

- Interactive architecture and landscaping.
- Formal play such as a basketball hoop.
- Food and beverage catering for breakfast through to late night supper.
- Free space for personal and communal activity, including programmed activity such as tai chi and art.
- Entertainment along the boulevard.
- Pop up food trucks.
- Lighting that transforms the day time experience.
- Free music.
- Nocturnal park experience to promote visitation and increase safety.
- Evolving art installation in Druiitt Street bridge to attract visitation.
- Safe space for families to enjoy.

#### Further exploration required

This visioning process was focused on an overarching Experience Principles and Vision for the precinct. A deeper exploration and analysis is required to identify the specific activations desired by the community. For example a basketball hoop was suggested by participants however this was not tested against alternative recreational activities.

# Safe Harbour

## The experience protects visitors from unwanted elements.

As a must visit destination and daily commuter route, Cockle Bay Park works hard to protect guests from unwanted elements.

The feeling and reality of safety is a number one priority with no corner left vulnerable, no journey personally isolating and no crowd too unruly to handle. And if something does happen, where someone feels under threat, emergency lifelines are present to activate support.

As a daily passage for commuters and tourists, protection from bad weather is the difference between a good and bad start to a visit. Ample shade from the blazing sun creates an oasis, while barriers to the wet and wind get visitors to their destination in tact and happy.

### Personal Safety Ideas

- Emergency call button in isolated areas such as Druitt Street bridge.
- Activate all zones so there is always a reason for people to be there, reducing the time for isolation.
- Minimise hiding places.
- Warm, friendly lighting at night for visibility and ambience.

### Weather Protection Ideas

- Offer shade wherever possible in the public realm.
- Cover the commute across Druitt Street bridge and Market Street.
- Minimise the occurrence of wind tunnels created by the built environment.

### Further exploration recommended

The subject of safety was top of mind for participants and it is recommended that a deeper exploration and analysis is undertaken to identify how the feeling and reality of safety can best be delivered within the precinct during the design development phase.

# Accessibility

## People of all abilities are enabled to engage.

People with disabilities are no different in their vision for what's possible at Cockle Bay Park. A keen desire to engage and participate in the experience at large, Cockle Bay Park delivers access and enablement to all abilities. Meticulously considered, the destination accessibility means, "I don't have to plan for people with disabilities."

Signature experiences are digitally enabled so no matter what a person's challenge, height or sensory preference, that person can take part alongside family, friends and carers.

### Accessibility Ideas

- The integration of digital enablement for signature experiences is encouraged so that you can bring the experience to your phone at the end of your hand.
- Include a 3D model to help visually impaired people to orient themselves.
- Ensure any interactive experience includes accessibility for people with disabilities.
- Don't just push accessibility vertical transport to back of house, integrate it into the experience.
- Create enough space on pathways for fast-paced commuters and slower travellers.
- Include alternative vertical transport options for when preferred options fail.

### Functional requirements

What this visioning process uncovered was a desire for people with disabilities to be able to enjoy the same experience as abled-bodies. What it did not explore or focus on was the functional requirements of people with disabilities. It is recommended a deeper exploration and analysis for functional requirements is completed as part of the design development phase.

# Inclusive

Everyone is considered and cared for in the experience.

As a must visit destination on the tourist map, Cockle Bay Park attracts every type of visitor that could be imagined. Culturally sensitive and linguistically astute, visitors can navigate within the precinct and beyond. Activations consider all ages so that every life stage is included in the programming and place. Socio-economic capacity is never a limiting factor to participation.

Segments to consider for inclusion but not exclusively:

- People with small children.
- Cyclists because this is a key commuter route.
- Multi-cultural sensibilities.
- CBD workers seeking informal meeting places.
- Solo visitors and groups.
- Non-drinking cultures that want to enjoy a family-friendly night life.
- Tourists who have never visited Sydney before.
- A range of socio-economic capabilities.

# A kit of parts for designers

— Shorthand tools to help guide community-led design thinking for Cockle Bay Park.



## How to use the toolkit

This toolkit is a shorthand version of the key components of the Community-Led Design Brief that are intended to inform the design direction of Cockle Bay Park. Designers are encouraged to print the toolkit and pin it up where the team working on the project can see and reference it as needed.

# Experience Blueprint

## The People's Harbour

### Enduring Connection

Cockle Bay Park continues the earliest rituals of exchange in the service of people coming together.

Indigenous celebration  
Community  
Inclusive

### Breathing Space

Cockle Bay Park gives breathing space for the mind and body.

Open  
Sanctuary  
Nature

### Simple Pleasures

Cockle Bay Park is a continuous series of light, joyful moments.

Authentic  
Playful  
Resourceful

### Perennial Pulse

Cockle Bay Park is a future classic Sydney experience.

Potent  
Renewable  
Palpable

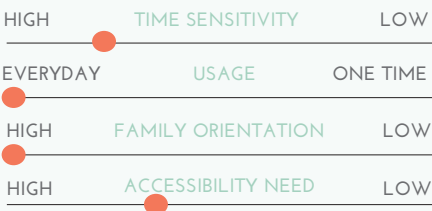


LEANNE,  
LOCAL BACKYARD

“My backyard is lively, comfortable and filled with childhood memories. I will never move.”

NEEDS

- Green space.
- Access to water.
- Walkways.
- Family friendly.
- Food options.

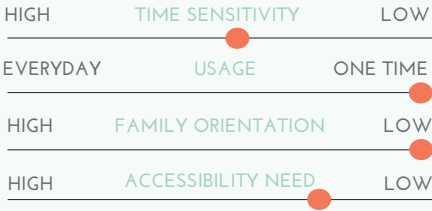


KUMIKO & KAITO,  
SYDNEY IMMERSION

“We just want to capture the history, the scenery and the way of life during our short trip in Sydney.”

NEEDS

- Make the most of a short visit.
- Learn about Australian history.
- Photo opportunities.
- Refreshment by the water.

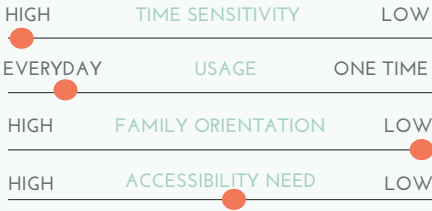


ALEX,  
DAILY COMMUTE

“Cockle Bay Park is the perfect antidote to being busy and working. It’s a natural lifeline in a big city.”

NEEDS

- Walkways & cycleways.
- Open air/open space.
- Free space to eat lunch.
- Calming atmosphere.

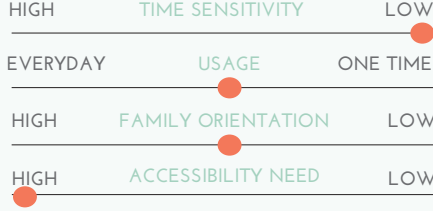


ARTHUR,  
VISUALLY IMPAIRED

“I may be losing my sight but I’m experiencing the world in a different way. Thank goodness for digital assistance.”

NEEDS

- Multi-sensory experiences.
- Easily accessible.
- Vertical transport options.
- Digitally enabled signage.



# Signature Experiences

PRECINCT	24/7 ACTIVATION	SAFE HARBOUR	ACCESSIBILITY	INCLUSIVE
MARKET STREET	CONNECT TO CONTEXT	DECOMPRESSION ZONE	MEETING PLACE	HIGH FUNCTIONALITY
COCKLE BAY PARK OPEN SPACE	CONNECT TO NATURAL ASSETS	RECHARGING STATION	PLATFORMS FOR ACTIVITY	PLATFORMS FOR AUDIENCE
COCKLE BAY PARK FORESHORE & PODIUM	CONNECT TO WATER	VIBRANT LIFE	VILLAGE HIGH STREET	COHESIVE CULTURE
DRUITT STREET	CONNECT TO CITY	A CHANGE OF PACE	EVERYDAY SURPRISE	SENSORIAL BUILT ENVIRONMENT

# Appendix

— Detailed findings from the Discovery Phase.



## Market Street Entrance/Exit



GATEWAY TO  
THE CITY

CONCRETE

TERRIBLE  
EXPERIENCE

OPEN AIR



## Market Street Entrance/Exit

Market Street bridge is the gateway connecting Darling Harbour to the city

“This is the main gateway from Darling Harbour to city.”

“A good entry gate.”

“Like that it is wide and takes you from Darling Harbour to city.”

“Like visual connection to key landmarks.”

“Lots of people using it as a thoroughfare to city.”

“Good for situating yourself.”

“Feel excited to explore.”

The built environment is a terrible experience

“It looks like no one cares.”

“Even the seagulls don’t like it here.”

“Concrete, Concrete, Concrete.”

“Escalator area dark and dirty.”

“The journey to get here has already set me on edge.”

“Carspaces and street access are confusing.”

“Lots of traffic noise.”

“If this is the entrance I don’t want to enter.”

The open space is a breath of fresh air

“This is the main gateway from Darling Harbour to city.”

“A good entry gate.”

“Like that it is wide and takes you from Darling Harbour to city.”

“Like visual connection to key landmarks.”

“Lots of people using it as a thoroughfare to city.”

“Good for situating yourself.”

“Feel excited to explore.”

## Druitt Street Entrance/Exit



IMPORTANT  
ACCESS  
POINT

BACK ALLEY

BORING

EMBARRASSING

## Druitt Street Entrance/Exit

### Druitt Street Bridge is an important access point

“Important area that connects to main transport.”

“Druitt Street is the most important entrance to Cockle Bay redevelopment.”

“Access is critical for this end of the city.”

“Like the connectivity as a mode of commute.”

“Direct access to city.”

“Great access to Darling Harbour. Don’t need to cross road.”

“Promenade access could be simplified.”

“One of those too tiny streets which connects two parts of city.”

### Feels like the back alley of city

“Backs of buildings.”

“Feels like the middle of a back alley zone of the city.”

“Dingy, dark, like I’m walking into the construction zone.”

“Uncared for steps.”

“Not so clean. Every side there are some dirty things.”

“Feels dirty until you’re in the Darling Harbour area.”

“Dirty. Pavement is old.”

“Graffiti not removed.”

### It is an embarrassment to Sydney

“Embarrassed because it’s a famous place. It’s so ugly and horrible”

“Not impressed if you show to first time visitors.”

“Depressing, unexciting.”

“It looks very worn out.”

“Not the best way to be introduced to Darling Harbour.”

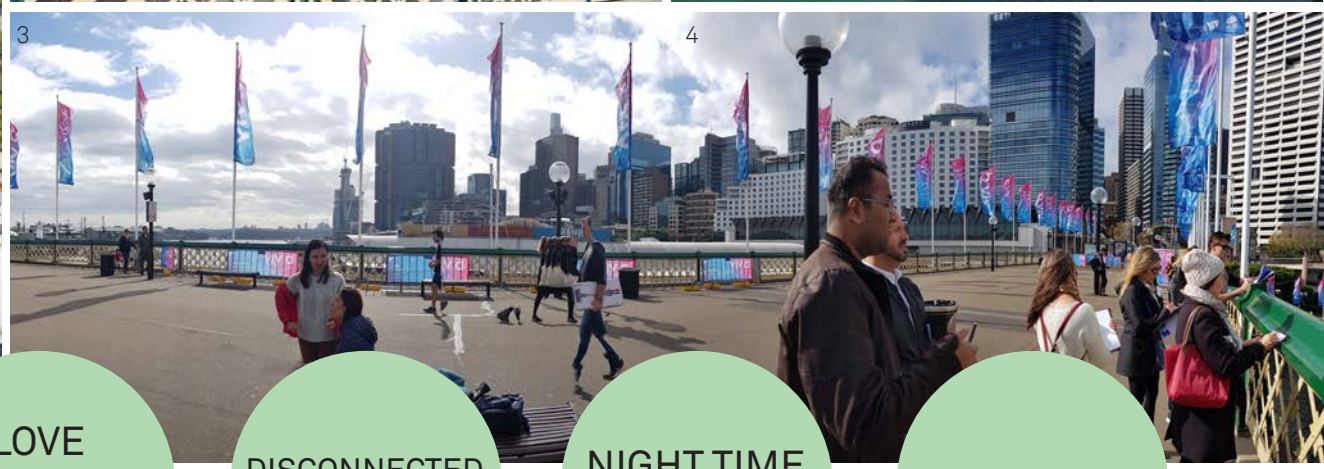
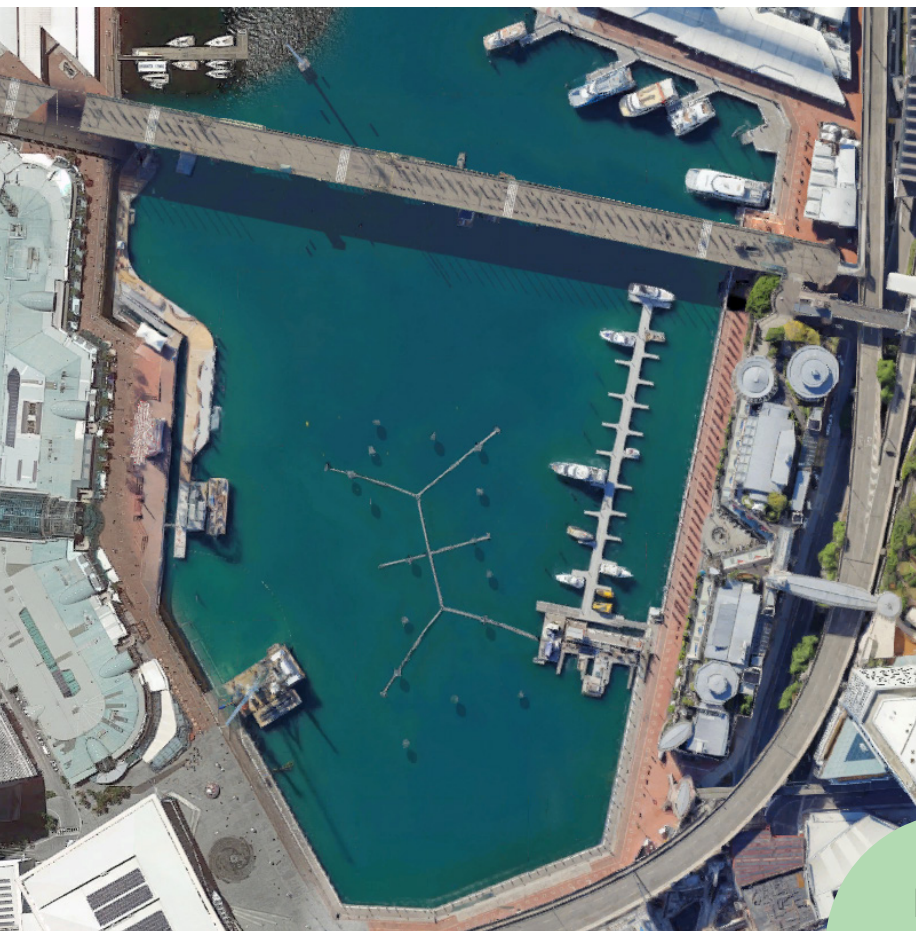
“Souless, uninspiring, dirty, unkept.”

“Nothing to like.”

“Low/poor quality balustrades.”



## Darling Harbour with views to Cockle Bay Wharf



LOVE  
PYRMONT  
BRIDGE

DISCONNECTED  
EXPERIENCE

NIGHT TIME  
VENUE

NO COLOUR

## Darling Harbour with views to Cockle Bay Wharf

### Pymont Bridge is the darling of Darling Harbour

“I think Pymont Bridge is the only beautiful thing in Darling Harbour.”

“Feeling grateful that I am a Sydneysider with this great view of Darling Harbour.”

“The bridge is really wide and easy to walk across.”

“Nothing that I dislike about it.” “

Great potential with fantastic views from the bridge.” “Nothing that I dislike about it.”

“Love Pymont Bridge.”

“Pymont Bridge is iconic.”

### It is a disconnected experience

“A mix of modern architecture with old dated buildings.”

“Some old, some new, bit riff raff.”

“Disconnected between city and water.”

“Three brand new developments, two old buildings.”

“Area messy. So many things...not understanding what I am looking at on exterior of buildings.”

“Area out of tune from the rest of surroundings.”

### Darling Harbour is a night time venue, that neglects the day time experience

“People have nothing in the morning to give them a reason to stop, even for pictures.”

“It’s only restaurants and has no life in the morning.”

“Vivid install looks bad in day light, overloaded.”

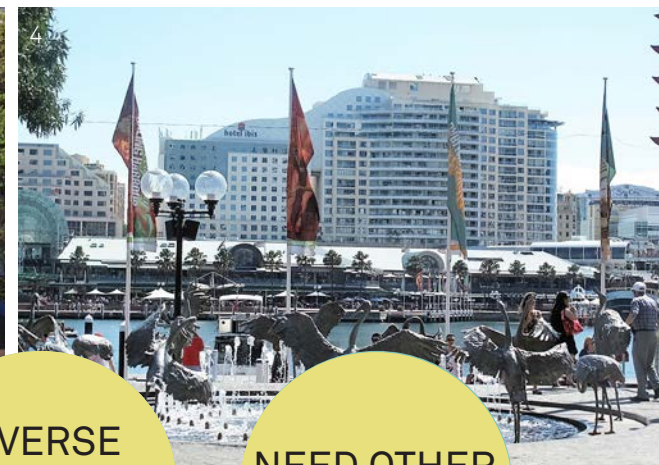
“Not colourful, unlike evening.”

“Whole place looks dull, no colour of lights”

“Benches are closed, probably for safety during Vivid.”



# Cockle Bay Wharf Waterfront



CONFUSED  
REALITY

DULL  
& DATED

DIVERSE  
FOOD &  
BEVERAGE

NEED OTHER  
OPTIONS



## Cockle Bay Wharf Waterfront

### Cockle Bay Wharf is a confused reality of mixed experiences

“Feels like great spot to meet, eat and relax.”

“Enjoy walking and watching life going on the promenade.”

“Relaxed vibe with music.”

“People having a good time.”

“Lively area bubbling with people.”

“Feels cramped in restaurants.”

“Feel like I want to get out of here.”

“Feel overwhelmed with both the visual and sound, not calming or relaxing.”

### For the most part we agree it is dull & dated

“Dated, but it was good in it’s time.”

“Doesn’t grab me anymore to eat there.”

“The steps leading to the foundation not nice looking.”

“Structure looks a bit tired.”

“Old fashioned building.”

“When the precinct opened it was vibrant and alive, now feels worn out and run down.”

“See Melbourne and Brisbane waterfront, so much more attractive.”

### The diverse food & beverage offer is great...

“Restaurants are great for activating space.”

“Feel opportunity to do many different things - food, drink, attraction.”

“Activating with food and beverage brings people to the area.”

“Like food/wine.”

“Like variety of restaurants, makes Cockle Bay what it is.”

“Blackbird Cafe a popular spot.”

“Great restaurants and cafes either side.”

## Cockle Bay Wharf Waterfront

... but not at the  
expense of a free  
and more inclusive  
experience

“There is not a lot of space for the public to enjoy here, the cafes taking all public space.”

“Lack of activities other than bars and restaurants.”

“Doesn’t seem to be a space ordinary people are welcome.”

“No places to sit down and take in water view.”

“People have nothing in the morning to give them a reason to stop, even for pictures.”

“No place for kids to play.”

“Relax = drinking not play or active :(”

# Development Potential



## Development Potential

United ambition to develop an outdated space.

“Should be a complete redevelopment.”

“Aging, dull, outdated.”

“Feel sad because the possibilities are endless but at the moment it is so ugly.”

“To dream it could be much more beautiful.”

“Dated designs.”

“A stretch that can be improved and made more exciting.”

“Busy, outdated, congested.”

“If the right designs were implemented it could be great.”

## Cockle Bay Park Experience Strategy Lead

Clair van Veen, Strategy Director  
FreeState - Sydney

Clair has 20 years experience in brand and customer experience strategy, including eight years leading customer-centred design processes in digital and physical environments. Her strategic practice focuses on the higher purpose needs states of users, contextualised by the specific site or usage, to ensure distinctive design directions for experiences, places, products and services. Clair is a highly experienced strategy director, facilitator and design researcher who has worked with many of Australia's leading organisations and most ambitious start-ups.

At FreeState Clair leads the experience strategy projects in Sydney.

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