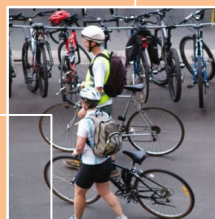
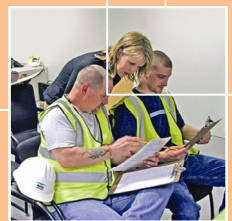


*...plan of the*  
BARANGAROO COMMUNITY PLAN



This report has been prepared by Lend Lease, The Hornery Institute, Barangaroo Delivery Authority, and Elton Consulting and may not be reproduced in whole or in part without prior written consent.

The work product informing this document has been derived from best practice research and existing desk-top data, pending further primary and secondary research that will be undertaken during the preparation of the *Barangaroo Community Plan*.



## PURPOSE OF THIS DOCUMENT

This report outlines the proposed approach and methodology that will be used to develop the *Barangaroo Community Plan* and has been prepared to support Lend Lease's Concept Plan Amendment (Modification 4) for Barangaroo South.

In responding to this early phase of the project, the *Barangaroo Community Plan* is being submitted as a 'plan of the *Community Plan*' outlining the recommended wellbeing approach, overarching principles (*One Planet Living* and *Social Return on Investment*), the proposed methodology and contents page for the resultant report, and identifies that the plan will respond (at minimum) to the required delivery of the *Community & Social Plan* and facilities outlined in Points 18 and 19 of the Statement of Commitments (MP06\_0162MOD3 [11 November 2009]).

Whilst this document has been prepared to specifically support Lend Lease's Concept Plan Amendment (Modification 4) for Barangaroo South, an integrated and coordinated approach and methodology to community planning has been developed, addressing the following three precincts that comprise the overall Barangaroo site, including:

- The Headland Park - *for the community to enjoy*: Eight hectares of public waterfront parkland at Millers Point. New naturalistic harbour frontage creates an extra 2.7ha of water. Design overseen by Barangaroo Delivery Authority working with Johnson Pilton Walker.
- Barangaroo Central - *large civic space with a variety of uses for the community*: Six hectares of public domain, plus medium-rise civic, residential and commercial buildings. Overseen by the Barangaroo Delivery Authority, guided by principles developed by the Barangaroo Design Excellence Review Panel. Between 2010 and 2012, the area will host the temporary cruise passenger terminal.
- Barangaroo South: Stage 1 of Barangaroo, comprising Blocks 1 to 4 and associated public recreation area. On 20 December 2009, Lend Lease (Millers Point) Pty Limited was appointed as the preferred proponent to develop this area. Stage 1 is currently subject to a Concept Plan Amendment (Modification No. 4). See **Figure 1**



**Figure 1:** Barangaroo including Barangaroo South, Barangaroo Central and Headland Park

In addition, this document includes an early example of some of the specific actions and strategies relating to Barangaroo South in **Appendix C**.

*Contemporary cities seek a waterfront that is a place of public enjoyment. They want a waterfront where there is ample visual and physical public access – all day and all year – to both water and land. They want a place to work and live as well as a place to play; in other words they want a place that contributes to their quality of life in all its aspects – economic, social and cultural.*

***Remaking the Waterfront:  
Urban Development Institute***

## INTRODUCTION

Contemporary thinking about the successful regeneration of inner city neighbourhoods acknowledges the critical importance of the human dimension; recognising that an integrated approach to planning for place is fundamental to community wellbeing and quality of life.

In the past decade, there has been increasing recognition that community wellbeing is based on more than just economics. This has stimulated research to define fulfilment and quality of life through measures related to social, cultural, spiritual, economic and environmental dimensions.

Wellbeing can most simply be defined in terms of the integrated concepts of health, comfort, happiness and prosperity – ‘quality of life’. Community wellbeing includes the aspirations that people have not only for themselves, but for the community in which they live and work. Strong communities are places where people feel safe in their local neighbourhood, are able to access the services they require and participate in all facets of life, have active and healthy lifestyles, and are resilient to change.

Our approach is predicated on the understanding that every community is unique and shaped by different social, cultural, environmental, political and economic aspects. Therefore, a wellbeing approach needs to respond to the unique characteristics of the particular place and community and how it functions within the local, regional and global context.

Therefore the development of the *Barangaroo Community Plan* will be driven by the goals of:

1. Promoting social equity and inclusion;
2. Enhancing liveability; and
3. Increasing destination vitality.

## The benefits of using a wellbeing approach

Applying a wellbeing approach at Barangaroo acknowledges the ability of major projects to act as a catalyst for change in their host communities.

Developing and applying a wellbeing framework for a community provides a means of measuring the wellbeing of communities over time as they experience significant change. It can supplement and support existing planning and service delivery processes in communities by all levels of government, non-government organisations and the private sector.

A wellbeing framework can be used to:

- focus community discussion around their aspirations and desires for the future
- provide opportunity for community members to actively participate in improving their personal and the community’s wellbeing
- establish an evidence base for developing actions and strategies to affect a community’s wellbeing
- establish an integrated and consolidated list of priorities for the local community
- report, monitor, and communicate a community’s progress towards the agreed wellbeing goals and outcomes over time.

## OUR APPROACH TO DEVELOPING THE *Barangaroo Community Plan*

The plan will present an evidence based, holistic approach to community development across the complete 22 hectares of Barangaroo which recognises the project's critical role in delivering:

- **A dynamic Sydney waterfront** – *a place for people, integrated, connected to adjacent Millers Point, Walsh Bay and the CBD*
- **Design Excellence** - a global benchmark in architecture and public domain
- **A sustainable climate positive world benchmark** - *What Barangaroo can do for Sydney – water positive, waste zero, carbon neutral*
- **A new financial headquarters for Sydney** - including a mixed use precinct, retail and public domain, waterfront promenade
- **Financially viable, not costing taxpayers** - *paying its way*

The *Barangaroo Community Plan* will be developed to support and promote overall wellbeing and the evolution of a flourishing and diverse community at Barangaroo (which includes the precincts of Headland Park, Barangaroo Central and Barangaroo South) while building positive connections with neighbouring communities at Millers Point, Walsh Bay and the balance of the Sydney CBD.

An integrated and coordinated approach to community planning and wellbeing is proposed at Barangaroo and its key catchments beyond the site, resulting in the development of an overarching Community Wellbeing Framework and associated Strategies and Actions. In addition, specific strategies and actions will be developed in response to the particular needs, drivers and aspirations of the emerging community and stakeholders particular to Headland Park, Barangaroo Central and Barangaroo South.

The following **Figure** illustrates the proposed components of the *Barangaroo Community Plan*:



**Figure 2:** The proposed components of the *Barangaroo Community Plan*

The *Community Plan* will be developed through an inclusive process that engages all relevant stakeholders; this exercise can also facilitate discussions about the future of the community, enabling local people (and those that represent them) to consider and define their needs and priorities. As a project of local, metropolitan, State and National significance Barangaroo presents a multilayered stakeholder environment including:

- Surrounding residents
- Groups with known links to Barangaroo such as Unions, Indigenous peoples, NSW Housing tenants
- Other diverse communities of interest
- Potential partners involved in the creation of facilities and amenities and the delivery of services and programs including (but not limited to) City of Sydney, relevant State and Federal Government agencies, the Sydney Harbour Foreshore Authority and relevant non-government organisations.

In addition to existing stakeholders, the *Community Plan* will also aim to address the evolving needs of the emerging community who will make Barangaroo ‘their place’.

The *Barangaroo Community Plan* will be developed through an iterative and incremental process, consistent with best practice community development principles. This will result in the Plan being a ‘living document’ which will be continually reviewed as the wellbeing of the community is monitored and measured over time – responding to their changing needs, drivers and aspirations.

## Frameworks informing the development of the *Barangaroo Community Plan*

It is proposed that the community planning approach at Barangaroo may reflect the One Planet Living framework which will contribute to Barangaroo’s unique sense of place and distinctiveness, whilst at the same time contributing to community wellbeing and local business equity and diversity. The framework provides an internationally recognised and independently verified platform to demonstrate Barangaroo’s exemplary environmental, economic and social sustainability goals. Importantly it will provide a platform to enable residents, workers, visitors and investors to easily understand and to play an active part of Barangaroo’s exemplary sustainability solutions. **Appendix A** includes additional information regarding One Planet Living framework.

The *One Planet Living* principles include:



**Figure 3:** *One Planet Living Principles*

The wellbeing approach also aligns closely with the seven principles of Social Return on Investment (SROI) which are designed to capture and quantify the social, economic and environmental outcomes achieved by a specific investment.

Ongoing SROI analysis will be critical to quantifying the dividend yielded by social, cultural and community investment at Barangaroo and that programs are not only achieving their identified aims but providing tangible returns for the target community. **Appendix B** includes additional information regarding SROI at Barangaroo.

In addition to being informed by these frameworks the *Barangaroo Community Plan* will have due regard to relevant NSW Government, Commonwealth and City of Sydney policies and studies including, but not limited to:

- The NSW State Plan
- The NSW Department of Local Government Integrated Planning and Reporting Framework
- NSW Health – Healthy Urban Development Checklist
- State Housing Policies
- Aboriginal Participation in Construction Guidelines
- The City of Sydney Social Policy and Plan
- Sustainable Sydney 2030
- Affordable Rental Housing Strategy
- Asset Assessment and Development Plan for Community Facilities in Harbour Village Centre (*when released*)
- The draft City of Sydney Social Indicator Framework (*when released*)
- National Urban Strategy (*when released*)
- National Accessibility Standards
- Australian Government Social Inclusion Agenda
- Community Indicators Victoria



## DELIVERING THE COMMUNITY PLAN

The following table identifies the key overarching Barangaroo project milestones as defined by the Barangaroo Delivery Authority and the corresponding milestone specifically related to the development and delivery of the *Barangaroo Community Plan*.

The overarching project milestones are a working timeframe for the ongoing planning and development of Barangaroo and will therefore be subject to amendment and refinement as ongoing planning and development is undertaken throughout the project lifecycle.

Year	Indicative project milestones (defined by Barangaroo Delivery Authority)	<i>Barangaroo Community Plan</i> milestones
2010	<ul style="list-style-type: none"> <li>Headland Park commences</li> <li>Barangaroo South commences</li> <li>Initial planning applications for Barangaroo works exhibited by Department of Planning</li> <li>Remediation activities commence</li> </ul>	<ul style="list-style-type: none"> <li>July 2010 submit plan of the <i>Barangaroo Community Plan</i> to NSW Department of Planning as part of: <ul style="list-style-type: none"> <li>Lend Lease's Concept Plan Amendment (Modification 4) for Barangaroo South</li> <li>Barangaroo Delivery Authority Headland Park Main Works Application</li> </ul> </li> </ul>
2011	<ul style="list-style-type: none"> <li>Construction commences at Barangaroo South</li> <li>Construction commences at Headland Park</li> <li>Ongoing project applications submitted to the Department of Planning</li> </ul>	<ul style="list-style-type: none"> <li>Mid to late 2011 first version of <i>Barangaroo Community Plan</i> including wellbeing framework and preliminary strategies and actions</li> <li>Commence delivery of Strategies and Actions identified in the <i>Barangaroo Community Plan</i> in alignment with the needs, drivers and aspirations of the existing and emerging community at Barangaroo and within its key catchments beyond the site. It is anticipated that early actions and strategies will primarily leverage construction related opportunities, while later in the project lifecycle there will be the ability to deliver actions and strategies which align with the emerging operational stage of the project.</li> </ul>
2013	<ul style="list-style-type: none"> <li>Headland Park continues</li> <li>Barangaroo South continues</li> <li>Skilling and Employment programs underway</li> </ul>	<ul style="list-style-type: none"> <li>Measure community wellbeing, disseminate report card, review and amend <i>Community Plan</i> annually, commencing July 2013.</li> </ul> <p>In the first instance measurement and reporting will focus primarily on the catchments beyond the site and construction activities including skilling and training initiatives and outcomes. Over time the process of measuring and reporting on community wellbeing will (most importantly) include the Barangaroo community (including residents, workers and visitors) as construction is completed and the precinct becomes a place to live, work and play.</p>
2014	<ul style="list-style-type: none"> <li>Headland Park complete</li> <li>Barangaroo Central commences</li> <li>First building at Barangaroo South complete and associated public domain and services infrastructure</li> <li>Barangaroo Wynyard pedestrian linkages complete</li> </ul>	
2015	<ul style="list-style-type: none"> <li>Community Learning and Skilling programs commenced</li> </ul>	
2017	<ul style="list-style-type: none"> <li>Barangaroo Central public domain complete</li> <li>Target 140,000m<sup>2</sup> of buildings at Barangaroo South complete including public domain and associated services infrastructure</li> <li>Globe Harbour (Southern Cove) at Barangaroo South complete</li> </ul>	
2019	<ul style="list-style-type: none"> <li>All community learning and skilling programs underway</li> <li>Target 240,000m<sup>2</sup> of buildings at Barangaroo South complete including associated public domain and services infrastructure</li> </ul>	

2021	<ul style="list-style-type: none"> <li>Target 290,000m<sup>2</sup> of buildings at Barangaroo South complete including associated public domain and service infrastructure</li> </ul>	
2023	<ul style="list-style-type: none"> <li>Target 340,000m<sup>2</sup> of buildings at Barangaroo South complete including associated public domain and services infrastructure</li> </ul>	
2025	<ul style="list-style-type: none"> <li>Project complete</li> </ul>	

The resultant *Barangaroo Community Plan* will:

- provide an overarching philosophy and framework for promoting wellbeing at Barangaroo
- analyse the current statutory and community context
- identify the needs of the emerging and existing communities of interest at Barangaroo
- recommend measures and indicators to determine the efficacy of various projects and the success of the plan in responding to the diverse needs of:
  - new and existing residents
  - the onsite working community
  - the many visitors to Barangaroo
- detail strategies that encompass a range of initiatives to be delivered by the Barangaroo Delivery Authority (The Authority) and Lend Lease for Barangaroo South.
- outline opportunities for cooperation with other agencies active within the area including, but not limited to, the City of Sydney, SHFA and NSW Housing
- identify implementation and governance arrangements for the various social initiatives and strategies
- outline processes for ongoing monitoring, review and reporting against the stated goals of each strategy.

The *Community Plan: Barangaroo* will at minimum respond to delivery of the facilities and amenities outlined in Point 18 of the Statement of Commitments (MP06\_0162MOD3 [11 November 2009]), as follows:

*The Community and Social Plan referred to at Commitment 7 is to include provision of the following facilities within the Barangaroo Site:*

#### **Social**

- A multi-purpose facility designed to accommodate a range of community programs. The facility will have the capacity to accommodate an innovative mix of functions and tenancies, including complimentary commercial concessions, and with the potential to respond to changing social needs.*
- A minimum of two long day-care and early learning centres.*

#### **Health**

- A range of outdoor spaces, linkages and facilities designed to enable active recreation including walking / jogging, informal team sports, outdoor exercise, court games, and non-motorised water sports.*
- A range of outdoor spaces, structures and / or buildings for relaxation, social interaction and passive recreation.*

### **Cultural**

- *Consideration of floor space for cultural industries and or cultural industries development. This may be achieved in conjunction with the development of community infrastructure.*
- *A flexible outdoor venue for city scale cultural events.*

### **Recreation**

- *A harbour foreshore walk / cycle path linking King Street Wharf with Millers Point.*
- *Active sports areas and associated toilet, change and shower facilities.*
- *A regional play space with an innovative, engaging mix of facilities and environmental features to function as a major destination for families.*
- *Public open spaces immediately adjacent to residential areas designed to allow a range of passive recreation activities attractive to residents and regional visitors.*
- *Well-designed pedestrian linkages allowing easy and safe access to recreational spaces and facilities from commercial and residential areas within East Darling Harbour and from Millers Point, Walsh Bay, Kent Street, and King St Wharf.*

...as well as Point 19

- *Design requirements and details relating to the facilities noted at Commitment 18, and in particular to the health and recreation facilities are to be incorporated into the Public Domain Plan.*

While the above excerpts from the Statement of Commitment are minimum requirements, it is envisaged that the *Community Plan* will, consistent with the focus on sustainability innovation at Barangaroo, seek to push the boundaries of conventional community and social planning methods to develop and implement a more robust and holistic wellbeing approach which aims to foster engaged, happy, healthy and resilient communities.



## PROPOSED METHODOLOGY

The key stages in developing the Community Plan for Barangaroo are outlined below:

### Stage 1 The Community Context Study

- (i) Determine the project catchment for Barangaroo, having regard to:
  - Core community catchment
  - Extended catchment: acknowledging the role of the project as a workplace and visitor destination within the context of the CBD
- (ii) Undertake a Community Context Analysis

Establish the socio cultural profile of the area, its economic and environmental characteristics. Identify the key prevailing issues, audit the depth of amenity and infrastructure and identify opportunities for the project to enrich the life of the community.
- (iii) Identify the Stakeholders

Undertake a stakeholder mapping exercise and determine key community organisations, agencies and peak bodies active in the area.

### Stage 2 Identify the Audiences

Based on the catchments and the demographic profiles of the workforce, resident and visitor base, establish a series of lifestyle audiences and create a psychographic profile for them.

Determine who is there today and which groups are emerging as key to the future of the site. Use the profiles to recruit community participants for a cultural probe exercise to explore values, behaviours, needs and aspirations with respect to the site

### Stage 3 Undertake Consultative Scan

Based on the stakeholder mapping exercise, undertake a consultative scan, targeting interviews with key organisations and individuals. This will assist in confirming key issues and identifying opportunities or future scenarios.

### Stage 4 Establish Wellbeing Goals, Indicators and Measures

Using an inclusive approach that reflects the perspectives of all stakeholders establish a set of goals for community wellbeing to which the development of Barangaroo can contribute. Create integrated indicators that reflect community priorities; establish relevant and realistic measures.

### Stage 5 Commence Community Engagement (build community momentum and support)

Undertake a broader program of community engagement to test the wellbeing goals, indicators and Measures. Use this exercise to develop social capital and networks that begin to integrate the project with its surrounding community.

### Stage 6 Undertake Wellbeing Assessment and Produce Report Card

Supplementing the information collected in the community context study as required, undertake the wellbeing assessment and publish the report card. This provides a baseline from which to determine the incremental targets to drive the Community Plan.

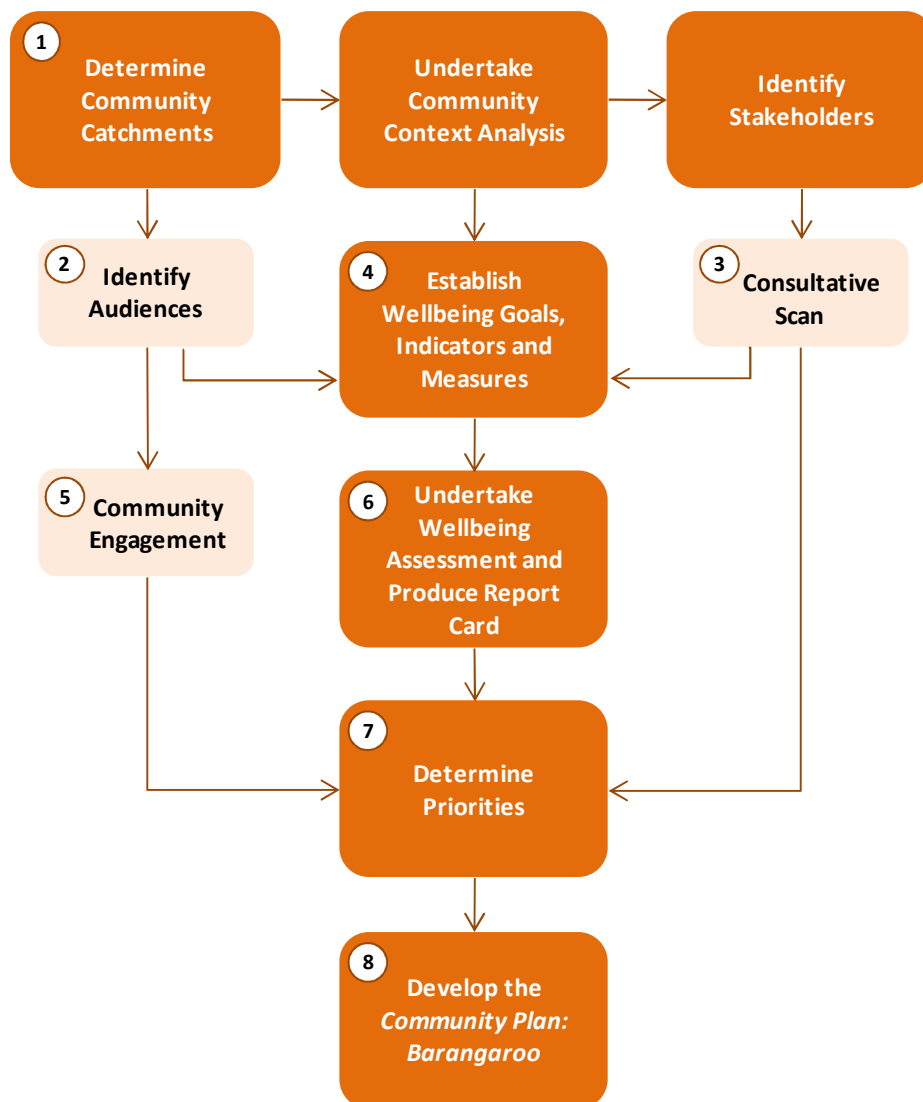
## Stage 7 Identify Wellbeing Priorities

To shape the development of the Community Plan and ensure it is relevant to the local area, it is important to ascertain the issues and opportunities that are identified by the community as their priorities. A series of workshops engaging across all stakeholder groups will facilitate this process foster the development of deliberative capacity and collaboration between organisations.

## Stage 8 Develop the Community Plan

In considering the most appropriate direction for the Community Plan and supporting strategies recognition will be given to the established regulatory framework together with the objectives of Sydney City Council and relevant State and Federal Government agencies and NGOs.

It is anticipated that strategies will cover elements such as community development, social infrastructure, youth, housing affordability, employment and training, children's services, and local economic development.



**Figure 4:** The proposed methodology for developing the *Barangaroo Community Plan*

# PROPOSED TABLE OF CONTENTS – *Barangaroo Community Plan*

## **Executive Summary**

### **1.0 Introduction: About this Plan**

- 1.1 Overview of site, development and delivery arrangements
- 1.2 Purpose and objectives of Community Plan
- 1.3 Structure of Plan
- 1.4 Project methodology

### **2.0 Overarching framework and themes of the Plan**

- 2.1 One Planet Living Principles and Barangaroo Sustainability Outcomes
- 2.2 Social Return on Investment Framework
- 2.3 Community wellbeing themes and goals:
  - 2.3.1 Promoting social equity and inclusion
  - 2.3.2 Enhanced liveability
  - 2.3.3 Increasing destinational vitality

### **3.0 The community context**

- 3.1 Understanding the place – the site and its context
  - 3.1.1 Defining the “community” – local, city-wide and metropolitan catchments
  - 3.1.2 History and heritage
  - 3.1.3 Urban character, form and the public realm
  - 3.1.4 Accessibility
  - 3.1.5 Development context (what else is going on in the area)
- 3.2 Understanding the governance and leadership
  - 3.2.1 Overview of relevant statutory framework – policies, strategies
  - 3.2.2 Key stakeholders – government, business and community organisations
- 3.3 Understanding the economy
  - 3.3.1 The local economy and employment
- 3.4 Understanding the existing and emerging community (residential, workforce and visitors)
  - 3.4.1 Profile of existing and emerging residents, workers and visitors (key outcomes of the cultural probe exercise – behaviours, needs and aspirations)
  - 3.4.2 Key stakeholders – community organisations, agencies and peak bodies active in the area
  - 3.4.3 Key issues and opportunities from the consultative scan
- 3.5 Understanding the existing social and community infrastructure
  - 3.5.1 Map of existing social and community infrastructure
  - 3.5.2 Gaps in existing social and community infrastructure provision
  - 3.5.3 Future social and community infrastructure requirements and opportunities
- 3.6 Summary of key issues and opportunities

#### **4.0 Wellbeing goals, indicators and measures**

- 4.1 Methodology to develop and test wellbeing goals, indicators and measures
- 4.2 Preliminary wellbeing goals, indicators and measures
- 4.3 Testing the wellbeing goals, indicators and measures (community engagement)
- 4.4 Assessment and reporting of community well-being using measures
- 4.5 Defining the wellbeing targets and priorities requiring actions and strategies

#### **5.0 The community plan and supporting strategies to enhance community wellbeing**

*The community plan will include a range of strategies and actions developed in response to the needs, drivers and aspirations of the community and relevant statutory requirements. In all likelihood this will cover elements such as community development, social infrastructure, housing strategy, children's services, local economic development and employment and cultural planning and development*

*For example -*

##### **5.1 Healthy living and healthy lifestyle strategy**

(repeat for each strategy)

- 5.1.1 Principles
- 5.1.2 Overview of commitments
- 5.1.3 Partnerships
- 5.1.4 Funding and delivery responsibilities
- 5.1.5 Governance arrangements

#### **6.0 Implementation and co-ordination**

#### **7.0 Monitoring, review, evaluation and reporting**

##### **Appendix A: One Planet Living**

##### **Appendix B: Social Return on Investment**

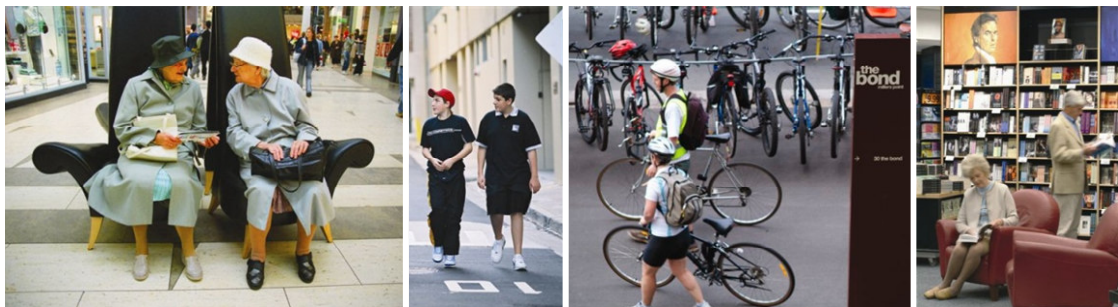
##### **Appendix C: Detailed strategies: Barangaroo South**

##### **Appendix D: Detailed strategies: Barangaroo Central**

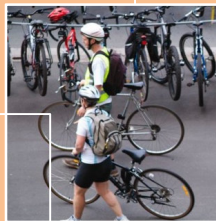
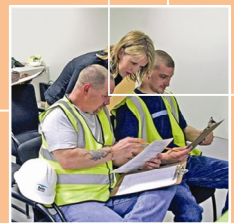
*(proposed for inclusion in the Community Plan specifically focused on Barangaroo Central)*

##### **Appendix E: Detailed Strategies: Headland Park**

*(proposed for inclusion in the Community Plan specifically focused on Headland Park)*



# Appendices A - C



*...plan of the*  
BARANGAROO COMMUNITY PLAN

# Appendix A

## ONE PLANET LIVING PRINCIPLES AND BARANGAROO SUSTAINABILITY OUTCOMES

Globally we are consuming natural resources at a faster rate than the planet can replenish them. Ecological footprinting shows that if everyone on the planet consumed as much as the average person in Australia we would need 4 planets to support us. *Humanity is no longer living off nature's interest, but drawing down its capital.*

The One Planet Living framework has been developed by BioRegional and World Wildlife Fund (WWF) to help people and organisations to live within their fair share of our planet's resources. Barangaroo is currently progressing an action plan to become a One Planet Living Community, based on the ten guiding principles below:

GLOBAL CHALLENGE	OP PRINCIPLE	LOCAL OPPORTUNITY
Climate change due to human-induced build up of carbon dioxide (CO <sub>2</sub> ) in the atmosphere	<b>Zero Carbon</b>	<b>Create a renewable energy economy</b> Promote energy efficiency in buildings and infrastructure; supply energy from renewable sources.
Waste from discarded products and packaging create a huge disposal challenge while squandering valuable resources	<b>Zero Waste</b>	<b>Generate local employment &amp; eliminate the need for landfill sites</b> Reduce waste by improving product design; encourage recycling and composting
Travel by car and airplane can cause climate change, air & noise pollution, and congestion	<b>Sustainable Transport</b>	<b>Improve air quality, improve public transport, reduce congestion, promote low emissions vehicles</b> Promote walking and cycling. Provide transport systems to reduce dependence cars
Destructive patterns of resource exploitation and use of non-local materials in construction and manufacture increase environmental harm and reduce gains to the local economy	<b>Local &amp; Sustainable Materials</b>	<b>Create an economy where products have a positive impact on the environment</b> Where possible, use local, reclaimed, renewable and recycled materials in construction and products, which minimises transport emissions, to boost the local economy.
Many forms of current agriculture do not support local ecosystems, while over-dependence on imported food contributes to global warming	<b>Local &amp; Sustainable Food</b>	<b>Support the local rural economy, maintain traditional rural landscapes, improve health</b> Support local environment friendly food production that provides healthy, quality food while boosting the local economy.
Local supplies of freshwater are increasing pressure, often resulting in depletion of existing stocks	<b>Sustainable Water</b>	<b>Maintain good water supplies into the future</b> Conserve water and promote recycling; restore natural water cycles.
Loss of biodiversity and habitats due to development in natural areas and overexploitation of natural resources	<b>Land &amp; Wildlife</b>	<b>Increase biodiversity, restore and create beautiful landscapes</b> Protect or regenerate existing natural environments and the habitats they provide to fauna and flora; create new habitats.
Local cultural heritage is being lost throughout the world due to globalisation, resulting in a loss of local identity and wisdom	<b>Culture &amp; Heritage</b>	<b>Build on local cultural heritage to create a sense of place and belonging</b> Celebrate and revive cultural heritage and the sense of local and regional identity; choose structures and systems that build on this heritage; foster a new culture of sustainability.
Some in the industrialised world live in relative poverty, while many in the developing world cannot meet their basic needs from what they produce or sell	<b>Equity &amp; Local Economy</b>	<b>Promote positive impacts on other communities</b> , Promote equity and fair trading relationships to ensure the OP community has a beneficial impact on other communities both locally and globally.
Ever increasing consumption is not leading to greater health and happiness, but is causing environmental damage.	<b>Health &amp; Happiness</b>	<b>Promote healthy lifestyles and increase quality of life</b> Promote healthy lifestyles and physical, mental & spiritual well-being through well-designed communities and community engagement, as well as by delivering on social and environmental targets.

Barangaroo's Climate Positive outcomes, of being, Carbon Neutral, Water Positive, Zero Waste and Community Wellbeing, directly complement the One Planet Living framework and its ten guiding principles. In particular, the Zero Carbon principle directly complements Barangaroo's Climate Positive commitment with the Clinton Climate Initiative (CCI). Both BioRegional and CCI directly support each other in working towards these complementary goals. Importantly the CCI Climate Positive standard that will be used to account for carbon emissions at Barangaroo is also accepted and agreed by BioRegional, negating the potential for double up in this area.

The One Planet framework will be one of the enablers for Barangaroo that contributes to a unique sense of place and distinctiveness, whilst at the same time providing opportunity for community and local business equity and diversity. It provides the internationally recognised and independently verified platform to demonstrate Barangaroo's exemplary environmental, economic and social sustainability goals. Importantly it will provide a platform to enable the tenants, investors and visitors to easily understand and to be an active part of Barangaroo's exemplary sustainability solutions.

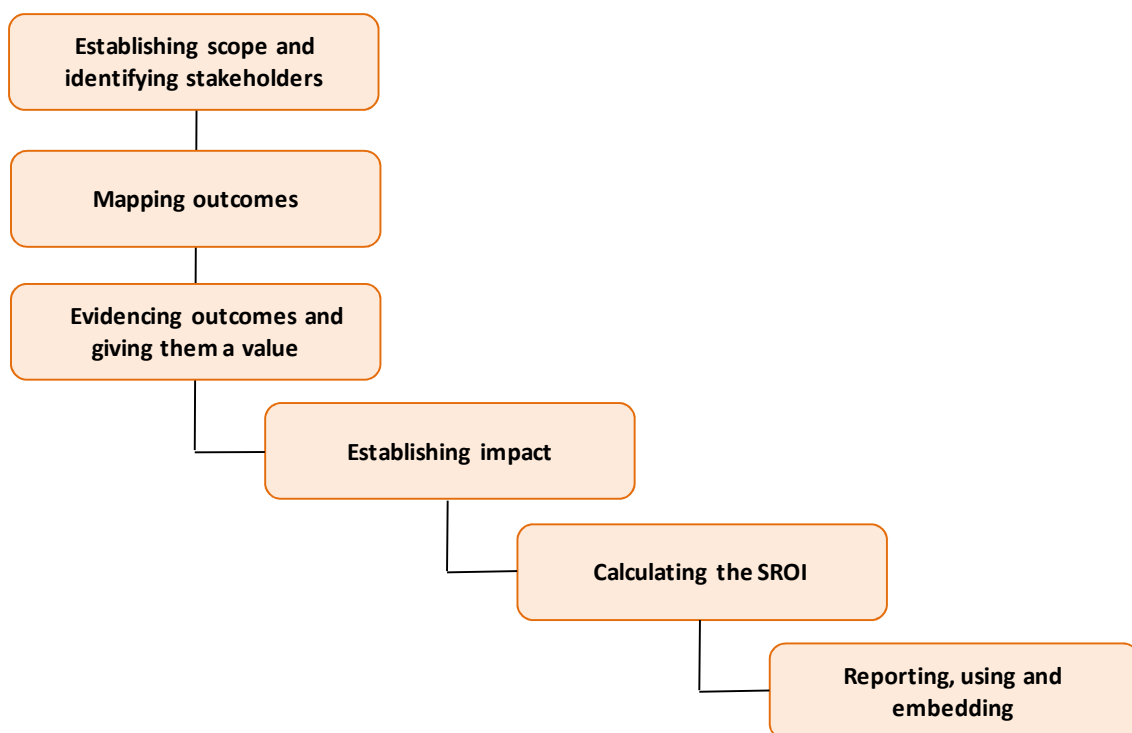
## Appendix B

# SOCIAL RETURN ON INVESTMENT FRAMEWORK

Social Return on Investment is a methodology designed to capture the social, economic and environmental outcomes achieved by a specific investment. It is derived from traditional cost-benefit analysis but includes (from the field of social accounting) stakeholder engagement in arriving at the values used in the analysis.

The majority of companies fail to comprehensively measure the value of social investment programs. To better understand the social sustainability outcomes likely to be achieved by the Barangaroo development, a Social Return on Investment (SROI) indicative forecast assessment was undertaken at the Barangaroo South bid stage, this will be further expanded to the *Community Plan* and importantly for evaluation, looking at the combination of infrastructure and programs/services undertaken to achieve the desired social sustainability outcomes.

The SROI methodology employed is as follows:

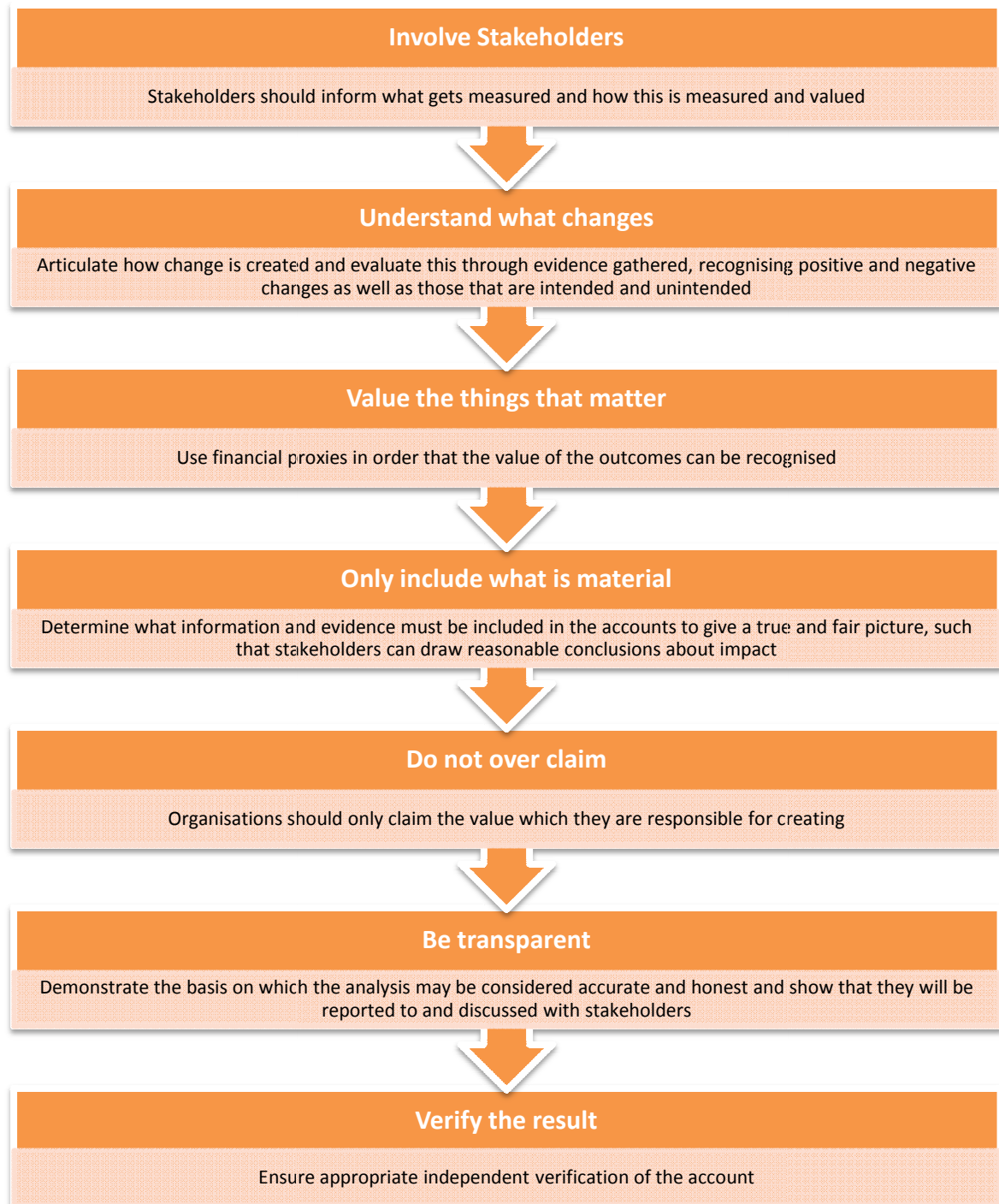


$$\text{SROI} = \frac{[\text{Value of benefits}]}{[\text{Investment}]}$$

The indicative forecast SROI assessment for sustainability outcomes for infrastructure, programs and services achieved a total social value benefit ratio in excess of 3:1

The Community Plan will develop an SROI forecast and evaluation using the seven principles of SROI that have been established by the SROI Network. Final SROI analysis will be judged against these principles, and they should be considered at all stages of the SROI analysis.

The Principles are outlined below:



## Appendix C

# BARANGAROO SOUTH

### Introduction

This section of the report aims to provide an early indication of the community and social infrastructure and programs that have been previously identified to be delivered during the development of Barangaroo South. It is by no means a conclusive list, and is provided as an initial indication of the potential suite of projects and programs identified during early stages of project planning, based on the current understanding of the existing and emerging community and consultation undertaken to date.

It is intended that all the previously identified social and community projects and programs will be further tested and verified through the proposed community and social planning process (including community engagement) outlined in the methodology in the body of this '*plan of the Barangaroo Community Plan*'.

The final *Barangaroo Community Plan* will include an initial list of the specific community and social projects and programs that have been identified in response to the needs, drivers and appetites of existing and emerging stakeholders from the site and its catchments.

While the projects and programs identified in this appendix will be delivered during the development of Barangaroo South, their impact, reach and target catchment will extend well beyond this area. Similarly projects planned and delivered in tandem with the development of Barangaroo Central and Headland Park (to be outlined in the final *Barangaroo Community Plan* in Appendices D and E, respectively) will also have a reach and target audience beyond the specific precincts.

While this approach compartmentalises the individual areas of the overall Barangaroo development site there is ongoing commitment by Lend Lease and the Barangaroo Development authority to work collaboratively to deliver a coordinated approach to the planning and delivery of community and social infrastructure and programs across Barangaroo.

It is intended that the community and social infrastructure and programs delivered collaboratively across the whole of the Barangaroo site will work together to satisfy the Statement of Commitments.

### Cultural and Community Facilities

A range of cultural and community facilities are proposed to be delivered at Barangaroo South in response to the identified needs, drivers and appetites of the existing and emerging community.

The detailed design and programming of the proposed cultural and community facilities will be informed by ongoing engagement with target audiences.

It is the intention that the proposed facilities will have the capacity to be flexible and adaptive in order to respond to the changing needs and aspiration of the community over time.

The proposed facilities are currently programmed to commence delivery in 2015 and is planned to provide a GFA of 10,000m<sup>2</sup>.

The following table identifies an early indication of the community and social projects proposed to be delivered during the development of Barangaroo South. It is intended that they will be tested and verified through further community engagement. The projects have been clustered according to overarching themes and the One Planet Living (OPL) principles with which they most closely align.

Themes	Barangaroo South
<b>OPL principle – Equity &amp; Local Economy</b>	
Community Programs	Develop Community, Learning, and skilling programs over 5 years at Barangaroo with the network of public and private delivery partnerships.
Learning Innovation	Establish the Barangaroo Skills Exchange (BSX) which will meet a wide range of learning and skilling needs in the Barangaroo community functioning both as a virtual learning community and an on-site training facility with spaces shared by like minded organisations delivering various components of skilling and training.
	Partner with leading Public and Private Learning service agencies, providing support and access to facilities to create a hub of innovation at Barangaroo.
	Access to sustainability skilling and training providers engaged at Barangaroo to deliver eight (8) hours of training relevant to the sustainability principles and practices being embraced across Barangaroo South for appropriate personnel.
Apprenticeships and Training	20% of trade work contracted will be undertaken by apprentices in appropriate trades.
	Partner with Indigenous organisations to support Indigenous employment and training and encourage increased rates of participation.
	Aim to exceed by 10% the NSW Governments Aboriginal Participation in Construction guidelines.
Children's Services	Deliver (min.) one child care facility within Stage 1 – Barangaroo South (consistent with CoS policy). An analysis of the future needs of the residents and workers on the site and surrounding areas will inform the children's services response.
ICT	Build a community web site and deliver a public wi-fi network
Housing	Deliver Key Worker Housing equivalent to 2.3% of residential GFA when not less than 75% of the total residential developable GFA is complete.
	Lend Lease proposes to deliver intermediate housing for essential and key workers employed within the Barangaroo precinct and the wider Sydney CBD area via the Australian Affordable Housing Partnership (AAHP) which is a collaborative partnership between Lend Lease and the public, private and community sectors. The AAHP delivers affordable housing across the inner and middle rings of Australia's major cities.
	Lend Lease's intermediate housing component will offer a range of tenures including rentals and sales delivered via the AAHP.
	Lend Lease and the Barangaroo Delivery Authority will continue to explore opportunities for the provision of additional Key Worker Housing created by the redevelopment of Barangaroo.

Affordable Spaces	<p>Provide affordable office, community, retail and incubator facilities and programs, with the potential to support (but not limited to):</p> <ul style="list-style-type: none"> <li>▪ Social Enterprises – managed by disadvantaged and minority groups</li> <li>▪ Not-for-profit retail advocacy groups</li> <li>▪ New business concepts and products.</li> </ul> <p>Develop and embrace equity and fair trade principles and local initiatives.</p>
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#### OPL principle – Culture & Heritage

Cultural Development	Develop and implement a Cultural Plan and Public Art strategy (funded through a 1% levy) with the aim of building a vibrant & creative community.
	Develop art incubator programs.
	Provide a Cultural multi-purpose facility. We envisage that this facility may include a Sustainability and Education Centre or ‘One Planet Centre’. This building will become an initial briefing point and education centre for all visitors to the site including school children, university and TAFE students, families and special interest groups. The facility will be designed and programmed to have broad appeal to residents, workers, students and visitors, with the potential to focus on sustainable technologies embraced at Barangaroo, as well as having the capacity to be flexible and adaptive in order to respond to the changing needs and aspirations of the community over time.
	Provide Globe Harbour and public meeting places for scale cultural events.
	Partner with Indigenous organisations to support Indigenous values and perspectives.

#### OPL principle – Health & Happiness

Healthy Lifestyles	<p>Deliver Healthy Lifestyle facilities and programs providing active and passive recreation for residents, workers and visitors, including (but not limited to):</p> <ul style="list-style-type: none"> <li>▪ Walk to work and cycle to work days</li> <li>▪ Bike hub/hire/support centre</li> <li>▪ Bike sharing program/hub (as part of CBD – wide scheme)</li> <li>▪ Walking and cycling maps/routes (including paper + signs + digital collateral)</li> <li>▪ Walking challenges and competitions using pedometers for residents and workers</li> <li>▪ Hire schemes for bikes, boats, scooters, electric cars, roller blades, etc.</li> </ul>
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#### OPL principle – Local & Sustainable Materials

Sustainable Living	Embrace low carbon materials, reuse and recovery concepts and actions and ‘local’ initiatives.
	Encourage use of minority supply groups (where applicable)

#### OPL principle – Local & Sustainable Food

Local Food	Embrace and promote buy local programs (e.g. 100 mile café)
	Provide demonstrations of holistic food supply chain
	Facilitate the development of community gardens, encourage the production and use of seasonal and regional produce and healthy eating programs