

C2E

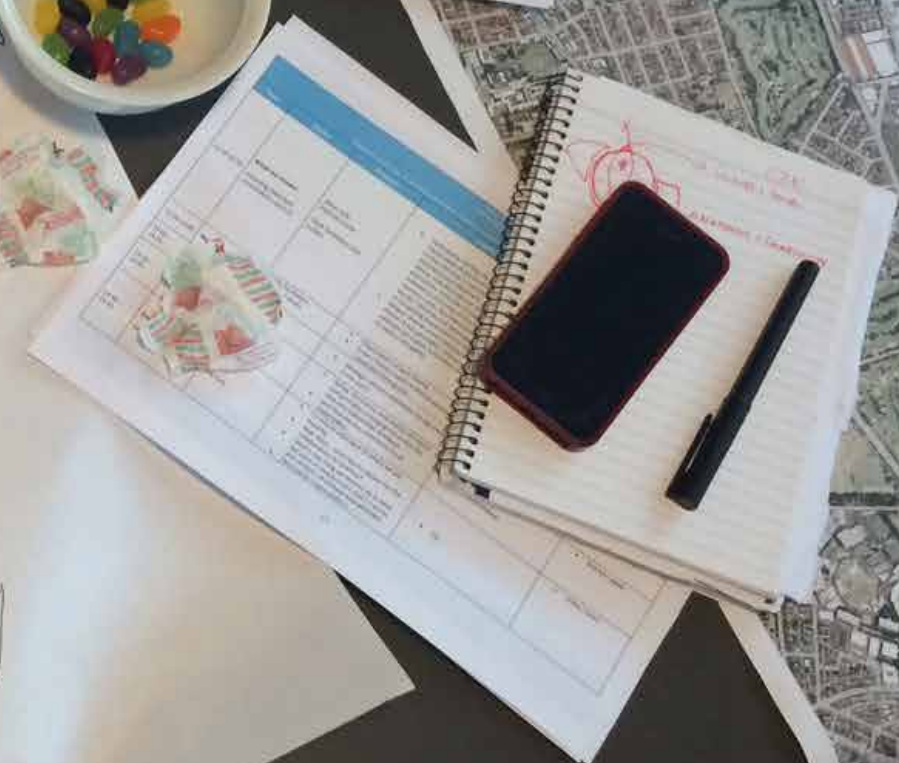
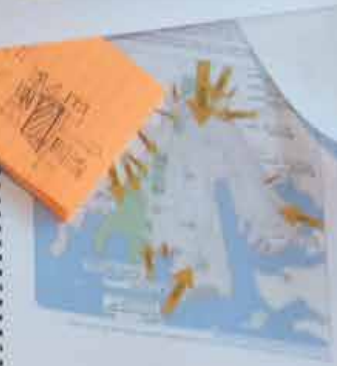
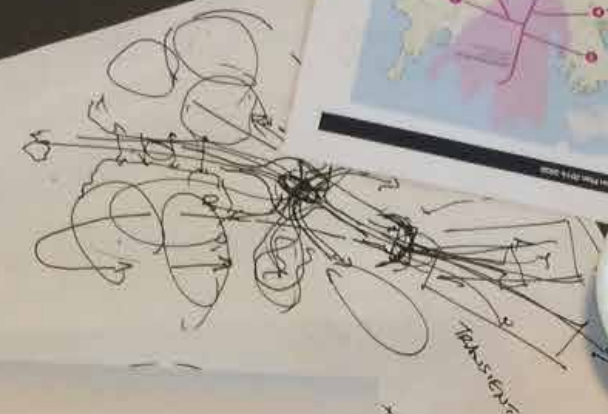
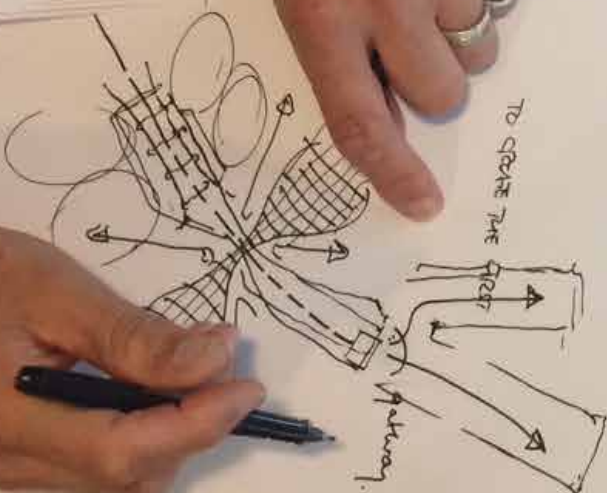
Stakeholder Visioning Workshop

3 & 4 December 2014

ENGAGEMENT REPORT

ARUP GRIMSHAW





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It is not intended for and should not be relied upon by any third party and no responsibility is taken to any third party.

Job no. 239562

REVISION	DATE	DESCRIPTION	
1	18 DEC 2014	20141217_STAKEHOLDER VISIONING WORKSHOP_ENGAGEMENT REPORT_FINAL	
PREPARED BY		CHECKED BY	APPROVED BY
JS		GV / EE	MS

Introduction

“ The corridor feeds the City and also invites the City in.”

Peter Poulet | NSW Government Architect's Office

C2E Stakeholder Vision Workshop

This report summarises the results from the two day visioning workshop that took place on 3 and 4 December, 2014. The wide array of governmental, stakeholder and specialist attendants together delivered an inspiring and insightful overview of the Central to Eveleigh corridor.

The purpose of this workshop was:

- To identify key projects / decisions / inputs that impact upon the corridor
- To consider ways in which Sydney might evolve over the next 30 years and what this might mean for C2E
- To share “lessons learned” from strategic advisors
- To identify and achieve consensus on the visions for the corridor and each of the themes.

PARTICIPANTS

The following parties participated in the workshop:

- City of Sydney
- UrbanGrowth NSW
- Government Architects Office
- Department of Premier and Cabinet
- Department of Planning and Environment
- Office of Environment & Heritage
- Transport for New South Wales
- GML Heritage (specialist consultants)
- GHD (specialist consultants)
- C2E Urban transformation team (consultants).

[See Appendix A for a full list of attendants]



Engagement Activities



Figure 1: UrbanGrowth NSW's new methodology for urban transformation, "City Transformation Life Cycle".

Approach to engagement

It is one of the governments aspirations to develop the C2E corridor into one of the most creative and attractive places to live in Sydney. After having done the baseline studies, a two day workshop was organised to better understand the opportunities and stakeholder's aspirations for the transformation of C2E.

Both workshop days were filled with different activities to inspire the participants about other urban transformation projects and learnings, confirm baseline analysis, and generate visions for C2E. This was done through plenary presentations, discussions and group work.

In developing the draft themes, strategies and outcomes the stakeholders built upon the earlier community engagement findings and the strategic directions outlined in the Draft Metropolitan Strategy for Sydney and Sustainable Sydney 2030.

[See Appendix B for the workshop agendas]

Day 1

WORKSHOP EXPECTATIONS

Each stakeholder shared their expectations of the outcomes for the two day workshop.

PROJECT FRAMING

UrbanGrowth and Dr. Tim Williams set the broader context of C2E in Sydney as a whole and Sydney in the future. UrbanGrowth also outlined the City Transformation Life Cycle concept (Figure 1).

COLLECTING STAKEHOLDER INPUTS

A stakeholder discussion was facilitated to identify current activities, key ambitions and key projects for the corridor and surroundings. The input was collected through sticky notes which were placed on a large vinyl map of the area.

CREATING A COMMON KNOWLEDGE

The brief baseline presentations established starting points, key focus areas and drivers of change, covering:

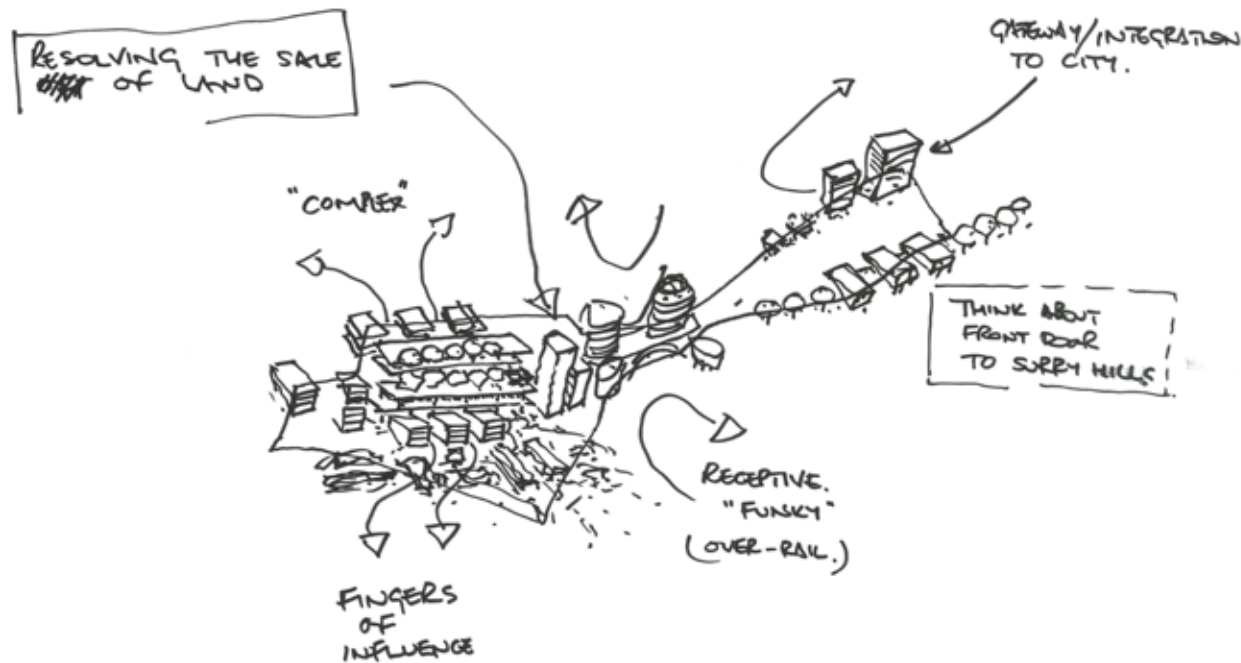
- Transport - Andrew Hulse
- Heritage, archeology and Aboriginal issues- Peter Romey & Janine Major
- Public domain - Penny Hall
- Central Station – Annelie Krick Thompson
- Environment – Hugh Gardner
- Planning - Georgia Vitale
- Connectivity and integration – Andrew Cortese / Elad Eisenstein
- Social - Laura Hardy

BURST PRESENTATIONS

A series of 3 minute presentations were given to inspire participants and share lessons learnt.

- Heritage and culture - Peter Romey
- Stations and future trends – Keith Brewis
- Public realm and legacy - Tom Armour
- Governance – Dr Tim Williams
- Resilience - Sam Kernaghan





STRATEGIC QUESTIONS

The participants formed groups and were handed a set of memory cards. Each memory card contained an image of the area and description, as well as some blank cards. The groups were asked to label the memory cards as “hot” or “not”, resulting in the strengths and weaknesses of the area and sketch images on the blank cards to reflect parts of the study area which were not previously captured.

Additionally, the groups considered the following questions:

- What legacy do we want the project to leave?
- What would success look like?
- What do we need to do to achieve success?

Day 2

CORRIDOR TRANSFORMATION | POSSIBLE FUTURES

The second day concentrated on developing draft vision statements, strategies, key outcomes and identifying potential quick wins for six main themes for consideration by the community:

- Community
- Connectivity
- Living
- Working
- Resilient
- Governance (this theme was added on day 2 following a report back on the visions, strategies, key outcomes and potential wins for the 5 other themes).

In exploring the themes, the following questions were posed:

- What contribution do we want C2E to make to Sydney?
- Are there other key factors we should consider under each theme?
- Which key factors do we want to focus/lead on?
- What are the building blocks for achieving the visions?
- What are the potential quick wins?

BURST PRESENTATIONS

- Regeneration - Joanna Rowell
- Sustainability - Natasha Connolly
- Creative & Cultural industries - Dr. Tom Fleming.



Central
Planned
to use
use for
Village Hills
V move
Networked city

Proposed use
in new parking
use for also
system 5 is
Proposed at
the building
If you could access say
the building from the in
to visit by reorganizing
the building could be
below ground

City of Sydney
Village City
to clear
to clear
to clear
to clear

Active
Travel

Key Results

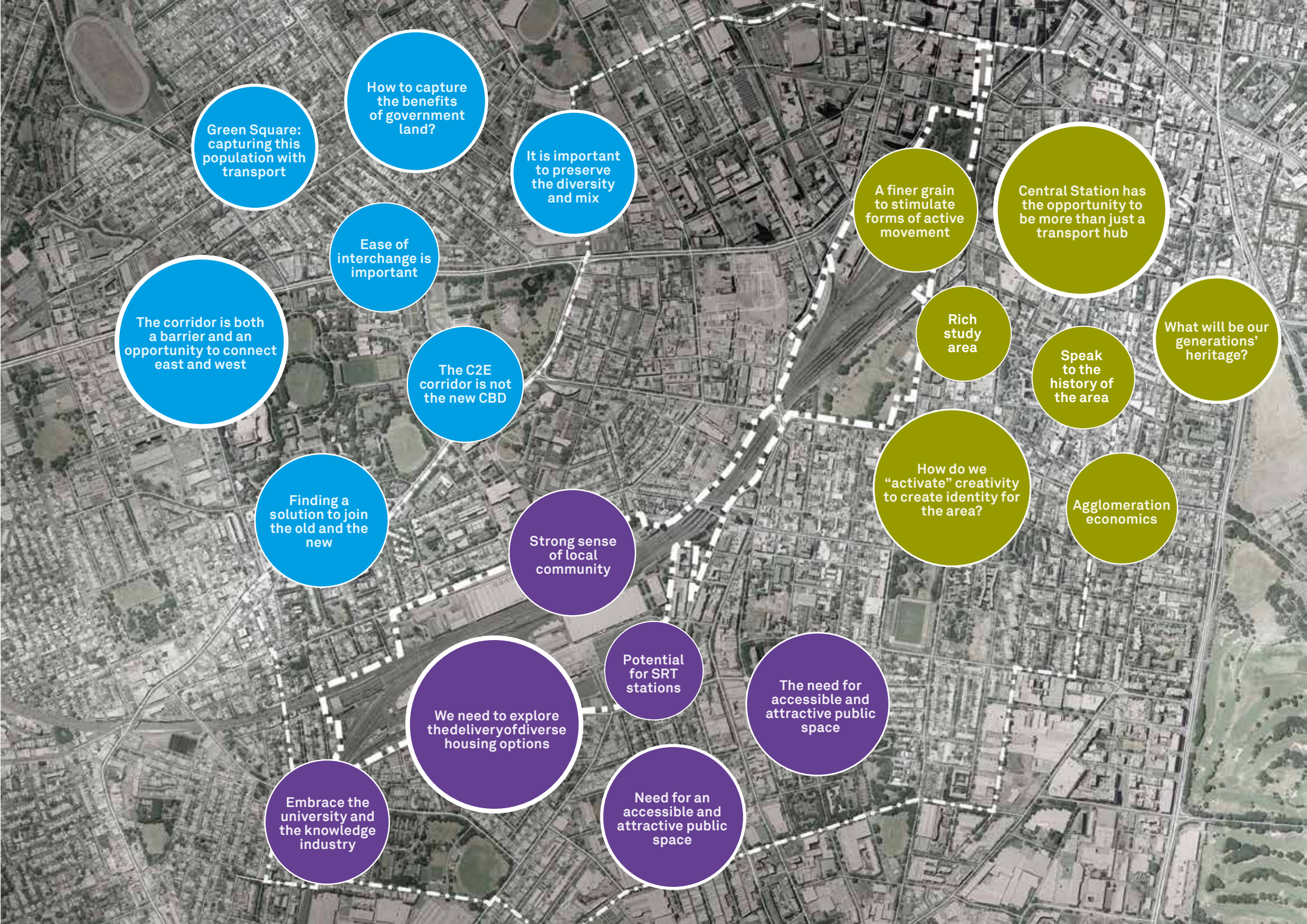
“

Culture must have a role in positioning C2E. It needs to be drawn from its heritage; connected to the communities that surround it; is evocative of a new sense of place, a more contemporary and future sense of place, that draws on the aspirations and cultures that surround and increasingly integrate into the area.”

Dr Tom Fleming | Tom Fleming Creative Consultancy

Stakeholder input

The image opposite represents a selection of the input received from stakeholders on the C2E map. A complete record of inputs is currently being digitised to enabling ongoing contributions from stakeholders, and to obtain inputs from Housing NSW.



Green Square:
capturing this
population with
transport

How to capture
the benefits
of government
land?

It is important
to preserve
the diversity
and mix

A finer grain
to stimulate
forms of active
movement

Central Station has
the opportunity to
be more than just a
transport hub

What will be our
generations'
heritage?

Speak
to the
history of
the area

Agglomeration
economics

How do we
“activate” creativity
to create identity for
the area?

Rich
study
area

The need for
accessible and
attractive public
space

Need for an
accessible and
attractive public
space

Potential
for SRT
stations

We need to explore
the delivery of diverse
housing options

Strong sense
of local
community

The C2E
corridor is not
the new CBD

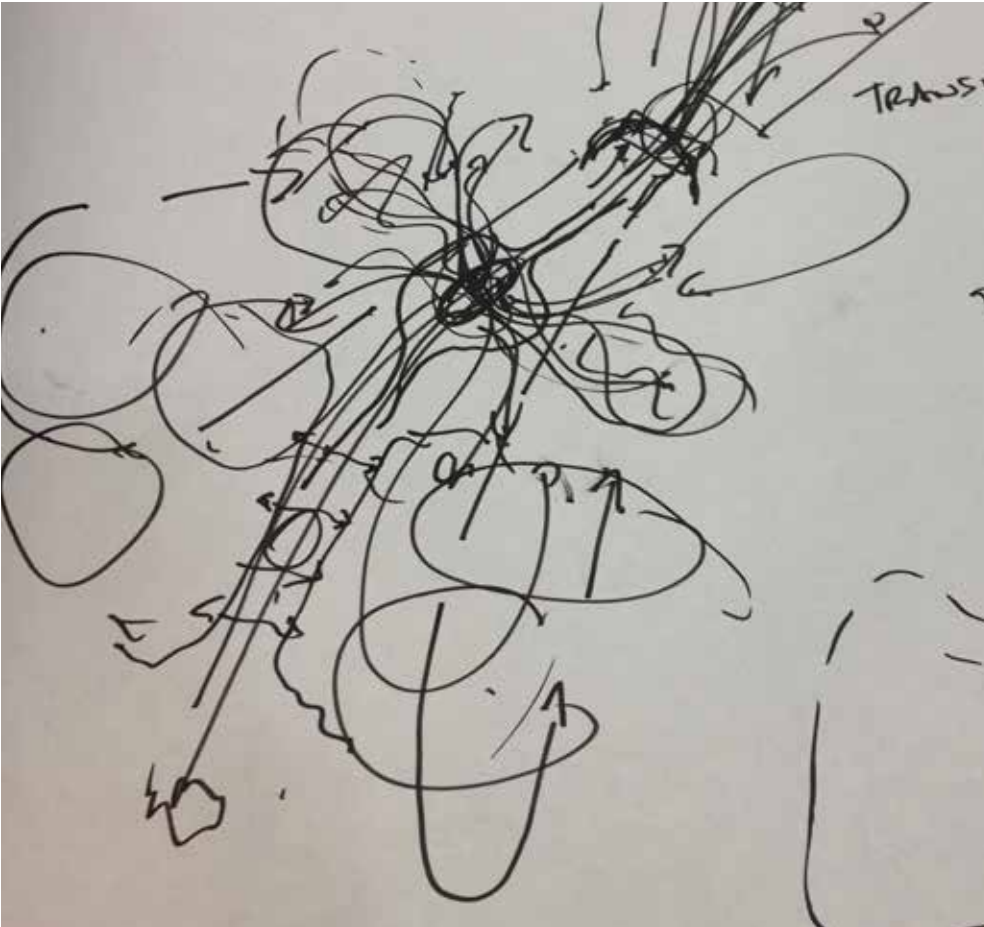
Ease of
interchange is
important

Finding a
solution to join
the old and the
new

The corridor is both
a barrier and an
opportunity to connect
east and west

Embrace the
university and
the knowledge
industry

Key Results



Corridor transformation (Possible Futures) and what's 'Hot or Not'

The data opposite is a selection of responses to the three strategic questions, the following pages show the "Hot or Not" posters.

What legacy do we want the project to leave?

- A long term contribution to Sydney
- A highly walkable city
- An increase of the diversity of life in Sydney
- A leading example for Sydney in the fields of digital, social and environmental
- Affordable and mixed housing
- An enabled community
- Integrated resource flows in the city in a visible and integrated way
- A celebration of aboriginal life and engagement with the aboriginal community
- A knowledge district with research and industry in smaller, mobile and agile businesses
- A “fringe CBD”
- More jobs
- A flexible and adaptive community

What would success look like?

- Retention of character of public space
- Hierarchy in the public realm
- Connecting people in public space
- Ownership of housing and commitment to neighbourhood
- Provision of affordable housing
- Public areas where pedestrians are protected from e.g. sun and rain
- An urban tissue flexible to changes in housing demand
- Diversity of employment opportunities
- A strong connection with the knowledge industry
- Demonstration of trust
- Local economies driven by macro connections
- Having shared spaces where people can meet to share ideas
- Zero emission zones

What do we need to achieve success?

- Collaboration with the Aboriginal community
- Land use intensity
- Student housing
- Mixed use and shared spaces
- Transparency and a strong collaboration with the local community
- Rail corridor as a local energy centre
- Governance regime for waste and water
- Government to remain as land holder
- Local but smart sustainable infrastructure systems
- Support for creative industries
- Strong digital infrastructure
- Treating social diversity and cohesion as a process, rather than an end result

Key Results

“Hot or Not”



HOT

NOT

BOTH



Energy/water
Green roof treatments
Central Park, Chicago



Infrastructure
Park active spaces
HOT in this instance
WORK ON F



Community
HOT



Health
Pools in Prince Alfred Park
Central Park



Resilience
Energy/water
Open air drain
Cape St, Waterloo
HOT = YES
SAFETY = NOT



Connectivity
Transport
Rail corridor looking south
Cleveland Street, Redfern
HOT = RAIL
NOT = PEOPLE
N/S
E/W



Community
People
Street art
Relief Parade, Enmore
YES BUT
NOT
GRAFFITI



Community
Health
Waterloo Medical Centre
Cape St, Waterloo
WE WANT
THEM
BUT
THIS IS NOT
A GOOD QUALITY



Connectivity
Movement
Car preference
Bakewell Road, Enmore



Resilience
Cost/financial
New Merton Apartments
Murray St, Enmore
BURNED



Community
Social cohesion
City of Sydney Creative Space
Redfern St, Redfern



Connectivity
Movement
Bicycle and pedestrian infrastructure
Washington Street, Alexandria



Community
Social cohesion
Wine Cheese Bar
Murray St, Central

Visioning by theme

Community

DRAFT VISION:

“To create a place for everyone in our changing city; our 21st century city.”

POTENTIAL QUICK WINS:

- Start with the North Eveleigh project to demonstrate the desired combination of physical and social outcomes for existing and new communities
- Extend the EORA journey to Redfern
- Commission maintenance of CME building as future key community use

Strategies

1.



Celebrate existing heritage, create future heritage.

Existing heritage is embodied in built form. 'New history' is created through quality of design.

2.



A rich blend of old and new – physical and social.

Homes, jobs, facilities that create the highest benefit for current and future communities.

3.



Create place with the community.

Community pride and ownership of the development outcomes – a trusting relationship.

4.



Achieve highest community benefits and realise greatest opportunities.

A series of new and renewed places – authentic places reflecting the character of the local communities.

5.



Quality and originality of place making.

The rich diversity of people and sub cultures are preserved – add to new communities, rather than subtract.

Outcomes

Connectivity

DRAFT VISION:

“To create the nation’s finest, most understandable and attractive pedestrian focussed urban area; well serviced by public transport and connecting the wide diversity of local places and services.”

POTENTIAL QUICK WINS:

- Establish advocates and friends of C2E for active and public transport improvements
- Establish a pilot pedestrian corridor – amenable, digital and safe
- Establish a working relationship with UYSD on pedestrian connection

Strategies

1.



Create pedestrian and bike networks of high quality.

Social, cultural, environmental and virtual networks - adding to place and adding to everyday efficiency.

2.



Excellent & seamless connections between active transport networks and public transport nodes.

Routes, uses and non-car transport patterns built upon historic patterns.

3.



Transport systems connected & related directly to new & renewed local public places.

A cohesive, engaged and vital community – plenty of life on the street.

4.



A future overlay of digital connectivity systems & physical transport and urban systems.

Enhanced economic performance with maximum support for creative, knowledge & digital employment.

5.



Provide a range of local facilities to encourage walking and cycling.

Making the everyday easier, more convenient and enjoyable.

Outcomes

Living

DRAFT VISION:

“C2E will extend the supply and broad choice of housing in the local area to support current and future social diversity.”

POTENTIAL QUICK WINS:

- Pilot new apartment/housing types at C2E as a prototype; smaller homes, shared spaces and bigger lifestyle
- Pilot new partnership models with Community Housing Providers
- Create a series of pop up spaces and activities to open up C2E's potential to the community

Strategies



Outcomes

Working

DRAFT VISION:

“A progressive place to work that connects economies and communities – positioned for the future of digital, knowledge and creative industries.”

POTENTIAL QUICK WINS:

- Potential to partner and support Redfern Street improvements
- Adaptive short term uses of heritage buildings as skills and knowledge hubs including identifying tenants and pairing with buildings/areas
- Consider Carriageworks as an anchor for shared activities
- Free 4g Wi-fi network

Strategies

1.



Embrace universities, education and the knowledge sector.

Creation of employment opportunities in emerging economies.

2.



Enable diversity of workplace.

Contemporary work practices at different scales, cost and times.

3.



Attract employers to an environment that is safe, active & accessible.

Strengthened and new physical connections day and night.

4.



Plan for an enduring place that is responsive and flexible.

Buildings and spaces designed for flexibility and adaptation.

5.



Create and renew a range of places for people to meet and collaborate.

‘Power’ in public spaces – enjoyable spaces for people to work together and collaborate.

Outcomes

Resilient

DRAFT VISION:

“C2E will support healthy, prosperous and enduring lifestyles: where new opportunities are harnessed and the community thrives.”

POTENTIAL QUICK WINS:

- Agree measures with the community and how they are going to be tracked
- Partnership with other city precincts and the CoS Resilience Officer to champion area wide program of initiatives – solar roof etc.
- Green Streets program
- Community bike hire scheme

Strategies

1.



Optimise energy, water, waste, transport and landscape networks.

Lower cost of living in C2E compared to the Sydney average.

2.



Reflect, learn and act based on tracking resilience progress across C2E.

Changed behaviour through sharing of information with the community.

3.



Enhance environmental & ecological systems to improve air and water quality.

Improvements to local environmental systems for healthy lifestyles.

4.



Undertake iterative and incremental planning to recognise future uncertainties.

Plans that adapt over time to changing conditions.

5.



Retain and enhance the unique identity of C2E communities.

Long term support for the diverse communities in the area to ensure a socially cohesive community.

Outcomes

Governance

DRAFT VISION:

“C2E will be driven by an enduring partnership and governance arrangement that includes key State, Local and community partners.”

POTENTIAL QUICK WINS:

- UrbanGrowth to commence work immediately with the City of Sydney to develop specific areas of partnership as an extension to the current Memorandum of Understanding in place.

[The governance theme was added at the conclusion of the workshop. It was originally encompassed in the Resilient theme, however, it was decided by workshop participants that it was more appropriate to have it as a stand alone theme.]

Strategies

1.



Develop a combined governance arrangement able to include key state agencies, the City of Sydney and a representation from the community.

Demonstrate that a unified approach can be implemented across key government and community stakeholders.

Outcomes

Conclusions

The workshop produced a range of draft visions, strategies and outcomes for six important themes for consideration by the community on 9 December, 2014.



Appendix A

Participant list

PARTICIPANT LIST

NAME	ORGANISATION		
Peter Poulet	Government Architect's Office	Andrew Cortese	Grimshaw
Andrew LaMartina	TfNSW	Andrew Brooks	SGCH
Graham Jahn	CoS	Tim Williams	Arup/CfS
Bryony Cooper	CoS	Keith Brewis	Grimshaw
Daniel Cutler	CoS	Annelie Kwick Thompson	Grimshaw
Alice Thompson	DPC	Georgia Vitale	Arup
Mary Darwell	Arts	Richard Sharp	Arup
Michael File	DP&E	Malcolm Smith	Arup
Andrew Thomas	CoS	Elad Eisenstein	Arup
Jill Morris	DPC	Penny Hall	Arup
Kieron Hendicott	TfNSW	Laura Hardy	GHD
Marianna Southwick	Arts NSW	Neil Miller	TfNSW
Sue Haertsch	TfNSW	Simon Hunter	TfNSW
Troy Daly	UGNSW	Todd Murphy	TfNSW
David Apostolidis	UGNSW	Danica Broadhurst	Government Property
Cynthia Herkrath	UGNSW	Mike Henry	Government Property
Kerrie Symonds	UGNSW	Emma Hitchens	Planning
Steve Driscoll	UGNSW	Colin Cockley	TfNSW
Sarah Glennan	UGNSW	Daniel Fink	Grimshaw
Paul Hedge	UGNSW	Sam Barr	Treasury
Aidan Werry	UGNSW	Brendan Leary	Treasury
Vanessa Gordon	UGNSW		
Abbie Jeffs	UGNSW		
Natasha Connonlly	Arup		
Andrew Hulse	Arup		
Janine Major	GML		
Peter Romey	GML		
Hugh Gardner	Arup		
Safia Moore	Arup		
Tom Armour	Arup		

Appendix B

Agenda

DAY 1 AGENDA

	ACTIVITY:	BY:
8.30 am	Welcome and coffee	
8.45 am	Workshop opening	Malcolm Smith and Abbie Jeffs
8.55 am	Welcome and project framing	Troy Daly
9:10 am	Introductions	All
9:30 am	Framing statement - Sydney now and in the future (Presentation)	Dr. Tim Williams
9:50 am	Cultural and creative industries (presentation from London)	Dr. Tom Fleming
10.10 am	Coffee break	
10:20 am	Stakeholder inputs	All
11.30 am	Burst Presentations	Various
12 PM	LUNCH	
12.30 pm	Creating a common knowledge & bursts (presentations)	Various
2.30 pm	Corridor transformation - possible futures (break out session)	Various
3.10 pm	Coffee break	
3.20 pm	Corridor transformation - possible futures report back	All
3.50 pm	Key takeaways	Malcolm Smith & Keith Brewis
4.00 pm	Close	Troy Daly

DAY 2 AGENDA

	ACTIVITY:	BY:
8.30 am	Welcome and coffee	
8.45 am	Recap of day 1	Malcolm Smith and Abbie Jeffs
9.05 am	Visioning	All
11.45 am	Burst Presentations	Various
12 PM	LUNCH	
12.30 pm	Visioning statement consolidation	All
1.30 pm	Visioning report back	Table facilitators
2.00 pm	Take aways	Malcolm Smith and Keith Brewis
2.20 pm	Summation of visions and principles	Malcolm Smith
2.40 pm	Next steps	Troy Daly
3.00 pm	Close	Troy Daly

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