



South West Group

Economic Development Tour SYDNEY

3 to 5 April 2017



TOUR REPORT





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BACKGROUND AND CONTEXT

The South West Group Board has undertaken a number of economic development tours since 2012 aimed at examining best practice and innovation across a range of topics and issues. This provides the opportunity for the Board, Councillors and member Council Directors to gain first hand knowledge on the planning, development and implementation of major initiatives and projects relevant to the South West Metropolitan Region.

The tours completed include the following key themes:

- April 2012 – Activity Centres Tour of Melbourne and Sydney
- April 2013 - Economic Development Tour of South East Queensland covering health and knowledge precincts coastal/marina/foreshore developments and civic/library precincts
- April 2014 – Civic precincts and activation through events, mall redevelopment, light rail, major projects, urban renewal and redevelopment in Adelaide, South Australia.
- April 2015 – Climate change adaptation. Innovation and best practice examples in Melbourne and Sydney
- April 2016 – Ports, intermodal terminals, toll roads, intelligent transport systems and urban renewal in Melbourne

The focus of the economic development tour of Sydney in 2017 was on:

- High density commercial and urban renewal projects
- Innovation hubs
- Light rail and value capture
- Business and commercial development investment attraction,
- Retail and tourism centres

The sites visited to find out more about these target areas included:

- Activity centre developments, particularly St Leonards in North Sydney and Parramatta – getting the right mix (residential, commercial, retail)
- Innovation hubs - Australian Technology Park and Hunter Innovation Project
- Value capture and density uplift – Parramatta light rail
- Urban renewal, density done well – Central Park, Stockland Balgowlah, Harold Park
- Regional and District scale retail and tourism precincts – Chatswood, Manly Corso

The tour involved briefings by executive staff and senior project managers, program and development managers and economic development practitioners.

TOUR OVERVIEW AND ITINERARY

Density is a major issue in all capital cities of Australia seeking to achieve population targets and improve employment self-sufficiency and containment.

The economic development tour included case studies of density across a number of scales including:

- **Very High density** - 50 storey plus towers as featured and proposed at St Leonards and established in North Sydney
- **High density** - 15 to 50 storey apartment buildings such as Central Park
- **Medium density** – mainly 5 to 10 storeys, but up to 15 storeys, including The Village at Balgowlah (2 to 8 storey) and Harold Park in Forest Lodge (5 to 8 storey)

Most of these urban renewal projects are integrated within a retail or commercial precinct which provides a diversity of experiences and supports local activation.

Activity centres in Sydney have been developing over a long period of time and many have gone through significant evolution and transformation in the process.

St Leonards is shared between three neighbouring Councils (North Sydney, Lane Cove and Willoughby) and going through major expansion. There are a number of challenges and community concerns for this activity centre including the impact of high density (proposals up to 90 storeys), built form (maintaining views and amenity) and pressures to retain the desired mix of commercial uses in a residential development focussed market.

District and regional scale retail and tourism centres are becoming increasingly important for investment attraction and activation in areas such as the Manly Corso and Chatswood.

The Australian Technology Park is one of the oldest innovation hubs in Australia and is going through a major change following sale to the private sector. The redevelopment of the innovation hub will incorporate the re-purposing and redevelopment of historic buildings and the expansion of commercial development.

The Sydney CBD is currently undergoing major construction work associated with the CBD and South East Light Rail project which extends from Circular Quay through the city to Surrey Hills, Kingsford (along Anzac Parade) and Randwick.

Sydney's light rail network currently consists of the Inner West Light Rail operating along a 12 kilometre route extending from Central Station through to Dulwich Hill, including the western side of Darling Harbour.

The delegation examined the progress of the Parramatta Light Rail, which is one of NSW Governments latest major infrastructure projects. Stage 1 of the project involves 12 kilometres of two way track from Westmead to Carlingford via Parramatta CBD. This transformational project aims to capitalise on the \$8 billion private and public works investment underway or planned in and around the Parramatta CBD.

The optional tour to the Hunter Innovation Project centred around the City of Newcastle and includes Smart City Infrastructure, Innovation Hub and the Digital Precinct.

An overview of the two day tour and optional third day trip to Newcastle is provided below.

DAY 1 – MONDAY 3 APRIL 2017 (Central and Western Sydney)

- **8.30am** – Depart hotel
- **9.00am to 10.00am** – Central Park Chippendale
- **10.30am to 12.30pm** – Australian Technology Park Redfern
- **12.00pm to 1.15pm** – Lunch at ATP
- **1.15pm to 2.30pm** – Travel to Parramatta
- **2.30pm to 4.30pm** – Parramatta (Council briefing and tour)
- **4.30pm to 5.30pm** – Return hotel

DAY 2 – TUESDAY 4 APRIL 2017 (North Shore and North Sydney)

- **8.30am** – Depart hotel
- **9.15am to 10.20am** – Manly Corso
- **10.30am to 11.30pm** – Stockland Balgowlah
- **12.00pm to 1.00pm** – Lunch at the Moody Chef, St Leonards
- **1.00pm to 2.00pm** – Tour of St Leonards and Crows Nest
- **2.00pm to 3.00pm** – Briefing by North Sydney Council
- **3.00pm to 3.20pm** – Tour of new metro rail station at North Sydney
- **3.30pm to 4.30pm** – Visit Chatswood
- **4.30pm to 5.00pm** – Return to hotel

DAY 3 – WEDNESDAY 5 APRIL 2017 (OPTIONAL - Hunter Innovation Project)

- **8.30am** – Depart hotel
- **11.00am** – Arrive Newcastle, walking tour of city centre with Council staff
- **12.00pm to 12.45pm** – Council briefing over working lunch (sandwiches)
- **12.45pm to 1.30pm** – Tour of University Hub
- **1.30pm to 4.30pm** – Return to Sydney

A detailed itinerary noting sites, presenters and key topics of discussion is provided below with the following section providing more detailed description of the sites, key issues and lessons learnt.

DAY 1 – CENTRAL AND WESTERN SYDNEY (MONDAY 3 APRIL 2017)

Venues: Central Park, Australian Technology Park and Parramatta

Time	Tour Guide and/or Presenter	Topics/Issues
8.30am to 9.00am	Travel to Central Park, Chippendale	
CENTRAL PARK, CHIPPENDALE		
9.00am to 10.00am	Mark Goldrick (Construction Manager - Frasers Property Group)	<ul style="list-style-type: none"> • Overview of development • Key design elements • Building performance and precinct activation • Ancillary uses (food and beverage, retail, entertainment)
AUSTRALIAN TECHNOLOGY PARK (ATP), REDFERN		
10.30am to 12.30pm	Will Walker (Project Director) from Mirvac	<ul style="list-style-type: none"> • Evolution of technology park concept • Rationale for shift towards urban renewal • Mirvac's role in management and development of the site • Future aspirations – short term and when fully developed
12.00pm to 1.15pm	Lunch - catered lunch at ATP	
1.15pm to 2.30pm	Travel to Parramatta City Council – 126 Church Street, Parramatta	
PARRAMATTA		
2.30pm to 4.30pm	Greg Dyer (GM) and Sue Weatherley (Director Strategic Outcomes and Development) from City of Parramatta, Tim Poole (Program Director Parramatta Light Rail from Transport for NSW)	<ul style="list-style-type: none"> • Sydney's dual CBD and designated Greater Parramatta and Olympic Peninsula Urban Renewal area • Future growth and investment projections • Urban renewal and increased density • Parramatta Light Rail • Commercial centre business attraction • Foreshore redevelopment and activation • Amanda Chadwick (Administrator) to attend
4.30pm to 5.30pm	Travel to hotel, Darling Harbour	
6.30pm to 7.15pm	OPTIONAL – SITE VISIT TO HAROLD PARK An optional evening site visit to Harold Park to view a quality medium density urban renewal development by Mirvac was undertaken. Matthew Gallagher - Assistant Development Manager, Mirvac	

DAY 2 – NORTH SHORE AND NORTH SYDNEY (TUESDAY 4 APRIL 2017)

Venues: Manly Corso, Stockland Balgowlah, St Leonards, North Sydney, Chatswood

Time	Tour Guide and/or Presenter	Topics/Issues
8.30am to 9.15am	Travel to Manly Town Hall	
MANLY CORSO		
9.15am to 10.20am	Mick Darda (Executive Manager Place Management), Ellis O’Beirne (Principal Manager, Major Projects) Deb Kempe , (Economic Development Coordinator) from Northern Beaches Council	<ul style="list-style-type: none"> • History and the redevelopment of Manly and the Corso • Future plans and vision for the area • Economic and tourism benefits generated by Manly and the Corso
STOCKLAND BALGOWLAH		
10.30am to 11.30am	Nicole Eastaway (Manager Government and Stakeholder Relations) Lisa Vaughn (Centre Manager) Huw Evans (Development and Design Manager) from Stockland	<ul style="list-style-type: none"> • History and background to the Stockland development • Integration of residential and retail uses • Profile of people living in the precinct
11.30am to 12.00 noon	Travel to The Moody Chef Café - 1/30 Atchison Street, St Leonards	
ST LEONARDS AND NORTH SYDNEY		
12.00 noon to 1.00pm	Lunch at the Moody Chef Café, St Leonards North Sydney Council Mayor (Jilly Gibson), CEO (Ross McCreanor) and Director City Services (Joseph Hill) joined the delegation for lunch	
1.00pm to 2.00pm	Emma Booth (Team Leader Design, North Sydney Council)	<ul style="list-style-type: none"> • Overview of St Leonards • Brief walking tour of St Leonards city centre • Bus tour: St Leonards and Crows Nest
2.00pm to 3.00pm	Joseph Hill (Director City Services), Emma Booth (Team Leader Design) and Brad Stafford (Senior Strategic Planner) from North Sydney Council	<ul style="list-style-type: none"> • Briefing and presentation at North Sydney Council – 200 Miller Street, North Sydney • Questions
3.00pm to 3.20pm	Emma Booth (Team Leader Design, North Sydney Council)	<ul style="list-style-type: none"> • Walking tour to North Sydney CBD and proposed metro rail station site • Travel to Chatswood
CHATSWOOD		
3.30pm to 4.30pm	Deb Just (General Manager) and Norma Shankie-Williams (Strategic Planning Team Leader), Willoughby Council	<ul style="list-style-type: none"> • Briefing at Council office – 31 Victor St. • Walking tour of Chatswood city centre, Concourse at Chatswood (cultural centre) and Chatswood Chase (retail centre)
4.30pm to 5.00pm	Travel to hotel, Darling Harbour	

DAY 3 – OPTIONAL SITE TOUR (WEDNESDAY 5 APRIL 2017)

Venue: Newcastle, NSW

Projects: Hunter Innovation Project (Smart City Infrastructure, Innovation Hub, Digital Precinct)

Time	Tour guide and/or Presenter	Topics/Issues
8.30am to 10.30am	Travel to Newcastle	
NEWCASTLE		
10.45am to 11.45am	Nathaniel Bavinton (Smart City Coordinator) and Greg Fenwick (Economic Development Officer) from Newcastle City Council	<ul style="list-style-type: none"> • Walking tour of Newcastle city centre and foreshore redevelopment, noting key features of the Hunter Innovation Project and component program sites • Meeting with key industry stakeholders involved in the project
11.45am to 12.30pm	Nathaniel Bavinton (Smart City Coordinator, Jill Gaynor (Manager Strategic Planning) and Greg Fenwick (Economic Development Officer) from the Newcastle City Council and	<ul style="list-style-type: none"> • Briefing on Smart City Strategy and the Hunter Innovation Project at the Newcastle City Council over lunch
12.45pm to 1.30pm	Greg Fenwick (Economic Development Officer, Newcastle City Council) Nathaniel Bavinton (Smart City Coordinator, Jill Gaynor (Manager Strategic Planning) from the City of Newcastle City Council	<ul style="list-style-type: none"> • Site tour of University of Newcastle Three76 Innovation Hub facility
1.30pm to 4.30pm	Travel to Sydney	

Central Park

<http://www.centralparksydney.com/>

OVERVIEW

Central Park occupies nearly 6 hectares on the site of the former Carlton and United Brewery on Broadway. It is an urban development project that offers a residential area, with some offices, shops and cafés. Frasers Property owns and manages the project.

Renowned international architects Ateliers Jean Nouvel from France and the United Kingdom's Foster + Partners designed the 2 buildings along the Broadway fringe. Frasers, who purchased the site from the Foster's group in 2007, supports affordable housing with a \$32 million contribution to the Redfern Waterloo Authority.



A scale model of the site when fully developed shows the various dimensions of the built form at Central Park



The \$2 billion project has achieved a 5 star energy rating which includes an on-site tri-generation system for power, heating and cooling. It will be the largest urban development in Australia to include this system.

Frasers has developed a large public park on the northern fringe of O'Connor Street, approximately 6,500 square metres in size. The site is also home to some smaller pocket parks, with a total of 36,000 square metres of publicly accessible open space.

Building heights are greatest closest to central Sydney and lowest towards Chippendale to ensure more sunlight comes through to the main park. When fully developed, the Central Park site will have an overall value of over \$2 billion and include:

- 2,200 apartments
- Indicative plot ratio 4.2:1
- 24,000m² retail
- 180 childcare places

There is very limited above ground car parking with restricted car parking underground, including a car sharing scheme involving a pool of 70 cars. Residents are not able to lease car bays to external parties, only to other residents within the complex.



Central Park – view from Broadway

There is very limited above ground car parking with restricted car parking underground, including a car sharing scheme involving a pool of 70 cars. Residents are not able to lease car bays to external parties, only to other residents within the complex.

Early in the planning phase of the project there was a big debate about density, with the community initially being unsupportive of the proposal. A Charette process was used to engage with the community and address issues previously raised, resulting in increased community support and interest in the site.

The green walls concept was a key element of the early construction and provided a much needed and large scale demonstration of this sustainability design feature. The green walls were part of the architect's design and included cantilevered sections to support balconies.



Green walls and the use of the cantilevered solar reflection structure provides light into the central courtyard area of the development

Kensington Street and Spice Alley provide the activated food, beverage and cultural heart of the area, drawing on the best influences of Newtown and Darlinghurst. Spice Alley is a popular for both residents and visitors and includes vibrant spaces for bars, cafes, shops and galleries.



Spice Alley and the area around Kensington Street provide creative activation spaces

The water treatment plant and central thermal energy plant and tri-generation power station established at Central Park are key infrastructure assets that contribute toward self-sustainability, whilst reducing the development's carbon footprint.

The water treatment plant collects and recycles rain water, grey water and black water for treatment and re-use in laundries, toilets and gardens. Mains water demand is limited to potable water and excess recycled water may be exported.



The wastewater treatment plant produces recycled water for non-potable uses throughout the development, with recycled/treated stormwater harvested for landscaping and green wall irrigation

A facts sheet for Central Park is attached to this report.

KEY ISSUES

- Central Park is one of the most successful major urban renewal projects in Sydney and is highly sought after for quality apartment living and street level activation along Kensington Street and Spice Alley.
- Spice Alley is a mini Chinatown style alley development which utilises the alley behind Kensington Street to create an open air hawker style food offering using the rear yard and frontages of premises either side of the alley <http://www.kensingtonstreet.com.au/>
- Frasers have adopted a cradle to grave development model for the Central Park site that is not common in the urban development industry involving:
 - plan/design
 - build
 - own
 - manage
- 60% of the residents in Central Park are of Asian descent, indicating a preference for high density living common in many Asian countries.

LESSONS LEARNT

- Central Park has established itself as an iconic major project site in Sydney through applying a strong vision for the development of the site and utilising a range of innovations and cutting edge design and sustainable infrastructure solutions.
- Sustainability and resource efficiency measures have increased the marketability of the development as a high quality residential precinct.
- Spice Alley and Kensington Street provide a range of exciting and authentic food, beverage and retail outlets that contribute significantly to the activation of the precinct during busy periods, particularly at night time.
- The thermal power plant and wastewater treatment and stormwater re-use scheme are innovative schemes that require highly automated systems and specialist management contractors to oversee their operation and maintain deliverability standards.

Australian Technology Park

<http://atp.com.au/>

OVERVIEW

Australian Technology Park (ATP) is set to become one of Australia's leading smart neighbourhoods and an urban regeneration project pioneering new standards in Sydney.

The vibrant and renewed precinct is set to become a popular destination, not just for workers but for the wider community. From al fresco diners and pop up events to other proposed amenities, which is planned to include a gym and supermarket, the streets and laneways will buzz with activity, attracting visitors from across town and catering to the needs of today's modern, flexible workforce.

Surrounded by some of Sydney's most established and thriving neighbourhoods, including Erskineville Village, Redfern, Alexandria and Eveleigh, ATP is an easy stroll to a diverse array of shops, cafes, bars, restaurants that are popular in these suburbs.

Mirvac, as part of a consortium with CBA, purchased the site from the State Government for \$260 million in 2010. Mirvac is building two new office complexes for CBA as well as a third community building which will open out on the oval located within the precinct. Built around the late 1800's, the now disused locomotive shed has significant historical value and essentially forms the cultural heart and soul of the development.

The site is currently in the early stages of construction for the two CBA office buildings planned for the site.



One of the CBA office buildings under construction at the ATP site

Within the new precinct itself, leading urban transformation principles will provide a variety of indoor and outdoor spaces designed to inspire, engage and excite visitors while contributing to the creation of happy, healthy communities.

ATP is located approximately 5km south of the Sydney CBD, 8km north of Sydney airport and within 200m of Redfern Railway Station, which is the second most connected rail station in Sydney.

The site is well serviced by both Sydney Trains via Redfern Station and Sydney Buses between CBD and Marrickville Metro, as well as a dedicated cycleway.



The Locomotive Sheds at the ATP site form the heart of the historical precinct and is in the process of being restored and re-purposed for a range of compatible uses

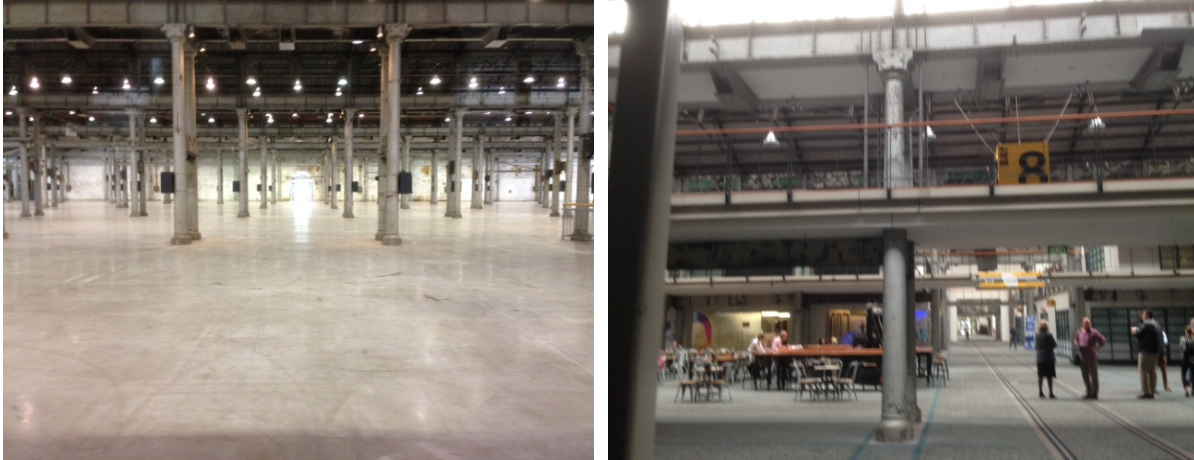


The 25,000m² Locomotive Sheds have tenancies and will be further redeveloped over time by Mirvac, including 3,000m² of commercial floor space. It is proposed to redevelop and re-purpose the locomotive sheds in a manner similar to that undertaken for the Tramsheds in Forrest Lodge, which is another Mirvac development in Sydney (refer below)

The western end of the locomotive shed is a large open plan area used for events and festivals, with a highly successful “finders keepers” market held in the space recently.

The central and eastern part of the locomotive shed contains established and start-up businesses, café and various tenancies.

ATP tenants are undertaking work in many fields including science, technology, communications, media, research, training and consulting as well as home to leading University, training and government organisations. The 14 hectare heritage campus offers an inspiring environment for collaboration, exchanging ideas and knowledge-sharing.



The Locomotive Sheds western area (left) and central area (right) containing a café

From alfresco diners and pop-up events to other proposed amenities, which plan to include a gym and supermarket, the streets and laneways are expected to become a buzz with activity, attracting visitors from across town and catering to the needs of today’s modern flexible workforce.

The two CBA office buildings under construction will have a combined floor space of 14,200m² and designed to meet 6 star energy ratings. Building 1 has a gross floor area of just over 6,300m² and is expected to accommodate around 5,000 staff, with Building 2 being planned to be almost 8,000m² and likely to house around 10,000 people.

The CBA buildings will utilise the most up to date and innovative building design to achieve efficient energy and water use (6 star energy rating, and 5.5 and 4.5 NABERS ratings for carbon and water respectively). The use of glassed and solar controlled central atriums will ensure that all workspaces within the buildings will be a minimum 10 to 12 metres away from natural light

The third community building is planned to have a floor space of 4,000m² with large undercover spaces for recreation, community events and festivals as well as a childcare centre.

The combined cost of the CBA buildings is around \$1.2 billion.

Mirvac has engaged independent consultants (MacroPlan Dimasi) to determine the economic benefits associated with the future development of the precinct and provided information on employment, demand for proposed land use and associated economic multiplier impacts.

A copy of the latest ATP newsletter is attached to this report.



An artist impression of the CBA Building 2

Mirvac is proposing to regenerate the precinct and make it more accessible and inviting to the wider Redfern and Eveleigh communities through significant improvements to the site's accessibility public domain and amenities as outlined below.

- **Innovation Plaza** – as the public entry to ATP, Innovation Plaza will be an everyday breakout space with outdoor seating and a large sunny centre, ideal for lunches or outdoor events.
- **Locomotive Street** - the front door to the Locomotive Workshop and CBA building with street trees, lighting, seating with access to Wi-Fi and bicycle parking. The revitalised, pedestrian friendly streetscape also provides new opportunities for integrated heritage interpretation.
- **Village Square** – upper and lower plazas with outdoor seating will provide a green heart for outdoor events and create a village centre for Eveleigh/Redfern.
- **Central Avenue** – will become Eveleigh's new High Street, which will be buzzing with retail activity - a possible supermarket, cafes and restaurants will activate the night time economy during weekdays and weekends.
- **Davy Road and Henderson Road** – this is the main vehicle entry to the site. The road width will be reduced to increase pedestrian amenity. A direct bicycle connection from Henderson Road extends along a vehicle and cycleway, providing a direct connection for cyclists to the community building, and CBA buildings 1 and 2.
- **Eveleigh Green and Sports Courts** – the sports precinct of the site, accessible to all tenants and the wider community. It will provide opportunities for fitness and recreation, activating the precinct throughout the week. The existing character of Eveleigh Green will be retained and enhanced with existing trees, improving views across the park and picnic furniture will be upgraded to provide high quality amenity.

KEY ISSUES

- The ATP site development is supported through a consortium based structure involving office building construction, commercial development and site activation.
- The ATP site is being developed as a result of a unique combination of elements including:
 - Major office building construction for consortium and client partner (CBA)
 - Commercial and retail space for businesses and start-ups to establish over time as the redevelopment of the historic Locomotive Sheds progresses
 - Community spaces for events, festivals and expos
 - Quality open space provision with the ability for community to access privately owned parkland on an ongoing basis
- Carbon neutral and carbon positive buildings need to incorporate a range of social factors to complement the built form such as:
 - public art
 - smart technology
 - way finding
 - activation
- Mirvac is seeking to create something that is unique and has a strong historic foundation, similar to the Tram Sheds redevelopment in Forest Lodge. The approach recognises that people may be no longer interested in high quality and sanitised finish, prefer to experience culture and see production activities occurring.
- Mirvac has set up Reference Group for the ATP site which includes or engages with various action groups. Over the past 12 months, it has been possible to build trust with the community and there is acknowledgement by members of the group of the key development and financial issues facing Mirvac. For example, Mirvac has been up front about the program to remove asbestos from the site through proactive engagement with the community and as a result only received 3 submissions/objections while this work was planned and undertaken.

LESSONS LEARNT

- The redevelopment of heritage precincts and historic structures requires a longer term approach to development (including ongoing management responsibilities) and the adoption of innovative approaches to the re-purposing old buildings.
- Carbon neutral and carbon positive buildings need to incorporate a range of social factors to complement the sustainability of the built form such as:
 - public art
 - smart technology
 - way finding
 - events and activation
- Engaging with the community early in the process and gaining local stakeholder input during the initial design phase for major built structures is recommended to avoid delays and minimise re-design and community opposition later down the track.
- The complexities associated with the development and staging of works requires the highest levels of communication and collaboration amongst teams and contractors. Safety and the implementation of OH&S systems, procedures and responsibilities demands communication and needs to be done to the highest standards
- Obtaining independent advice on the employment and economic benefits from the full development of the precinct is important and provides useful information for engaging with the community and local stakeholders.

Parramatta

<https://www.cityofparramatta.nsw.gov.au/>

OVERVIEW

Parramatta's vision is to be 'Sydney's central city, sustainable, liveable, and productive – inspired by our communities'

A number of strong themes emerged during consultation activities including the importance of a sense of community, green space, heritage and local jobs. Feedback also showed that the community value the unique cultural and sporting activities and experiences that our City offers and that there is some concern around transport, parking, traffic management and managing growth.

The new vision recognises the important role that Council will play in shaping Sydney's future as a Central City - aligning with the Greater Sydney Commission's recently released draft 40 year vision for the region. The Greater Parramatta and Olympic Peninsula (GPOP) area is the geographic and demographic centre of Greater Sydney. This 4,000ha region includes the Parramatta city centre and three strategically important precincts and the transformational light rail project connecting these areas.

The Greater Sydney Commission, chaired by Lucy Turnbull (wife of the Prime Minister), came up with three cities approach for Sydney incorporating the Eastern City (centred around Sydney CBD), Central City (centred around Parramatta CBD) and Western City (located in the Penrith and proposed Western Sydney Airport).

The dual CBD approach focussing in on Sydney and Parramatta emerged through this tri-cities structure. The Greater Sydney Commission has established offices in Parramatta and the City of Parramatta has a good working relationship with the Commission and Chair.

Parramatta City Centre

The Parramatta city centre has gone through significant change over the last decade and is now attracting significant commercial development (government and private sector) and generating a lot of interest in investing in its redevelopment.



Parramatta has experienced significant growth in commercial and retail development

Major regional infrastructure provision and upgrades in the City of Parramatta include:

- Westconnex motorway
- Light Rail
- Powerhouse Museum
- Parramatta Stadium
- Westmead Hospital Expansion
- Parramatta Park Upgrades
- Vertical School.

Overall, there is currently a development pipeline of around \$8 billion, with \$2 billion related to the Parramatta Square redevelopment.

The Parramatta Square redevelopment involves major commercial development around a central open space square which will be the central heart of the CBD. Occupying more than three hectares of prime real estate in the centre of Australia's next great city, Parramatta Square will be a unique, world-class destination.

It will feature more than 20,000 square metres of designed public space, flowing through and around some of the most innovative buildings proposed in Australia. Parramatta is planning to become the 'New Central' with integrated roads, rail, light rail, buses and ferry services, with Parramatta Square sitting at the centre of the new transport interchange.

With an estimated delivery by 2019, the City of Parramatta Council is moving quickly to find further investors and tenants for the remaining landmark precincts within Parramatta Square. It is expected that Parramatta square will be leased and operating by 2020.

Over the last 20 years, the City of Parramatta had purchased around 8 hectares of land in and around the square, but has subsequently needed to sell some of the acquisitions following the Global Financial Crisis (GFC).



The Parramatta Square (left) is currently going through major redevelopment (right) to become the central hub and transport interchange for Parramatta with an at grade connection to the rail station

Parramatta Square will be the new location for NAB with the first stage of this development now completed. The 80 storey NAB development was required to contribute towards the public domain as other community facilities such as the library and some public car parking. The City of Parramatta landholdings are used to leverage off its land value as the landowner to provide the public benefit and is not directly involved in the commercial development of land.

Section 94 of the NSW *Environmental Planning and Assessment Act 1979* provides for developer contributions toward the provision of public amenities and public services as part of development consent.

The City of Parramatta has facilitated developer contributions based on 20 percent of land value uplift via Section 94 approvals towards Parramatta Square public amenities. The details of the contribution is articulated in Voluntary Planning Agreements (VPAs) between the Council and the developer.

The three strategically important precincts and the transformational light rail project connecting these areas to the Parramatta CBD include Camellia, Westmead and Rydalmere.

Camellia

The Camellia precinct is one of the most important employment land precincts in Metropolitan Sydney, with great strategic value in terms of its size, location, activity and opportunities for future development and renewal.

The precinct is approximately 321ha and situated 1.5km east of Parramatta CBD. Characterised predominantly by industrial uses, it is home to a number of significant businesses that provide employment across a range of industries.



Artist's impression of Camellia

The City of Parramatta developed a Discussion Paper for the Camellia Precinct, as the first step towards developing a long term vision for Camellia that would enable renewal and redevelopment, and subsequently partnered with the Department of Planning & Environment (DP&E) to develop a Land Use & Infrastructure Strategy for Camellia.

The Land Use & Infrastructure Strategy identified a vision for the Camellia precinct over the next 20 years and outlines opportunities for a new town centre including new homes and jobs. It also focuses on intensifying employment opportunities and identifying the type of infrastructure and services required to support future growth.

Westmead

The Westmead Health and Medical Research precinct represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

Healthcare is one of the nation's largest and fastest growing industries. Reflecting this growth, the number employed in the precinct is expected to grow by an additional 11,000 jobs by 2031.

The Westmead Alliance formed in 2013 with a commitment to developing a future vision for the precinct. Council is a member of this Alliance and plays a key supporting role in providing secretariat and planning services for the group.



Westmead health and medical precinct

Rydalmere

The 104ha Rydalmere industrial precinct is located three kilometres from the Parramatta CBD and adjoins the University of Western Sydney (UWS) Parramatta Campus.

The precinct fronts the Parramatta River and Victoria Road and extends to Rydalmere Ferry Wharf in the east and is characterised by industrial and business uses ranging considerably in size, industry sector and operation.



Rydalmere is planning to establish itself as a high-tech and knowledge precinct with connections to the nearby university

Council has a vision to transform Rydalmere into a high-tech and knowledge precinct so that businesses in this sector may benefit from being close, and having ties to the neighbouring University. To support and deliver this vision, Council is undertaking a series of planning studies to inform a masterplan for the precinct.

Parramatta Light Rail

<http://www.parramattalightrail.nsw.gov.au/>

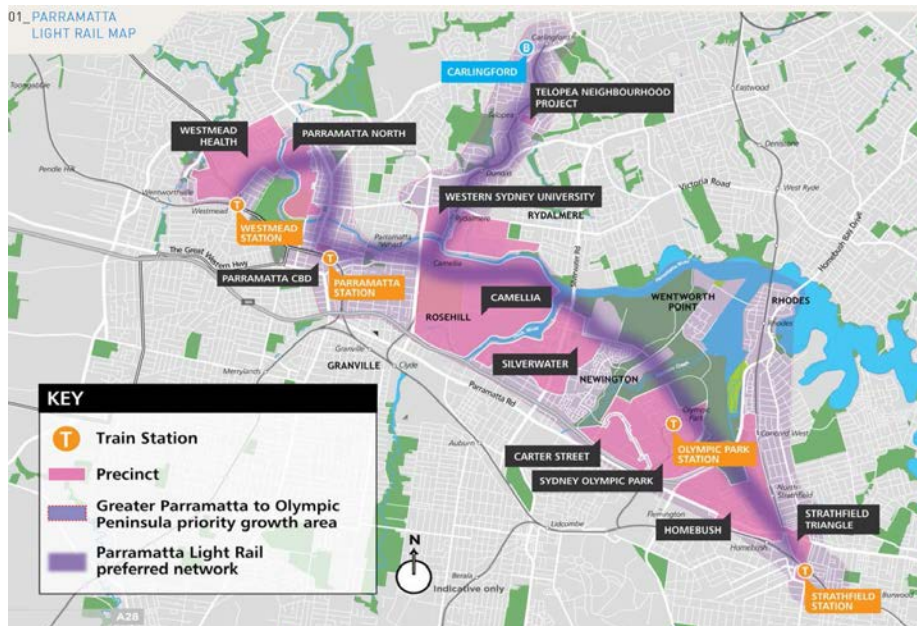
OVERVIEW

The City of Parramatta commissioned a \$1 million study on the initial feasibility into light rail for Western Sydney in 2013. In 2014, the NSW Government shortlisted four corridors where light rail could play a key role in improving transport connections and cater for future growth in Parramatta.



Conceptual image of proposed Parramatta Light Rail

A preferred route for the first stage of the Parramatta Light Rail network (Westmead through Parramatta CBD to Strathfield, with a spur from Camellia to Carlingford).



Preferred route for the Parramatta Light Rail Project

In October 2016, the City of Parramatta adopted a Position Paper on Parramatta Light Rail (see attached at the end of these notes).

The position paper outlines guiding principles for a number of key objectives being:

- Provide a high quality integrated transport service
- Provide high quality public domain and great places
- Facilitate and promote urban renewal and revitalisation
- Respect Parramatta's unique heritage and character
- Support local business and employment
- Provide high quality safety outcomes
- Manage construction impacts effectively and efficiently

Transport for NSW has actively engaging with City of Parramatta in planning for this project.

The City of Parramatta Light Rail Position Paper puts forward a strategic partnership with Transport for NSW and other Government agencies, whilst supporting advocacy for a high quality light rail service that will help cement Parramatta as Sydney's dual CBD and Australia's next great city

During 2016, Transport for NSW worked with Government agency stakeholders to develop a more detailed route alignment and stop locations. It is expected that an Environmental Impact statement (EIS) will go on public exhibition in mid-2017 and construction is planned to commence in 2018.

The NSW Government has reserved \$1 billion to the project and the Australian government \$78 million from the 2016 budget.

The overall project cost will exceed these allocations and the NSW Government is exploring a range of other funding sources to meet the capital cost of the project including a Special Infrastructure Contributions (SIC) to share the value uplift along the corridor.



Conceptual image of Parramatta Light Rail

Light rail will significantly improve public transport options and connectivity across the City of Parramatta. People will be able to move efficiently from Carlingford to Westmead, Sydney Olympic Park or Strathfield and from Strathfield to Westmead via the Parramatta CBD.

The light rail project fits the vision for future Sydney with its Eastern, Central (Parramatta) and Western Cities and supports the Smart Cities proposition that everyone should ideally be working within 30 minutes of where they live.

The customer and value proposition for light rail relates to its ability to provide intra-regional connectivity. As the CBD is largely developed as a mature city, there is no additional road space to accommodate vehicles and therefore alternative transit opportunities such as light rail become attractive.

The Parramatta North Precinct restaurant precinct has the opportunity to be further activated with light rail access.

The proposed Parramatta Square light rail stop will be about 170 metres from the Parramatta Station concourse entrance and at concourse level of current train station to enable at grade access to the Parramatta Square development

In terms of funding, the Restart and Rebuilding NSW funding commitment of \$1 billion will be supported with Special Infrastructure Contribution value sharing mechanism as announced by NSW Government in December 2015. This value sharing mechanism enables potential strategic development on government sites in order to realise Greater Parramatta and Olympic Park vision on employment and dwelling growth and to part fund the project.

The value sharing contribution equates to about \$200/m² or a maximum of \$20,000 per dwelling under section 94 developer contributions. This is applied to the primary route corridor (generally 400 metres either side) although other projects have adopted different methods.

Light rail generally runs down middle of the road and within its own reservation, however it is proposed to use a shared road approach where there will not be significant impact on road congestion and provision of local access to car parks and buildings can be achieved.

The State Government has embarked on an acquisition process to secure required land on the presumption of negotiation with landowners and not resumption. Light rail needs to be supported with car parking policy and high parking fees to discourage private car use for it to be successful

Each light rail project needs to be stand alone, rely on its connection to bus services to achieve intra-operability as well as respond to local conditions (e.g. narrower streets, different rolling stock)

The Parramatta light rail system is being designed with the capacity to meet demands for next 30 - 40 years based on the rationale of investing properly and fully to achieve required demand and appropriate frequencies for the service

The private sector will be brought in to operate the light rail system.

It is critical for the local government and state Government to work closely together to plan, develop and maximise the benefits of light rail. The City of Parramatta should be commended for taking the initiative and undertaking the initial light rail feasibility study at a cost of almost \$1 million.

It is important that the place making is done in unison with the planning for light rail to ensure the integration of transport and land use.

It is clear from this and other light rail projects around Australia that local government is taking a leading role and without their active involvement it is unlikely that any light rail project would be achievable. The main reason for this is that light rail is a community transport system and the local

government is closest to and understands the community better than any other government organisation.

According to the Grattan Institute paper on value capture (March 2017)

An example of a developer charge that is similar to value capture is being planned for the Parramatta light rail, now under construction. A charge of around \$200 per square metre of gross floor area is to be levied on new residential developments in a defined area,^b with the stated intention of 'sharing the value uplift along the growth corridor', where development potential has increased as a result of the new line.^c

The Parramatta Light Rail project is a component of the wider Western Sydney Light Rail initiative being developed by the NSW Government.



Proposed Western Sydney Light Rail Network

KEY ISSUES

- Parramatta has long been recognised as Sydney's second city, but has struggled to attract the required attention and investment for large scale investment and development until recently
- As a designated Growth Area, Parramatta is well positioned and is provided with support from the State Government as a key area to accommodate population, dwellings and jobs
- The Parramatta light rail adopted a value sharing approach as part of its funding mix early in the planning phase based on \$200/m² contribution for new development
- The setting aside of Parramatta Square as a central public open space area surrounded by high density commercial and residential development was a key strategic decision that facilitated the development of the city centre
- The City of Parramatta owns approximately 8 hectares of land in the CBD and around the Parramatta Square and is able to facilitate development through the sale, leasing and development of its holdings
- A push to have the city established as an intra-regional transport hub has paid off in terms of public transport investment and location for modal shifts

LESSONS LEARNT

- The partnerships established and support provided by the Greater Sydney Commission Chair and Transport for NSW were instrumental in the revitalisation of Parramatta
- Decentralisation of key government agencies and the attraction of major companies into Parramatta (e.g PwC, Deloitte, NAB etc) supports investment and bolsters a city's reputation and brand as an emerging destination in its own right
- Investment by the City of Parramatta in the development of a \$1 million business case positioned the City as a major player in light rail and facilitated the integration of town planning and density
- The establishment of a new commercial property development team in the City of Parramatta provided much needed capability and development expertise to drive investment attraction and negotiating outcomes that were most beneficial to Council and the community
- Integrating light rail into the existing transport network ensures it is part of the urban fabric and avoids scarring the landscape with new corridors required to be "backfilled"
- Having land ownership in key development sites in the CBD enables the City to have "skin in the game" and provides leverage to guide development towards mutually beneficial outcomes between the community, Council and developers

Harold Park and Tramsheds

<http://www.tramshedsharoldpark.com.au/>

OVERVIEW

Harold Park

Harold Park comprises of multiple medium density apartment developments offering 1, 2 and 3 bedroom dwellings in quality designed precinct located 2.5km from the Sydney CBD.

The site offers modern and luxury apartments in one of Sydney's most sought after locations with a rich heritage and vibrant neighbourhood with easy access to the city, harbour foreshore and parklands.

Nearly 80 affordable rental apartments within Harold Park are under construction and will be opened by late 2018 to low and moderate income earners. Up to 20 of the units will comply with design guidelines that make them suitable for elderly residents and people with disability.

To provide more housing options for key workers, the City secured a parcel of land which has been sold by the City to an affordable-housing provider to develop 76 apartments for long-term affordable rental accommodation, which typically see rents capped at 30% of household income.

Tramsheds

Tramsheds is one of Sydney's lost treasures, being restored to its former glory with a contemporary purpose in an urban setting. The restoration of Rozelle Tramway Depot, originally built in 1904, brings the romance of the Golden Era of travel back to life.



The Tramsheds development has retained its historic charm and re-purposed the building into a retail and food and beverage destination



Tramsheds brings together a band of providores who share the same vision - love of food, education and community. With a united commitment to ongoing sustainability and ethical lifestyle choices, they strive to keep tradition alive through innovation.

Artisan Lane at Tramsheds is a hub for living and learning. It is a flexible space for our providores to share their skills with our community. It will also play host to pop up restaurateurs and providores show casing their latest creations. In addition it will host regular market stalls, events, education sessions and activities. Artisan Lane will be the heart of our community and Tramsheds.

Community is the highest priority at Tramsheds Harold Park along with building positive relationships, providing charitable support and enriching our neighbourhood is an important part of what they do.



The innovative use of the internal space and architecture is an interesting feature of the Tramsheds development



Tramsheds Harold Park incorporates a 500 square metre community facility that can be used for a whole range of activities such as local community groups, functions, meetings and events. It is a spectacular space, overlooking the Tramsheds and the bustling centre below.

The community room is managed by the City of Sydney and will be opening its doors later in early 2017.

KEY ISSUES

- Harold Park is a high quality medium density development in an affluent area close to the Sydney CBD and Darling harbour
- A strong focus and stringent design guidelines on built form has enabled the construction of attractive apartment buildings that respond to the need to enhance the streetscape and public open space areas
- The residential development has strong open space links to the historic and redeveloped Tramsheds building which has been re-purposed into a food and beverage and retail destination
- The affordable housing development integrates well other housing in the precinct and seeks to ensure that diversity of housing options is provided
- The Tramsheds building combines the historic structural framework with modern building materials to produce funky and functional spaces to meet the needs of the local community and demographic profile in the area

LESSONS LEARNT

- Buildings at Harold Park, which successfully incorporate a townhouse style development for the ground and first floor with setback traditional structures for the upper floors, creates an attractive built form with sense of space and open frontage from the street
- The staging of the development and progressive investment in the upgrading of the public realm enables the development to match residential supply and demands and provides a key point of difference and success factor for the precinct
- The re-purposing of historic structures carries a level of risk and increased expense to ensure the structural integrity of the building, functionality of the new spaces created and ongoing maintenance costs (e.g. heating and cooling)

DAY 2: TUESDAY 4 APRIL 2017 – North Shore and North Sydney

Manly Corso

<http://www.manlyaustralia.com.au/info/thingstodo/manly-corso/>

OVERVIEW

The Manly Corso was laid out in 1854-55 by Henry Gilbert Smith and was originally built as a boardwalk for early tourists across Manly's sand spit, between the harbour pier and the beach. The Corso remains the focal point of Manly as a part-pedestrian mall lined with popular surf shops, pubs, cafes, galleries, and street entertainment.



Manly visitors from Sydney and internationally as a recognised tourist destination

Most of this street has no vehicular traffic, making it a broad pedestrian precinct for shoppers and visitors and the quickest route from the Manly Ferry to Manly Beach. Manly is one of the best places in Australia for retailers to set up shop, according to the 2016-17 Inside Retail Australian Property Report survey. The Corso, ranked No.9 on the list, and beat George Street in Sydney's CBD as the strip firms most wanted to be part of.

An important contributing factor relates to Manly's eight million visitors a year that walk from the ferry wharf to the beach directly down the Corso mall and street.



The North Shore Council has made concerted efforts to replace car dominated streets into pedestrian malls with alfresco food and beverage offerings

The North Shore Council has undertaken significant steps to remove vehicle traffic from roads adjacent to the Corso and is facilitating the redevelopment of these areas into complementary malls and alley ways.

Some areas of the recently created malls have limited activity, however the changing over of business premises into those more aligned to pedestrian traffic is expected to increase activity. The Council is also looking at ways to re-invigorate some of the alley ways, currently only used for commercial vehicle access, into vibrant spaces



North Shore Council is investigating ways to increase the activation and vibrancy in malls connecting the Corso, as well as uses that will increase utilisation of alley ways

The tourism and retail demand along the Corso depends heavily on its attractions at each end of the mall. The connection of the Corso to the Manly Wharf at one end and Manly Beach at the other provide excellent book ends that will ensure that the malls attract a high proportion of through traffic.



Manly Wharf is the key entry point to the Corso and Manly Beach for visitors from the Sydney CBD



The Manly Foreshore is a key attraction for visitors and is directly connected to the Corso



The use of piazza style walkways, wayfinding and signage between the Manly Wharf and the Manly Foreshore make it easy to navigate the precinct

KEY ISSUES

- Manly is a widely recognised and promoted as a key tourist drawcard in Sydney
- The Corso has established itself as a highly desirable location and is in demand as an attractive retail precinct for small businesses
- The closure of vehicle access and provision of parking (including future underground car parks) in key locations around the perimeter of the core retail area has drastically improved the attraction and walkability of the precinct
- Getting the right mix of uses and businesses in the precinct will be a key factor in achieving widespread activation
- Limits on the height and bulk of residential apartments aim to ensure that commercial and retail uses are preserved into the future

LESSONS LEARNT

- Be brave and decisive action is required to reduce car dominance in retail and commercial centres with high walkability values
- Consultation with the community and local businesses is essential early in the process of introducing changes to traffic movements within the precinct
- Competition with other tourist destinations with similar characteristics (e.g. Bondi Beach) encourages more diversity of experiences to attract visitors
- Introducing a free bus shuttle service from the precinct to other key locations in the area (e.g. Balgowlah) provides an alternative transport option to offset limitations in car parking and vehicle access to the area

Stockland Balgowlah

<http://www.sydney.org.au/density-done-well-site-visit-to-stockland-balgowlah/>

OVERVIEW

Stockland Balgowlah and The Village is a retail and residential development in the Sydney suburb of Balgowlah, which has been recognised for setting a new benchmark for mixed use development in Australia.



The Stockland Balgowlah development is a unique residential/retail precinct on Sydney's north Shore

Designed in conjunction with Stockland, Balgowlah provides 17,700m² of retail space including a supermarket, 686 car park spaces 60 speciality shops restaurants, cafes, a gymnasium and a club building.

Coles provides the anchor tenant for the shopping centre and is one of the most successful stores in Australia based on its floor space, with a turnover of over \$80 million per year.

The Village - the residential element - provides 234 residential apartments, 370 car park spaces, communal gardens and a resort-style swimming pool.



The Village development combines quality residential apartments with landscaped gardens and well connected paths throughout the precinct



A major design challenge for this project was how to develop a large and vibrant shopping facility without infringement on the peaceful enjoyment of the local residents.

Separation of the residential and commercial functions of the development was achieved by exploiting the ten metre fall across the site. The blank walls of big retail boxes disappear below ground as do the service areas, while retail levels activate the street edges.

The transition between private and public space is clearly defined. The public plaza engages the street and extends the public space into the site supporting a range of activities and retail types. The result is a natural synergy between lifestyle and commerce.

Stockland Balgowlah is held up as a recent example of “density done well” by the Committee for Sydney and the NSW Minister for Planning.



The Village development includes premium facilities for residents, whilst the publicly accessible areas contain mixed use and ground floor commercial tenancies for activation

Aspects done well in design include:

- Spreading the dwellings throughout the site allowed the project to achieve the same total floor space as a tower design with much more diverse housing, showing that density doesn't have to mean tall
- Mixture of heights, so that the scale feels comfortable rather than overwhelming
- Permeability through the site facilitates through linkages
- Public roads and pathways allow non-residents access through the site
- Landscaping was mature on day one as the trees were purchased and nourished during the planning and construction phase
- Inclusion of public art that ties to the beachside context and a wall that tells a story of the history of Manly
- Hierarchy of spaces to create an intuitive sense of public and private spaces, without excluding non-residents from the residential parts of the site
- Sustainability initiatives to lower energy and water usage



The Balgowlah development incorporates the creative use of recreational equipment in its public art and a storyboard provides a history of the local area

During the planning process, close engagement with the community was undertaken through consultative committees (following significant opposition to the project) and produced an outcome that brought together the positive benefits to the community.



In order to address community concerns over the scale of the development and overshadowing, townhouses were constructed in transition zones adjacent to existing houses

KEY ISSUES

- Stockland Balgowlah is a unique example of a medium to high density residential/retail development in a highly sought after area relatively close to the Sydney CBD
- Embedding the retail centre into the hillside and establishing the common open space area associated with the development on top of the retail centre is an effective use of space and ensures that the retail centre building does not dominate the site
- The higher density residential buildings envelop the open space area and include restaurants/cafes in the ground floor mixed use level, with the retail centre on the lower floor.
- Townhouse developments along the western side of the development provide an alternative dwelling type and ensure a smooth transition into the adjacent detached dwelling neighbourhood

LESSONS LEARNT

- Retail and residential uses can successfully complement each other and add value to a development if done well and with quality buildings and landscaping
- Mobility, access, connectivity and the innovative use of open space contribute significantly to the appeal of the development
- The facilities (gym, medical centre, chemist, optometrist), food/beverage (restaurants, cafes, food outlets) and retail offerings (Coles and a variety of specialty shops) within the development promote self-sufficiency for the residents living in the development
- Engage with the community and other stakeholders early in the planning process as this will reduce the level of opposition and enable issues to be dealt with at the start of the development – winning the trust of a hostile community is an expensive and time consuming exercise and was largely caused through misinformation

North Sydney

<https://www.northsydney.nsw.gov.au/Home>

OVERVIEW

The North Sydney Local Government Area is located on the northern side of Sydney Harbour, and covers 10 square kilometres.



North Sydney is located on the doorstep of the Sydney CBD (above) and has a compact but high density built form dominated by commercial developments



It is both urban and green in character, comprising two Central Business Districts (CBDs), smaller suburban centres, residential areas, parks and open spaces. North Sydney has a population of 72,618 people (at 30 June 2015), \$16.08 billion in gross regional product (GRP), 89,926 local jobs, 14,819 local businesses and 47,500 employed residents.

The economy of North Sydney is dominated by professional, scientific and technical services as the largest industry sector.

The North Sydney Council currently includes around 35,000 dwellings, with a target for an additional 3,000 dwellings by 2021.



The two CBDs of North Sydney and St Leonards are surrounded by highly sought after inner city suburbs with mixed densities and uses

The current employment base is estimated at 90,000 jobs, with an additional 22,500 to 37,500 jobs earmarked by 2021. St Leonards, with its future development potential, will play a key role in supporting North Sydney in achieving these targets.

The North Sydney Vision statement centres around being “economically diverse and competitive, socially dynamic and exciting, attractive and inviting”

The North Sydney Centre Planning Review identified that the Council has a key role in economic development, needed to complete a traffic/pedestrian management study and required greater marketing and promotion of the city.

An Economic Development Strategy and Education Precinct Masterplan are key guiding documents and are underpinned by a Public Domain Masterplan and the formation of partnerships with relevant institutions.



Excellent viewing positions for the Sydney CBD and the iconic Sydney Harbour Bridge and Opera House attracts many visitors to North Sydney

The Public Domain strategy aims to ensure that whatever development occurs above the proposed Victoria Cross train station will contribute positively to public domain and have public benefits.

The State Government does not really consider these factors when identifying, planning and establishing new metro stations. For example, the Council would like to link the new station to a public art walk trail incorporating the late Brett Whiteley's residence, public installations and other public domain upgrades.

A capacity and land use study helped to inform the review and included consideration of the Sydney metropolitan planning aspirations as well as the Sydney Metro rail proposal.

The current planning controls do not apply a height limit and proponents are requested to work with Council to determine appropriate height and building form. This approach has led to squat, lower density buildings with bulk at the street level and limited activation.

The Council is now more focussed on podium style buildings with commercial lower floors and more slender residential towers that encourage greater activation.

Recent proposals for development indicate buildings with a 6 storey commercial podium and a 50 storey residential tower.

Overshadowing is a big issue in Sydney and one that requires careful planning. The current controls are based on prohibition of overshadowing between 9am - 3pm, although Council planning studies propose to set maximum heights based on no overshadowing of surrounding residential areas between 10am - 2pm in order to free up requirements to accommodate increased density.

Voluntary Planning Agreements (VPAs) form part of the approvals for large development projects. The VPA is a planning instrument between the proponent and Council and provides technical details related to the development as well as commitments by proponent and responsibilities of the Council.

VPAs are useful for ensuring that each development meets Council requirements and any amendments to the VPA require Council approval, noting that there are appeal rights available to the developer through the Land and Environment court should the Council chose not to amend the VPA.

St Leonards

OVERVIEW

St Leonards is major activity centre located in north western boundary of North Sydney Council. The activity centre is shared between three Councils being North Sydney, Lane Cove and Willoughby.



St Leonards is going through a major development phase and high demand for residential towers

St Leonards is at risk of being dominated by residential uses, largely due to urban development supply pressures and market driven factors.

Without intervention, residential uses would ultimately put at risk the activation and long term viability of the precinct as it strives for commercial development outcomes and employment opportunities for businesses and residents.

The North Sydney Council has had an on-again, off-again love affair with density since the 1950's. The council is now focused on creating 12,000 - 14,000 new residences and 10,000 new jobs by 2031. To achieve this, they have spent three years preparing and implementing a design strategy.

The higher density building heights in the areas of St Leonards within the North Sydney Council currently range from 27 to 38 storeys.



The North Sydney Council has received proposals to significantly increase building stock and heights up to 90 storeys.



The Council prepared a Planning Study for St Leonards/Crows Nest – Precincts 2 & 3 to manage the high level of development interest near St Leonards Station, protect jobs and deliver much needed public domain and services.

The Planning Study identified a range of factors that need to be addressed including:

- high commercial vacancy rates
- poor image of amenity and public space
- misalignment with State government approval processes
- significant development interest, particularly for residential uses

The study includes a strategy that moves away from the 'stepping down' principle for key landholdings located in the centre.

The strategy requires that developments ensure there is adequate commercial floor space for businesses and the creation of jobs, rather than the high rise residential development preferred by the market.

The key findings from the strategy are:

- Start by mapping urban renewal opportunities
- Do density once and do it well
- Measure the financial uplift of density and capture part of the value to deliver amenity that benefits the community
- Good design is achieved through a design process not a static plan
- Densifying the suburbs also means densifying the land use mix
- There is no point increasing density around train stations without decreasing car use
- Density must be supported by commensurate public benefits.
- Value capture is possible with an endorsed

The study proposes:

- upgrading street reserves and plazas
- providing two new linear parks
- more employment opportunities, including a creative precinct
- supporting high quality mixed use towers close to St Leonards Station
- a new community arts centre, start-up commercial space, daycare facility and affordable housing.



The current centre of the St Leonards CBD from a physical perspective is at risk of being downgraded as new, higher density developments become established around the perimeter of the CBD

The proposed Sydney Metro site in St Leonards is somewhat removed from the precinct's core commercial and residential heart, which will create challenges in maximising its potential and minimising growth impacts on adjacent low density residences.

Council is addressing this through the Ward Street Masterplan involving the conversion of parking area to attractive neighbourhood area and seeking to create a walkable spine through the centre through better utilisation of public open space

KEY ISSUES

- North Sydney is the third largest CBD in Sydney and recognised as a well-established commercial centre close to the Sydney CBD
- North Sydney is expected to further develop around the underground station (known as Victoria Cross) being planned for the Sydney Metro linking the growing north west to Sydney Central via Barangaroo
- Scenic views of the Sydney Harbour Bridge and Sydney Opera House across the harbour, as well as the historic Kirribilli area is a major drawcard for visitors to North Sydney
- St Leonards is emerging as North Sydney's next high density commercial and residential centre, with Council examining ways of ensuring that development includes the appropriate mix of commercial floor space to provide employment benefits and business opportunities
- The proposed Sydney Metro site in St Leonards is somewhat removed from the precinct's core commercial and residential heart, which will create challenges in maximising its potential and minimising growth impacts on adjacent low density residences
- North Sydney's employment target exceeds the local population growth, highlighting the importance of providing increased commercial developments in the face of escalating residential development pressures.

LESSONS LEARNT

- High density, appropriate built form, adequate setbacks, quality public realm and green spaces are key contributors in achieving activation
- Dwelling targets, and more importantly commercial targets for creating future jobs in activity centres, should not rely on market demands and require a pro-active approach by Council to get the right land use planning and development outcomes
- Built form needs to consider street appeal and activation, with current trends moving toward podium style commercial uses from the ground floor to 5 or 6 storeys and slender style residential towers that minimise overshadowing and building mass
- Proposals for higher density and increased heights need to be supported with other studies and strategies covering issues such as:
 - Economic development
 - Capacity and land use
 - Height limits, built form and overshadowing
 - Public domain
 - Transport and infrastructure
- Voluntary Planning Agreements (VPAs) form an important guiding document between the developer and Council in NSW and should be considered in WA
- Developments around rail stations pose particular challenges for Council in regards to providing public domain and pedestrian/cycling movements, which are not always considered to the level required by the State Government

Sydney Metro City

<http://www.sydneymetro.info/citysouthwest/project-overview>

Sydney Metro is Australia's biggest public transport project.



This new standalone railway will deliver 31 metro stations and more than 65 kilometres of new metro rail, revolutionising the way Australia's biggest city travels.

Metro means a new generation of world-class fast, safe and reliable trains easily connecting customers to where they want to go. When services start in the first half of 2019, customers won't need timetables – they'll just turn up and go with a train every four minutes in the peak.

The Sydney Metro will be delivered in two stages.

Stage 1: Sydney Metro Northwest

Formerly the 36 kilometre North West Rail Link, this \$8.3 billion project opens in the first half of 2019 with a metro train every four minutes in the peak. It includes eight new metro stations, five upgraded stations and 4,000 commuter car spaces

Stage 2: Sydney Metro City and Southwest

A 30 kilometre extension of metro rail from the end of Sydney Metro Northwest at Chatswood under Sydney Harbour, through new CBD stations and south west to Bankstown. It is due to open in 2024 with seven new metro stations and 11 upgraded stations.

The Chatswood to Sydenham component of the project includes the construction and operation of a new metro rail line from Chatswood, under Sydney Harbour through Sydney's CBD to Sydenham.

The project will deliver seven new metro stations at:

- Crows Nest (see concept elevation below)
- Victoria Cross
- Barangaroo
- Martin Place
- Pitt Street
- Central Station (new underground platforms)
- Waterloo.



The proposed Crows Nest Station requires connection to more transit orientated uses and the public realm to achieve improved access and walkability

Chatswood

OVERVIEW

Chatswood is a major business, retail and residential district centre in the City of Willoughby, which is an inner northern suburbs municipality with a population of 76,354 (June 2015) and about 9 kilometres from the Sydney CBD.

The Chatswood CBD includes the Chatswood Chase Shopping Centre, Westfield Chatswood Shopping Centre, Metro Chatswood and Chatswood Central.

Chatswood Chase Sydney is a four-level regional shopping centre located approximately 12km north of Sydney's CBD.



Chatswood train station is connected to the cultural and retail centres by high walkability plazas and malls

Chatswood Chase has annual traffic of 12 million people, 60,000 m² total retail floor space and over 200 tenants including Myer, David Jones, Kmart, Coles and JB HiFi contributing to an annual sales turnover of almost \$600 million.

An initiative of Willoughby City Council, The Concourse Cultural Centre in Chatswood is the cultural home of the North Shore and one of Sydney's leading entertainment venues, being home to a dynamic range of live arts and entertainment.

The Concourse incorporates a Concert Hall and Theatre, as well as Rehearsal Centre, Art Space and a multi-purpose function space. It also provides conferencing facilities and venues for hire.



The Concert Hall and Theatre precinct has an underground library accessed from the main cultural centre plaza

The precinct is also home to Chatswood Library which provides over 5,000 square metres of books, resources and reference material, entertainment and information.

The well designed precinct includes two open green spaces, restaurants, cafés and retail stores, making The Concourse the perfect meeting place for all occasions.

The outdoor Urban Screen is programmed full of free public entertainment including digital art, open air cinema, live sporting events, news and national events and live broadcasts of sold out performances.



The outdoor screen is mainly used for celebrations and events such as light shows and

Willoughby Council has a population of 76,350 and is growing at a rate of approximately 1,000 residents each year. Chatswood is Sydney's sixth largest office market with almost 40,000 jobs, however the construction of commercial space is on the decline as developers push for more profitable residential developments.

The Council embarked on the Willoughby Planning Strategy 2017 which aims to attract quality commercial and residential, but developers are somewhat wary of mixed use as there is a perception that this form of development undermines genuine commercial space.

The growth and development of Chatswood as a strategic centre aligns with the polycentric city concept and there is an employment growth target of 6,300 to 8,300 additional jobs planned for the centre by 2036. Consistent with other city growth centres, the Willoughby Council has a preference for slender towers supported by podium style commercial floor space up to six storeys. This build form enables view sharing and minimises overshadowing



The preference for slender towers (left) rather than large mass buildings (right) reduces overshadowing and creates a more open environment

The growth of newer types of developments (e.g. basement level food halls) and mall/alley way redevelopments has added new experiences and is providing the diversity required to ensure that Chatswood attracts and grows its visitor share.



Basement food halls provide an alternative mall and are directly accessible from the main streets connecting to the Chatswood train station



The underground rail station and its connections with covered pedestrian walkways and malls support key retail and hospitality outlets and enable multi-modal access to the Chatswood cultural centre

KEY ISSUES

- Willoughby, like St Leonards, is under pressure by developers to approve high density residential towers compared to commercial development
- The decline in the construction of commercial floor space is undermining the centre as a commercial and office precinct and key employment centre in the region
- Targeted measures through a new planning strategy and the ability to actively engage with commercial developers is critical for turning the focus of development from residential to commercial
- The development above the underground train station at Chatswood and the accessibility of the station to the retail and cultural hub has created an attractive and connected city centre.

LESSONS LEARNT

- Chatswood is widely recognised as a major retail hub which has attracted high end fashion design outlets, however its ongoing success depends on its ability to refresh its brand and continually attract quality commercial floor space
- Establishing a world class cultural centre in the middle of Chatswood has added significantly to its appeal and utilisation as a major attraction
- The integration of the centrally located underground train station with the a diversity of land uses (cultural centre, retail and commercial) ensures that a precinct core achieves high levels of activation
- High mobility in and around rail stations through the use of plazas, malls and covered walkways ensures access and supports activation and business attraction
- Festivals and events provide added attractions to the commercial and retail hub, with attendance boosted through good access to public transport and provision of high density residential development within walking distance

The Hunter Innovation project

<http://hunterinnovationproject.com.au/>

OVERVIEW

The Hunter region, and its capital Newcastle, remain at the crossroads. Behind this initiative, the region has a well-documented history of success on the back of resources and manufacturing enterprises.



Newcastle is the regional centre and the city centre is located adjacent to the Hunter Region's major port

The Hunter is on the crest of a transition that will reshape the way it interacts and does business. The transition provides the opportunity to build on the region's natural competitive advantages, exploit its depth of research talent, engineering expertise and creative community and leverage these ingredients to shape our region into one that can be renowned as a "Smart City".

The partners behind the Hunter Innovation Project aspire to a future that embraces innovation-led growth in order to sustain the region's role as a dynamic economy in the years to come.

The new economic paradigm for Newcastle and the region will be about participating in, if not leading, the creative and disruptive forces which will create the value add and jobs of the future in new and expanding markets.

A \$17.8 million Hunter Innovation Project will be delivered in Newcastle, which includes free public Wi-Fi, cutting-edge smart parking and smart street lighting technology and a new innovation hub for researchers, students, industry and entrepreneurs. The NSW Government is investing \$9.8 million in the Hunter Innovation Project, with a further \$8 million coming from project partners Newcastle City Council, the University of Newcastle, Newcastle Now and Hunter DiGiT.

The Hunter Innovation Project will provide a significant boost for Newcastle and capitalise on its strong education and research sectors, the region's highly skilled workforce and diverse range of industries.

The Hunter Innovation Project will provide physical spaces, data connectivity and smart infrastructure to increase productivity and leverage investment in research and technology in Newcastle and the Hunter Region.

This innovation-enabling infrastructure will support entrepreneurs, technology and knowledge-related start-ups and existing enterprises in both traditional and emergent sectors to take advantage of opportunities in the digital economy, green technology, advanced manufacturing, health, education and smart city management.

According to the City of Newcastle, there is not really a specific definition for a Smart City, however the City recognised three important ingredients:

- Liveability
- Infrastructure
- Innovation ecosystem that actively nurtures

The strategic pillars for the Hunter Innovation Project within Newcastle include:

- Regional incubator
- City data platform
- Living lab Strategy

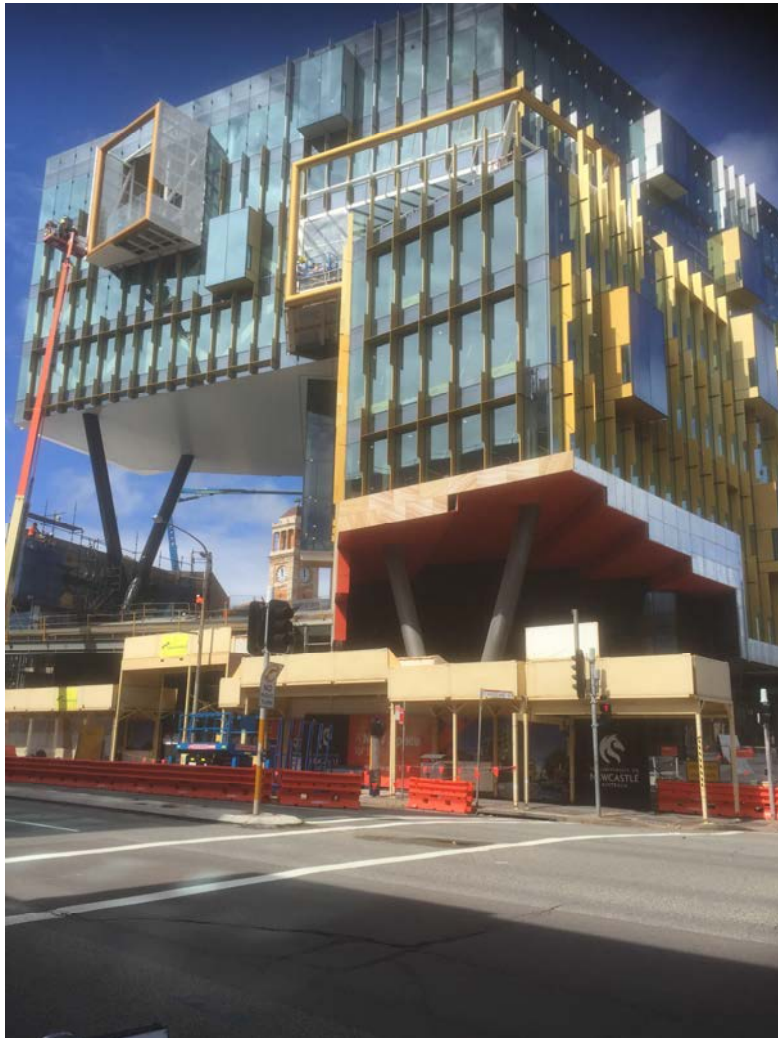
The six key themes of the City of Newcastle's Smart City Strategy and linked to the strategic pillars include:

- Smart governance
 - digital transformation
 - open data initiative
 - digital citizenship
 - collaborative city
- Smart economy
 - city digital precinct
 - living lab
 - future industries
 - ecosystem development
- Smart people
 - city data (look to libraries as a way to lead the community Newcastle currently 70% digital, 30% print)
 - digital inclusion
 - community lab
 - creative Newcastle
- Smart mobility
 - future mobilities
 - active travel
 - integrated transport planning
- Smart living
 - virtual city
 - digital places
 - smart infrastructure
- Smart environment
 - sustainable energy
 - smarter waste
 - green places

There are a total of 25 strategies across the 6 themes

The core partners in the Hunter Innovation Project include:

- University of Newcastle
- Digit
- Newcastle Now – businesses
- Hunter TAFE



The University of Newcastle has constructed a new and innovative designed building in the city centre and is well positioned to capitalise on the Hunter innovation Project

Some of the smart city applications that the City of Newcastle is examining include:

- City wide WiFi
- Smart parking management
- Smart crime prevention
- Consumer services

The City digital platforms include the Newcastle open data portal – IOT, City dashboard and cloud hosted City digital platform.

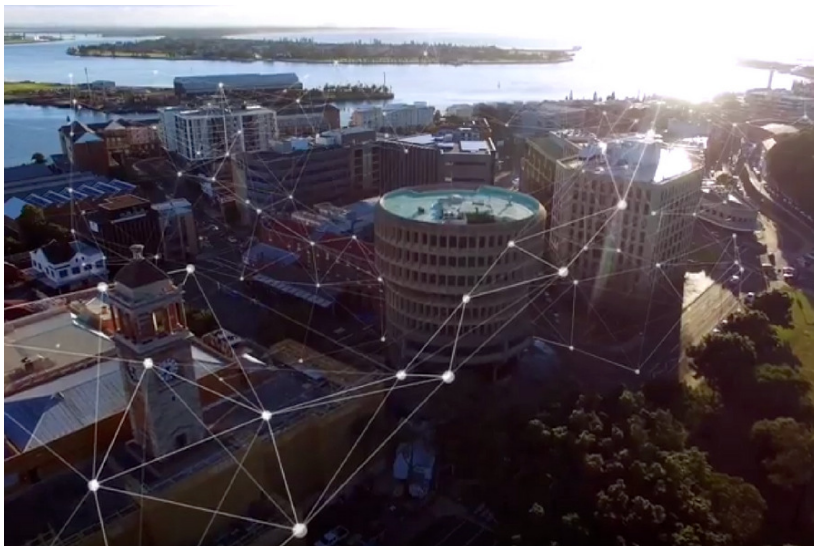
The Hunter Innovation Project will deliver three key elements:

- Smart City Infrastructure
- Innovation Hub
- Digital Precinct



Smart City Infrastructure

The Hunter Innovation Project is deploying smart cities infrastructure initially throughout the Newcastle city centre. Digital connectivity through WiFi and LPWAN (low power wide area networks) will link sensors and integrated technology to provide detailed real time city data, facilitating an open-ended range of services and applications to improve the ease of access, efficiency and liveability of the city for residents, businesses and tourists. Initial applications include smart parking, smart lighting, and public WiFi.



The smart city infrastructure project aims to connect the city through high speed broadband, wifi and other technology

Innovation Hub

A central piece of the Hunter Innovation Project is a dedicated facility in the Newcastle city centre bringing together researchers, students, developers, entrepreneurs, investors, technical specialists and business advisors.

By linking with existing Innovation and Entrepreneurship programs, the Innovation Hub will facilitate the launch of spinoffs, start-ups and mature companies; attract investment and businesses to the Hunter Region; encourage innovation and commercialisation; and produce the next generation of entrepreneurs, business leaders and inventors.



Hot desks, teleconference facilities and meeting rooms for coaching and interviews ensure collaboration and networking in the university innovation hub pilot project



A concept design of the Newcastle Innovation Hub

About 10 kilometres south of Newcastle, the Dantia Smart Hub (DASH) has been established as an industry led specialist start up collaboration located in nearby Charlestown. <http://www.newstartups.com.au/venue/dantia-smart-hub-dash/>

Digital Precinct

The Hunter Innovation Project will seed a designated zone within Newcastle City Centre with high speed fibre broadband (fttp).

This concentrated capability will give the Hunter Region a key competitive advantage in attracting and retaining high-tech, digital and creative industries to stay or locate in the region.

Additional investment in technology-integrated public domain will create a city environment attracting entrepreneurs, start-ups, and SMEs to locate, cluster and co-create a dynamic digital precinct in the heart of the new Newcastle.



The removal of the freight rail and construction of residential and commercial buildings along the redeveloped port foreshore form a key component off the digital precinct



KEY ISSUES

- The \$18 million Hunter Innovation Project was made possible through a \$10 million grant from the NSW Government and an \$8 million financial contribution from the City of Newcastle
- The project required the City of Newcastle to investigate its role in the digital space, resulting in the Council's decision to take a leadership role in positioning the region for the digital economy of the future
- A specialist team working in the strategic planning section of the City of Newcastle is responsible for delivering the Hunter Innovation Project.

LESSONS LEARNT

- The City of Newcastle's approach, experiences and journey throughout the Hunter Innovation Project will assist the region and the local government sector to better understand how to position itself and take advantage of the digital economy and new directions
- The key components of the Hunter Innovation Precinct comprising of the Smart City Infrastructure, Innovation Hub and Digital Precinct enable the Council to cover multiple and related areas to determine future investment priorities and opportunities
- Collaboration and partnerships formed through the innovation hubs significantly expands the reach of the project and enables other organisations to champion aspects that achieve their future ambitions
- The Hunter Innovation Project provides the opportunity for the City of Newcastle to take an active role in what has the potential to be the next generation economic driver for the region

CentralPark FACT SHEET

LOCATION Central Park defines Sydney's 'Downtown', located 1.5 kilometres from Sydney Town Hall, five minutes' walk from Central Railway Station, light rail and Central bus interchange. It is situated within Sydney's education precinct, adjoining University of Notre Dame and UTS, a short walk from the University of Sydney. The site is defined by Broadway, Abercrombie Street, O'Connor Street, Wellington Street and Kensington Street, Chippendale NSW 2008.

DEVELOPERS The majority of Central Park is being developed in joint venture between Frasers Property Australia and Sekisui House Australia.

DESIGN TEAM **MASTERPLANNING** | Lead by Foster + Partners (UK), in partnership with Johnson Pilton Walker (Aust) and Ateliers Jean Nouvel (France).
ONE CENTRAL PARK and CENTRAL | Ateliers Jean Nouvel and PTW (Aust), with artist/botanist Patrick Blanc (France), lighting artist Yanne Kersale (France). Interiors by Koichi Takada Architects and Smart Design Studio.
PARK LANE | Architecture and interiors by Johnson Pilton Walker.
THE MARK | Architecture and interiors by Johnson Pilton Walker.
CONNOR | Smart Design Studio (Aust).
THE STEPS CENTRAL PARK | Foster + Partners with Nettletontribe (Aust).
BREWERY YARD PRECINCT | Tzannes Associates (Aust).
KENSINGTON LANE PRECINCT | Tonkin Zulaikha Greer (Aust).
WONDERLAND | FJMT (Aust).
DUO & DUO Limited Edition | Foster + Partners.
ONE HUNDRED BROADWAY | Foster + Partners with Architectus.

LANDSCAPE **PUBLIC ART CONSULTANT** | Barbara Flynn with Turpin + Crawford Studio.
CHIPPENDALE GREEN + PUBLIC DOMAIN | Jeppe Aagaard Andersen (Denmark) and Turf Design (Aust).
ONE CENTRAL PARK | Artist/botanist Patrick Blanc and Aspect Oculus (Aust). Vertical garden species selection and propagation by Andreasens Green Wholesale Nurseries, installation and maintenance by Junglefy.
PARK LANE | Aspect Oculus.
THE MARK | Aspect Oculus.

A MIXED-USE COMMUNITY

Central Park occupies 5.8 hectares and is conceived as a mixed-use urban village; a magnetic place in which people will live, work, shop, meet and be entertained.

RESIDENTIAL	Approximately 2,200 apartments and 1,041 student dwellings
COMMERCIAL	5,450 sqm
HOSPITALITY	Approximately 25,000 sqm, 297 hotel beds
RETAIL	20,000 sqm
PARKING	2,000 spaces
POPULATION	Approximately 5,300 residents, 1,750 workers



PLANNING STATUS

Frasers Property purchased the 'old CUB site' from Fosters in June 2007, with planning approval for a concept master plan in place. In February 2009, Frasers received approval for a modified concept plan.

Approval has subsequently been granted for:

- One Central Park, residential towers and retail on Broadway (July 2010).
- Park Lane and The Mark: residential buildings (December 2010).
- The Brewery Yard, by Tzannes Associates (May 2012).
- Infrastructure works, including new roads and traffic signals, storm water detention and sewer infrastructure, basements and main park construction.
- Kensington Street student housing (April 2013).
- Kensington Street heritage hotel (April 2013).
- Connor residential building (December 2014).
- Approval was granted in December 2013 to modify the concept plan affecting DUO (allowing residential use), DUO Limited Edition, Block 4N (mixed-use), The Steps Central Park (allowing student dwellings) and the Brewery Yard.
- DUO Limited Edition, commercial and hotel (September 2015)
- DUO, residential building (October 2015)
- Wonderland residential building (March 2016)

STAGING

Central Park is being developed in stages across 8-10 years.

- Demolition and site clearing began in late 2008 and completed in 2009.
- Excavation of the detention tank beneath the main park, infrastructure works and construction of the main park began in February 2010.



- Extensive road works for new public roads within Central Park and adjoining intersections was substantially completed in 2013, with internal roads opening in stages in 2013/14.
- Construction of the Stage 1 Central Thermal Plant (CTP), tri-generation plant and water recycling plant is now complete (at November 2013). Stage 2 is under construction.
- Chippendale Green opened to the public in December 2012.
- Construction of One Central Park and the Central retail centre began in December 2010. One Central Park West completed in June 2013. One Central Park East completed in late 2013. Sky at One Central Park completed in January 2012. Central opened on 31 October 2013.
- 1, 3 & 5 Park Lane completed in October 2013. 8 Park Lane completed in January 2014. The Mark completed in September 2014.
- UniLodge @ Central Park – Kensington Street student accommodation completed in February 2015.
- Construction of Connor commenced in April 2015 and completed in January 2017.
- The Steps Central Park student accommodation was completed July 2015.
- The Old Clare Hotel and Kensington Street precinct was completed in September 2015.
- Construction of DUO East and West towers commenced in August 2016 and is expected to complete in early-2018
- Construction of Wonderland will commence in November 2016 and is expected to complete in mid-late 2018.

MASTERPLANNING CONCEPTS

- Grand scale sustainable design, embedded within the project
- Abundant public open space
- Pedestrian-friendly streetscapes connecting to neighbouring streets
- Building heights are greatest along Broadway and lower toward Chippendale
- Heritage elements are retained and creatively re-used
- An unparalleled investment in the world's best design and architecture

FEATURES

PARKLAND

Chippendale Green, a 6,400sqm public park at the heart of Central Park (completed December 2012), plus new public pocket parks at Balfour Street and The Mark.

PUBLIC ART

- An \$8 million public art collection, including works by Patrick Blanc, Yann Kersale, Jennifer Turpin and Michaelie Crawford. Major public artworks include:
- *Halo*, a wind-powered 13m tall kinetic sculpture, in Chippendale Green.
 - Patrick Blanc's *le mur vegetal* vertical gardens, which cover over 1,000sqm across 24 panels on One Central Park.
 - *Sea Mirror*, Yann Kersale's lighting artwork, installed to the reflective panels of One Central Park's monumental heliostat.



RETAIL

Central Park Mall, a 5-level 16,000sqm shopping centre beneath One Central Park, plus retail clusters on Broadway, Abercrombie Street and Kensington Lane. The Central Park Mall opened on 31 October 2013.

KENSINGTON STREET

One of Sydney's most thriving lifestyle, dining and entertainment precincts, with 26 food and beverage and specialty retailers. Kensington Street features Spice Alley, The Old Rum Store and a pocket park on the southern end of the street.

COMMUNITY RESOURCES

Frasers and Sekisui House will contribute to the provision of a substantial local community facility, to be determined by the City of Sydney. This may include an arts space or community centre located within Central Park.

COMMUNITY ENGAGEMENT

Live Life Get Active: Frasers Property and Sekisui House has supported free weekly fitness camps at Central Park since March 2016. This ongoing commitment to the community has provided residents, neighbours and students the opportunity to be fitter, healthier and happier.

Brewery Yard Markets: Artisan markets are held in Chippendale Green every first and third Sunday of the month, featuring street art, crafts, jewellery, local designers along with live music and entertainment.

VIVID Sydney: Central Park joined the city's iconic venues in 2015 as VIVID Sydney's newest precinct and this continued in 2016. The iconic Brewery Yard building was the backdrop for projections designed by local artists and in UTS students.

BEAMS Festival: Central Park is an active participant in the Chippendale Creative Precinct (CCP), a group of businesses dedicated to creative business development in the area. Frasers Property and Sekisui House are the major supporter of the CCP's BEAMS event, a public festival in Chippendale now in its fifth year.

HERITAGE

Godden Mackay Logan undertook a comprehensive site survey, analysis, archaeological investigation and documentation prior to demolition of non-heritage items.

Heritage architect Urbis are managing the adaptive re-use of heritage structures, in collaboration with project architects. 33 heritage items have been retained and will be restored and/or adaptively re-used. These include the tiled arch at Kent Road (now Carlton Street), terraces and warehouses along Kensington Street, three pubs, the Brewery Yard buildings and brick stack, and the Administration Building.

SUSTAINABILITY

- Central Park is striving to be the city's most sustainable urban community.
- Each building within Central Park will achieve minimum a 5 green star rating (Green Building Council of Australia rating system).



- Central Park houses its own central thermal plant and tri-generation power station, using low-emission gas to produce electricity and thermal power for heating and cooling. This facility is now operational.
- Central Park will have its own water recycling factory operated by Flow Systems, collecting rain water, grey water and black water for treatment and re-use in laundries, toilets and gardens. Mains waste demand will be limited to potable water, and excess recycled water may be exported.
- 100% capture and re-use of rainwater falling on rooftops.
- A 44 vehicle GoGet car share service located within the precinct.
- 94% recycling or re-use of materials removed from site during demolition.
- \$32 million contribution to Redfern Waterloo Authority for affordable housing.

Central Park's sustainability partner is the Institute for Sustainable Futures at the University of Technology, Sydney.

GBCA Green Star accreditation, to date:

- 'One Central Park', 'Park Lane' and 'The Mark' have each been awarded 5 Green Stars for the 'Multi-Unit Residential Design v1' Certified Rating.
- The Central Park Mall, retail centre was awarded 5 Green Stars for the 'Retail Centre Design v1' Certified Rating.

SALES UPDATE

- _Sales commenced at Central Park's first residential release, 'One Central Park' in August 2010
- _ 'Park Lane' was launched in May 2011.
- _ 'The Mark' was released simultaneously in Sydney and Singapore on 19 May 2012
- _ 'Connor' was launched in October 2014
- _ 'DUO' and 'DUO Limited Edition' were launched in November 2015
- _ 'Wonderland', Central Park's final residential release was launched in August 2016.

AWARDS WON

2016:

- __ Winner, President's Award for Central Park awarded to JBA, Foster + Partners, Tzannes Associates, Ateliers Jean Nouvel and Johnson Pilton Walker, Planning Institute of Australia (PIA) NSW Awards for Planning Excellence 2016 (NSW)
- __ Winner, New Design in Heritage Contexts for The Brewery Yard by Tzannes Associates, 2016 UNESCO Asia-Pacific Awards for Cultural Heritage Conservation
- __ Winner, New Buildings and Urban Planning projects for The Brewery Yard by Tzannes Associates, 2016 Chicago Athenaeum International Architecture Awards (global)
- __ Winner, Architectural Design - Commercial and Residential Architecture, for One Central Park by Ateliers Jean Nouvel and PTW, 2016 Good Design Awards
- __ Winner, Urban Design and Public Spaces for Kensington Street, awarded to Turf Design Studio, Jeppe Aagaard Andersen, Tonkin Zulaikha Greer and Paul Davies & Associates, 2016 Good Design Awards
- __ Winner, Best overall award for Architectural Design for Kensington Street, awarded to Turf Design Studio, Jeppe Aagaard Andersen, Tonkin Zulaikha Greer and Paul Davies & Associates, 2016 Good Design Awards



__Winner, Boutique Hotel of the Year for The Old Clare Hotel, Gourmet Traveller's GT Hotel Guide Awards 2016

__Winner, Architecture of the Year - Urban, for The Old Clare Hotel, awarded to Tonkin Zulaikha Greer Architects, 2016 Asia Hotel Design Awards

2015:

__Winner, Lachlan Macquarie Award: Irving Street Brewery by Tzannes Associates, 2015 National Architecture Awards (National)

__Winner, Residential and Mixed Use \$50-\$100m by Richard Crookes Construction, for The Steps Central Park, The Master Builders Associations 2015, Excellence in Construction Awards (NSW)

__Winner, Retail Buildings - New Building \$10M - \$20M by Dynamic Project Management, for Retail Precinct One Central Park, The Master Builders Associations 2015, Excellence in Construction Awards (NSW)

__Winner, High Density Development, for Park Lane and The Mark, UDIA NSW Awards for Excellence 2015 (NSW)

__Winner, Product Design Industrial and Commercial, for Heliostats and Reflector System by Kennovations, 2015 Good Design Award (Australia)

__Winner, Best Interior Fitout Award, for One Central Park (Sydney) - Retail precinct by Dynamic Project Management, ASOFIA 2014/15 Interior Fitout Awards (national)

__Winner, High Density Development, for One Central Park (Sydney), 2015 UDIA National Awards

__Winner, Best Innovative Green Building, for One Central Park, MIPIM Awards 2015 (Global)

2014:

__Winner, Award for Design in Landscape Architecture, won by Aspect Oculus for One Central Park, Australian Institute of Land Architects NSW

__Winner, Best Cogeneration or District Energy Project, won by Total Construction for the Central Thermal Plant, Energy Efficiency Council 2014 (national)

__Winner, Best Tall Building Worldwide for One Central Park (Sydney), Council for Tall Buildings and Urban Habitat (global)

__Overall Winner for One Central Park, 2014 LEAF Awards (global)

__Winner, Sustainability Award for One Central Park, 2014 LEAF Awards (global)

__Award of Excellence, won by Arup for 'Sea Mirror' lighting installation, IES ANZ 2014 NSW Chapter Awards 2014.

__Winner, International Green Infrastructure Award for One Central Park (Sydney), World Green Infrastructure Congress 2014 (global)

__Winner, Building & Structures, won by Robert Bird Group, Arup, WSP and Kennovations for One Central Park (Sydney), Sydney Engineers Australia 2014 Awards (NSW)

__Winner, Landscape Design, won by Aspect Oculus for One Central Park, Sydney Design Awards 2014 (NSW)

__Winner, High Density Development, for One Central Park (Sydney), UDIA NSW 2014 Awards (NSW)

__Winner, Design & Innovation, for One Central Park (Sydney), UDIA NSW 2014 Awards (NSW)

__Winner, Development of the Year, for One Central Park (Sydney), Urban Taskforce (national)

__Winner, Best Tall Building in Asia and Australia for One Central Park (Sydney), Council for Tall Buildings and Urban Habitat (global)

February 2017

Australian Technology Park

UPDATE 1: JANUARY - FEBRUARY 2017



Green Light for ATP Redevelopment

Construction will soon be underway for the redevelopment of Australian Technology Park as planning approval has been received for the project. Mirvac would like to thank everyone who provided feedback as part of the planning process.

Mirvac is committed to delivering significant and positive urban renewal on this site, transforming ATP into a world-class technology and innovation hub, as well as a thriving precinct for the community.

The Commonwealth Bank of Australia will be the major tenant and will bring a fresh, new dynamic to the ATP site. The public domain will be accessible and inclusive, facilitating commercial, social and cultural interaction to enable the development of a safe, stimulating and distinctive workplace.

Celebrating ATP's industrial heritage and delivering high quality new public domain areas are key to the success of the project. Vibrant public spaces with an integrated heritage interpretation and site specific public art will celebrate the site's historic character and result in a precinct the whole community can visit and enjoy.

CONDITIONS OF APPROVAL

The approval of the project by the independent Planning Assessment Commission includes conditions, established by the Department of Planning and Environment, to address key impacts of the project including construction and operation.

Mirvac welcomes the conditions of approval and remains committed to ongoing engagement with the community and local stakeholders during the redevelopment of ATP.



Construction work hours

7.30am – 5.30pm
Monday to Friday

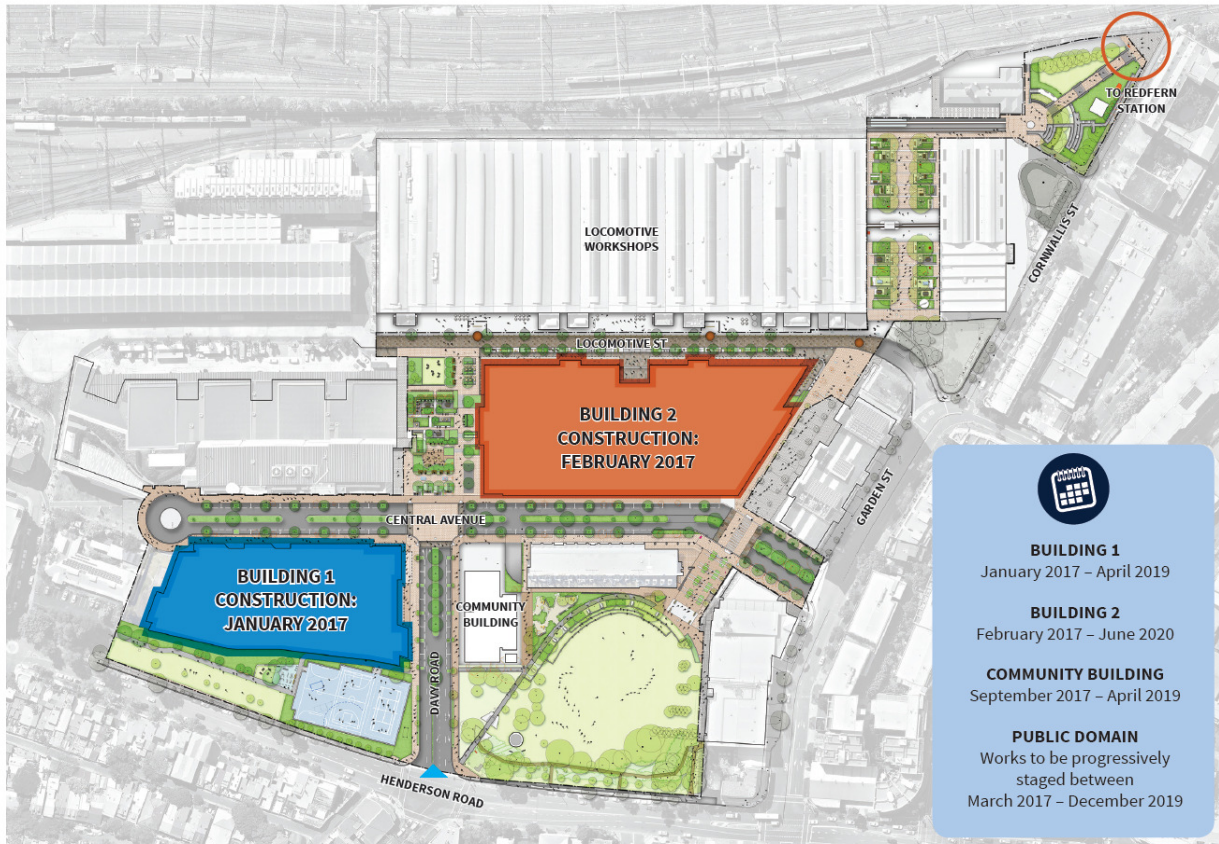
7.30am – 3.30pm
Saturday



For more information call ☎ **1800 870 549**
email ✉ atp.communications@mirvac.com
or visit 🌐 www.atp.com.au/development



Key Construction Dates



DEVELOPMENT DETAILS

The redevelopment of ATP includes three new buildings with a mix of office, retail, childcare and community uses to be developed on the current car parks at ATP. **Below is indicative and subject to design development and staging.*

- **Building 1:** A nine storey commercial office building, with ground level retail and childcare.
- **Building 2:** A seven storey commercial office building, with ground level retail including a supermarket.
- **Community Building:** A four storey multi-purpose building including commercial office, childcare, retail and gym uses.
- **Parking:** Provision of car parking within Buildings 1 and 2, accessed from Central Avenue, providing approximately 706 car spaces, motorcycle spaces, service/courier spaces, and approximately 606 secure bicycle spaces over three buildings.
- **Public Domain:** Significant public domain improvement works including roadway reconfigurations, enhanced streetscapes, landscaping, planting upgrades and public furniture, lighting, public art and heritage interpretation at various locations within ATP.

Future work will also include adaptive re-use of the Heritage Listed Locomotive Workshop, which will have a focus on innovation and technology tenants and start-up businesses. This will be in addition to the 75,000 square metres of floor space for ATP technology uses.



Construction Activities

JANUARY - FEBRUARY 2017

Building 1:

- Site remediation
- Foundation piling
- Removal and diversion of existing in-ground services
- Construction of Western access Rd including new lay-back on Henderson Rd
- Connection of new services

Footpath Closures:

- Davy Rd Western footpath between the Sports Courts and Central Ave will be closed during the construction of Building 1. *Note: The Sports Courts will remain open as per the current booking arrangements. Access to the courts will be changed from Davy Rd to Henderson Rd*
- Central Ave southern footpath between Davy Rd and the Western roundabout.
- Henderson Rd landscaped area between the Western bdy and the Sports Courts.

Building 2:

The existing carpark on Building 2 is now closed. Mirvac will commence installation of the perimeter hoardings during January 2017. The hoarding construction will take approximately 3 weeks.

There will also be civil enabling works commencing which will involve the removal of portions of the existing landscaping, existing services diversion and removal as well as certification of existing and installation of new engineered hard-stands for piling works.

Footpath Closures:

The following footpath closures will be in place during the construction of Building 2

- Central Ave northern footpath between Davy Rd and Mitchell Way
- Locomotive St southern footpath between Mitchell Way and Central Plaza

The following partial footpath closures will be in place during the construction of Building 2

- Mitchell Way between Locomotive St and Central Ave
- Central Plaza between Locomotive St and Central Ave

Public Domain:

Mirvac will continue with geotechnical investigation as well as existing services identification.

Connection of electrical infrastructure to Building 1. This will involve the excavation of a trench from the existing substation within the Media City Building across the public grassed area (see image above) These works will result in restricted access to the area between Central Ave West and Rowley Lane.

Construction Management

DUST

- Water spray systems at boundary points and at the excavation face.
- Excavated areas to have water applied to suppress dust.
- Weather conditions, particular wind, to be monitored.
- Sealed access roads kept clean at all times.
- Wheel wash facilities at exit points.
- Stockpiles and truck loads to be covered.
- Dust monitoring systems to be implemented.

NOISE & VIBRATION

- An acoustic barrier to be installed at the Western boundary.
- Concrete pumping zones to be positioned to minimise impact on neighbouring properties.
- Approved work hours to be adhered to and communicated to the workforce.
- No demolition required on Building 1.
- Minor demolition of existing retaining wall on Building 2 which will be a short term activity.
- No excavation in rock required.

SITE REMEDIATION

- The site has been thoroughly investigated for known and potential sources of contamination.
- Remedial Action Plan (RAP) has been submitted as part of the Development Application process.
- The RAP has been reviewed and approved by an independent EPA accredited Site Auditor.
- All environmental remediation work will be undertaken under relevant Legislation and Code of Practice with Clearance Certificates provided upon completion.

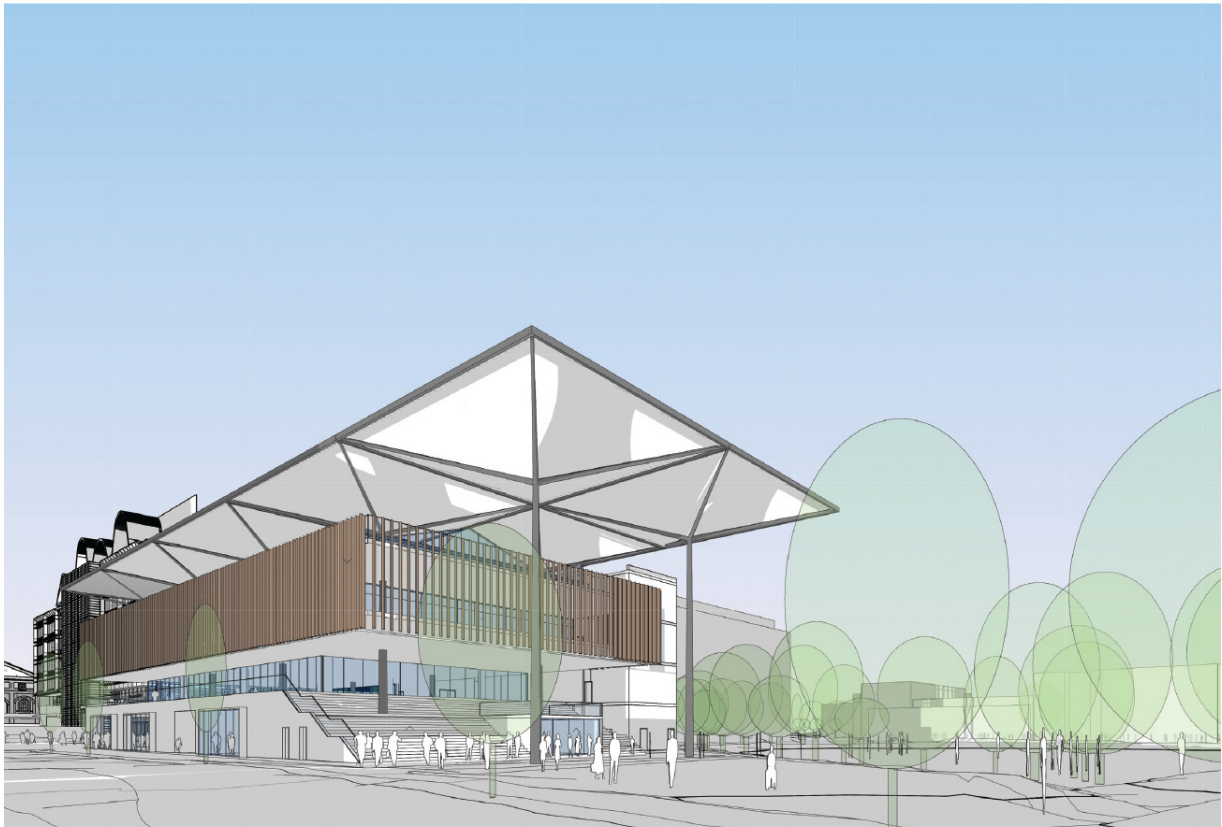


For more information on anything to do with the construction works

☎ 1800 870 549

@ atp.communications@mirvac.com

🌐 www.atp.com.au/development



Revised Community Building Design

Community Engagement

The Community Liaison Group (CLG) is a forum of community members that has been established to facilitate a direct line of communication between the project team and the community. The intention of the group is to provide information about the type and timing of construction works, to enable members to make enquiries and resolve issues with the project team.

The CLG meets regularly and has a membership base that includes representatives from Alexandria Child Care Centre; local community groups including Alexandria Residents' Action Group, Friends of Erskineville and REDWatch; local residents; local businesses and tenants; organisations including Carriageworks and the University of Sydney; and other individuals from the local community who have indicated a strong interest in the project. The CLG will be maintained for the duration of project construction.

Members were appointed through an Expression of Interest process. If you are interested in becoming a member or finding out more about the group, please contact ATP's Communications Specialist, Kim Elliott on atp.communications@mirvac.com or phone **1800 870 549**.

Ongoing Communications

SIGN UP FOR OUR NEWSLETTER

Mirvac is committed to keeping the community up to date throughout the redevelopment of ATP. Future copies of this newsletter will be available on ATP's website and by signing up online.

Mirvac is also committed to sustainability and our goal is to be Net Positive by 2030 - this means we generate more water and energy than we consume. By reducing our print and paper resources, this assists us to reach our goal.

If you would like to continue receiving this newsletter in hard copy please contact ATP's Communications Specialist, Kim Elliott on atp.communications@mirvac.com or phone **1800 870 549**.



For more information call ☎ **1800 870 549**
 email @ atp.communications@mirvac.com
 or visit @ www.atp.com.au/development





City of Parramatta

Position Paper on Parramatta Light Rail

Adopted by Council on 10 October 2016



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LIST OF IMAGES

- 01_PARRA LIGHT RAIL MAP (Source: <http://www.parramattalightrail.nsw.gov.au/gallery>)
- 02_PLACE DE-GUALLE, ORLÉANS, FRANCE*
- 03_COURS LANGLET, REIMS, FRANCE*
- 04_PLACE DE LA RÉPUBLIQUE, LE MANS, FRANCE*
- 05_CATENARY FREE AT PLACE MYRON-HERRICK, REIMS, FRANCE*
- 06_'LIGHT TOUCH' APPROACH INCORPORATING SEAMLESS INTEGRATION WITH THE
PUBLIC DOMAIN, RUE DE SIAM, BREST, FRANCE*
- 07_LA STATION SAINT-MARTIN, LE MANS, FRANCE, SHOWING INTERCHANGE WITH BUS NETWORK*
- 08_CATENARY FREE AND HERITAGE COMPATIBLE TRAM LIVERY AT LA PLACE SAINTE-CROIX,
ORLÉANS, FRANCE*
- 09_ACTIVE TRANSPORT CORRIDOR AND GREEN TRACKS, SAINT-JOHN-PERSE, REIMS, FRANCE*
- 10_LIGHTING AT LA STATION OPÉRA, REIMS, FRANCE*
- 11_WORK PROGRAM WITH RESPECT TO THE PARRAMATTA LIGHT RAIL,
INCLUDING INDICATIVE TIMEFRAMES (Source: City of Parramatta)

*N.B. Image source for Images 02–10 is *'Tramways À La Française'* by Delphine Désveaux, Thomas Richez, Frédéric Blerot & Vincent Cottet, Richez Associés, archibooks.

01—Purpose

The purpose of this position paper is:

(a) To articulate Council's aspiration for light rail in the City of Parramatta, including objectives, guiding principles and priorities.

(b) To provide strategic direction for Council in consulting with the NSW Government and other stakeholders in planning and delivering the Parramatta Light Rail.

(c) To provide a policy context for more detailed design work to be undertaken in preparing for the Parramatta Light Rail.

02—Background

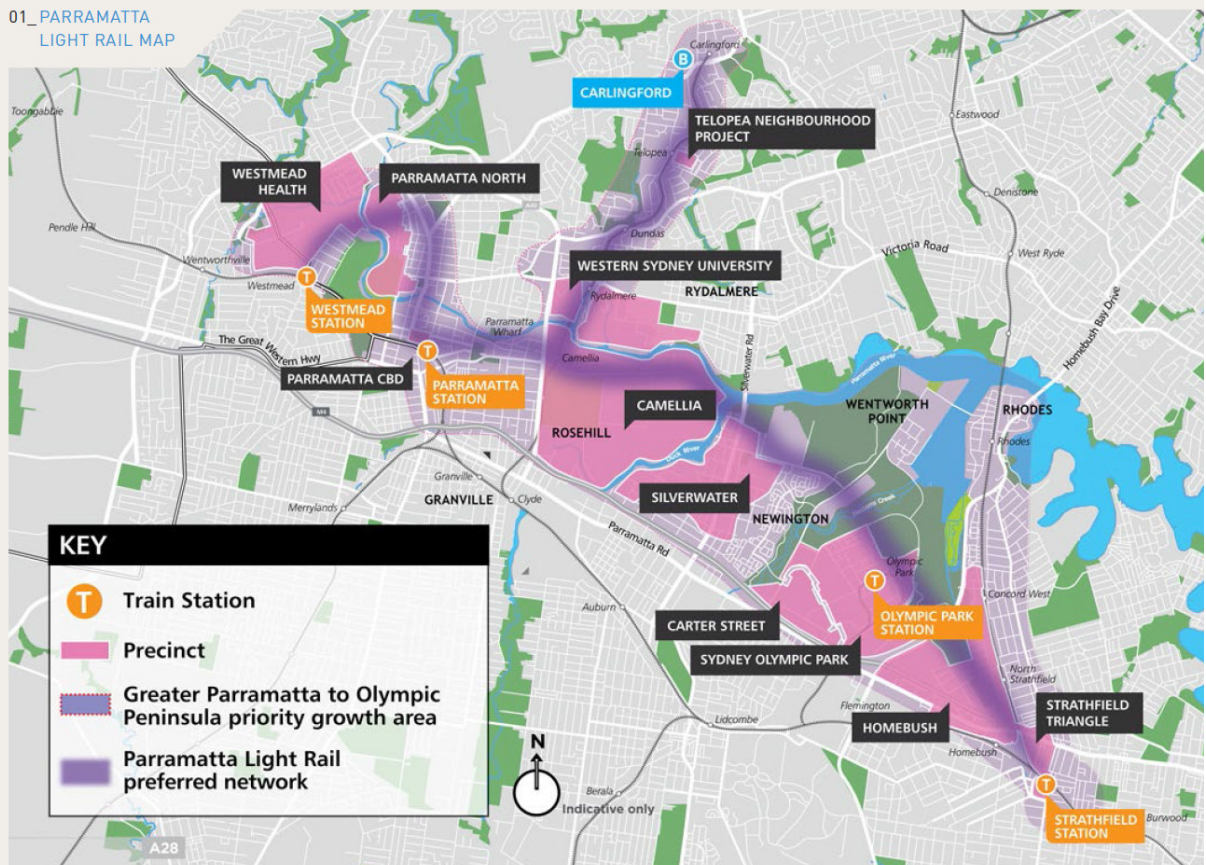
In 2013, the City of Parramatta Council commissioned an initial feasibility study into light rail for Western Sydney. The study cost \$1 million and evaluated a number of potential routes.

In 2014 the NSW Government shortlisted four corridors where light rail could play a key role in improving transport connections and cater for future growth, focused on Parramatta.

In December 2015, the NSW Government announced the preferred route for the first stage of the Parramatta Light Rail network, which runs from Westmead in the west, through to Parramatta North, Parramatta CBD, Camellia, Silverwater, Sydney Olympic Park and Strathfield to the east, with a spur line running north to Carlingford from Camellia, as shown in the diagram below.

The NSW Government's metropolitan strategy, *'A Plan for Growing Sydney'* (2014), provides for Parramatta Light Rail investigations which would expand the network out to Castle Hill, Macquarie Park and Bankstown in the future.

01_PARRAMATTA LIGHT RAIL MAP



During 2016, Transport for NSW has been working with Government agency stakeholders, including the City of Parramatta, to develop a more detailed route alignment, including where light rail stops might be located. It is expected that an Environmental Impact Statement (EIS) will go on public exhibition in mid-2017. Construction is anticipated to commence in 2018.

The NSW Government has reserved \$1 billion to the project from Restart NSW and Rebuilding NSW funds. The Australian Government has also committed a further \$78 million in the 2016 Federal Budget. The overall project cost will be more than these budget allocations and the NSW Government is exploring a range of funding sources to meet the capital cost of the project, including a Special Infrastructure Contribution (SIC) to share the value uplift along the growth corridor.

Light rail will significantly improve public transport options and connectivity across the City of Parramatta LGA. People will be able to move efficiently from Carlingford to Westmead, Sydney Olympic Park or Strathfield, as well as a spine from Strathfield to Westmead via the Parramatta CBD.

Given that Transport for NSW is actively engaging with Council in planning for this project, this position paper is needed to ensure Council is strategic in its positioning and is able to advocate for a high quality light rail service that will help cement Parramatta as Sydney's dual CBD and Australia's next great city.

Note: The images used in this position paper from various light rail services in France have been carefully selected to help illustrate Council's objectives and guiding principles for light rail, so as to help achieve its aspiration for a high quality service that positively contributes to the public domain and life in the city and surrounding suburbs.



02_PLACE DE-GUALLE,
ORLÉANS, FRANCE

03—Aspiration

Parramatta Light Rail will greatly improve how people move across the local government area and experience the Parramatta CBD and surrounding suburbs. It will be pedestrian focused and promote vibrant, activated streets. It will utilise high quality materials, have a coherent presentation and integrate seamlessly with the public domain. It will connect residents, workers and visitors to jobs, services, education, recreation, major events and the wider transport network.

03_COURS LANGLET,
REIMS, FRANCE



/ 6 Position Paper on Parramatta Light Rail /

04—Objectives & Guiding Principles

4.1 Objective: Provide a high quality integrated transport service

4.1A Principles

- (a) Provide high frequency services, seven days a week from early in the morning to late at night and where necessary, 24 hour services.
- (b) Connect and integrate effectively with the wider metropolitan rail, bus, ferry and active transport network, including high quality interchanges.
- (c) Provide significant contribution to support major events at Western Sydney Stadium, Parramatta Park, Parramatta River, Olympic Park and Rosehill Racecourse.
- (d) Ensure that the focus of the light rail network centres on the Parramatta CBD and that there is opportunity for expansion of the network into the future to better connect the Parramatta CBD with the wider region.
- (e) Ensure that stop locations maximise connections with activity nodes and key attractors and facilitate effective and convenient interchange to other modes.
- (f) Provide opportunities for park and ride facilities in the vicinity of key stops in strategic locations, so as to facilitate reduced road congestion. This is to be considered as part of Council's Public Car Parking Strategy.
- (g) Provide an efficient, accessible and desirable alternative transport mode.
- (h) Provide for separated pedestrian and cycling within the light rail corridor and connections to the light rail corridor from the existing walking and cycling network.
- (i) Ensure light rail is provided with Opal card facilities so that it is fully integrated with the wider transport network.
- (j) Support a clear hierarchy of users, with pedestrians, cyclists and public transport users at the top.



04_PLACE DE LA RÉPUBLIQUE
LE MANS, FRANCE

4.2 Objective: Provide high quality public domain and great places

4.2A Principles

- (a) Deliver an attractive public domain with high quality finishes and streetscape outcomes and ensure stops effectively integrate with existing levels, do not impede on key pedestrian movement paths or disturb key vistas and views.
- (b) Develop light rail with a 'light touch' approach, meaning that it is well landscaped, permeable, seamlessly integrates into the urban fabric, minimises visual impact and facilitates place making.
- (c) Ensure minimal level changes in shared zones with pedestrians.
- (d) Ensure there is overall consistency in infrastructure design, however allow for stops and the surrounding public domain to respond to place, heritage and desired future character.
- (e) Ensure that stops are simple designs, promote accessibility, and are not cluttered with signage, bollards, fences and other street furniture.
- (f) Ensure there is consistency in signage and branding at stops.
- (g) Select high quality materials for the public domain.
- (h) Ensure that light rail design allows for activated and vibrant streets, including outdoor dining.
- (i) Ensure a high quality track bed is utilised for the light rail, including embedded and green tracks (where considered appropriate), so that it integrates well into the public domain and maximises accessibility across the track bed in key centres.
- (j) Avoid the use of catenary overhead wiring in the Parramatta CBD and Parramatta North.
- (k) Ensure that light rail is integrated effectively with Council's significant public domain projects, including Centenary Square, Parramatta Square and the Civic Link.
- (l) Ensure the Government consults with Council as to the extent of the public domain treatment to be designed and constructed by the light rail project.
- (m) Prioritise pedestrians in designing the light rail public domain, including widened footpaths, access and connectivity.
- (n) Ensure that all light rail stops provide access for persons with a disability and comply with relevant standards.
- (o) Ensure that track and stop design considers potential flooding issues and water sensitive urban design.
- (p) Ensure that the City of Parramatta Council has a formal role regarding designs and amendments to designs from the concept design phase through to the detailed design and construction phase.
- (q) Incorporate public art into the light rail infrastructure and/or placed along the light rail route (to serve as place markers).
- (r) Ensure that there is ease of pedestrian navigation and way finding between the light rail stops and the surrounding public domain.
- (s) Ensure that tram design, including size, livery, scale of advertising and styling responds appropriately to both heritage and desired future character.
- (t) Ensure placement of substations and supporting infrastructure is well considered and does not dominate public domain settings.
- (u) Deliver, where possible, coordinated public domain improvements with Government agencies and private developers.



05_ CATENARY FREE AT PLACE
MYRON-HERRICK, REIMS, FRANCE

06_ 'LIGHT TOUCH' APPROACH INCORPORATING SEAMLESS INTEGRATION
WITH THE PUBLIC DOMAIN, RUE DE SIAM, BREST, FRANCE



/ 9 Position Paper on Parramatta Light Rail /

4.3 Objective: Facilitate and promote urban renewal and revitalisation

4.3A Principles

- (a) Facilitate and promote opportunities for urban renewal in key precincts adjacent to the light rail line so as to enable increased patronage and higher value land use.
- (b) Ensure that light rail connects with key urban renewal precincts, including Parramatta North, Camellia, Telopea, Sydney Olympic Park and Carter Street.
- (c) Ensure that final route selection activates and revitalises the northern section of the Parramatta CBD.
- (d) Ensure that master planning and design of key urban renewal precincts along the light rail alignment actively integrates with light rail.
- (e) Ensure key development sites which may benefit from improved integration with the delivery of light rail are properly considered by Transport for NSW.
- (f) Maintain vehicular access to existing driveways and enable interim solutions where long term plans for vehicular access may change as a result of urban renewal.
- (g) Promote diverse social mix communities to be established or renewed along the light rail route.
- (h) Consider 'value capture' mechanisms along the light rail corridor to help fund both local and state infrastructure needed to support growing communities.
- (i) Address traffic and parking issues in areas with increasing density, for example at Carlingford, Dundas, Telopea, Newington, North Parramatta and Westmead.
- (j) Make allowances for additional future light rail stops in high growth areas, for example at Camellia.
- (k) On Council land, Council's 'air-space' ownership rights above and underneath the light rail corridor need to be recognised and preserved to allow for future access, activation and development opportunities.

07_ LA STATION SAINT-MARTIN, LE MANS, FRANCE,
SHOWING INTERCHANGE WITH BUS NETWORK



10 Position Paper on Parramatta Light Rail

4.4 Objective: Respect Parramatta's unique heritage and character

4.4A Principles

- (a) Integrate light rail appropriately into heritage character areas with sensitive construction around heritage buildings and sites.
- (b) Avoid any dissection of key heritage parks, including Parramatta Park and Robin Thomas Reserve. Any works on the periphery should be minimised and mitigated.
- (c) Avoid, where possible, demolition of key heritage and community buildings to accommodate light rail.
- (d) Avoid adversely impacting any indigenous Aboriginal sites and archaeology during planning and construction.
- (e) Ensure designs address visual impacts in key heritage areas.
- (f) Avoid the use of catenary overhead wiring in the Parramatta CBD and Parramatta North.
- (g) Undertake careful consideration of the proposed livery of the trams and scale of advertising so as to ensure tram design responds appropriately to heritage character.

08_CATENARY FREE AND HERITAGE COMPATIBLE TRAM LIVERY AT LA PLACE SAINTE-CROIX, ORLÉANS, FRANCE



4.5 Objective: Support local businesses and employment

4.5A Principles

- (a) Establish the depot site within a suitable industrial zone in the City of Parramatta LGA to facilitate local jobs and training and enable supportive local businesses to be located nearby.
- (b) Consider any loss of on-street car parking as a part of Council's Public Car Parking Strategy.
- (c) As far as practicable, maintain existing driveway access points for local businesses.
- (d) Design peak hour services so as to facilitate travel for workers to jobs.
- (e) Deliver training and employment opportunities for vulnerable communities in Parramatta by providing guaranteed vocational opportunities for young people, Aboriginal and Torres Strait Islander people and people recently arrived through Humanitarian Settlement Programs through the Parramatta Skills Exchange.
- (f) Support Westmead as a research, educational and health services hub, Parramatta CBD as Sydney's dual CBD and major commercial hub, Western Sydney University at Rydalmere as a major research and educational services facility and Sydney Olympic Park as a major business park and sports precinct.
- (g) Provide opportunities for the establishment of retail and commercial uses at key light rail stops outside of the Parramatta CBD, including Telopea, Carlingford, Camellia, Westmead and Sydney Olympic Park.

4.6 Objective: Provide high quality environmental outcomes

4.6A Principles

- (a) Ensure that light rail positively contributes to the sustainable transformation of Parramatta and its catchment.
- (b) Ensure the light rail achieves a high standard of environmental, sustainability and resilience outcomes, including exploring opportunities for shared utility services and active transport within the route alignment.
- (c) Ensure that the route responds to the natural environment and provides for green, landscaped corridors and minimises the loss of any substantial trees.
- (d) Consider alternative energy sources to power light rail and stops so as to promote a more environmentally sustainable service.
- (e) Ensure the project complies with all applicable sustainability and environmental targets and guidelines, including the Transport for NSW Sustainability Targets and relevant Federal, State and Local Government targets.
- (f) Minimise noise disturbance in residential areas, dining precincts and other sensitive land uses through careful design and choice of rolling stock, wheel profile and track materials.

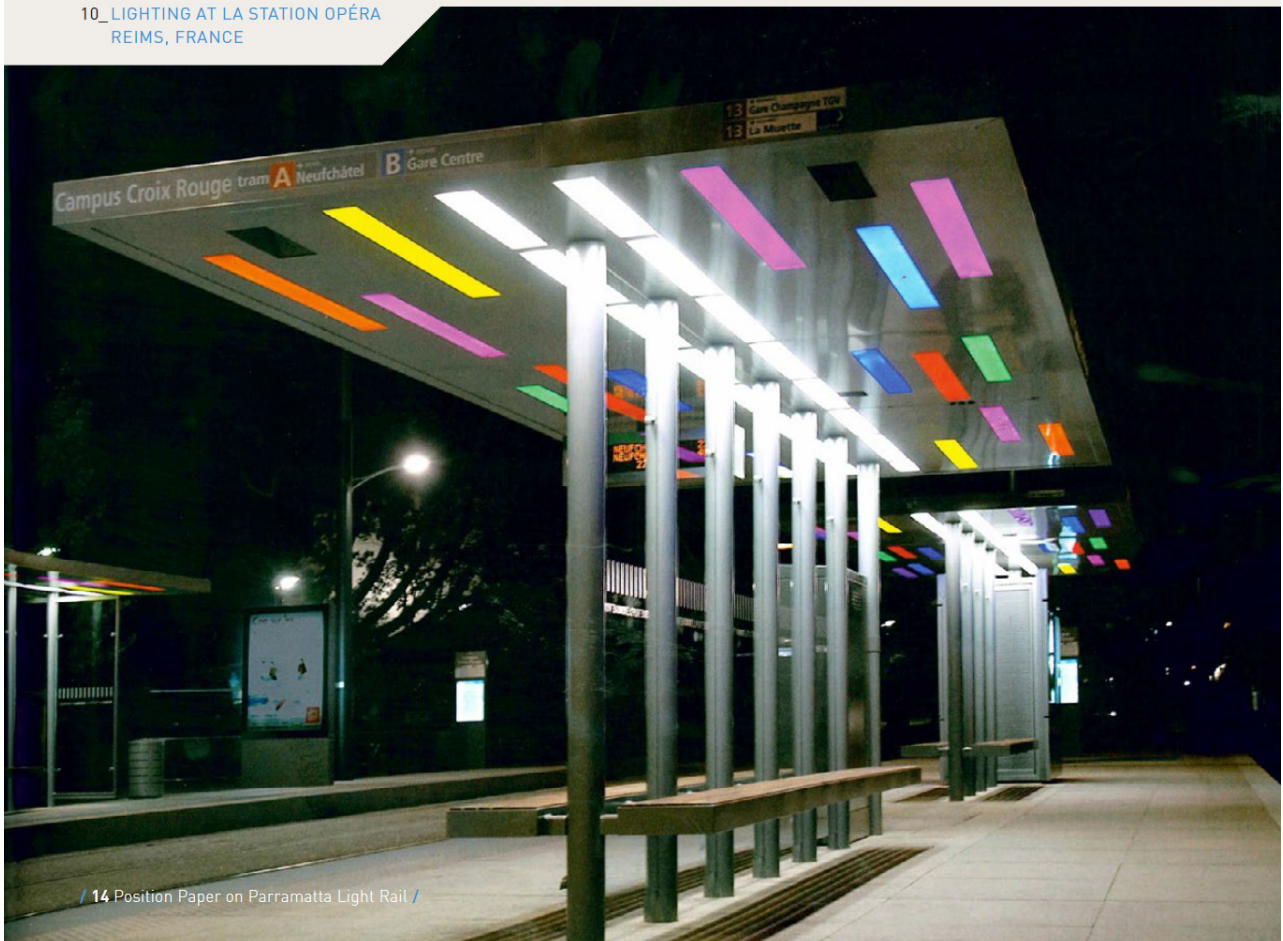


4.7 Objective: Provide high quality safety outcomes

4.7A Principles

- (a) Design the light rail network to support customers to feel safe and secure, through adequate lighting, CCTV and precinct activation to ensure passive surveillance.
- (b) Ensure that the design and location of stops and surrounding precincts actively discourages criminal and anti-social behaviour and activity.
- (c) Incorporate Crime Prevention Through Environmental Design (CPTED) principles in the design of the light rail and stops.
- (d) Locate stops where there is good visibility and activity.
- (e) Ensure lighting design contributes to operational safety and passenger security.
- (f) Incorporate 'Smart City' initiatives, technology and infrastructure into the design of the light rail network.

10_LIGHTING AT LA STATION OPÉRA
REIMS, FRANCE



4.8 Objective: **Manage construction impacts effectively and efficiently**

4.8A Principles

- (a) Support local businesses with events and activities during the construction phase so as to maintain vibrancy and business activity.
- (b) Maintain access points during the construction phase for local businesses and residents.
- (c) Minimise noise impacts during construction, particularly in residential areas, dining precincts and other sensitive land uses.
- (d) Coordinate construction in appropriate locations in consultation with Council and other relevant agencies, so as to minimise the duration of disturbance and coordinate construction with other major projects occurring simultaneously, including the Western Sydney Stadium, Museum of Applied Arts and Sciences, Parramatta Square and other significant residential and office towers.
- (e) Ensure high quality construction processes and materials.
- (f) Manage sensitively any acquisitions, including road widenings, splay corners and property.
- (g) Implement appropriate traffic diversions during construction which minimise impacts on residents, workers and local businesses.
- (h) Ensure that augmentation and replacement of services and utilities within the corridor are considered early in the planning process and coordinated with relevant agencies and authorities, including Council.
- (i) Ensure Government funds and delivers a comprehensive partnership model for communications and engagement on the project prior and during construction.
- (j) Engage actively with businesses and the community in planning for the light rail.
- (k) Ensure that Government consults with Council in locating construction compounds for the project so that they are sited in appropriate locations.

05—Priorities for final route alignment selection and staging

Guided by the objectives and principles described above, Council will prioritise the following key directions in working with Government to determine the final route alignment and staging delivery:

- (a) Ensure the final route selection connects the health precinct at Westmead directly to the north of the Parramatta CBD.
- (b) Ensure the final route selection supports major events and activities at Western Sydney Stadium, Parramatta Park, Parramatta River and the Museum of Applied Arts and Sciences.
- (c) Ensure the final route selection is compatible with 'ring road' prioritisation (ie. parking, CBD pedestrianisation, access, etc.).
- (d) Ensure the final route selection connects efficiently with heavy rail stations to allow for effective interchanges with the wider heavy rail network.
- (e) Ensure the final route selection facilitates future light rail network expansion.
- (f) Ensure the final route selection prioritises connections with significant urban renewal precincts at Parramatta North, Parramatta CBD, Camellia, Telopea, Sydney Olympic Park and Carter Street.
- (g) If the light rail project is to be delivered in stages, prioritise the delivery of the Carlingford-Camellia-Parramatta CBD-Westmead section in Stage 1.

06—Next Steps

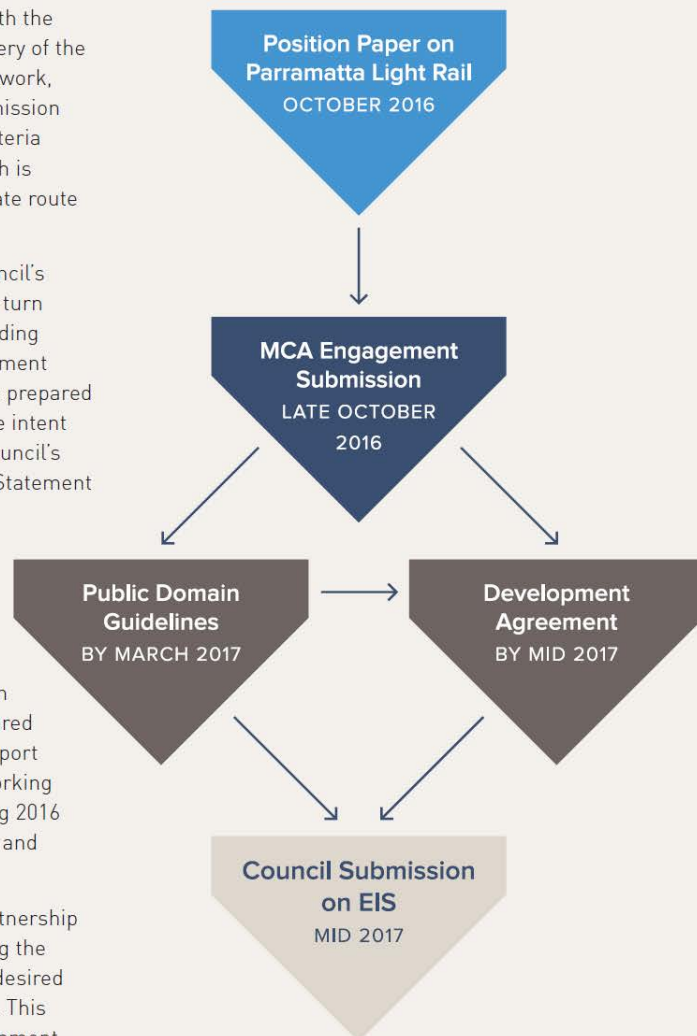
Council will continue to actively engage with the NSW Government in planning for the delivery of the Parramatta Light Rail. To help inform this work, Council will firstly prepare a detailed submission in response to the Government's Multi-Criteria Analysis (MCA) engagement process, which is being undertaken by Government to evaluate route alignment options.

This position paper, together with the Council's MCA engagement submission, will then in turn inform more detailed pieces of work, including 'Public Domain Guidelines' and a 'Development Agreement', which are both intended to be prepared in partnership with Transport for NSW. The intent is that these will both form the basis of Council's submission on the Environmental Impact Statement (EIS) in mid-2017.

A reference diagram is provided below, which explains how these pieces of work interrelate as well as indicative timeframes.

There are a number of desired outcomes in this position paper where there will be shared responsibilities for delivery between Transport for NSW and Council. Council has been working successfully with Transport for NSW during 2016 in planning for the delivery of the light rail and assisting with its engagement activities.

It is Council's intention to build on this partnership approach with the NSW Government during the implementation phase to help deliver the desired outcomes envisaged in this position paper. This approach will be articulated in the 'Development Agreement' to be drawn up together with the Government.



11_ WORK PROGRAM WITH RESPECT TO THE PARRAMATTA LIGHT RAIL, INCLUDING INDICATIVE TIMEFRAMES

07—Measures of success

Council will assess the success of the Parramatta Light Rail project using the following key performance indicators:

- (a) The project is both nationally and internationally recognisable as an exemplar of best practice in light rail delivery and design.
- (b) The project experiences strong and growing patronage figures in its first years of operation.
- (c) The Parramatta CBD experiences a mode shift away from the car within the early years of operation of the light rail service.
- (d) The people of the City of Parramatta highly value the light rail and its contribution to city and suburban life, the public domain and sense of community.
- (e) The project successfully delivers training and employment outcomes for local people through the Parramatta Skills Exchange.
- (f) The Government commits to delivery of the next stage of the light rail network for Parramatta, given the success of the initial phase.