

COCKLE BAY PARK REDEVELOPMENT

APPENDIX P - EVENTS MANAGEMENT PLAN STATE SIGNIFICANT DEVELOPMENT DEVELOPMENT APPLICATION (SSD DA)

PREPARED FOR DPT OPERATOR PTY LTD AND DPPT OPERATOR PTY LTD
LAST UPDATE 26 SEPTEMBER 2021

CONTENTS

Page references

Content	Page reference
Background	3
Events vision	4
Document guide	5
Objectives	6
Key inputs	7-8
Document engagement	9-11
Integration	12-14
Governance	15
Event strategy	16
Management of place users	17
Site plan	18
Functionality	20-22
Access	23-27
Traffic	28-29
Emergency management	30-31
Safety	32
Health	33
Food and beverage	34
Custodianship	35
Inclusion	36
Communications	37
Operations plan	38-39

Statement of Intent

This document has been written to support the Development Application for Cockle Bay Park. It is an Event Management Plan that demonstrates how the Cockle Bay Park precinct can contribute to the delivery of safe, successful events that currently run within the Darling Harbour precinct. It is a work in progress for discussion purposes only given the need for ongoing stakeholder engagement to resolve a final approach.

Acknowledgement of Country

Cultural Capital acknowledges the Aboriginal and Torres Strait Islander peoples as Traditional Custodians of the lands and waters we now share, and pay our respects to the Gadigal and Wangal people of the Eora nation.

We pay tribute to their enduring cultures, seeking to engage with and learn from them for the cultural enrichment of our community.

BACKGROUND

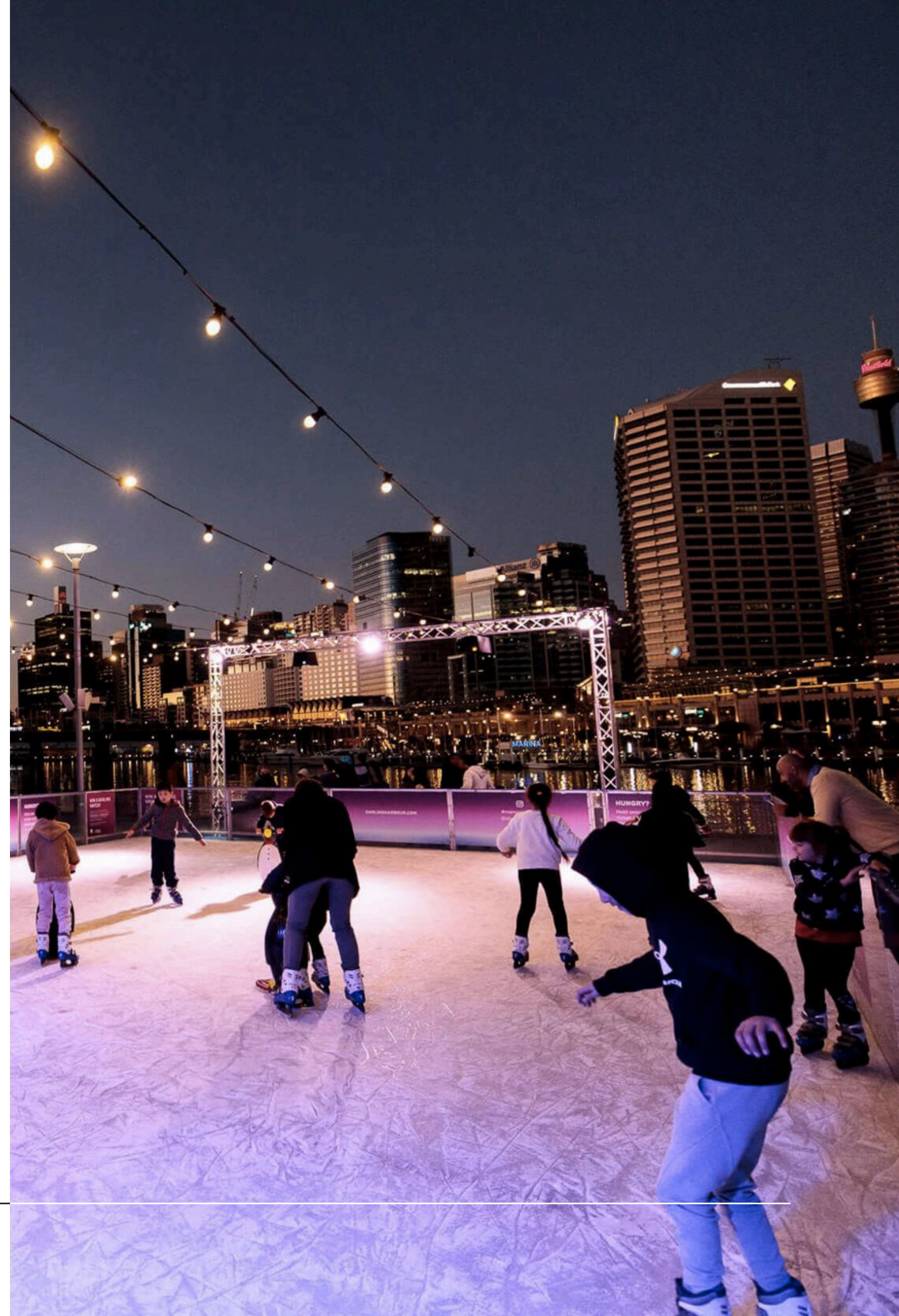
Introduction

DPT Operations Pty Ltd and DPPT Operator Pty Ltd are working in partnership to develop a new commercial tower, retail podium and significant contribution of public open green space as part of the Cockle Bay Park revitalisation project. Cockle Bay Park will reconnect Sydney's Central Business District to Darling Harbour through the creation of new spaces and pedestrian connections.

In turn, this reconnection will change the way major events operate in, and flow through, the Darling Harbour precinct - for the better. We are excited to work with our precinct neighbours and stakeholders, enabling and supporting the delivery of the existing event program for Darling Harbour.



Cockle Bay Park Site Boundary



EVENTS VISION

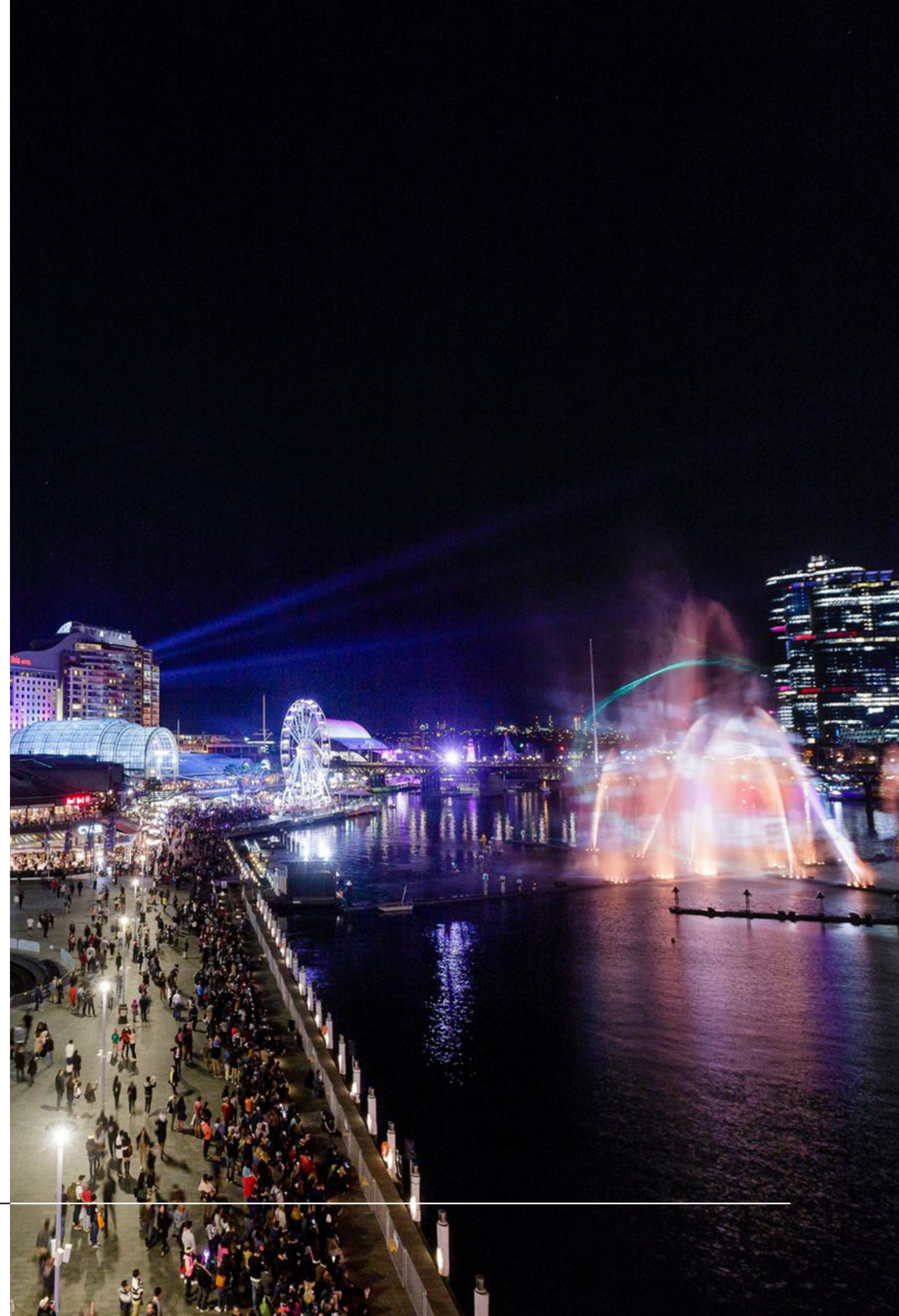
A canvas for community connection

Cockle Bay Park will transform the experience of Darling Harbour by restoring natural beauty and publicly accessible open space.

Events will support the positioning and activation of Darling Harbour as a vital destination along the cultural ribbon, providing valuable breathing space amongst the activity of the city.

Cockle Bay Park forms part of a wider precinct with a collection of green open spaces that frame a working neighbourhood by the water, reconnecting the city with community, and providing a canvas for public art and creative expression.

It is intended that a future cultural place-making framework will guide collaborative processes and programs between artists, designers and user groups to interpret community values and create greater meaning in place.



DOCUMENT GUIDE

How to use this document

The Cockle Bay Park Event Management Plan is a practical guide for how the precinct will contribute to the delivery of safe, successful major events within the broader Darling Harbour Precinct. It demonstrates how Cockle Bay Park could be designed, delivered and managed to support the ongoing success of the existing major event program.

Importantly, it is not an event or programming strategy for Cockle Bay Park specifically. This is a seperate deliverable which will be developed as part of a Place Experience Strategy. This document has been prepared to respond to a specific condition that forms part of the Development Consent for Cockle Bay Park:

Concept approval Conditions of Consent		
Item	Description of Requirement	Section Reference (SSDA Report)
C.15 Events in Darling Harbour Precinct	Future Development Application(s) shall include an Events Management Plan, which considers site access, management and mitigation measures during major events held within the Darling Harbour precinct.	Appendix P

Consultant Input

Consultants from the following disciplines have contributed to the development of this Event Management Plan:

- Landscape Design
- Traffic
- Wind Engineering
- Pedestrian Movement
- Waste Management
- Public Art

Items not included in the document:

A creative event and activation program for Cockle Bay Park: this document focuses on how the precinct can support the ongoing delivery of major events within the broader Darling Harbour context.

A custom activation program for Cockle Bay Park will be delivered as part of a Place Experience Strategy.

Final pedestrian movements and flow studies: These will need to be done on a per-event basis to ensure accuracy and safety in event management planning.

Final locations of event infrastructure in Cockle Bay Park: this will be resolved with detailed design.

A final governance and management framework: indicative options have been provided as a basis for future discussion.

A security plan, including a strategy for preventing terrorism within the precinct. This is an important piece of work that must take place for the precinct as a whole and not just for major events. This will be done as a separate exercise in partnership with precinct management and stakeholders.

OBJECTIVES

Objectives of the Event Management Plan

1. Adopt a best-practice approach to the planning and delivery of major events that considers site access, management and mitigation measures.
2. Align with existing policy and processes associated with the delivery of major events with the Darling Harbour precinct.
3. Enable effective collaboration between Cockle Bay Park and key stakeholders involved in the delivery of the major events within Darling Harbour.
4. Amplify the existing major event program in Darling Harbour and contribute to its long term success.
5. Remain responsive to the changing needs of stakeholders and the evolving requirements for major event compliance and management.



KEY INPUTS

Key Considerations

The following key considerations for access, management and mitigation of major events with the Darling Harbour precinct have been critical to the interpretation of this Event Management Plan for Cockle Bay Park.

Current major events program for Darling Harbour.

Understanding current approach to event management.

Meaningfully engaging with stakeholders.

Facilitating public access 24/7 to public spaces.

Customising management to AM - PM precinct activity.

Governing the precinct and facilitating major events.

Accommodating weather during major events.

Mitigating risk from weather, especially wind.

Signage and communications.

Balancing passive and active spaces.

Mitigating risk.

Insurance for the precinct activity.

Marketing and promoting major events.

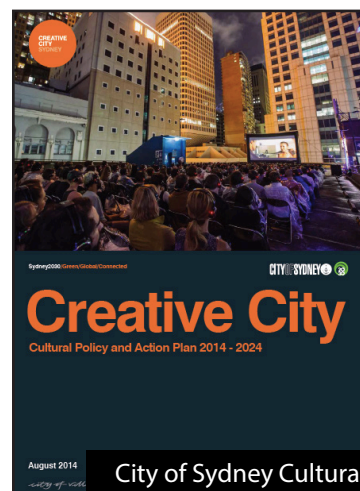
Vision for precinct and long-term aspirations.

Site capacity and elevation.

Site accessibility and audiences.

KEY INPUTS

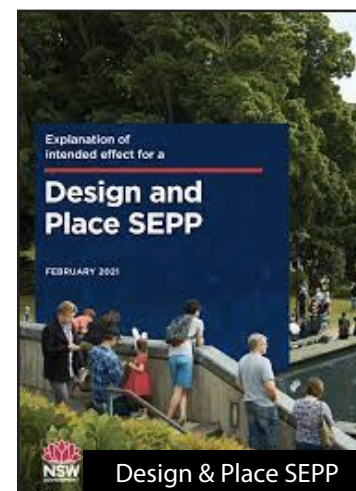
Key Policy and Documentation Informing this Plan



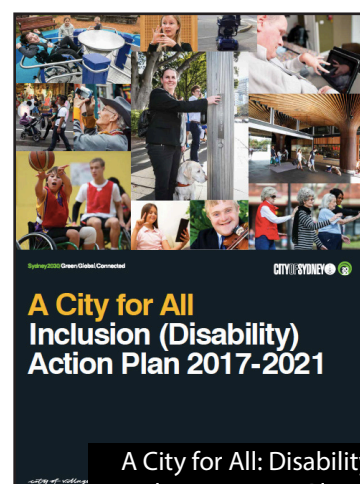
City of Sydney Cultural Policy & Action Plan



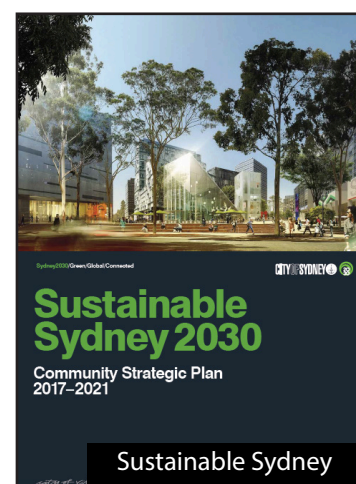
PMNSW Outdoor Events Manual 2018



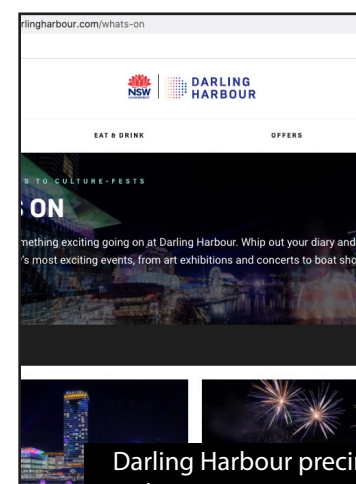
Design & Place SEPP 2021



A City for All: Disability & Inclusion Action Plan



Sustainable Sydney 2030



Darling Harbour precinct website

Please note: confidential documentation provided by stakeholders has not been cited on this page but has been referenced throughout the document as required.



DOCUMENT ENGAGEMENT

Consultation

This plan has included considerations from the following two meetings, which were conducted to supplement the internal strategic work related to the seperate public art strategy and overall place making principles.

Meeting 1

PUBLIC ART PLAN
DISCUSSION
CITY OF SYDNEY
Wednesday, 11th August, 2021
2:00pm – 3:00pm

Attendees:

Claire Morgan, City of Sydney
Glenn Wallace, City of Sydney
Dara Gill, Cultural Capital
Bethan Donnelly, Cultural Capital

Meeting 2

PUBLIC ART PLAN
DISCUSSION
PMNSW
Wednesday, 1st September, 2021
3:30pm – 4:30pm

Attendees:

Jess Hughes, Co-owners
Lachlan Adams, Co-owners
Greg Mannes, Co-owners
Trent Delahunty, Co-owners
Stephanie Smith, Co-owners
Jano Yousseph, TSA
Viennici Tsui, Place Management NSW
Nicholas Leung, Place Management NSW
Vicky Sarakiniotis, Place Management NSW

Antonio Concalves, Place Management NSW
Annie Tenant , Place Management NSW
Nicholas Fterniatis, Place Management NSW
Ben Frazer, Place Management NSW
Bec McHenry
Anna McLaurin, Weir Phillips Heritage
Peter Hurley, Aspire Strategy
Michael Stott, Urbis

Mark McClelland, Cultural Capital
Matt Barratt, Cultural Capital
Dara Gill, Cultural Capital
Hannah Molyneaux, Cultural Capital
Bethan Donnelly, Cultural Capital

DOCUMENT ENGAGEMENT

A Starting Point

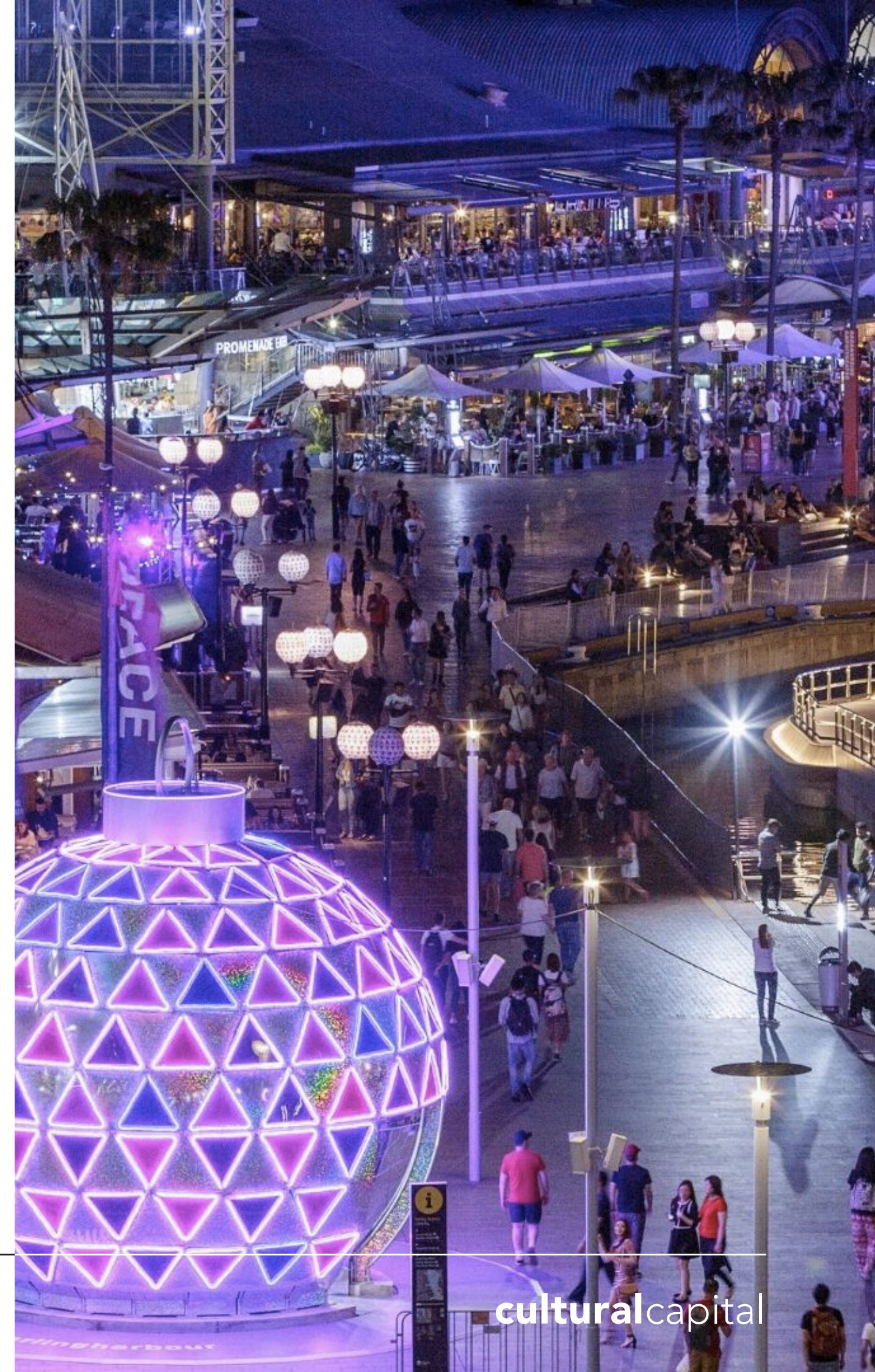
This document has been developed as part of a submission for Development Consent relating to a Development Application for Cockle Bay Park.

Stakeholder policy, documentation and other inputs have been incorporated into the plan's development, including feedback from stakeholders that was shared after the meetings mentioned on page 9. Feedback provided by stakeholders on the precinct design has also been considered and informed part of this plan.

In the next stage, we would like to work closely with Place Management NSW, Property NSW and the City of Sydney to ensure Cockle Bay Park can contribute to the success of major events within and around Darling Harbour.

We will also be working closely with fellow landowners and neighbours to ensure a fully integrated, collaborative outcome can be achieved for the delivery of major events within the precinct.

This document is seen as a starting point for all of the above discussions.

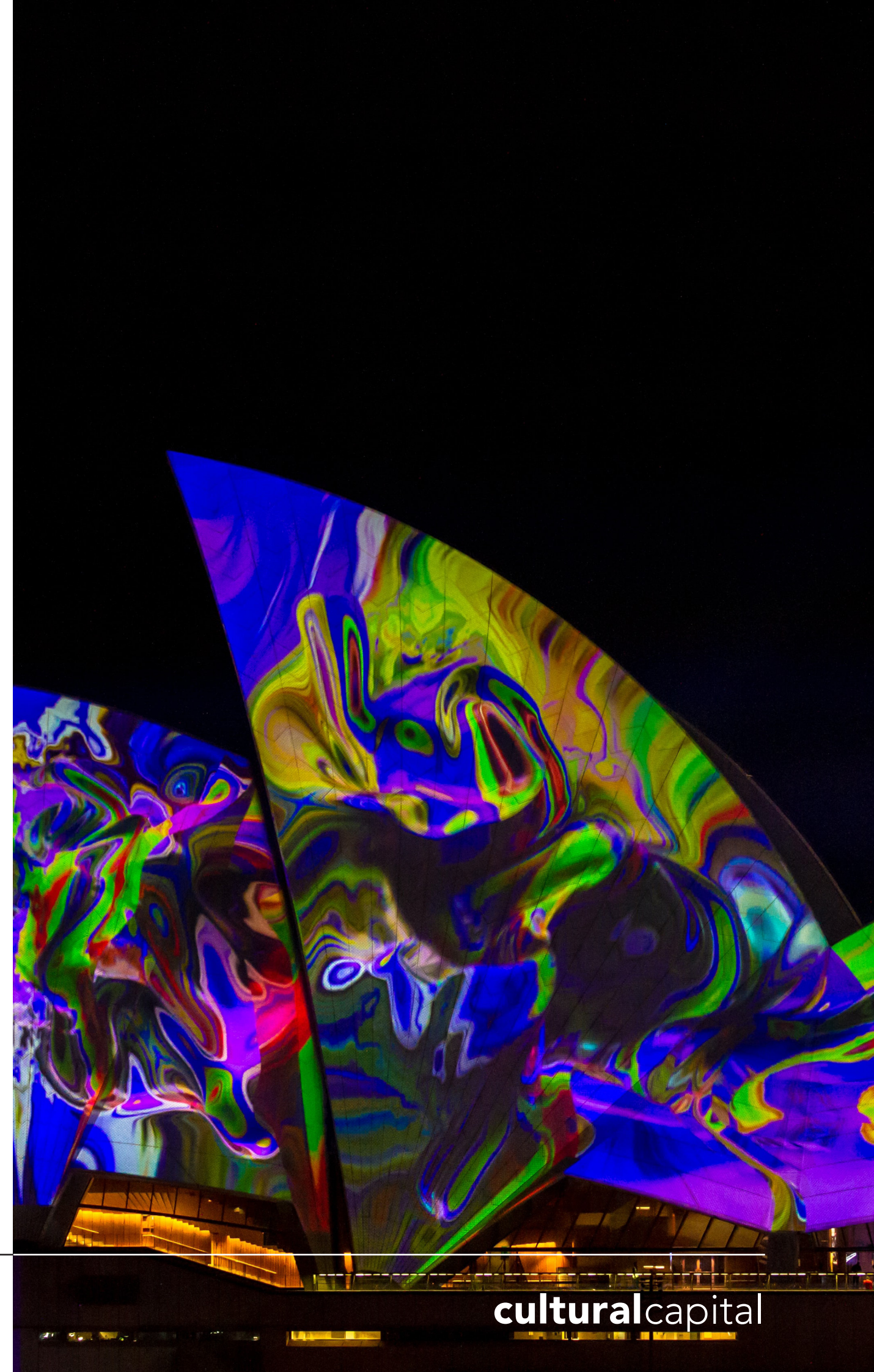


DOCUMENT ENGAGEMENT

Recommeneded Next Steps

1. Submit Event Management Plan as part of th submission for Development Consent relating to a Development Application for Cockle Bay Park.
2. Post-submission, continue to progress the Place Strategy for the precinct, resolving all elements of the place experience through design development with consultant team.
3. When ready, conduct planning workshop with key stakeholders (Property NSW, PMNSW and CoS) to confirm the approach to management, governance and funding of major events within the precinct.
4. Revise and finalise Event Management Plan to reflect the updates from detailed design and the outcomes of this workshop.
5. Present final Event Management Plan to key Stakeholders for review and endorsement.

Throughout the above process, ensure all elements of the Event Management Plan, including any feedback from stakeholders, are reflected and accomodated in ongoing detailed design and precinct decision-making.



INTEGRATION: EXISTING PLACE & PROGRAM

How we integrate with the existing place and program of Darling Harbour to amplify the visitor experience in the future is top of mind as we design and deliver this revitalisation project.

Our Understanding of Darling Harbour

“There’s really nowhere in the world quite like Darling Harbour.”
- Darling Harbour Website

“Sydney’s great celebration space.”
- Darling Harbour Website

- Visited by over 25 million people a year.
- Day and night, there is always something going on.
- Place for locals and visitors alike.
- Comprehensive retail offering aligns with the overall precinct uses.
- Place Management NSW is the manager of Darling Harbour.
- They stage the big events and produce the cultural festivals that make Darling Harbour a playground for all ages. They also clean up the rubbish, tend to the plants and grass, maintain the amenity.
- City of Sydney is another key stakeholder helping to drive visitation and deliver major events.

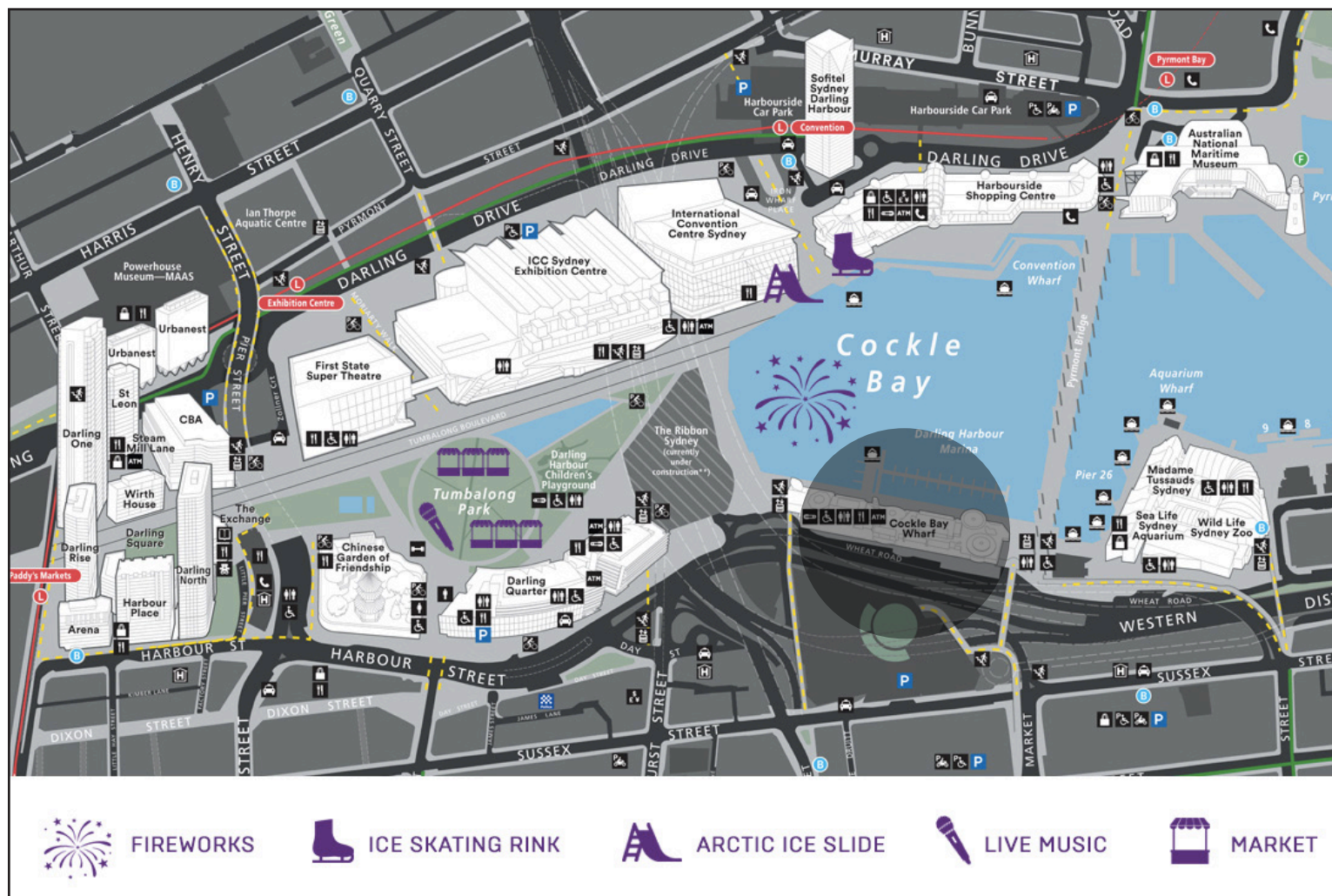
Major Event Program Darling Harbour

Month	Event	Capacity
January	New Years Eve / Australia Day	Capacity of events to be confirmed and discussed with stakeholders as a next step.
February		
March		
April		
May	VIVID	
June	VIVID / Winter Festival / Fireworks	
July	Fireworks / NAIDOC	
August	Fireworks	
September	Fireworks	
October	Fireworks	
November		
December	Christmas / New Years Eve	

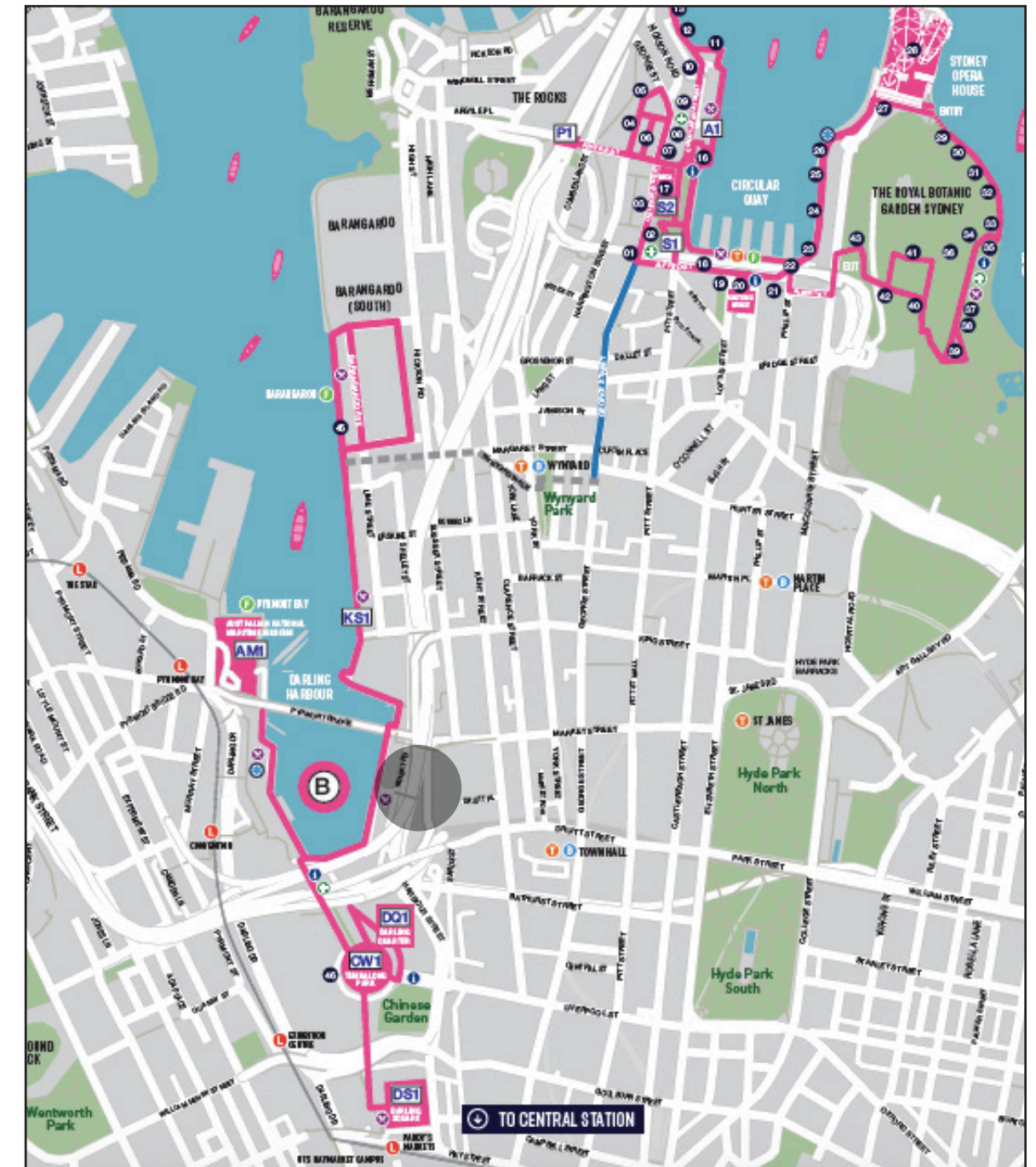
INTEGRATION: EXISTING JOURNEY

How we integrate with the existing major event journey in Darling Harbour to amplify the visitor experience in the future is also an important consideration to as we design and deliver this revitalisation project.

Example Precinct (Winter Festival) Event Map



Example Precinct (VIVID) Event Map



ADDING VALUE TO THE BROADER PRECINCT

The Cultural Ribbon was identified as one of 10 project ideas in Sustainable Sydney 2030.

As described in that document, the Cultural Ribbon has a three-fold purpose:

1. A walking trail linking Sydney's leading cultural landmarks along the Harbour's edge;
2. To provide better information and interpretation of Sydney's rich history and culture for visitors and tourists; and
3. A means to strengthen and support the cultural life of the city and help boost Sydney as a cultural destination.

As a key part of the Cultural Ribbon, our aim is to collaborate with stakeholders and support the delivery of this project which is already underway.



FUTURE GOVERNANCE APPROACHES

How might Cockle Bay Park functionally participate in the delivery of major events in Darling Harbour?

Major Event Management Framework	
Major Event Operator (eg. Place Management NSW, Property NSW, City of Sydney)	AMP Capital & GPT Group Asset Management Team (JLL)
Role: Manage / Deliver Major Events	Role: Enable / Support Major Events
Responsibilities: <ul style="list-style-type: none">- plan major events- submit Operations Plan to precinct managers with all event details- marketing major events- advertising major events- cover costs of major events- deliver major events- provide staff for major events- provide insurance for major events	Responsibilities: <ul style="list-style-type: none">- support the planning and delivery of major events- review and approve event application- provide access to precinct and infrastructure to support the delivery of major events- communicate and coordinate with precinct tenants and retailers in the lead up to, during and post major events- support the marketing and promotion of major events
This is a baseline for operations to help inform how major events are recommended to be managed within the precinct. This will need to be reviewed and further developed in partnership with stakeholders over time to ensure alignment with existing approaches.	

How might we make collaborative decisions and govern the delivery of major events in Cockle Bay Park?

Major Event Governance Framework (for discussion only)
Major Event Working Group Representatives from: Place Management NSW x 2 Property NSW x 2 City of Sydney x 2 AMP Capital & GPT Group x 2 Asset Management Team x 2
Purpose: The purpose of the Major Event Working Group will be to enable effective collaboration between all stakeholders for the successful delivery of major events within the Cockle Bay Park precinct. This group will work together to govern the plan, promote, deliver and manage major events - as per the responsibilities highlighted in the management framework.
Meeting Frequency: Monthly
This above framework is a starting point only. It is intended to inform a process of collaboration and engagement between key stakeholders to confirm the final approach to managing major events within the precinct.

Please note: we welcome an opportunity to contribute to existing groups or committees set up to support the effective operation of the precinct. We look forward to continuing to resolve plans for managing major events within the precinct with stakeholders throughout detailed design.

COCKLE BAY PARK: EVENT STRATEGY

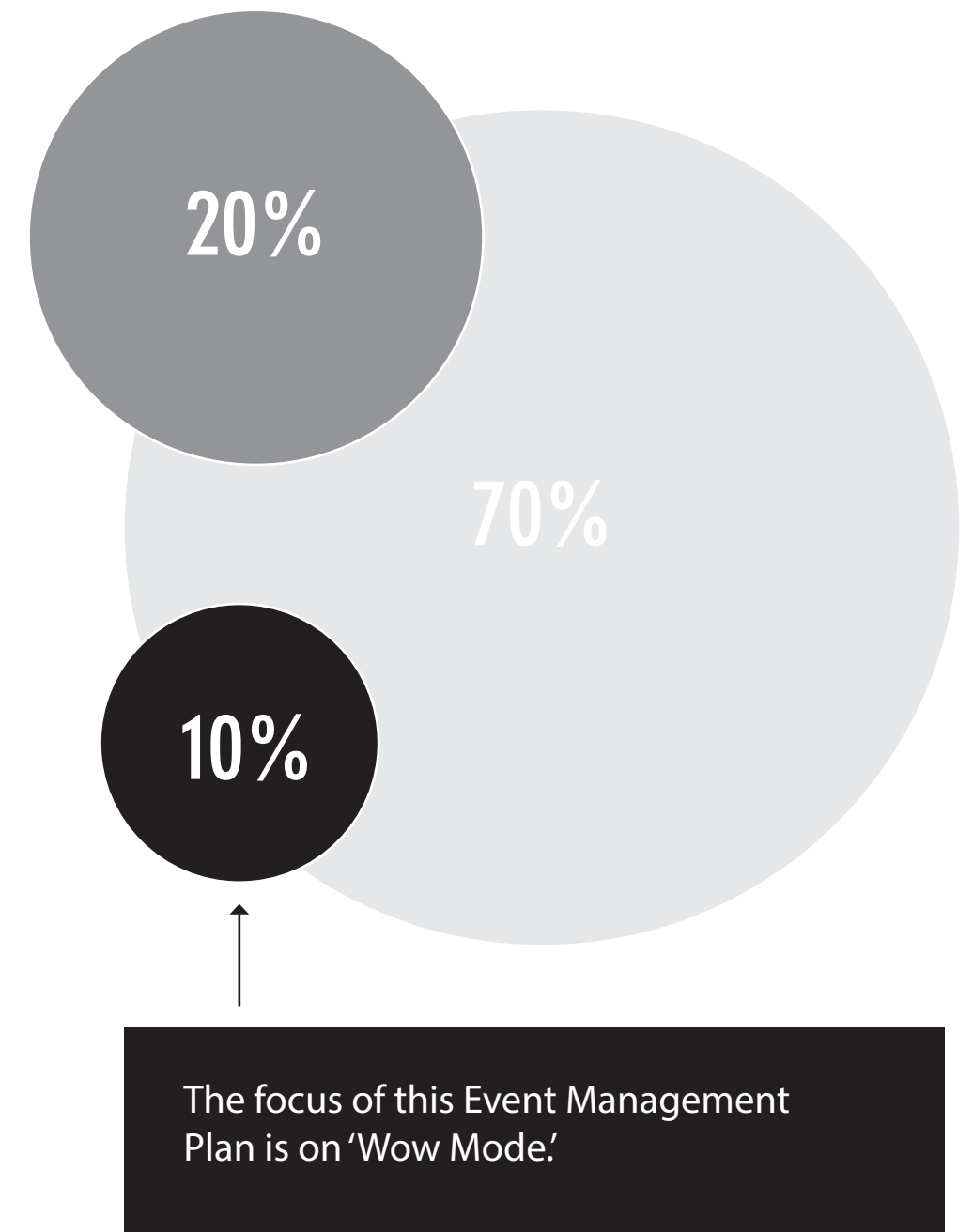
Finding the Right Balance

Darling Harbour has a strong reputation as a major events hub, but being “always on all the time” requires financial commitment and long term partnership. Successful places also have an important function when not in “event mode” by offering everyday amenity and embedded experiences that are simply attractive in their own right.

Finding the right balance between everyday amenity and major events will be an important part of delivering successful outcomes for Cockle Bay Park and the broader Darling Harbour precinct. To assist in planning, we have defined the following modes of operation as a guide for how and when the space could be utilised.

The ‘Modes’ of Cockle Bay Park

- 70%** of experiences relate to the ‘**Everyday Mode**’ - supporting the rhythm of life through public spaces and amenity as opposed to managed programs and events.
- 20%** of experiences relate to the ‘**Special Mode**’ - weekly or monthly events or programming that appeals to or rewards all users (locals, visitors and workers), drives visitation, and authentically reflects the place itself.
- 10%** of experiences relate to the ‘**Wow Mode**’ - major events and unmissable experiences that trigger broad visitation and cements Cockle Bay Park (and Darling Harbour) as an exciting, Sydney destination.



Source: Cockle Bay Place Research Report, July 2020

MANAGEMENT OF PLACE USERS

Managing Major Event Activity Within the Precinct

Balancing major event activity to avoid disruption of other precinct uses will be an essential part of future planning. The times of day where disruption may occur during major events, as diverse user groups will be using the space at the same time. These times will need to be further considered during future planning.

Users	AM						PM												
	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
'Everyday Mode'																			
Locals	X	X	X				X	X					X	X	X				
Workers		X	X	X	X	X	X	X	X	X	X	X	X						
Visitors																			
'Special Mode'																			
Locals	X	X	X				X	X					X	X	X	X	X		
Workers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Visitors		X	X				X	X					X	X	X	X	X		
'Wow Mode'																			
Locals	X	X	X				X	X				X	X	X	X	X	X		
Workers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Visitors												X	X	X	X	X	X		
Organisers	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Moments of potential tension between users that will need to be resolved through the detailed planning for each major event in partnership with organisers.

**WE HAVE A ONCE-IN-A-LIFETIME OPPORTUNITY TO BETTER
CONNECT THE DARLING HARBOUR PRECINCT, ENSURING THE
PLACE EXPERIENCE FOR EVERYONE, INCLUDING EVENT-GOERS,
IS THE BEST IT CAN BE.**



SITE PLAN



Source: McGregor Coxall

FUNCTIONALITY

Event Zones

In order to effectively manage the Cockle Bay Park precinct while still supporting the successful delivery of major events, we have elected to divide the precinct into three event zones to improve management and place experience outcomes.

Primary Event Zone

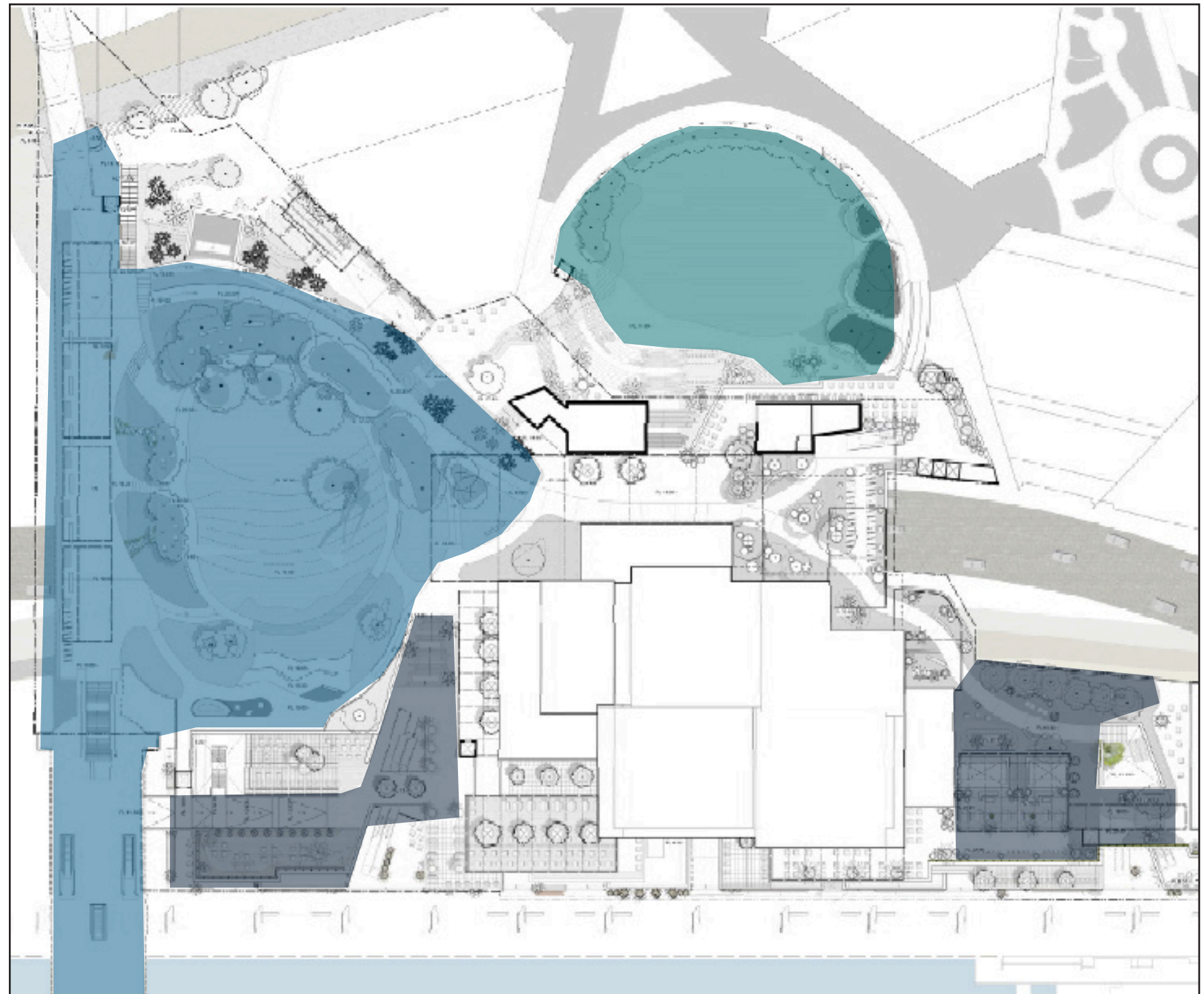
- Primary location for major events and activations.
- Large public space that can be utilised without significant disruption to 'Everyday Mode' and daily precinct operations.
- Event Zone used for major events upon request by event organisers / stakeholders.

Secondary Event Zone

- Secondary location for major event visitors to dwell or view a major event (eg. Fireworks)
- Publicly accessible 24/7 but challenging to activate during a major event safely.

Application Only Zone

- Non public space that needs to accommodate everyday users first and foremost.



Primary Event Zone



Secondary Event Zone



Application Only Zone

FUNCTIONALITY

Supporting All Event Modes

There will be three different modes of events brought to life within Cockle Bay Park.

During a major event, particularly those that go for an extended period of time, our goal is to ensure that all 'Event Modes' could be successful separately and simultaneously.

1. Location for 'Everyday Mode'

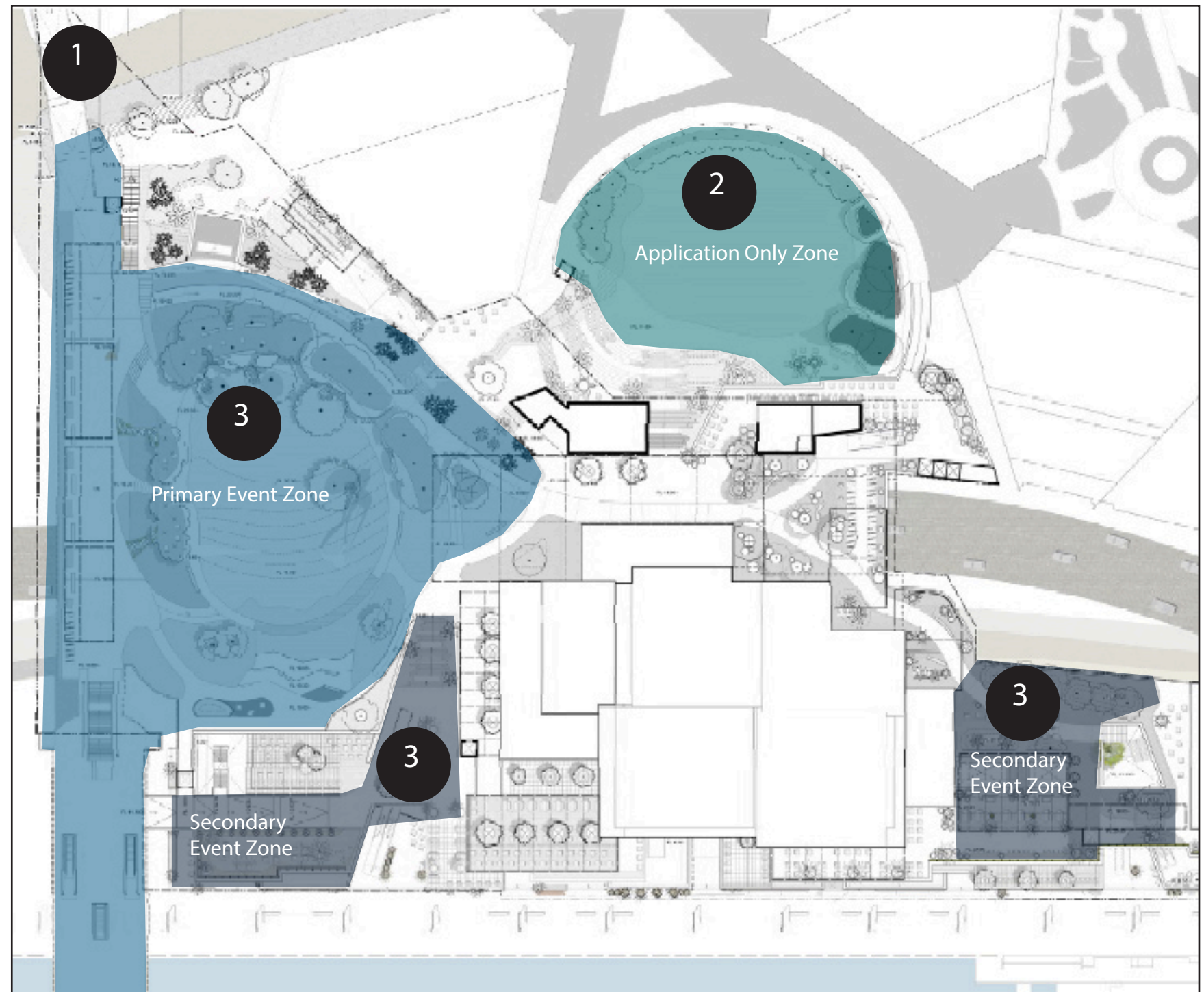
- Throughout the precinct.
- Access to towers and retail is maintained, particularly thoroughfares from public transport nodes.

2. Location for 'Special Mode'

- Application Only Zone.
- Programming for the precinct could be taking place in the 'Application Only Zone' during a major event, ensuring the tenant experience is not disrupted.

3. Location for 'Wow Mode'

- Primary / Secondary Event Zone
- A dedicated space for major events, easily accessible and manageable in partnership with event organisers.



FUNCTIONALITY

Toilets

During major events, it is anticipated that additional portable / temporary toilets will be bumped into the precinct to accommodate increased visitors. This will be done in partnership with event organisers, with locations to be provided free of charge. Cost of infrastructure, including delivery and insurance, is to be covered by event organisers.

Other Amenities

Other amenities will be provided in the precinct include: parent rooms, baby change facilities, access to drinking water. If a major event requires additional amenity not already available in the precinct, then provision for temporary amenity will need to be made in the Operational Plan (refer to page 39).

Temporary Structures & Seating

Division 3 of the SEPP-ECDC identifies which temporary event structures such as stages, signage and marquees can be carried out as 'exempt development' (i.e. not requiring development consent). They will still require landowner's consent, meaning the use of any temporary structures and seating within the precinct will require approval as part of the Operations Plan process outlined on page 39. Any temporary structures, including removable furniture (chairs, tables, umbrellas) should be limited to models already certified in accordance with Australian Standards.

Signage

Access to signage points within the precinct will be provided to event organisers upon request. Content will be supplied to precinct management, with signage updated to reflect important event information. Cost of graphic design and event communications is to be covered by event organisers.

Service Points (Data, Power and Water)

In order to allow the precinct to contribute to the major events programming for Darling Harbour, event infrastructure will be embedded into the design. This will include services for water, power and data points in key locations throughout the public open space. These locations will be finalised during detailed design.

Storage

In order to allow the precinct to contribute to the major events programming for Darling Harbour, there may be a need to provide designated storage areas. This will be explored with stakeholders during the detailed design process.

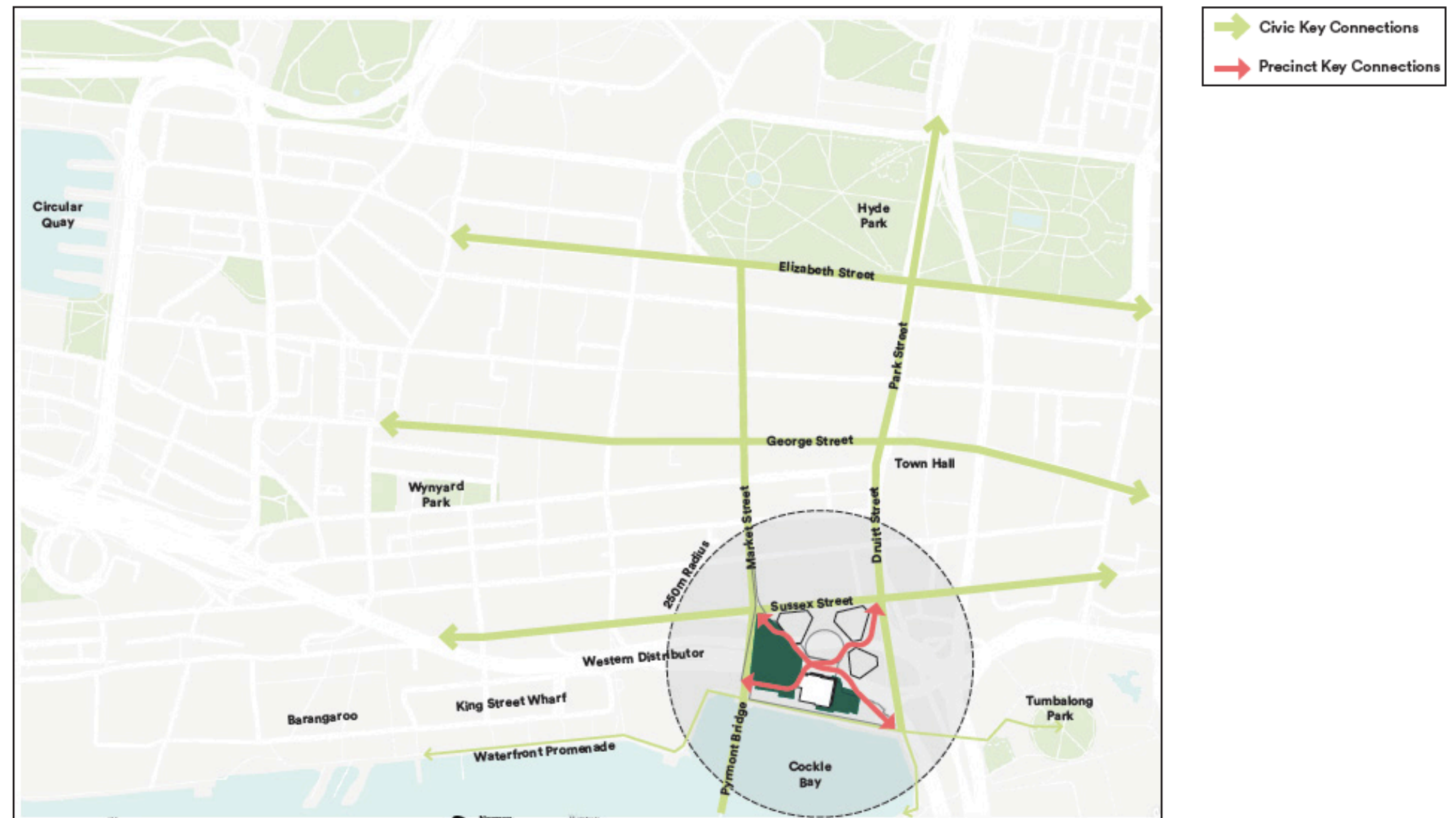
Lighting

It is critical the precinct remain safely lit for users at all times of day and into the night. Lighting will support not only major events, but daily safety and operations, and a comprehensive lighting strategy will be completed as part of detailed design.

ACCESS

Key External Connections

The main external connections are Market Street and Druiitt Street - both of which lead to the waterfront promenade.



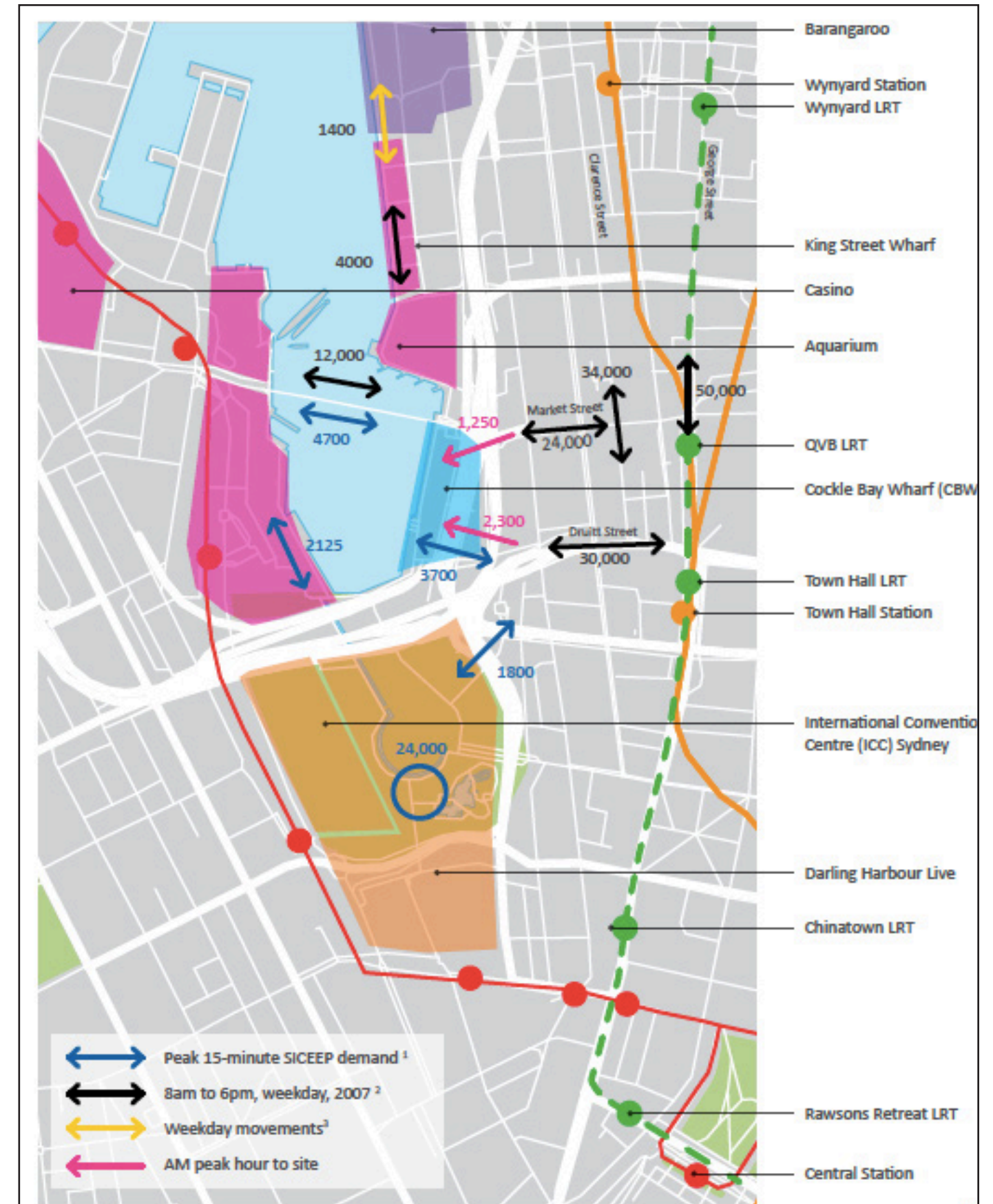
Source: McGregor Coxall

ACCESS

Pedestrian Movements

There are a number of attractors around Cockle Bay Park which draw people either to the site (as a destination) or past the site (as a transitory movement). The key locations are provided in the adjacent picture. Publicly available data sources have been reviewed to inform our understanding of the relative demand for the routes in the vicinity of the site at various times of day and during events.

A detailed plan for pedestrian movements throughout the precinct during major events will be completed as a next step. A specific plan for managing pedestrian movements during major events will also be required as part of the Operations Plan (refer to page 39).

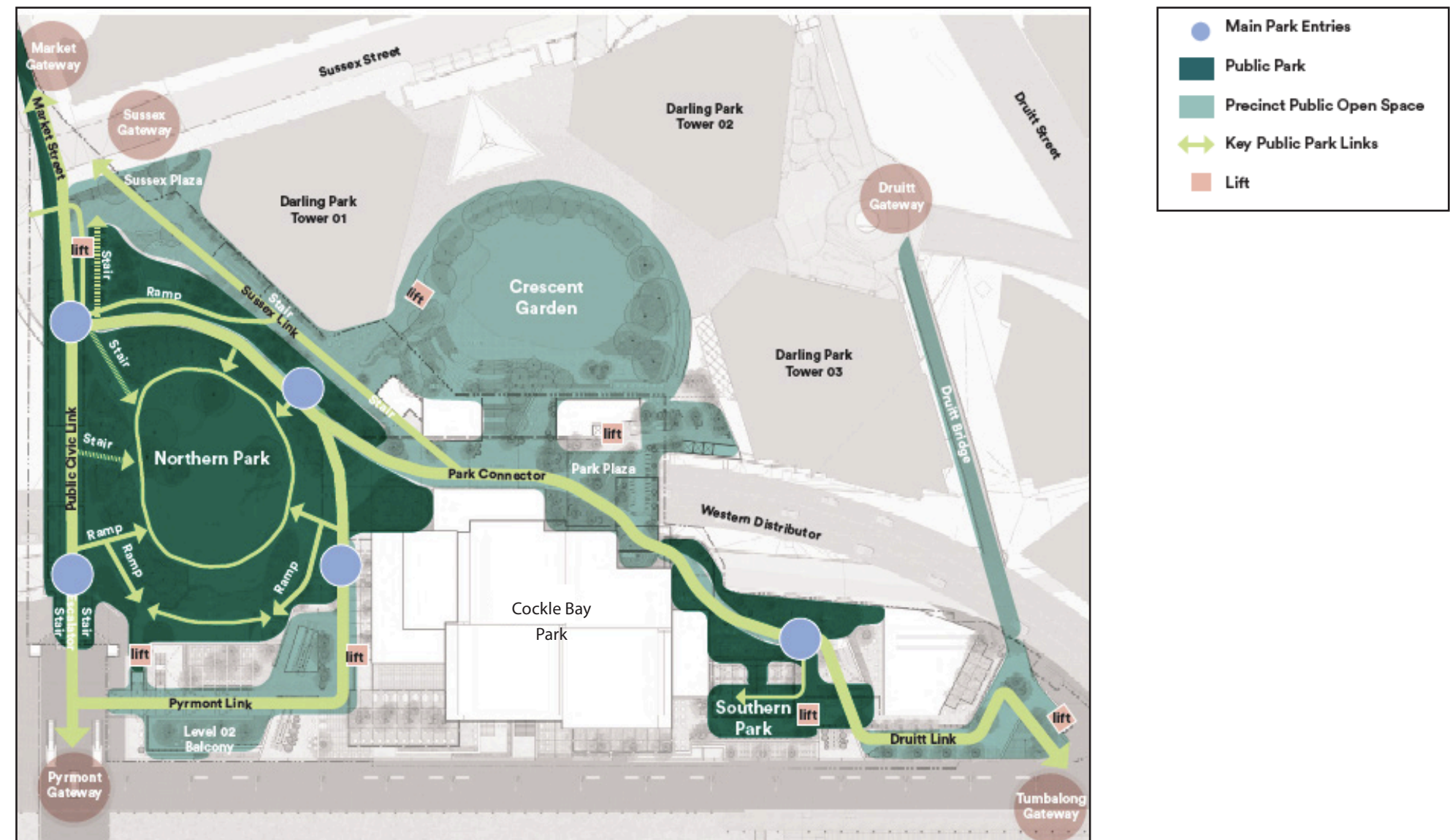


Source: Arup

ACCESS

Key Internal Connections

The main internal connections are Sussex Link, Park Connector, Druitt Link and the Pyrmont / Pyrmont Bridge Civic Link. These are particularly important for pedestrian movements.



Source: McGregor Coxall

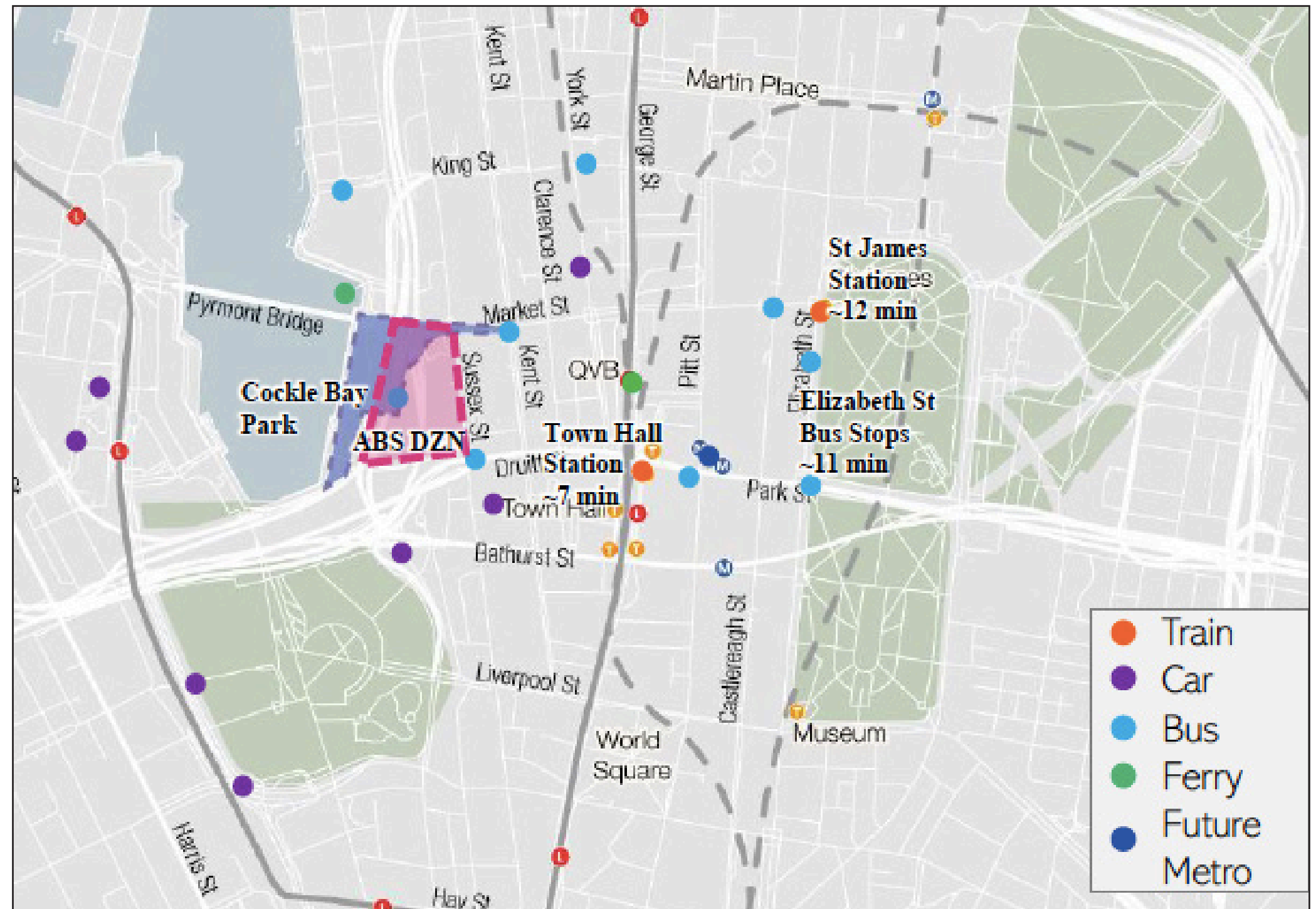
ACCESS

Public Transport

Cockle Bay Park is located within the centre of Sydney CBD and is accessible (within 400m radius) to high frequency public transport services including buses, trains and the future metro.

In addition, the recently opened Sydney CBD and South East Light Rail service has a stop (Pitt Street) within 650m.

Overall, the proposed site is accessible to numerous public transport options and this is expected to be the primary travel mode for most tenants and visitors.



Source: Arup

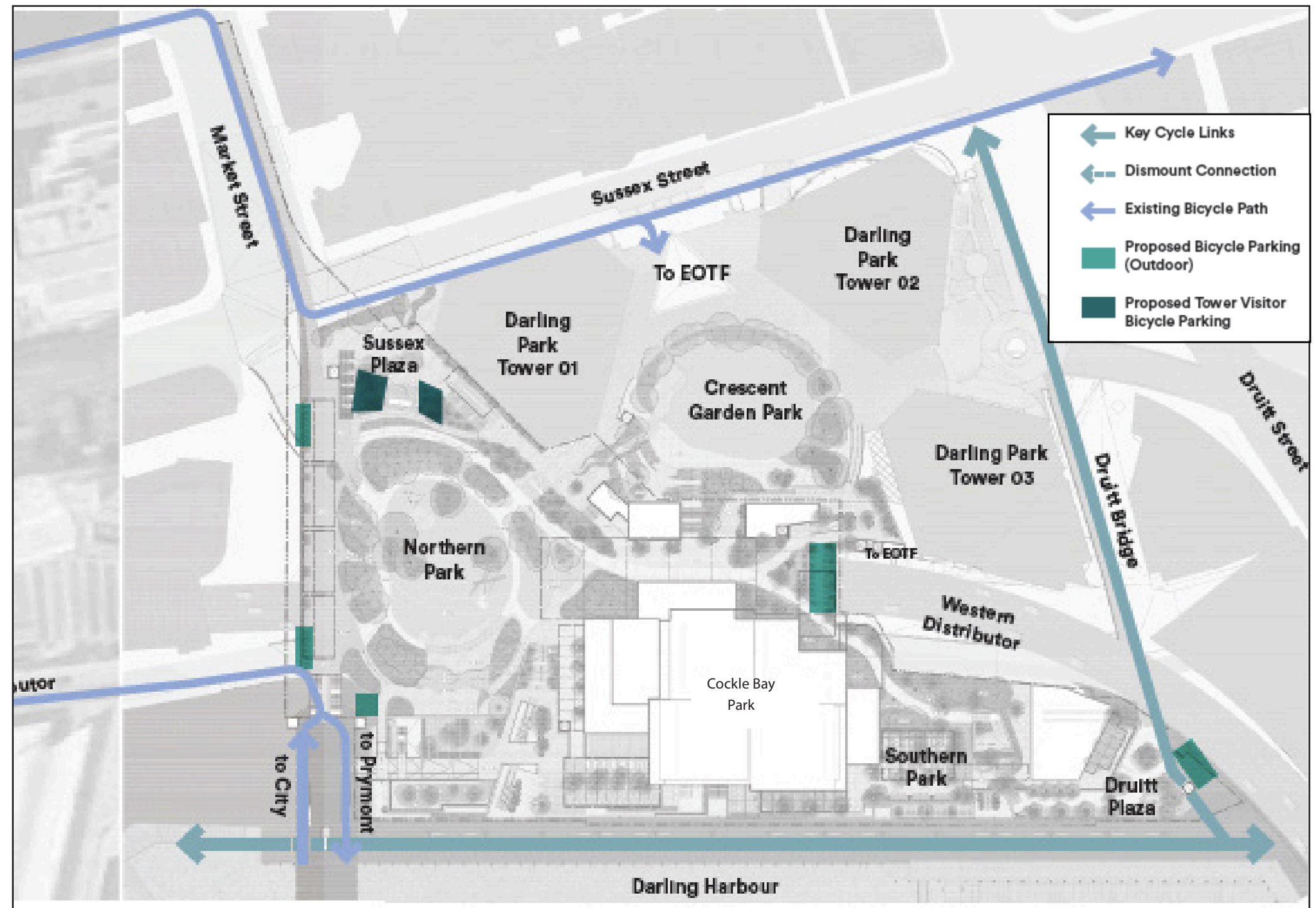
ACCESS

Active Transport

As part of our Green Travel plan for the site, we will be strongly promoting the use of active transport for visitors coming to the precinct. Bike parking and clearly marked cycle paths will be provided.

Walkability through and to the site is also a key focus of the urban design approach, and will make the precinct more accessible to visitors.

This aligns with our commitments to promoting and providing more sustainable transport solutions.

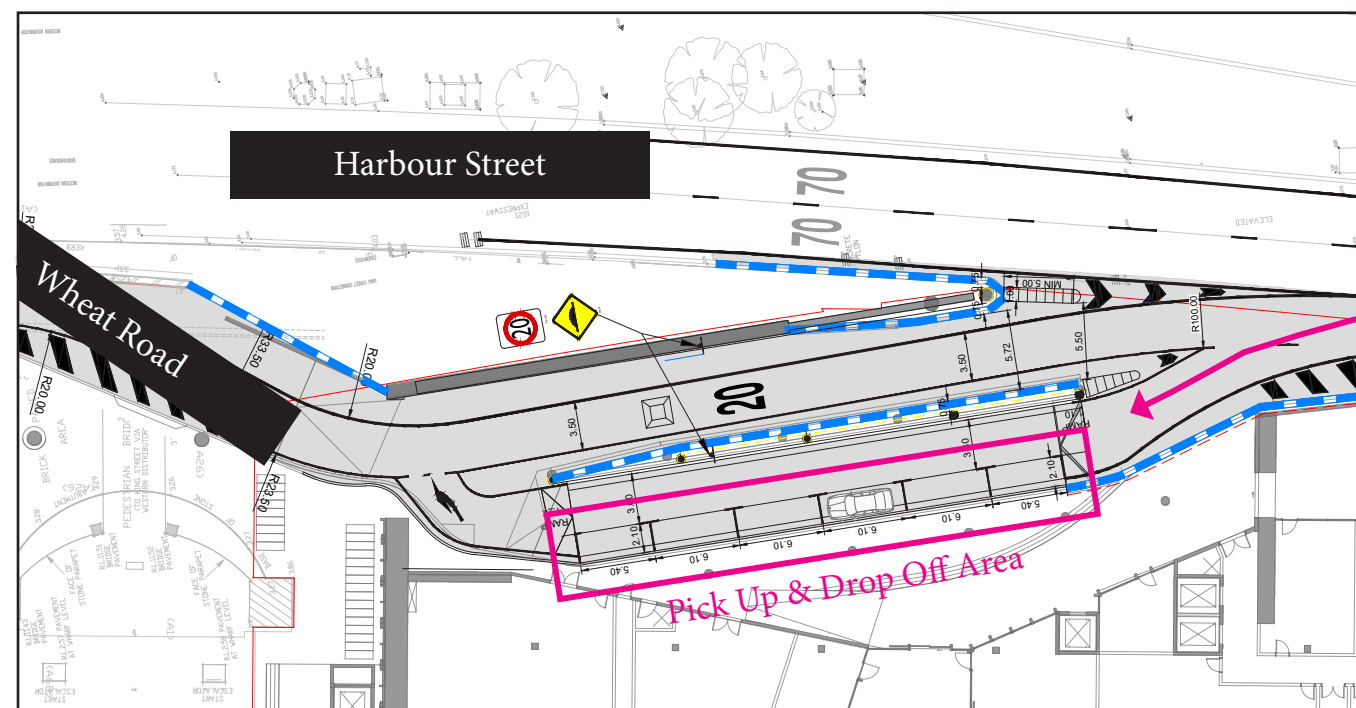


Source: Arup

TRAFFIC

Pick Up and Drop Off

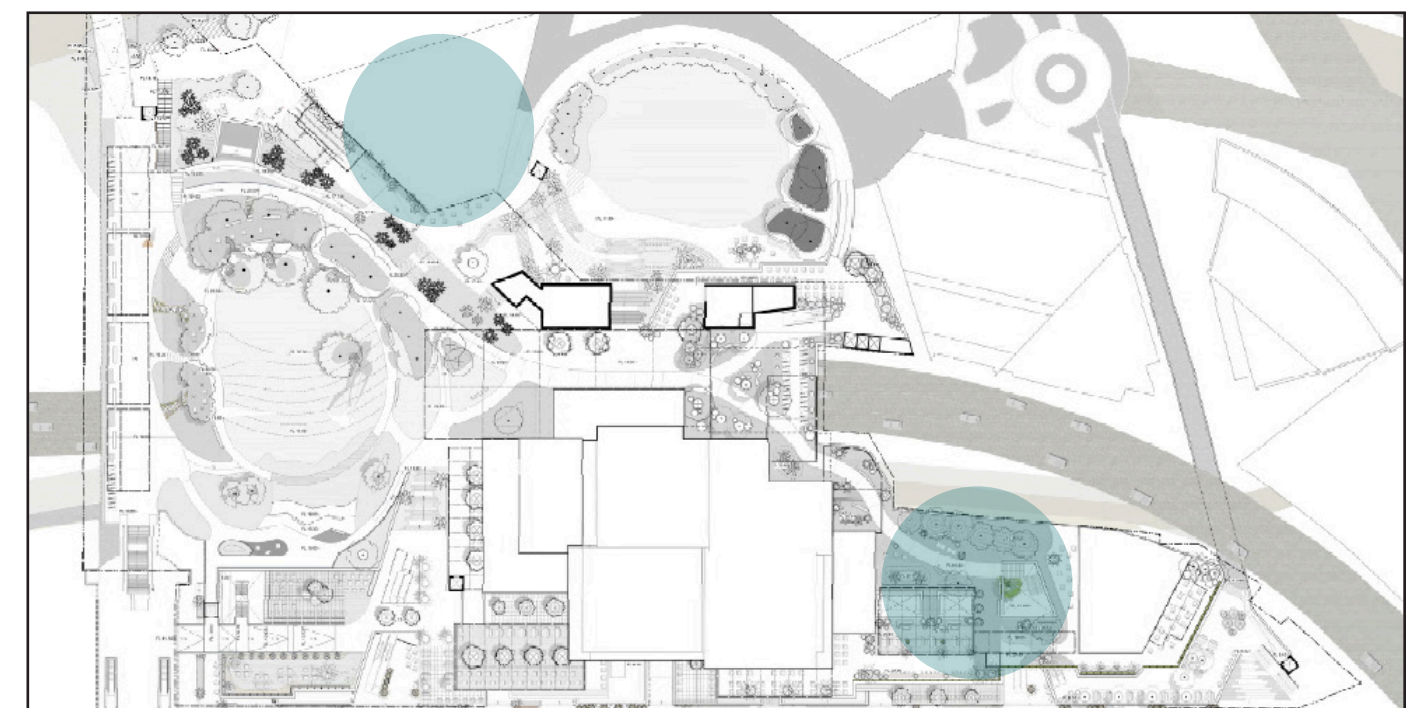
Vehicular access to the proposed Cockle Bay Park development will be provided from Wheat Road. At the northern end of the site another connection between Wheat Road and Harbour Street will be modified to provide passenger vehicles and coaches access to a drop-off area. This includes Uber and ride-share. Six bays are provided to service coaches, ride-share and taxi pick-up and drop-off, with one bay potentially allocated for courier services. All coaches arrival shall be managed outside the peak hours to prevent queuing at the pickup / drop off zone.



Source: Aurecon

Loading

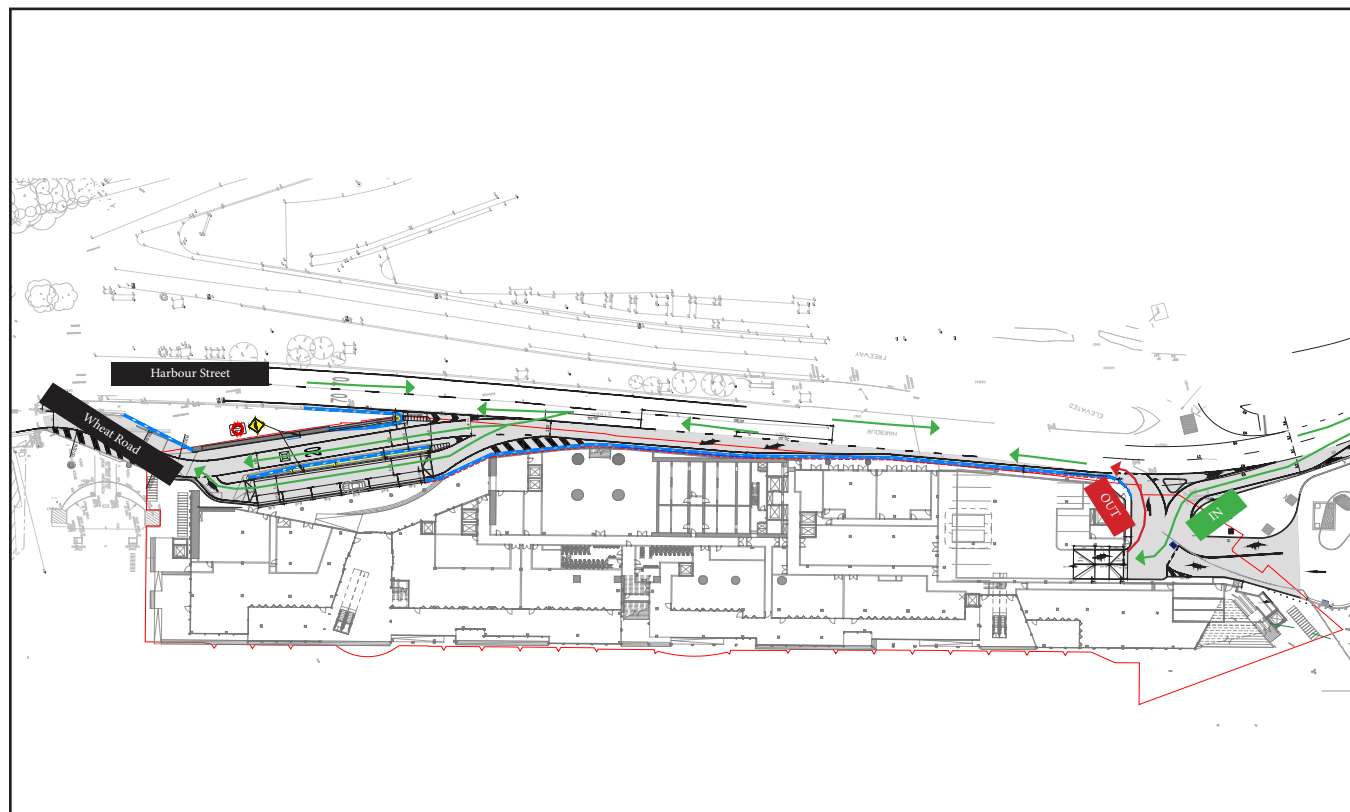
Access will be provided to the loading bay areas within the precinct for major event organisers. The exact locations of loading bays will be confirmed post DA through a holistic operational masterplan for the site which covers all towers, retail and public spaces. Future event organisers will need to provide details of required access in their production schedule - to be included in the Operations Plan outlined on page 39.



TRAFFIC

Medical And Other Vehicle Access

Vehicular access to the proposed Cockle Bay Park development for medical and other vehicles will be provided from Wheat Road.



Source: Aurecon

Road Closures

An application for an event that requires the temporary full closure of a street will need to be referred to the Sydney Traffic Committee for approval.

A traffic management plan (TMP) is also required if road closures are needed. The plan must be produced by a licensed traffic control provider. All full road closure proposals are subject to approval by PMNSW, City of Sydney Local Pedestrian Cycling and Traffic Calming Committee, NSW Police and the Transport Management Centre (TMC).

A clear passageway of at least 4m wide must be maintained at all times within road closures for emergency access and all services such as fire hydrants must be kept free of any obstruction.

These requirements are the operational and financial responsibility of event organisers.

EMERGENCY MANAGEMENT

Emergency Risks

As outlined in the Precinct Emergency Management Plan for Darling Harbour, the types of emergency risks that could be faced within the precinct include:

External emergency	Extreme weather, earthquake, bushfire smoke
Fire and / or smoke	Internal fire or smoke
Internal emergency	Power failure, water or sewage failure, communications failure, hazardous material
Medical emergency	Injury or illness, mass casualty
Personal threat	Civil disorder, active shooter, violent person, hostage / seige, vehicle as a weapon
Bomb threat	Bomb threat, suspicious object

Source: Confidential Plan

Precinct Emergency Management Strategy & Committee

We look forward to confirming our role in supporting the safe and effective management of the precinct during major events in partnership with stakeholders post DA. This may include participation in precinct committees charged with delivering the emergency management strategy for the Darling Harbour precinct. We understand this strategy is consistent with the NSW emergency management arrangements, and can be summarised as:

Place Management will establish and manage a Precinct Emergency Planning Committee (PEPC), chaired by The Manager – Senior Manager Security Operations, Place Management, representatives from emergency services, other agencies, local government and facilities in the precinct. This committee will operate under the auspices of the NSW Emergency Management Plan and SERM Act, and will maintain the Precinct Emergency Management Plan (PEMP),

Place Management will establish a Precinct Emergency Coordination Centre (PECC), to coordinate emergency planning for the public domain, and serve as an emergency operations centre (EOC) for the Darling Harbour precinct. It will operate 24/7 and will also assist in coordination of the emergency response for any building in the precinct, often (but not necessarily) under emergency services control.

The public domain will be managed as ‘one facility’ by the PECC, which will maintain an Emergency Control Organisation that can escalate to act as the Public Domain Emergency Control Organisation (PDECO)

Individual buildings will meet AS3745 preparedness requirements, ensuring their plans are consistent with the PEMP, and may participate in the PEPC. They will maintain a 24/7 emergency monitoring system and manage incidents on their property as required under AS3745, and notifying the PECC as soon as practicable.

The PEPC will sponsor an annual emergency exercise, review of the Precinct Emergency Plan, and adjust the plan following environmental variations.

Source: Confidential Plan

EMERGENCY MANAGEMENT

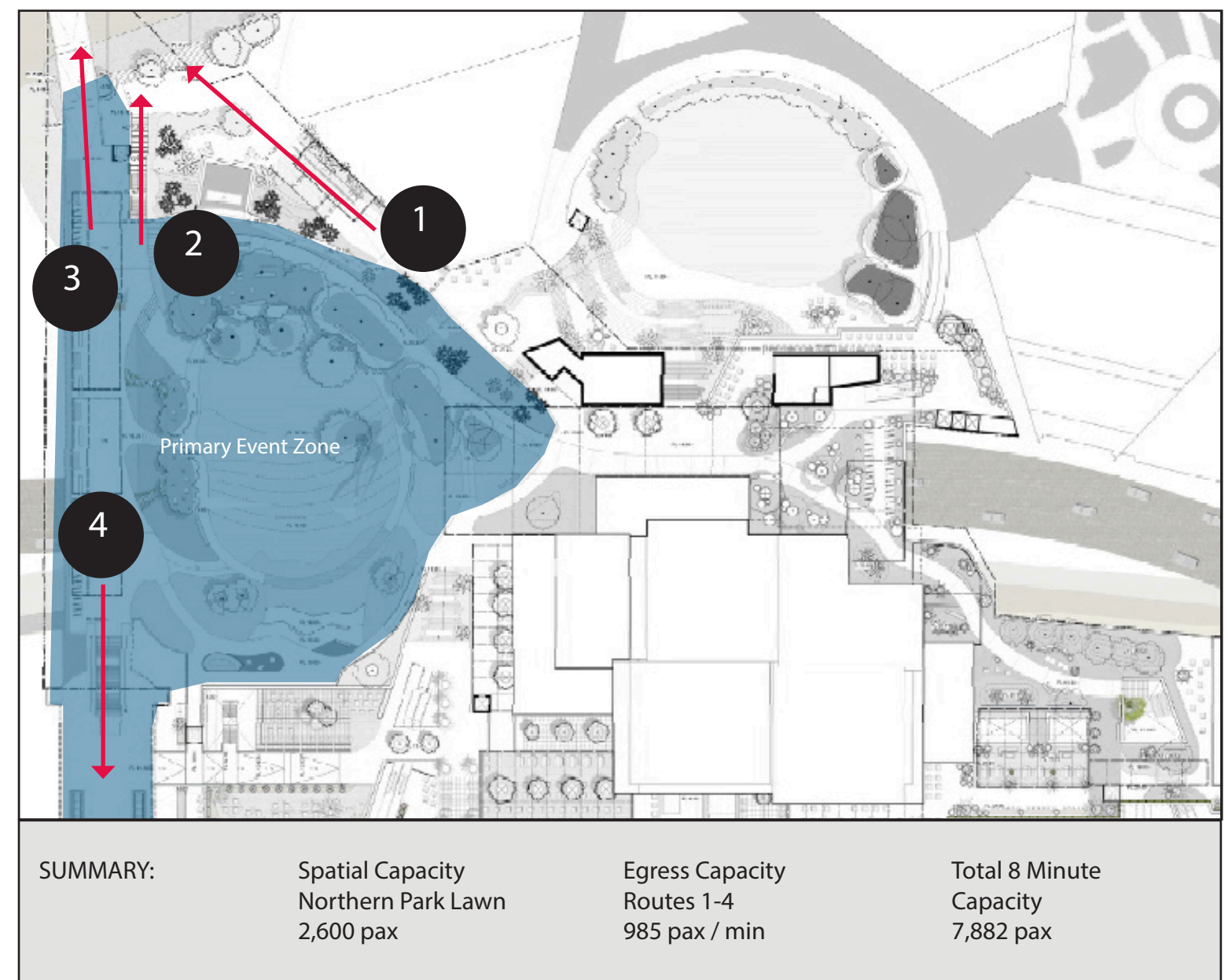
Emergency Management Routes

A high-level access and egress study has been completed to inform a preliminary emergency management approach for this Event Management Plan and determine four potential emergency evacuation routes.

The following assumptions have been applied:

- The Northern Park is the Primary Zone for major events.
- Northern Park Lawn area is 1,300m² allowing for 2,600 pax:
 - Spatial capacity calculated at 0.5m² per person
- Egress calculations are based on Green Guide Emergency Egress. Specific assumptions include:
 - Stairs move 66ppl/m/min
 - Ramps/paths move 82ppl/m/min
 - 8 minute egress time
 - Escalators not an allowed means of escape
- Egress capacity for routes 1 - 4 is 985 pax / min.
- Total 8 Minute Capacity is 7,882 pax.
- Measurements are estimates only and will need to be finalised as part of DD.
- Redundancy of egress routes has not been considered.
- Building occupants have not considered (i.e. fire event in the tower and tower evacuates) as this will be done as a separate study.
- A full emergency evacuation plan will be required as part of the Operations Plan (refer page 39).

Please note: the capacity for events will be reviewed with precinct stakeholders, including the Precinct Emergency Planning Committee, to ensure it aligns with the capacity indicated in the Precinct Emergency Management Plan for Darling Harbour.



Source: Arup

SAFETY

Wind

As part of the DA process, a Wind Assessment Report has been completed by Arup to assess the impact of the redevelopment on wind conditions in and around the site in terms of pedestrian comfort and safety. During major events, the priority will be to maintain pedestrian comfort and safety and reduce the risk caused by wind. A detailed Wind Assessment will be required for each event as part of the Operations Plan (refer page 39). Event organisers must demonstrate how safety will be maintained, particularly in regards to wind risk associated with event infrastructure such as A-Frame signage, umbrellas, and marquees.

Fencing

Due to the open nature of the precinct design, fencing large areas of the site off for major events will be challenging. Given public access is also required 24/7 in the primary event zone, the use of fencing will be subject to approval - not a right of use. All fencing shall demonstrate structural integrity and be certified by a qualified engineer or fencing supplier.

Security

During major events, additional security will be required throughout the precinct to maintain a safe experience for all visitors. This will be done in partnership with event organisers, using the security team contracted to the precinct. The cost of additional security (beyond

existing team) is to be covered by event organisers. A base building control room and security services room will be provided within the precinct, and this could be made accessible to major event organisers on request.

Insurance

To be supplied by the event organisers to the Major Event Working Group as per the Operations Place requirements on page 39.

CCTV

CCTV cameras will be installed throughout the precinct. Locations and capabilities of the infrastructure will be confirmed during detailed design. Precinct management will work closely with major event organisers to ensure safety of all event patrons, including, if required, providing access to CCTV footage.

Terrorism

A plan for preventing terrorism within the precinct for major events will be developed as part of a broader plan for safety and security within and around the precinct post DA. These plans will be developed in line with Australia's Strategy for Protecting Crowded Places from Terrorism, as well as the Precinct Emergency Management Plan for Darling Harbour.

HEALTH

Noise

Details of any anticipated source and level of noise generation, along with a sound management plan to mitigate noise pollution to adjoining residents, tenants and the public, may be required for major events. There may be circumstances where an event needs to be monitored by an acoustic consultant. This will be at the expense of event organisers and will form part of the Operations Plan (refer page 39).

Cleaning

During major events, additional cleaning will be required throughout the precinct to maintain a quality experience for all users during and post event. This will be done in partnership with event organisers, using the cleaning team contracted to the precinct. The cost of additional cleaning is to be covered by the event organisers.

Waste Management

During major events, it is anticipated that additional waste management and bins will be required to accommodate an increase in waste generated by visitors. Event organisers will need to plan for this and confirm the waste requirements for the event within the Operations Plan (refer to page 39). Organisers will have access to loading bays and waste rooms within the precinct, with exact locations to be confirmed. Cost of infrastructure, including delivery, collection and insurance, is to be covered by event organisers.

Sustainability

Events should be planned and conducted with regard to the principles of ecologically sustainable development including:

- Minimising resource consumption and generation of waste
- Conserving water
- Conserving energy and reducing greenhouse gas emissions.

Public Health Orders

COVID has fundamentally changed the way major events and experiences are delivered. If required, all major events delivered within Cockle Bay Park will need to comply with public health orders such as those experienced during COVID.

FOOD & BEVERAGE

Permission Required

As a vibrant commercial precinct, our number one priority is providing our retailers with opportunities to thrive. We will work with stakeholders to define a framework that provides our tenants with first-right of refusal to cater major events held within Cockle Bay Park. This will assist us in future leasing negotiations and will provide our tenants with opportunities to participate in the event programs.

Liquor Licence

For all events that propose serving alcohol, an alcohol licence must be obtained from the Independent Liquor and Gaming Authority (ILGA). Applicants must comply with and possess the prescribed licence under the Liquor Act 2007 (as amended) and produce a copy prior to the commencement of the event. The copy must also be provided as part of the Operations Plan.



CUSTODIANSHIP

Heritage Impact Plan

A response to heritage and how it will be protected during the delivery of major events will be required as part of the Operations Plan outlined on page 39.

Acknowledgment of Country

A formal Acknowledgment of Country will be required to be incorporated as part of every major event held within the Cockle Bay Park precinct.

INCLUSION

Going Beyond Access

Inclusion is a critical consideration in the delivery of successful major events within the broader Darling Harbour precinct. In fact, most major events, including VIVID, now provide inclusive experiences that can be enjoyed by everyone - including people with disabilities.

We will work with key stakeholders, including the City of Sydney, to continue to support the delivery of ongoing, important commitments to making Sydney's major events program truly inclusive and welcoming.

This could include:

- Working with stakeholders to review the precinct design to ensure true inclusion can be achieved.
- Incorporate inclusion as a key component of event planning, making it a requirement for event organisers to meet.
- Work with Access Arts to participate in the Accessing Sydney Collectively program to provide direct and accurate pathways to digital information of a venue or event's accessibility options. This will help us lead site visitors to all the accessibility information they need to participate in Sydney's varied cultural experiences that take place within the precinct.



COMMUNICATIONS

An Essential Precinct Service

Communication is critical to asset management, particularly during the facilitation of major events. It helps keep all tenants and visitors safe and aware at all times, and ensures all logistics runs as smoothly as possible. It can also be critical to commercial success for our retailers and event providers.

We will work closely with precinct stakeholders to ensure our communication tools and systems reflect established precinct-wide communications strategies and best-practice solutions for the delivery of events in Darling Harbour.

Here are some ideas we are already exploring

Precinct public WIFI



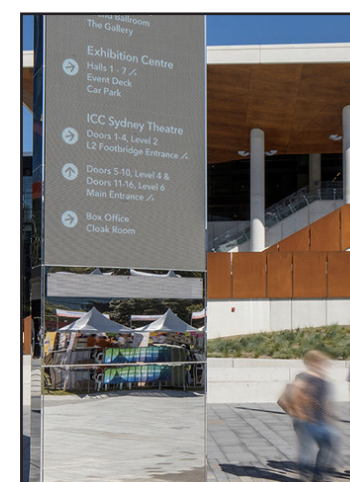
Digital Signage



Information Booth



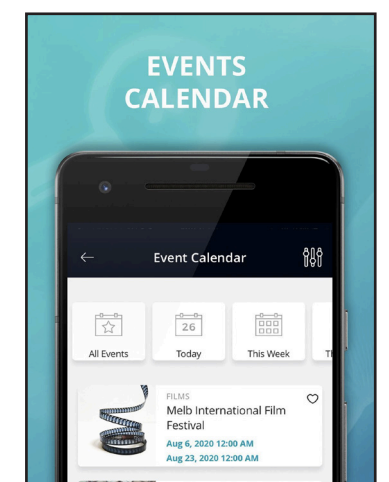
Way-finding



Speakers / PA System



Digital App



DELIVERING SUCCESSFUL EVENTS

Preparing and Submitting an Operations Plan

Prior to the delivery of any major event, an Operations Plan will be required for submission to precinct management for approval. We will need to work in partnership with stakeholders to establish a framework for this document and finalise requirements. This can be done through the proposed Major Event Working Group.

Indicative document inclusions (found on the following page) have been developed drawing inspiration from existing event delivery documentation examples that are required to be provided to PMNSW for major events at Darling Harbour.

Approving Events

We understand that Place Management NSW reserves the right to approve, condition or decline any event proposed for a public realm site, based on the merits and appropriateness of the event, the suitability and condition of the proposed site, and any environmental impacts.

In partnership with PMNSW we will consider the merits of each application and we reserve the right to conditionally approve or refuse any of the following activities:

- Use of pyrotechnics
- Helicopter landings and parachuting
- Carnival rides and side show activities
- Hot air balloon landings
- Use of drones
- Events involving animals
- Any activity which adversely affects the environment
- Any activity adversely affecting PMNSW's stakeholders and tenants

OPERATIONS PLAN

An indicative example of an Operations Plan for major events facilitated within Cockle Bay Park:

Summary

- Event details
- Capacity
- Audience details

Layout

- Site event layout including locations of temporary toilets, bins, fencing, red lines (for licensing) and other event infrastructure
- Inclusion plan, demonstrating how the event will be accessible for people of all ages and abilities
- Plan to be supplied by precinct managers and will include areas and locations of services to inform the location / layout of the event
- Precinct wide event layout to show how Cockle Bay Park will be connected to the broader precinct during the event

Management

- Pedestrian management and access plan, including how the experience for workers during the event will be maintained
- Crowd management and evacuation plan
- Catering plan, including opportunities for precinct retailers to get involved
- Security and emergency services plan
- Production schedule (including bump in and out)
- Risk Assessment / SWMS
- Contact list of staff and contractors (please note, all will need to complete an induction with precinct

management prior to being on site - this could be streamlined through the selection of preferred suppliers for major events by the Major Event Working Group)

- Command, control and communication structure, including requests to use public PA systems
- Waste management plan
- Wind assessment including risk mitigation approach

Marketing & Communications

- Marketing plan, including channels and requests for marketing contribution by landowners
- Signage plan, including requests for access to digital signage within the precinct
- Details of retailer engagement required or involvement opportunities for the precinct managers to coordinate

Impact Statements

- Economic - how will the event bring positive economic impact to the precinct?
- Environment - how will negative impact to the natural environment be mitigated?
- Sustainability - how will waste be mitigated? What sustainable event solutions are you incorporating for elements such as packaging?
- Cultural heritage - how will impact to cultural heritage be mitigated?
- Custodianship - how will custodianship be acknowledged?

Certification / Licence / Permit Details (if required)

- Road closure permit
- Liquor licence
- Event structure certification and engineering documentation

Proof of Insurance

- Public liability insurance of \$20 million
- Professional indemnity insurance of \$10 million
- Worker's compensation insurance for any employee of the applicant
- Volunteer's insurance if applicable

Site Induction

- All contractors and event organisers will be required to complete a site induction

Other Documentation (that may be required)

- Alcohol management plan
- Terrorist response plan
- Noise mitigation plan
- Fencing plan
- Cash handling, movement and security plan
- Infrastructure requirements plan
- Wet weather contingency plan
- List of any proposed sale of products or services
- Event workforce roster

COCKLE BAY PARK REDEVELOPMENT

APPENDIX P - EVENTS MANAGEMENT PLAN STATE SIGNIFICANT DEVELOPMENT DEVELOPMENT APPLICATION (SSD DA)

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