

# Barangaroo

Sydney Australia

Part **A**

## The Opportunity

August 2012  
Barangaroo Delivery Authority  
Sydney Australia

Barangaroo Central  
Request for Proposal  
Master Planning Team





Barangaroo Vision

*Barangaroo will instil pride and inspire innovation for generations. It will be a global reference point of design excellence and sustainability. Barangaroo will raise Sydney's international acclaim and be a globally celebrated destination.*

*We are creating the best place in the best place in the world, adding a brilliant new dimension to brilliant Sydney.*

Barangaroo Central Vision

*Barangaroo Central will dare to be bold.*

*It will engage intimately with the harbour.*

*Originality and creativity will drive a unique range of public and cultural activities stimulating all those who experience it.*

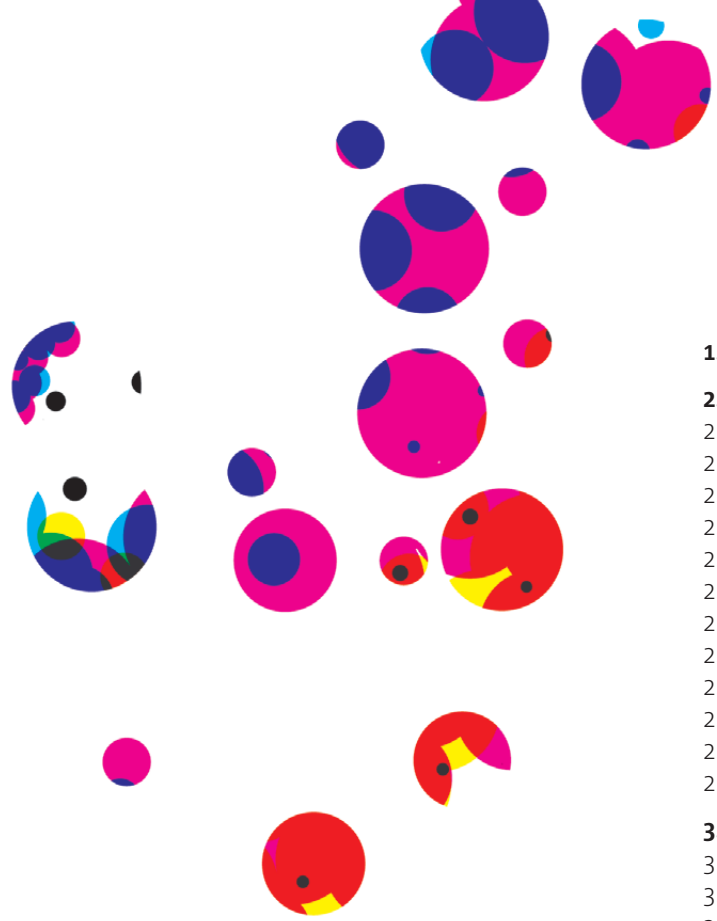
*It will marry commercial development outcomes with civic and cultural experiences.*

*It will showcase innovation and adventure, be engaging and accessible and feature forward thinking development.*

*Barangaroo Central must be an address that is recognised globally and loved locally.*

*It will be an evolving place, a dynamic space delivering experiences worth sharing.*





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### Part A – The Opportunity

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# Executive Summary









# 1.0 Executive Summary



## Purpose

Barangaroo represents an extraordinary opportunity for urban waterfront renewal, rarely available in our global cities.

This 22 hectare vacant industrial site is owned by the NSW Government and managed by the Barangaroo Delivery Authority to ensure its delivery in a coordinated and financially responsible manner, as provided for in the Barangaroo Delivery Authority Act 2009.

The site is being developed in three project stages – Barangaroo South, the Headland Park and Barangaroo Central.

Following a comprehensive international bid process for the right to develop Barangaroo South (Stage 1), Lend Lease was named as the preferred developer in December 2009. As part of this process, world renowned architect Lord Richard Rogers and the team of Rogers Stirk Harbour and Partners were selected by Lend Lease to design Barangaroo South. It is currently under construction, with the first commercial buildings due for completion in 2015.

In 2010, an international Request for Proposal process for the design development and detailed design of the Headland Park and public domain design strategy for Barangaroo, led to Peter Walker Partners (PWP) and Johnson Pilton Walker (JPW) being selected as the project design team. The Headland Park is now under construction and is also due for completion in 2015.

Playing a pivotal role between these two new landmarks, Barangaroo Central will combine commercial development with civic and recreation spaces to create a stimulating area for the Sydney community, with unique buildings, open-air spaces for festivals, entertainment, arts, culture, recreational and educational activities.

Over the last two years, the Authority has developed plans for the cultural, social and economic growth of Barangaroo. Each of these plans and the relationship with Barangaroo South and the Headland Park will contribute to the future brief for the Central precinct.

The Authority recognises the importance of working with the world's best designers to deliver Barangaroo. For Central, the appointment of the overall master planner is the most significant decision in shaping the long term vision and identity of the precinct. Design and place making skills combined with precinct planning experience will be required to deliver the potential of Barangaroo Central.

The Barangaroo Central Master Planning Request for Proposals (Request) is the initial milestone in the delivery strategy for this part of the Barangaroo project.

## Process

The NSW Government is seeking proposals from the urban planning, urban design and architecture professions to provide master planning services to the Authority and collaborate with them on the evolution of the Central precinct. The appointment of an appropriately skilled and experienced team will be fundamental in the achievement of the vision and objectives for Barangaroo Central.

This Request contemplates a single stage procurement process with the option of specific phases enabling the selection of a Preferred Master Planner.

The proposals in response to the Request will be assessed against criteria under the following categories:

- > Capability and experience in delivering concept planning for similar urban precincts
- > Design excellence and innovation
- > Understanding of place
- > Response to Barangaroo objectives and development goals
- > Fee proposal and process

No visual design layouts or schematics are required in the initial response to this Request.

Following the completion of the Request process, the Successful Respondent will be appointed as the Central Master Planner and be required to prepare, in collaboration and consultation with the Authority the following deliverables (deliverables):

- a) A conceptual vision for the Central Master Plan
- b) The Central Master Plan
- c) Updated Concept Plan pertaining to Central (if and as required)
- d) Public domain plan incorporating whole of site integration
- e) Built form master planning considerations
- f) Land Use planning framework and staged land release plan.

The work to be completed by the Preferred Master Planner as identified in this Request represents an outstanding opportunity to contribute to this urban renewal project of international stature, and the opportunity to enhance Sydney's national and international identity. The Central Master Plan outcome will be integral to the success of Barangaroo.

The Request documentation is divided into the following parts:

- > Part A: The Opportunity
- > Part B: Terms and Conditions

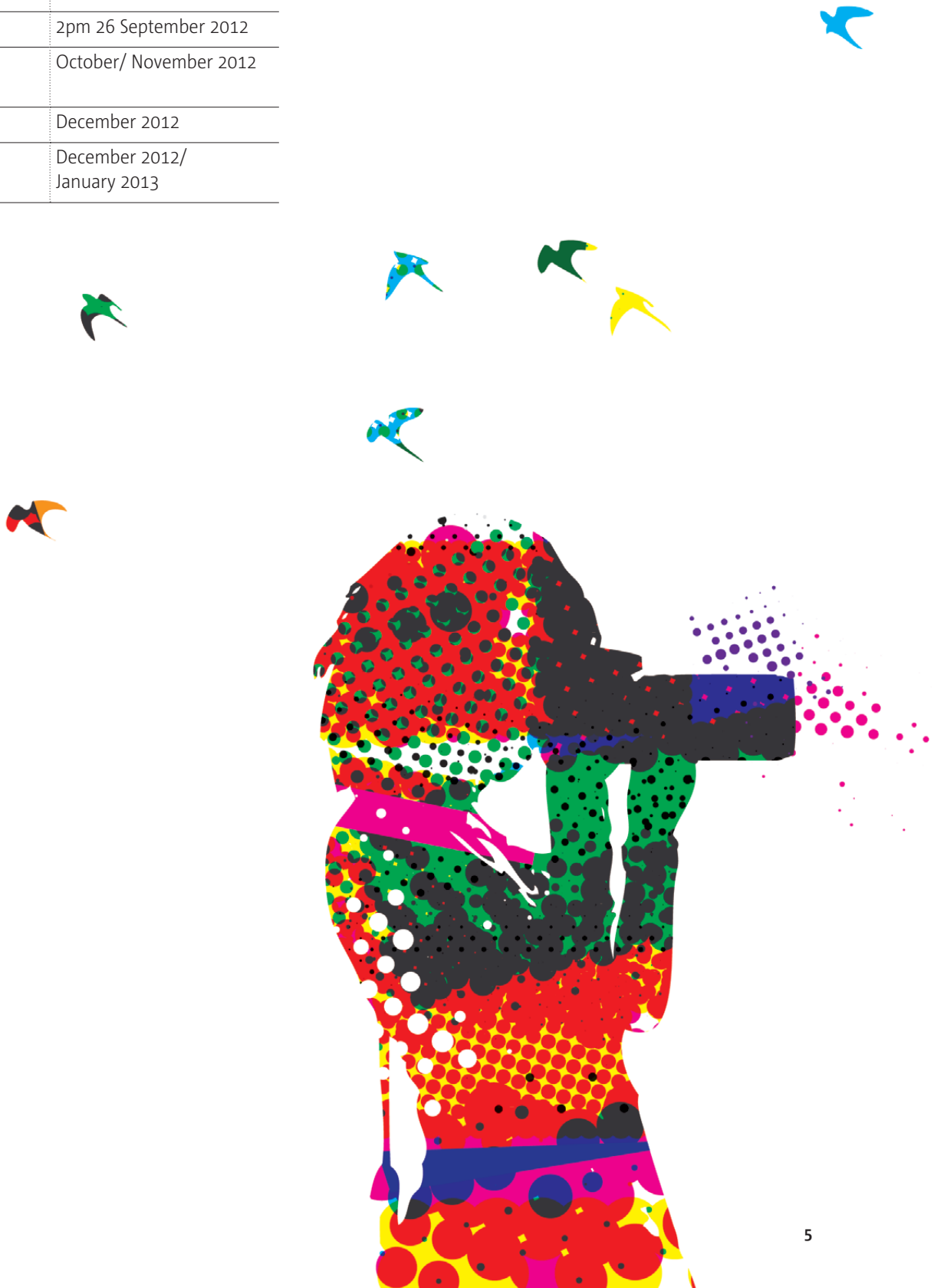


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**Timing**

The anticipated timetable for the Request process leading to the selection of the Preferred Master Planner is:

Issue Request for Proposal	30 August 2012
Request for Proposal Information Session	30 August 2012
Request Close Date	2pm 26 September 2012
Assessment and evaluation of Proposal	October/ November 2012
Board Approval	December 2012
Appointment of Successful Respondent	December 2012/ January 2013







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# Context – Barangaroo and Greater Sydney







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## 2.0 Context – Barangaroo and Greater Sydney

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### 2.1 The Barangaroo Delivery Authority

The Barangaroo Delivery Authority was established on 30 March 2009 under the Barangaroo Delivery Authority Act 2009.

The Authority has the following functions:

- a) to promote, procure, facilitate and manage the orderly and economic development and use of Barangaroo, including the provision and management of infrastructure,
- b) to promote, procure, organise, manage, undertake, secure, provide and conduct cultural, educational, residential, commercial, transport, tourist and recreational activities and facilities at Barangaroo,
- c) to develop and manage the Barangaroo Headland Park and public domain so as to encourage its use by the public and to regulate the use of those areas,
- d) to facilitate and provide for appropriate commercial activities within the Barangaroo Headland Park and public domain that are consistent with their use for cultural, educational and recreational activities and the use and enjoyment of those areas by the public,
- e) to promote development within Barangaroo that accords with best practice environmental and town planning standards, is environmentally sustainable and applies innovative environmental building and public domain design,
- f) to liaise with Government agencies with respect to the co-ordination and provision of infrastructure associated with Barangaroo,
- g) to undertake the delivery of infrastructure associated with Barangaroo or that relates to the principal functions of the Authority.

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### 2.2 Urban Renewal Opportunity

Barangaroo (formerly East Darling Harbour) represents an extraordinary opportunity for urban waterfront renewal that is rarely available to global cities. On the western edge of Sydney's CBD, this 22 hectare former industrial container port is being transformed into a vital new extension of the city, new global financial hub and a spectacular Headland Park.

Barangaroo has seen dramatic change and growth throughout its history. Historically, the site was an economic trade base for the early colony, and with changes in technology and the formation of important business synergies, it evolved into an important nodal point for the city of Sydney. The area was not only connected to the local community through its relationship to worker housing, merchant housing and places of gathering, but was also connected to greater Sydney, other Australian cities, and the international stage through the interchange of goods and the maritime industry.

In 2003, the NSW Government announced the decision to relocate shipping operations to Port Botany. This provided the opportunity for the stevedoring wharves at Barangaroo to be transformed into a new urban precinct.

To ensure the best design opportunities and encourage wide public debate, the NSW Government launched an International Urban Design Competition in May 2005 to source ideas and concepts that would underpin the transformation of Barangaroo.

Following a comprehensive international bid process for the right to develop Barangaroo South (Stage 1), Lend Lease was named as the preferred proponent in December 2009. As part of their process world renowned architect Lord Richard Rogers and the team of Rogers Stirk Harbour and Partners were selected to design Barangaroo South.



## 2.3 Sydney Context

Sydney is Australia's major inbound gateway to its national economy and the country's outbound gateway to the global economy. It is the financial and services centre for Australia, and represents approximately 30 per cent of Australia's GDP, equivalent to the size of Singapore's economy. It is a key financial hub for the Asia-Pacific region and has a strategy to both grow and diversify its range of financial and service industries to support Australia and to maintain its key role in the Asia-Pacific.

With this economic role has come diversity in people, culture and ideas that has enriched, and now helps define, the character of Sydney. This provides a tangible competitive advantage for Sydney in its business dealings in the Asia-Pacific region and throughout the world.

Sydney has managed its evolution as a global city in a manner that embraces and protects its unique environment, by creating a balanced urban outcome of cityscape and landscape, thereby reinforcing the competitive advantage of Sydney's quality of life.

In line with long standing NSW Government policies which focus on increasing public access to Sydney Harbour, Barangaroo provides the opportunity for diverse and engaging new workplaces, recreation areas, formation of a new cultural edge, all adjacent to the Sydney CBD.

Barangaroo will create a new western face of city buildings, headlands and gardens which, at long last, will match the city's much-celebrated eastern face. It will deliver well-planned commercial growth of Sydney's CBD at the nexus of its public transport routes. Barangaroo's public domain will strengthen Sydney's status as a harbour city by embracing the harbour's greatest assets – its green headlands and with them, public access to the foreshore.

In this dynamic stage of Sydney's development, its people aspire to be a part of a city that is vibrant and globally competitive, whilst remaining socially and environmentally sustainable. Barangaroo seizes the opportunity to provide a tangible and positive response to that aspiration, reflecting and reinforcing the values of Sydney's people and culture.





## 2.4 Harbour Context

The drama of Sydney Harbour's geography arises from its topography and its headlands, many of which visually maintain their original state. A number of these headlands were altered in the 19th and 20th centuries for industrial use and over the past decade the NSW Government has pursued opportunities to restore these sites to as natural a form as possible.

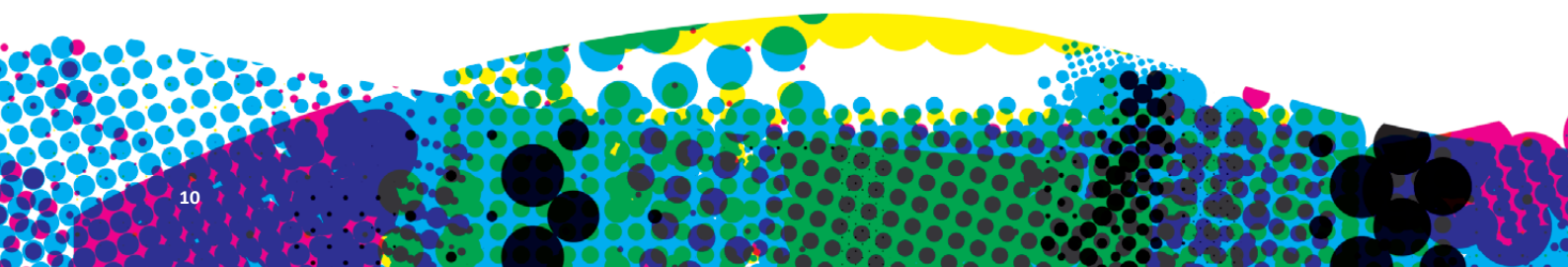
The NSW Government has created significant new foreshore green space in the western harbour, including the acquisition of former industrial sites. Barangaroo is the latest and the most significant site to become available for restitution from industrial maritime to open space use.

Barangaroo's particular significance lies in its proximity to the CBD and its historic relationship to the surrounding landmarks of Balls Head, Ballast Point and Goat Island. Millers Point has been significantly altered through a series of excavations dating back to the mid 19th century. The northern edge of Barangaroo in its current state represents neither its natural form nor its original geographical relationship to the surrounding headlands and to Goat Island.

Reinstatement of a "green headland" at the northern end of Barangaroo presents an historic opportunity to reunite the archipelago of headlands that once defined the western harbour of Sydney while geographically reinstating the cultural and historic significance of Goat Island itself.

This historical, cultural and environmental harbour context is embedded in the vision for Barangaroo. Accordingly, the Headland Park design has evolved to emphasise and reflect this importance with the creation of a natural form reflecting its surrounding harbour context.

The Headland Park will be a significant civic and recreational resource to the city and a great legacy to Sydneysiders. It will reinforce Sydney's international position as a city of natural and cultural significance with remarkable natural assets.





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## 2.5 The Barangaroo Site

Barangaroo is a 22-hectare site located on the foreshore of Sydney Harbour, on the western edge of the city's central business district (CBD).

Barangaroo runs north/south between Hickson Road and the western harbour foreshore of Sydney's CBD, connecting the north-west edge of the city's business centre with the historic and cultural precincts of Walsh Bay and Millers Point. The site is in walking proximity to a major transport interchange at Wynyard station in the CBD.

Barangaroo's foreshore walkways will connect existing major tourism locations such as the Sydney Opera House, The Rocks and Darling Harbour, and provide the opportunity to complete a 14km foreshore walk along the water's edge from the ANZAC Bridge in the west to Woolloomooloo in the east.

Barangaroo provides a major catalyst for greater Sydney's physical and functional transformation to reaffirm its position as Australia's number one city.

When complete, the \$6 billion precinct will include a new iconic landscaped Headland Park, waterfront walks and parks, shops, cafes and restaurants, commercial office towers and apartments, all serviced by new and extended transport systems.

More than half of Barangaroo will be public open space, including the new park and foreshore walk running the length of the site. The Concept Plan includes over 500,000sqm of mixed use development, with the remainder of Barangaroo dedicated for waterfront public recreation and civic spaces.

Barangaroo will provide a dynamic and connected world class precinct and be a proud addition to Sydney.

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## 2.6 Barangaroo South

Designed by world renowned architect Lord Richard Rogers and the team of Rogers Stirk Harbour and Partners, Barangaroo South is the 7.5 hectare commercial precinct developed in partnership with Lend Lease located on the southern portion of Barangaroo. It will be the financial headquarters for leading Australian and international corporations, yet allow for people to simply enjoy the waterfront.

Setting new standards in sustainability, Barangaroo South will be a true mixed use precinct consisting of commercial office buildings, residential apartments, an international hotel, shops, cafes, restaurants, and civic facilities. There will be direct public transport connections, including a major pedestrian connection through to Wynyard station and the city.

Over the next decade Barangaroo's financial hub will create a benchmark home for international banks and financial and professional services companies. Barangaroo will take Sydney's financial services infrastructure to a new level –with large floor plate and premium grade energy efficient office space.

Preliminary construction work started in late 2010, with the first commercial tower scheduled for completion in 2015.



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## 2.7 Headland Park

Designed by world renowned landscape architect, Peter Walker, the Headland Park, with its symbolic bush landscape recognising Australia's indigenous history and culture, is highly significant to both Sydney and Australia.

The Headland Park, along with Balls Head, Goat Island and Ballast Point will complete the archipelago of green headlands, characteristic of Sydney Harbour through the centuries before 1836 when the first man made changes occurred. Currently, the site comprises flat concrete wharves.

The re-creation of a beautiful naturalistic headland will provide a new connection between people and the harbour as well as recognising Sydney's modern and ancient history as a symbol of country.

It will feature bush walks, walking and cycle paths, a new harbour cove, tidal rock pools and a new headland park. Within the headland, the new form houses the shell of a potential new cultural or exhibition space.

Barangaroo's Headland Park will be a spectacular place for everyone to enjoy. It will provide a new vantage point for Sydneysiders and visitors alike to watch the action on Sydney Harbour at the same time as they soak up the atmosphere of six hectares of lush, naturalistic parkland.

In May 2012 the Authority awarded Baulderstone a construction contract for the delivery of the Headland Park. The park is are expected to be complete by 2015.

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## 2.8 Barangaroo Central

Barangaroo Central will be a stimulating place combining civic, educational and recreation uses with spaces for living, work and leisure. It will be an area for the broadest community, combining the living city with open-air spaces for festivals, entertainment, arts, culture, recreational and educational activities. It will offer visitors an opportunity to get close to the water of Sydney Harbour and create a destination that people will want to soak up night and day.

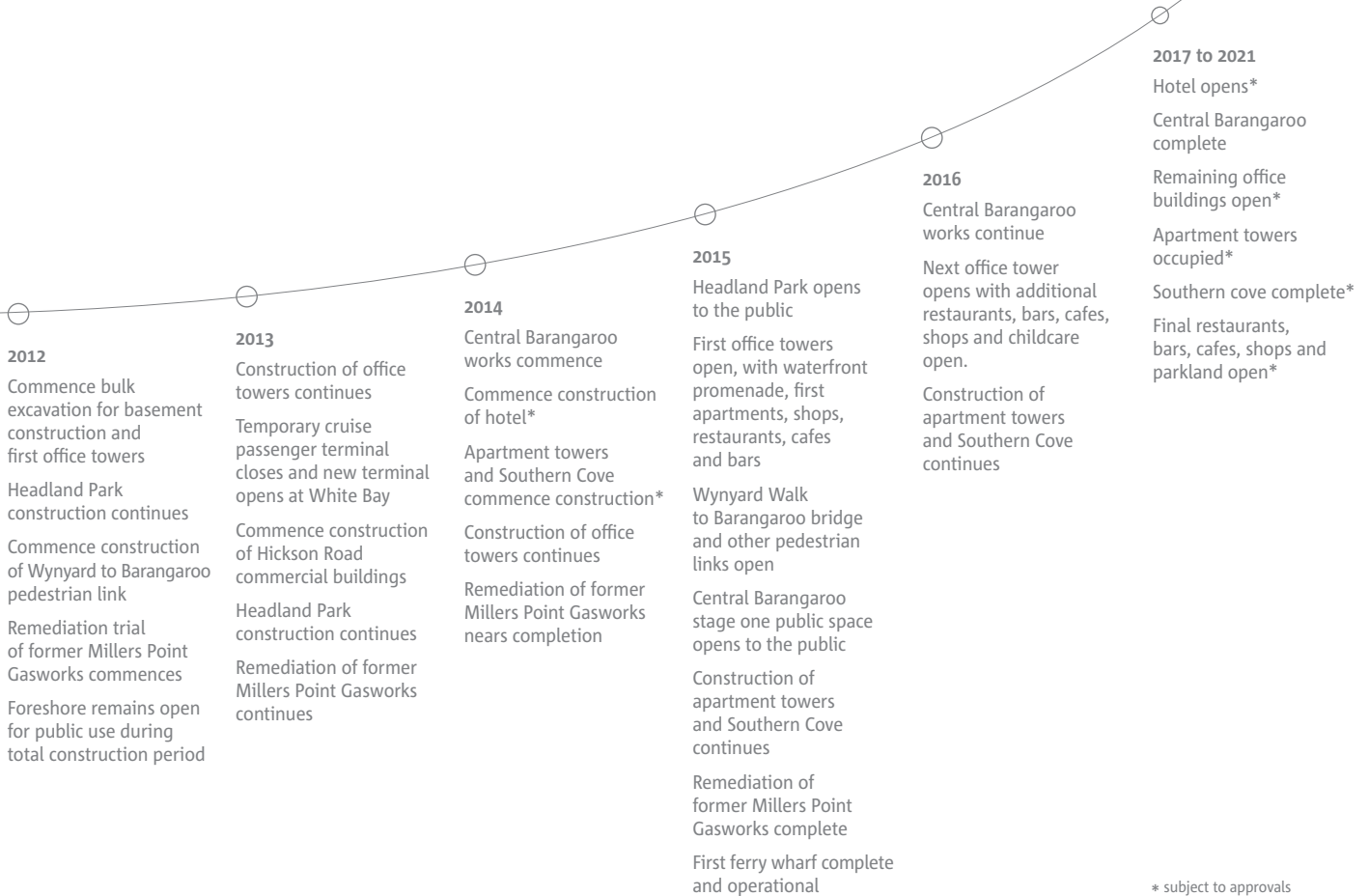
What happens at Barangaroo Central will shape how people experience Barangaroo into the future. It must encapsulate the dynamic characters of innovation, diversity, sustainability, and commerce that drive both Sydney and Australia.

Central is the transitional experience along the waterfront walk that links the southern urban commercial environment to the passive, relaxing natural form of the Headland Park. Moreover, its own pedestrian links will connect its low-rise residential, commercial and civic buildings back to the CBD.



## 2.9 Timing

The creation of Barangaroo is long term and will take around 20 years to complete the buildings and infrastructure. When complete Barangaroo will accommodate over 23,000 workers and residents, in addition to hosting an estimated 33,000 visitors a day or 12 million a year.



\* subject to approvals



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## 2.10 Sustainability and Infrastructure

Barangaroo's goal is to be the first precinct of its size in the world to be climate positive. Barangaroo will enhance the wellbeing of our community by seeking to operate as a carbon neutral, water positive and zero waste precinct.

Barangaroo is one of 17 precincts worldwide selected by the Clinton Foundation to participate in the Climate Positive Development Program. Barangaroo's selection is based on world leading sustainability targets that apply across the precinct.

This sustainable development seeks to ensure people live happy and healthy lives within a fair share of the earth's resources. Our philosophy is underpinned by a commitment to community wellbeing, moving beyond sustainable buildings and into sustainable precincts and sustainable lifestyles.

Barangaroo is focusing on a holistic and inclusive range of social outcomes across the 5 key areas of culture and identity; lifelong learning; community services; active and healthy living; and community investment.

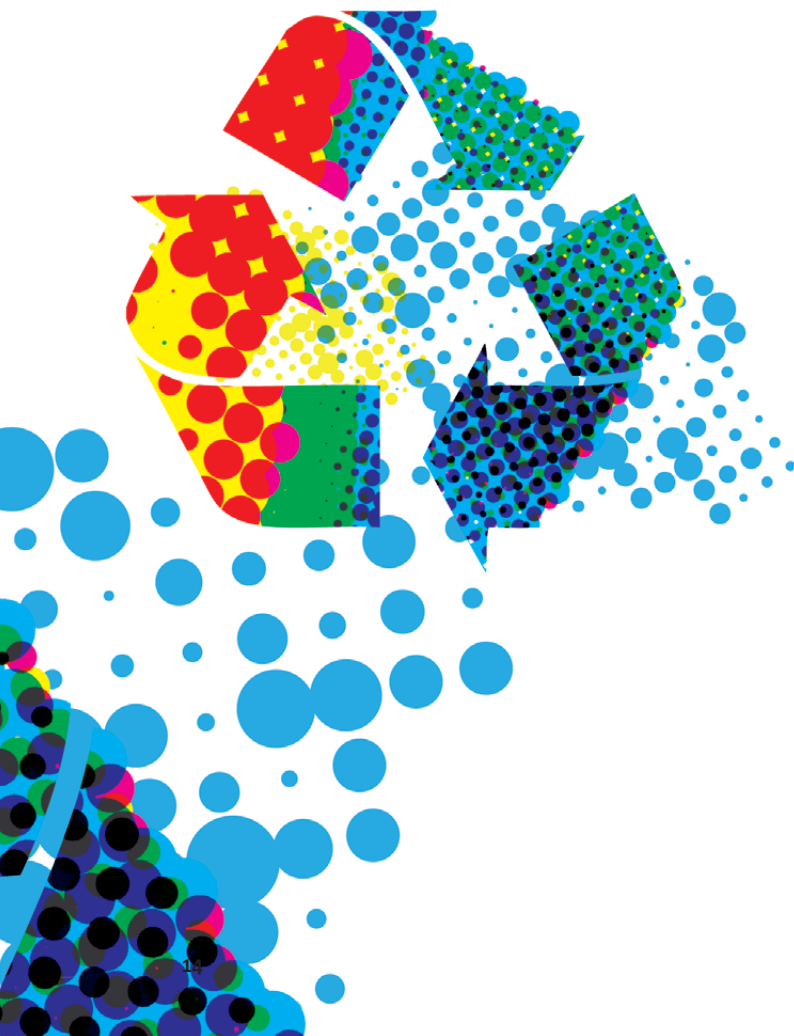
To achieve these outcomes at Barangaroo we will provide safe, equitable and effective community infrastructure and services to meet the needs of Barangaroo's community. This includes: cultural, community, youth and children's facilities and services, public art, and lifelong learning, skilling and employment opportunities.

Over time Barangaroo's range of cultural, educational and recreational amenities and programs will ensure its position as a great destination for visitors and residents.

In addition to working with sustainability leaders globally, Barangaroo is seeking to lead and support our national benchmarking tools.

It hopes to achieve this through targeting world leadership Green star design and as-built ratings for commercial buildings, combined with the highest level of operational performance benchmarking under the NABERS ratings system and by piloting and sponsoring the new Green Star Communities tool.

Barangaroo seeks to leave a legacy in sustainable design and operation which reflects the next generation of green buildings and community spaces.





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## 2.11 Transport

Barangaroo has no comparable project in Australia. This is due to the scale of the project and its unique combination of urban renewal, mixed use property development, and cultural opportunities linked with the creation of large scale recreational areas in a harbourside CBD location. When completed, more than 23,000 people are expected to live and work at Barangaroo, and another 33,000 people will visit every day.

A project of this scale and impact requires innovative transport solutions.

Barangaroo will use best practice approach to sustainable transport. To reach sustainability targets, 96% of people will catch public transport, cycle or walk to Barangaroo.

### *Integrated Transport System*

- > Heavy rail via Wynyard station will be the main form of transport for commuters to Barangaroo
- > A new pedestrian connection from Wynyard Station, called Wynyard Walk, will provide commuters and visitors with a high quality route to Barangaroo, the waterfront and a new ferry hub
- > New bus routes into Barangaroo
- > A new ferry hub for Sydney, located at Barangaroo, with significant service increase
- > Cycle ways and cycle parking stations for leisure and commuting
- > Only 4% car use (compared to city average of 20%) with commercial parking provision half of City of Sydney planning allowance.

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## 2.12 Barangaroo Review

In May 2011, the Minister for Planning and Infrastructure commissioned the Barangaroo Review, an independent review of Barangaroo compliance with the planning approval process. On 8 August 2011, the NSW Government confirmed its commitment to Barangaroo following the review reinforcing the merits of the project and the validity of its process and planning consent.

In January 2012, the NSW Government released the Authority's formal response to the Barangaroo Review and endorsed 11 key recommendations. The recommendations have been arranged in six key categories of:

1. Engagement with all of Sydney and NSW
2. Leadership and Governance
3. Transport and Infrastructure
4. Sustainability and Remediation
5. Sydney's Public Waterfront
6. Design Excellence

The recommendations represent the key components of a comprehensive plan to successfully develop the Barangaroo precinct to meet community expectations and the clear economic, cultural and strategic objectives the Government has set for Barangaroo.

Specifically for Barangaroo Central, the Authority's response to the Review emphasised the potential for Central to:

- > become a vibrant, active and publicly accessible precinct within Barangaroo incorporating large public spaces, cultural and civic components alongside commercial development.
- > be a new civic meeting place, enlivened by active events embracing the cultural ribbon that ties the Sydney Opera House to Darling Harbour.
- > include world class cultural development alongside a well designed public domain creating a civic address unique on the city's western foreshore.
- > be informed by ongoing cultural planning and community consultation that will continue to determine the best and most relevant use of this part of Sydney.

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# Site Description







## 3.0 Site Description

### 3.1 Barangaroo Context

Barangaroo is a 22-hectare site located on the foreshore of Sydney Harbour, on the western edge of the city's CBD. Barangaroo's change of use from industrial maritime provided an extraordinary opportunity for urban waterfront renewal, rarely available to global cities.

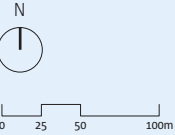
Barangaroo runs north/south between Hickson Road and the western foreshore of Sydney Harbour, connecting the north/west edge of the city's business centre with the historic and cultural precincts of Walsh Bay and Millers Point. Barangaroo Central is located within the central part of the Barangaroo site as shown on Figure 1 opposite. To the north of Barangaroo Central will be the Headland Park which will be a grand harbour park for Sydney. To the south will be the major commercial, business, tourism, residential and retail precinct for Barangaroo.

The Barangaroo site has been extensively and regularly modified over time to meet the changing requirements of trade and commerce for the city, and the changing technologies for cargo handling. The hardstand apron visible today was constructed in stages from the 1960s as a response to containerisation of shipping cargo. In the process the original Millers Point headland was cut away and the shore sheds that had defined the site as a 19th and 20th century harbour port were demolished. The site today therefore provides little physical connection to either its natural or industrial past.

Currently located on the Barangaroo Central site is the Temporary Cruise Passenger Terminal which will relocate to White Bay in 2013.



Figure 1 – Barangaroo indicative concept plan



**Headland  
Park**

**Barangaroo  
Central**

**Barangaroo  
South**

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### 3.2 Heritage and Archaeology

Prior to the European colonisation of Sydney Harbour, its landscape was characterised by sandstone ridges, plateaus and estuaries while on the coastal edge inter-tidal rock platforms, beaches or mangrove mudflats covered the shore. The traditional owners of the Sydney city region are the Cadigal (or Gadigal) people. The shores of Darling Harbour were an important source of cockles, rock and mud oysters for Indigenous peoples. Early European descriptions of the harbour shores note large piles of shells – the remains of many meals built up over time.

Variouly known as Long Bay and Cockle Bay, there are few references to the eastern shores of Darling Harbour by the early colonial diarists but it is clear that the massive middens of shell provided the perfect source for lime for the burgeoning colony. The shells collected, crushed and burnt in kilns to produce quicklime, used as mortar for Sydney's early brick and stone buildings.

Throughout the 19th century wharves were extended into Darling Harbour from the Barangaroo Central area. Historical accounts record numerous ship builders, transporters and merchants conducting business in the area. A key figure in the Central area during the 19th century area was John Cuthbert, a ship builder from Cork, Ireland who had migrated to Sydney in 1844. By 1849 he had bought waterfront land in the Barangaroo Central area and by 1865 had expanded his yards north to Millers Point and south almost to the gas works. Cuthbert's yard was one of the most extensive in the colony employing upward of 250 men at the end of the 1860s. The shipyards here built a number of steam ships for the government and local shipping firms as well as schooners for the Admiralty and a gunboat for the British government. There was a large jetty and yard that included blacksmiths' shops, carpenters' sheds, sail lofts, a steam saw mill and large store of timbers. In addition to new boat construction, the yard had a profitable business in refitting vessels. Cuthbert's story is emblematic of the use of the area by shipbuilders during the 19th century.

The Australian Gas Light company purchased land around the southern end of the Barangaroo Central area in 1839. Preparation of the gas works site involved extensive quarrying to level the gas works yard and excavation to a depth of 20 feet (approximately 6.5 metres) for the installation of the two gas holders. Some of the stone removed from the excavations was used for the construction of buildings on site including the perimeter wall, store houses and the base of the chimney. Between 1869 and 1882 major extension works to the gas plant were undertaken which consisted of acquisition of land to the south and east and the demolition and construction of buildings. A second phase of extension occurred from 1882 to 1896 including periodic acquisition of land to extend the premises. The government acquired the site in 1912 and cleared it in 1922.

In 1902 government ownership of the majority of wharves resulted in the formation of a new authority, the Sydney Harbour Trust, to control and manage the wharfing, housing and development in the area. Part of the activities of the Trust involved a new wharfage scheme for East Darling Harbour that consisted of 320m of land between Dalgety's Wharf at Millers Point and the gas works. This area had been Cuthbert's shipyard and was relatively undeveloped due to the steep foreshore.

In 1936 the Sydney Harbour Trust was dissolved after over thirty years of reconstruction and upgrading of the harbour's facilities and the Maritime Service Board assumed responsibility. By the 1950s, progressive infilling between the finger wharfs in the central part of the Barangaroo site created a large broadside wharf to service container ships. Long berths were constructed by creating a new sea wall made of large concrete caissons linking the ends of the finger wharfs and infilling.





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### 3.3 Current status of Barangaroo

Barangaroo is well on its way to becoming a world class precinct and a financial services hub for the Asia Pacific region. The recent announcement of the \$2 billion equity investment in the first two commercial buildings of Barangaroo South, to be known as International Towers Sydney, has confirmed this.

In addition, the signing of foundation tenants for these two commercial office towers was announced in June 2012, one of the biggest leasing commitments of its kind in Australia. The initial 42 storey tower will be occupied by Westpac, – Australia’s first bank and one of Australia’s ‘big four’ banking institutions. The 39 storey tower will be occupied by KPMG (one of the largest professional accounting and advisory services companies in the world) and Lend Lease. Construction is advanced at Barangaroo South, with the perimeter retention wall complete and excavation of some 300,000m<sup>3</sup> of material to create the shared basement for the commercial towers underway.

Construction of the Headland Park is also underway, with the \$163 million construction contract awarded to Baulderstone; a leading building and engineering firm who has been working in Australia for over 80 years.

The Barangaroo foreshore walk, along the existing concrete apron was opened in late 2009 and runs the length of the site along the harbour’s edge. The foreshore walk is an interim arrangement to allow public access to Barangaroo as the site develops and evolves, and currently attracts 1,000 people a day.

While long term planning for Central continues, the Authority is committed to delivering an active and connected waterfront in 2015. The Authority will undertake a range of long term and interim works within the Barangaroo Central area to provide public access and enjoyment of the site prior to the final development of the precinct.

The long term work would include extending the new foreshore promenade, built around the edge of the Headland Park, along the central waterfront to connect with the southern commercial precinct.

In addition, approval will be sought for interim works which are intended to provide significant spaces for public recreation, leisure and events prior to final planning and development of the site. However, the construction and ‘life span’ of these interim works will be dependent on the ongoing planning process and program for Barangaroo Central. However, flexibility will be sought to not proceed with the interim works should the final outcome for Barangaroo Central be defined prior to commencement of construction.

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### 3.4 Urban Design Competition

An international urban design competition (Competition) was held during 2005 and 2006 that provided a forum to debate the possibilities of renewal at Barangaroo. The Competition sought to explore urban form issues and the relationship of Barangaroo to its surrounds, and to propose an agenda of renewal that supported the local and global aspirations of Sydney.

The Competition was held in two stages over 2005 and 2006 and attracted 137 entries. The winning design by Hill Thalys Architecture + Urban Projects Pty Limited, Paul Berkemeier Architects and Jane Irwin Landscape Architecture, was announced and exhibited in March 2006.

The Competition jury noted the following regarding the winning entry:

“The scheme provides a vision for ‘completing the western edge of the city’ by creating:

- > A new civic boulevard connecting East Darling Harbour to Walsh Bay and King Street Wharf
- > A grand harbourside park along the entire length of the waterfront
- > A vibrant new commercial quarter integrated with the CBD.

In developing the scheme beyond its current concept the jury recommended that the following elements be integrated in the next phase of the project:

- > A natural headland form which touches the water at the northern end of the site
- > A large northern cove located directly behind the headland to further define the headland
- > A larger intervention of the southern cove, located north of Napoleon Street”.

### 3.5 Planning Framework

The planning framework for Barangaroo is established by the Concept Plan Approval, approved by the NSW Minister for Planning in February 2007, and the State Environmental Planning Policy (SEPP) Major Projects 2005, Amendment No. 18 gazetted in October 2007. These documents build upon the Competition-winning entry and urban design, and respond to recommendations from the Competition jury. They confirm the strategic urban design intent for Barangaroo.

There have been four amendments to the Concept Plan since the original in 2007, increasing commercial floor space in the South, refining planning for the Headland Park and Northern Cove, and allowing additional floor space, additional height and a landmark hotel on a public pier in the South.

The zoning of Barangaroo provides for significant public foreshore recreational space along the north and western edge of Barangaroo, with the remaining area a mixed use development zone located along Hickson Road.

The Concept Plan (as modified) includes guidelines for future built form and open space and introduces a range of economic, environmental and social agendas facilitating Barangaroo's sustainable ambition. These documents are available from the website, [www.barangaroo.com/concept\\_plan.aspx](http://www.barangaroo.com/concept_plan.aspx)

Barangaroo Central comprises blocks 5, 6 and 7 with a total GFA of 59,225m<sup>2</sup> with the following use breakdown as follows:

#### GFA and building heights

	GFA (sqm)	Residential GFA (max sqm)	Height (Max AHD)	Height above existing ground level (m)
Block 5	41,225	15,000	RL 34	32
Block 6	3,000		RL 29	27
Block 7	15,000	14,000	RL 35	33

GFA of 1,500 sqm for active uses is nominated for the public domain.

The evolution of the Barangaroo Central Master Plan will reflect the intent of the Concept Plan, however as the development brief for the precinct evolves, the master planning process may lead to some further modification of the Concept Plan.

### 3.6 Site Ground Conditions

State Environmental Planning Policy No. 55 – Remediation of Land (SEPP 55) provides a state wide planning approach to the remediation of contaminated land by requiring consideration of whether the land is contaminated and, if it is contaminated, whether it can be made suitable for the proposed purpose.

Contaminated materials may be located within the site due to historical filling and reclamation activities. The contamination within the fill materials can be managed in situ by ensuring the fill materials are capped so that people coming to the area, and any intrusive maintenance workers, have no exposure to any potential contaminants.

The management of contaminated materials will be outlined in a Remedial Action Plan (RAP) for Barangaroo Central.



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# Barangaroo Central Vision and Ambition



## 4.0 Barangaroo Central Vision and Ambition

Sydney is taking a bold step into a brilliant future. Barangaroo will be a vibrant new city precinct worthy of its iconic location on the world's best harbour, with beautiful spaces, where you can touch the water and marvel at the view from world class designed buildings and places.

Playing a pivotal role, Barangaroo Central will be a stimulating place combining commercial development with civic and recreation spaces and creating an area for the community, with unique buildings, open-air spaces for festivals, entertainment, arts, culture and educational activities.

Barangaroo Central is the last remaining part of Barangaroo to be defined. It will have its own distinct character yet will be connected in essence, ambition and identity to Barangaroo South and the Headland Park.

The development brief is evolving and is informed to date by the defined precincts around it and the vision and principles so far established by the Authority. The selected master planner will be required to enhance this brief and extend and enhance the vision and ultimately the place and experience.

### 4.1 Barangaroo Vision

*Barangaroo will instil pride and inspire innovation for generations. It will be a global reference point of design excellence and sustainability. Barangaroo will raise Sydney's international acclaim and be a globally celebrated destination.*

*We are creating the best place in the best place in the world, adding a brilliant new dimension to brilliant Sydney.*





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## 4.2 Barangaroo Central Vision

*Barangaroo Central will dare to be bold.*

*It will engage intimately with the harbour.*

*Originality and creativity will drive a unique range of public and cultural activities stimulating all those who experience it. It will marry commercial development outcomes with civic and cultural experiences.*

*It will showcase innovation and adventure, be engaging and accessible and feature forward thinking development.*

*Barangaroo Central must be an address that is recognised globally and loved locally.*

*It will be an evolving place, a dynamic space delivering experiences worth sharing.*

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## 4.3 Objectives

In line with its corporate goals, the Barangaroo Delivery Authority has developed specific objectives for Barangaroo Central. These are:

- > Establish an activated range of uses that contribute to a vibrant public domain and become a concentrated consolidation of this identity
- > Deliver diversity of product and use – integrating mixed use commercial, residential, retail, educational, civic, recreational, cultural and entertainment activities
- > Create a dynamic waterfront (waterside) destination that is integrated, connected and secure – across the city and all of Barangaroo
- > Create both public attraction and amenity within the Barangaroo precinct programmed to create impact from day 1 through to its completed development
- > Be culturally distinctive both internationally and locally, creating a canvas to allow appropriate facilities to claim the site and drive its identity, character and use
- > Deliver a range of passive and active outdoor destinations that together create a new attraction for all of Sydney – encouraging the evolution of Sydney’s next gathering place
- > Extend the principles and networks of the climate positive promise. Create projects that respond visibly to sustainable needs of people and the planet
- > Deliver returns that optimise financial return and the delivery of public amenity across the precinct.

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## 4.4 Principles

### 4.4.1 Vision and Ambition

- > The successful development of the Central area is intrinsic to the ultimate public identity, appeal and success of Barangaroo
- > Central can become the defining piece of the project adding to the overall experience and attraction of Sydney
- > Barangaroo Central is to be developed with creativity and innovation and deliver beauty. It should add to the life and soul of Sydney and enrich its social fabric
- > Encourage the opportunity for iconic architecture or ideas and explore a range of opportunities / uses, whilst using world's best exemplars
- > Planning should provide flexibility to allow the precinct, and its uses, to evolve over time
- > Achieve a range of outcomes that deliver local relevance and world class identity.

### 4.4.2 Planning and Design

- > Focus on three key public oriented areas – Northern Cove, Central Park/Civic Space, Southern Cove and their use, character and activation
- > Ensure powerfully activated connections through Barangaroo Central and the adjacent precincts
- > Deliver active public uses along the waterfront edge whilst maintaining the primacy of the waterfront promenade through the creation of a variety of water edge conditions for views, access and multiple uses
- > Maximise views to the water from all spaces within Barangaroo Central
- > Evolve built form around the key public areas
- > Consider the current concept plan and explore options to vary the range of built form whilst maintaining a minimum 50% public domain across all of Barangaroo
- > Ensure a waterfront connection between Barangaroo South and the Headland Park is in place by 2015.

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## 4.5 Barangaroo Review

In May 2011, the Minister for Planning and Infrastructure commissioned the review of Barangaroo on behalf of the NSW Government which was completed by Meredith Sussex AM and Shelley Penn.

While broadly endorsing the overall development of Barangaroo, there was a change of emphasis in the conclusions that are relevant to Barangaroo Central as follows:

- > The planning for Barangaroo Central provides the opportunity to engage with the community in the planning of this area, knowing the land use mix across the rest of Barangaroo has been developed to respond to the most obvious needs for the Sydney CBD
- > Barangaroo Central has the potential 'for a stunning public park with great architecture, exceptional public art and active, cultural or performance spaces which support the diverse population. There is scope for a visionary approach to curating grand scale public art in Barangaroo Central, which could distinguish this site and contribute to the cultural credentials of Sydney and Barangaroo'.

On 19 January 2012, the Premier endorsed the Authority's detailed response to the review of Barangaroo.



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#### 4.6 Barangaroo Cultural Study

The Barangaroo Delivery Authority appointed world leading consultancy, AEA Consulting, to undertake a study that explores cultural development opportunities for Sydney and recommend specific options for inclusion at Barangaroo.

The study involved high level stakeholder consultation across the cultural community and leaders.

The study considered options for the future cultural needs of Barangaroo so the city and the State can compete nationally and internationally as a host to tourism, cultural events and festivals. The study not only identified potential uses but considers operating and financial strategies that could be used to help deliver the recommended options.

The strategic direction of the cultural study was guided by a steering group comprising Government and private individuals, and will lead to a series of recommended options to be considered by the Premier of NSW.

The recommendations of the cultural study and the subsequent development plans and programs will inform the brief for the Barangaroo Central master planning work planned for commencement in early 2013.





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# Outline Scope for the Central Master Planner Project Scope





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## 5.0 Outline Scope for the Central Master Planner Project Scope

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### 5.1 Background

A multi-disciplinary design solution is required to ensure a cohesive design identity for Barangaroo Central singularly and as part of the whole Barangaroo precinct.

The appointed design team must address the site holistically as well as developing a visionary and expansive solution for Barangaroo Central. This solution will be the basis of a Master Plan prepared for the Authority which may, or may not, lead to a planning application to amend the Concept Plan.

The Master Planning process will identify and evaluate all precinct planning options for the site set out in the development brief with a consideration of the services provided, demographic and social trends, existing and proposed facilities and infrastructure, capital and recurrent costs and delivery strategy.

The key components of a successful Master Plan for Barangaroo Central will include:

- > its ability to create its own identity as a new urban precinct for Sydney
- > The richness and diversity of the built form character, scale and form proposed
- > its flexibility in allowing staged development of the precinct on a site by site basis
- > its physical response to the surrounding precincts
- > its connectivity and linkages to its urban and harbour context
- > the quality and diversity of its public domain and the character of spaces from civic squares to public promenade
- > the world class place that the plan creates.
- > Whilst the identity of Barangaroo as a complete precinct is vital, its integration and connectivity to its surrounds and the wider CBD is critical to its success through the consideration of:
  - > Holistic approach to the development and integration with the city
  - > The design approach to the creation of this distinct precinct within broader Barangaroo and Millers Point
  - > Social environmental and urban integration
  - > Traffic and transport connections, pedestrian and cycling connectivity
  - > Excellence in design
  - > A collaborative approach to the process.

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### 5.2 Master Plan – Proposed Scope of Works

#### 5.2.1 Stage 1: Issues and Opportunities

- > Introductory meetings and site visit
- > Preliminary site analysis – assessment of planning parameters
- > Review existing documentation and background studies
- > Review and consideration of the draft development brief
- > Identification of opportunities and constraints
- > High level conceptual responses – identifying key elements and issues that the Master Plan should contemplate and address

Indicative deliverables: conceptual response to briefing, key principles diagrams, context overview, response to the draft development brief.

#### 5.2.2 Stage 2: Precinct Principles and Options

- > Preparation of draft precinct principles
- > Review of current and proposed uses for Barangaroo Central
- > Updated site analysis including specific reference to the completed foreshore promenade design and interim works package
- > Preparation of preliminary land use options, massing and character, identification of key sites
- > Review of the outline plan – considering complying and non-complying options
- > A conceptual vision for the Central Master Plan.

Indicative deliverables: draft precinct principles, land use and massing studies, place character references, outline plan diagrams, conceptual vision visuals.

#### 5.2.3 Stage 3: Concept Planning

- > Establishment of sub-principles to provide a spatial design brief and planning objectives
- > Document master planning options illustrating proposed development mix
- > Design workshops with Authority and key stakeholders (as required)
- > Community and stakeholder workshops to review preferred uses
- > Review and response to the interim public domain package and recommendations of amendments if required
- > Update options and provide recommendation for preferred option
- > Revised Concept Plan (if and as required).

Indicative deliverables: sub-principles, spatial design brief, planning objectives, master planning options, recommendation for preferred option, revised concept plan.



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#### 5.2.4 Stage 4: Draft Master Plan

- > Preparation of draft Master Plan with options
- > Scope of work and outline specifications to provide basis for indicative cost review.
- > Attendance at consultation events
- > Analysis of community feedback and identification of key issues for further investigation
- > Summary of next steps for completion of Master Plan – receipt of Authority endorsement.

Indicative deliverables: draft master plan with options, analysis of community feedback including key issues for further investigation, next steps for completion of master plan.

#### 5.2.5 Stage 5: Master Plan

- > Completion of Master Plan
- > Land use planning framework and land release staging plan
- > Public domain plan and whole of site integration
- > Built form Master Planning considerations
- > Information to inform cost plan preparation
- > Plan of management and financial model.

Indicative deliverables: completed master plan, land use planning framework, land release staging plan, public domain and whole of site integration plan, plan of management and test against financial model.

#### 5.2.6 Stage 6: Public Exhibition to Completion of Master Plan

- > Exhibition of Master Plan with Authority.
- > Receipt and review of public comments with Authority
- > Completion of Master Plan.

Indicative deliverables: public exhibition report, completion of master plan.

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#### 5.3 Planning (if required)

Preparation of all technical reports and documents required to support all stages in the process to modify the current concept plan (note the Authority will engage a planning consultant via a separate process).

- > Attendance and collateral for pre-modification lodgement community and stakeholder consultation
- > Review and response to public exhibition comments.

Indicative deliverables: technical reports and documents to support all stages in a modification to the current concept plan approval process.

#### 5.4 General

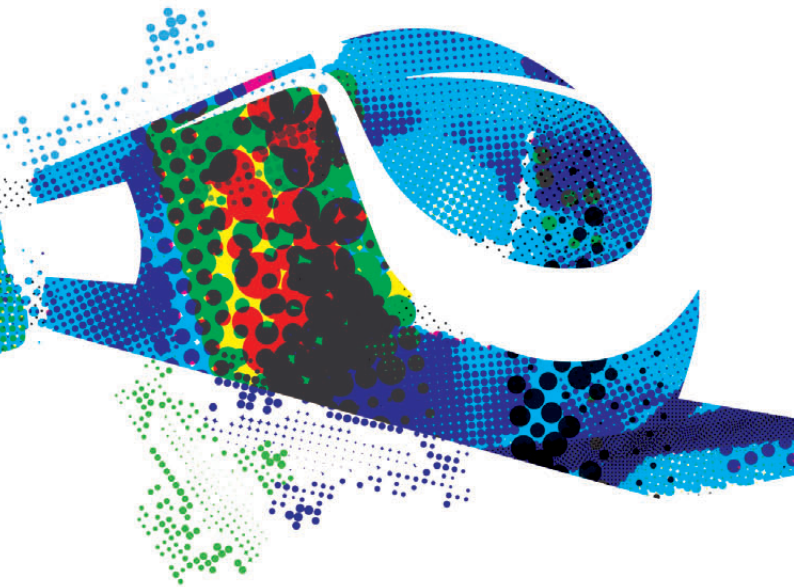
The Authority may also engage the consultant team or individual consultants to assist the Authority in work related to the Master Plan, whole of site connections, urban design considerations for the site and built form and public domain concept and detailed design services, including, but not limited to:

- > Urban design/ urban planning advice for Barangaroo in consultation with the key Barangaroo stakeholders
- > Urban design/ urban planning advice for properties adjacent to Barangaroo and within the Millers Point and Walsh Bay precincts that have the potential to be integrated and/or enhance connection to Barangaroo.
- > Concept and detailed design services associated with the delivery of built form elements and/or public domain
- > Where required, undertake works for the Authority to assist in delivering on the objectives in the Barangaroo Delivery Authority Act, 2009.

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# Design, Delivery and Governance







## 6.0 Design, Delivery and Governance

### 6.1 Staging and Delivery

The proposed staging and delivery relevant for Central is included in the table below.

Indicative Tasks	Indicative Timing
<b>Master Plan</b>	
Selection of Master Planning Team	December 2012
Commencement of Master Planning Process	January 2013
Review and testing of brief	February 2013
Project principles and option preparation	May 2013
Preparation of sub-principles	June 2013
Draft Master Plan	July 2013
Final Draft Master Plan	August 2013
Public exhibition	September 2013
Final Master Plan	October 2013
<b>Modification to Concept Plan (if required)</b>	
Preparation of planning application documents	January 2014
Exhibition and determination	June 2014
<b>Planning Application Public Domain and Infrastructure</b>	
Preparation of planning application documents	January 2014
Exhibition and determination	June 2014
<b>Construction – Public Domain and Infrastructure</b>	
Commencement	July 2014
Completion	July 2015
<b>Development and Delivery of Built Form</b>	
Commencement	July 2015
Completion	December 2020

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## 6.2 Project Governance

The Barangaroo Delivery Authority's role is to manage the city waterfront development at Barangaroo and to deliver world class benchmarks in urban design, public domain and sustainability.

The creation of the Authority reinforces the NSW Government's commitment to the delivery of Barangaroo in a coordinated and financially responsible manner.

The objectives for Barangaroo are to:

- > be a precinct that will be studied for generations to come as a world benchmark for its bold and inspiring design, architecture and public domain, awarded for its authenticity, integration and diversity;
- > re-establish a dynamic place for all of Sydney's people which is integrated, connected, secure – defined by its waterfront and CBD location;
- > operate as an exemplar of the next generation in sustainable development by being climate positive. Barangaroo will uphold community wellbeing including health and fitness, and will value what matters to people and the planet;
- > be financially viable with continuing profitability, maximising public returns and value to the people and businesses of Sydney; and
- > add a new dimension to Australia's financial capital by integrating mixed use commercial, residential, retail, educational, civic, cultural and entertainment activities into an extended financial hub.

The Barangaroo Delivery Authority is made up of a small team of talented and experienced staff who are all working to deliver Barangaroo to the people of Sydney and Australia.

The Authority has a dedicated Director and project managers to oversee and manage the delivery of Barangaroo Central, including the master planning process.

The NSW Premier, Barry O'Farrell, has portfolio responsibility for the Barangaroo Delivery Authority.

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## 6.3 Submission Process

Proposals are to be received prior to, or on, the RFP Close Date and in accordance with the submission requirements set out in [Part B Terms and Conditions section 3.0](#).

A summary of these details is as follows:

RFP Close Date: 2:00pm, Wednesday 26 September 2012

All proposals must include:

- > A completed Professional Registration Declaration Form (Part B, Appendix A).
- > A fully completed set of Returnable Schedules (Part B, Appendix B), including:
- > A completed credit card authorisation for a \$250 (GST inclusive) non-refundable participation fee (Part B, Appendix B: Returnable Schedule 9).

*Note:-*

*The Request documentation is divided into the following parts:*

- > *Part A: The Opportunity*
- > *Part B: Terms and Conditions*

*This document is 'Part A: The Opportunity' only.*

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