Executive Summary

“Our vision for Liverpool’s East bank precinct is for it to become a thriving and well-connected community that celebrates cultural diversity, promotes health and well-being and empowers people through education.”

East Bank will be transformed from an industrial area into a revitalised mixed use urban waterfront precinct in close proximity to the Liverpool CBD. East Bank will have a high level of accessibility due to its proximity to Liverpool Station which will be supported by new bus services that connect with nearby suburbs. Accessibility within East Bank will also be improved with a renewed road hierarchy, new vehicle and pedestrian bridges across the Georges River and improvements to active transport options, including pedestrian and cycle routes.

Establishing a world-class university campus and convention centre on the East Bank peninsula will transform the region into a major health and educational hub. Liverpool Hospital supports a large workforce and is a major teaching hospital, affiliated with both UNSW and WSU. The proximity and integration between university and hospital will offer unique and specialised training, creating a point of difference for prospective students and employees. The university will create new jobs, train high demand skilled workers and will help to support the mixed use development. Employment opportunities in East Bank will be across four major sectors including health, education, retail and hospitality. Residents will have a range of housing options that include high density residential, mixed use, student’s accommodation, hotels and motels.

The unique characteristics of the precinct will be enhanced by improving the water quality of the Georges River and the improved walk-ability in the precinct will create a truly vibrant community. Diversity will be celebrated and encouraged through weekly night markets that will give residents and visitors the chance to sample a variety of cuisines and support local arts and crafts. Rooftop market gardens will pay homage to the regions agricultural origins while also having numerous social and environmental benefits.

Phase One: Establish

The establish phase will involve the majority of the consultation, planning and design. An alliance will be formed as the cornerstone of the consultation process and through a series of different mediums will be used to engage key stakeholders and those with a local interest in the development. By 2020 a small healthcare focused university will be constructed supporting up to 1,000 students. The initial development will include key supporting infrastructure in proximity to the peninsula campus.

Phase Two: Expand

By 2025 the university will expand to support the growing demand and begin to offer additional fields of study outside of healthcare. During this phase much of the major construction works will begin and the existing industrial land will be up zoned to mixed use. Supporting infrastructure including the riverside share-way and new vehicle bridge will also be constructed.

Phase Three: Thrive

By 2031 the development will be complete and East Bank will have a unique identity as a major health and educational hub in a vibrant riverside setting. The community will be one which encourages diversity, has liveable outdoor spaces and a high level of accessibility both locally and across the region.
01 Introduction

1.1 Vision
Liverpool's East Bank will be a thriving and well-connected community that empowers people through education, promotes health and well-being and celebrates cultural diversity.

This vision will be achieved by capitalising on the following key opportunities:
- Promote growth and education by establishing a university campus on the East Bank peninsula, capitalising on the proximity to the Liverpool Hospital providing unique and specialised training.
- Improve accessibility and connections by improving local road networks and providing pedestrian and cycle access ways both across and along the river.
- Celebrate cultural diversity through weekly night markets and rooftop market gardens which pay tribute to the regions agricultural origins and will be used for community education.
- Promote health and wellbeing through the creation of new and, activation of, existing open spaces and pathways to encourage active modes of transport as well as sport and recreation.
- Develop a strong identity that is recognisable, something the residents are proud of and attracts people to the area, allowing the region to thrive.

1.2 Background
Liverpool’s East Bank will be a thriving and well-connected community that empowers people through education, promotes health and well-being and celebrates cultural diversity.

The 'City of Liverpool' is one of Sydney’s oldest urban settlements, with a rich history in agriculture; market gardens and small-scale farming thrived in the area, with fruit, vegetables, wheat, poultry and dairy the main commodities farmed. Early settlers originally owned the land along the Georges River however, flooding concerns led to local farmers setting up ‘satellite towns’. The most notable of these farmers was James Badgery who settled in what is now known as nearby, Badgery’s Creek. The Georges River is what initially drew the settlers to the area, and was originally promoted and used as a means for transportation through the region. It is only fitting that the city’s major centre, the suburb of Liverpool, is situated alongside the river. Today, Liverpool has expanded into a city that is stretched from Greendale in the west to Hammondville in the east.

1.2.1 East Bank’s area
Directly opposite the Georges River and Liverpool’s CBD is Moorebank, which is built on a plateau cut off from surrounding suburbs during the 1986 floods. Liverpool’s East Bank comprises an area of nearly 80ha of prime riverside real estate. This can be broken down into 30ha of waterfront peninsula, and 50ha of riverside land. Currently, East Bank is zoned as light industrial, however, the proximity to the city centre and river frontage provide an opportunity to create a vibrant community that is complementary to the developments proposed in the adjacent CBD. East Bank can help transform Liverpool.

1.2.2 Population
Liverpool currently has a population of approximately 200,000 people. Its population is growing at an annual rate of 2.3% per annum which is twice the average rate of Sydney. By 2031, the population is expected to increase to 320,000. Major growth drivers in Western Sydney such as Sydney’s Second Airport at Badgery’s Creek, Moorebank Intermodal and the emergence of Parramatta could see this figure exceed. This makes Liverpool one of Sydney’s fastest growing regions.

1.2.3 Employment and education
At present, the unemployment rate in Liverpool sits around 11%. This is twice the average in Australia, and highlights the region’s need for more employment opportunities. Residents are very diverse, with 75% speaking another language other than English at home. Half of the community is below the age of 30 and represent a strong demand for education to provide future employment opportunities, as well as open spaces to participate in sport and other leisure activities.

1.2.4 Liverpool Council’s vision
The needs and demands from the Liverpool community, coupled with the major developments across Western Sydney, present an opportunity for Liverpool not to be missed. Liverpool has the opportunity to develop a unique identity a community that is ‘creating their future together’. Through a market research campaign, Liverpool council identified a vision for Liverpool with five key themes; growth, diversity, accessibility, Georges River, and open spaces.
2.1 Staging

Phase 1 - Establish by 2020
• Establish a cutting-edge university and research facility on the peninsula, with a primary focus on healthcare
• Connect the campus and research facility to Liverpool Hospital and Liverpool Station via two well-lit pedestrian and cycle bridges across the Georges River
• Revitalise Haigh Park with improved facilities and amenities
• Reclaim the Georges River waterfront, creating a riverside, shared-user path for pedestrians and cyclists
• Develop the first mixed-use development directly south of Newbridge Road

Phase 2 - Expand 2021 - 2030
• Expand the university and research facility with increased course offerings and further integration between the hospital and university
• Displace additional industrial warehouses and build additional mixed-use developments south along the river; including accommodation, cafes, restaurants and other recreational facilities
• Introduce rooftop market gardens and weekly farmers markets
• Extend the riverside shared-user path further south along the Georges River, widening the green spaces to reinvigorate the waterfront and provide space for recreational activities
• Improve local road connections in East Bank, connecting the existing residential areas to the riverfront
• Build a new vehicle bridge across Georges River, connecting Moorebank Ave to Atkinson Street
• Build the convention centre

Phase 3 - Thrive 2031
• Liverpool is recognised as having world-class health education facilities and is a major hub for education in Western Sydney
• Liverpool is a unique riverside community that is a desirable place to live
• Liverpool is well connected to job opportunities locally and across the region
• Georges River is reinvigorated, promoting leisure activities, and connecting residents and visitor to an array of mixed-use facilities
• The rooftop garden markets attract visitors from all over Sydney, promoting its uniqueness and cultural diversity

Our vision for East Bank will be achieved in three stages.
2.2 Education

Liverpool Hospital currently has around 880 beds. In 2011-2012 the hospital had approximately 50,000 patients, with roughly half coming from within Liverpool. The hospital also supports a large workforce; with 4,200 employees, it accounts for 34% of all South-West Sydney Local Health District (SWLHD) staff. The new university, whilst providing numerous direct and indirect employment opportunities itself, will also help meet the growing demand for nurses, doctors and general hospital employees.

Whilst occupying a few thousand metres of space and having a major focus in healthcare in the Establish Phase, the campus will have room to expand into a significant campus and offer additional courses in the Thrive Phase. The university will also be able to provide opportunities and alternative education experiences through community education programme utilising the rooftop market gardens in the mixed use precinct. The TAFE and Liverpool College of the South-Western Sydney Institute also provide tertiary education options on a combined site of 2.5 hectares. The colleges offer short courses, certificates and advanced diplomas. Combined with the new university campus, these institutes can provide a wide-range of tertiary education options.

There are currently two major land owners in the Moorebank precinct; these are Goodman and Pirelli, with Pirelli being the primary land owner on the Moorebank Peninsula. The Peninsula represents around 20-25 hectares of land for development, with a combined land value in the region of $350-35 million excluding structural improvements. This is a significant area for a campus half the size of the UNSW’s major campus, Kensington. The campus and hospital would be directly linked by footbridge across the Georges River, with a medical services vehicle lane if required. Both the hospital and the campus sit beside the Liverpool Interchange and hence are easily accessible. In partnership with the hospital, the university would provide an opportunity for the hospital to relocate some research facilities off site, freeing up space on the existing 8.5 hectare hospital and allowing further development as required.

2.2.2 Public and private schooling

There are currently 5000 students enrolled in schools near the Liverpool CBD, with roughly a half half split between government and private schooling. The two largest private schools are Al Amanah College and All Saints Catholic Schools. The former is a co-education Islamic school with approximately 770 students from kindergarten to year 12. All Saints Catholic Schools are larger, and occupy a combined four hectare site, with a total of 1800 students. Public schooling is split with Liverpool Public School on a two hectare site, with approximately 750 students, and Liverpool Boys High and Liverpool Girls High occupying the same 7.5 hectare site, with a combined total of approximately 1600 students.

During the Establish Phase these schools will likely need to build additional facilities to absorb the additional demand. The major public schools tend have more capacity to grow over the coming years, compared with the private schools; the public schools have a similar number of students but twice the land size. With East Bank currently as light industrial, there are no schooling options within the Moorebank precinct. However, it is expected that a new primary and high school will open to the east of Moorebank Ave to help capture the expected growth in students. This is assumed to occur during the Expand and Thrive Phases, and will utilise space currently occupied by industrial developments.

By establishing a university campus that is integrated with the existing Hospital, Liverpool will be prepared to thrive as the region continues to grow. With the city’s newfound identity as a major health education hub, it will have a strong brand that will solidify Liverpool’s ethos of “Creating our Future together”.

2.3 Employment

East Bank will provide an extensive number of employment opportunities for people within Liverpool and greater Western Sydney. There are four main areas for employment in East Bank, as well other forms of employment. These include:

**Hospitality**
- Hotel Managers
- Event Managers and other events staff
- Concierge
- Administration staff
- Restaurant/bar chefs, baristas, bartenders and waitresses/waiters
- Security staff
- Hotel room cleaners

**Education**
- Lecturers
- Tutors
- Researchers
- Administration staff
- Cafeteria/bar chefs, baristas, bartenders and waitresses/waiters
- Security staff
- Librarians
- Cleaners

**Health**
- Nurses
- Doctors
- General hospital staff

**Retail**
- Shopkeepers
- Shop owner
- Shop cleaners

**Other**
- Small business owners
- Council workers (to maintain green open spaces)
- Security staff (for pedestrian bridges and other open spaces)
- Landscapers
- Rooftop market garden maintenance workers
2.4 Housing and Accommodation

2.4.1 Affordable housing

Affordable housing refers to housing that meets the needs of a range of low to moderate income households, and is priced for low to moderate incomes to meet their essential basic living costs. Selection of an affordable housing intervention strategy for East Bank must take into account the overarching policy mix in the East Bank Alliance; the competition for development opportunities across the precinct, and the potential for an intervention to be driven and adopted by the community over the long term.

To ensure affordable housing for East Bank, the key factors that need to be considered are:

- Size, quality, accessibility and location
- Integration within a reasonably diverse local community
- Reasonable costs relating to maintenance, utilities and transport
- Provision of security of tenure and cost for a reasonable period

The people eligible for affordable housing in East Bank are those experiencing household stress. This often occurs when housing costs are more than 30% of the household’s total income.

Establishing affordable housing for East Bank is essential to draw back service workers displaced from sub-regional labour markets as a result of high housing costs. It will also be used to attract specific elements of the labour force to Liverpool, such as health care, hospitality, art and education workers.

East Bank has a strongly-stated, strategic interest in establishing health and education as a key point of difference for the region. As the health and education hub of greater western Sydney, a housing intervention targeting hospital, research and education workers will be established. This will assist the desired emerging economy of health promotion. For example, the attraction of a significant body of health researchers into a body of housing may open additional opportunities for the housing project to develop innovative features such as community spaces, and serve as a hub of communication and activity within the local community.

2.4.2 Housing forms

Mixed-use buildings are proposed to be located throughout East Bank, in particular adjacent to the proposed riverside open space and towards the northern and central areas. Up to 3000 residential units will be contained in mixed-use buildings. Food, small retail outlets and small offices will form the bulk of lower floor tenancies of the buildings, with restaurants and cafes facing the riverside open space areas.

Residential buildings and residential-only apartment buildings are located on the southern end of the East Bank precinct. As are generally lower buildings that are focused on providing a quiet and serene living environment with green open space integrated within the development. Up to 1000 residential units will be contained in residential buildings.

Student accommodation will be located within the university and research campus located on East Bank’s northern peninsula. The number and location will be dependent on the university that will occupy the site; however, any student accommodation will require appropriate levels of management.

East Bank will attract international hotel chains to the precinct which will provide choice to visitors with respect to their budget. Given the proposed university and research campus, a hotel will be built in East Bank. This will provide accommodation to interstate and international visitors who are attracted to Liverpool for business or leisure. The hotel will also provide spaces for businesses and the university to conduct conferences and meetings. The East Bank Master Plan allocates approximately 110,000 m² (Gross Building Area) for the hotel.

High-density residential and mixed-use residential buildings in East Bank will generally comprise of:

- At least 50% 2 bedroom units
- Approximately 30% 1 bedroom units
- Approximately 20% 3 bedroom units

In addition to this, the mixed-use buildings will have the option to include live/work units (office and bedroom in one unit). However, generally, commercial tenancies will be on the ground floor.

Due to geotechnical constraints of the East Bank area, basements will generally be shallow and up to two or three levels deep. At least one parking spot will be built per residential or commercial unit (per 100 sqm); in accordance with the Liverpool DCP 2008. Parking will generally occur in the basement and podium levels, where appropriate.

2.4.3 Housing choice

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2.4.4 Land use and built forms

East Bank will feature a wide variety of buildings catered for varying uses including (GBA*):
- Residential (33,986 m²)
- Mixed-use residential (300,904 m²)
- Commercial (219,898 m²)
- Retail – shopping centre (70,144 m²)
- Accommodation – hotels (112,480 m²)
- Educational and research (243,156 m²)

**Land use**

The East Bank precinct has been carefully planned to make use of existing and future infrastructure. East Bank has been broken up into ‘blocks’ to differentiate between different future land use.

<table>
<thead>
<tr>
<th>Block</th>
<th>Land use</th>
<th>GBA* (M²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Hotel precinct</td>
<td>112,480</td>
</tr>
<tr>
<td>B</td>
<td>Mixed-use residential</td>
<td>50,492</td>
</tr>
<tr>
<td>C</td>
<td>Retail – shopping centre</td>
<td>70,114</td>
</tr>
<tr>
<td>D</td>
<td>Mixed-use residential</td>
<td>66,733</td>
</tr>
<tr>
<td>E</td>
<td>Mixed-use residential</td>
<td>122,809</td>
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<tr>
<td>F</td>
<td>Mixed-use residential</td>
<td>58,869</td>
</tr>
<tr>
<td>G</td>
<td>Residential</td>
<td>52,493</td>
</tr>
<tr>
<td>H</td>
<td>Residential</td>
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</tr>
<tr>
<td>I</td>
<td>Commercial and car parking</td>
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</tr>
<tr>
<td>J</td>
<td>Commercial and car parking</td>
<td>49,701</td>
</tr>
<tr>
<td>K</td>
<td>Mixed-use residential</td>
<td>243,156</td>
</tr>
<tr>
<td>U</td>
<td>Education/research and car parking</td>
<td>3,585</td>
</tr>
</tbody>
</table>

*GBA – Gross Building Area excluding basements and car parking

4023 apartments allowing for 3800 residents
2.5 Traffic and Transport

East Bank will be a well-connected precinct through an extensive road, cycle and pedestrian network that enables quick and reliable journeys to Liverpool CBD, the Sydney's second airport at Badgerys Creek, and greater Sydney.

2.5.1 Road network

The land use change from existing industrial to high density residential, education and commercial, the precinct will focus on providing pedestrian, bicycle and public transport links to Liverpool CBD and beyond. East Bank is already well served by the existing road network, however, several improvements will be made to ensure that the road network will cope with the additional demand that will come from the East Bank precinct, the Sydney’s second airport and urban growth.

2.5.2 Road hierarchy

- **Arterial road** - Newbridge Road, Heathcote Road and Moorebank Avenue that will link East Bank to Liverpool CBD, the M5 Motorway as well as to Moorebank and towards the east towards Sydney. Heathcote Road will be realigned to intersect with only Newbridge Road, about 200 metres east of the existing intersection.

- **Town centre street** - a new north-south ‘high street’ will run down the centre of East Bank and loop around the precinct the riverside open space and back to Moorebank Avenue. A new east-west road will link Moorebank Avenue to Atkinson Road with a new road bridge over the Georges River.

- **Collector road** - new east-west streets will enable vehicular and pedestrian movements to Moorebank Avenue and the new town centre streets.

- **Pedestrian mall** - a vibrant pedestrian-only mall will span over two blocks through the hotel and shopping centre areas of East Bank, with a large open square in the centre to act as a local meeting place, as well as a venue for performances.

2.5.3 New infrastructure

- A new pedestrian bridge over the Georges River connecting the university and research campus to Liverpool Hospital will have wide dedicated pedestrian paths and bicycle lanes.

- A new road bridge over the Georges River linking Moorebank Avenue to Atkinson Road with two traffic lanes, dedicated bus lanes and shared user paths for pedestrians and cyclists in both directions.

- A new pedestrian bridge over the Georges River connecting Newbridge Road to Liverpool Station will utilise the existing rail bridge piers, with wide dedicated bicycle and pedestrian paths. The bridge will feature iconic architecture and will form part of the northern gateway to East Bank.

2.5.4 Public transport

East Bank will be within walking distance to Liverpool Station and will have excellent public transport to local and regional destinations. Liverpool Station has frequent services to Sydney CBD, Parramatta CBD, and emerging town centres in the South West Priority Growth Area, as well as future services to the new airport at Badgerys Creek:

- East Bank will lobby Transport for NSW and Liverpool City Council for a free shuttle bus linking East Bank to Liverpool CBD.

- There is a future extension of the Sydney Metro to extend from Bankstown to Liverpool CBD. An interchange with the Liverpool to Parramatta T-Way will further complement East Bank’s public transport options.

- A new bus terminal will be built on Newbridge Road adjacent to the university and research campus, as well as new bus stops along Moorebank Avenue and Newbridge Road.

- Local and regional bus services will ensure that East Bank is connected to nearby suburbs as well as the greater South-Western Sydney region.

2.5.5 Active transport

East Bank will have numerous walking and cycling options available, for both recreational and commuting purposes:

- An extensive network of dedicated bike lanes on Moorebank Avenue, Newbridge Road, the new bridges as well as on the riverside precinct.

- Well connected pedestrian and shared user paths along most streets.
2.6 Local and Regional Connectivity

- Due to its proximity and future availability of commercial, retail and educational services, East Bank will benefit from, and complement, the proposed new airport.
- East Bank will be a short trip to the new airport by either public transport or road (approximately 20 minutes). It is envisaged that Liverpool CBD and East Bank will serve as the gateway to greater Sydney and the first regional city centre for visitors from the new airport.
- East Bank will attract demand for commercial and accommodation for airlines and their staff.

Potential extension of Sydney Metro

- An extension of Sydney Metro from Bankstown to Liverpool CBD will further improve public transport connection to East Bank. It is envisaged that Liverpool CBD and East Bank will form a rail-bus interchange between the Sydney Metro, the Liverpool to Parramatta T-Way (bus), the Sydney Trains and the Sydney Metro rail networks.
- Residents and visitors to the precinct will have numerous choices for fast and efficient transport choices to get to Sydney and Parramatta CBDs as well as other regional centres such as Bankstown CBD.

2.7 Social and Community Identity

Liverpool was founded as an agricultural hub of Sydney, and up until the 1950s remained an agricultural economy built around immigrants and market gardens. 90% of market gardeners came from diverse migrant backgrounds, with each culture bringing a diverse range of knowledge and traditions to Liverpool.

The cultural diversity that Liverpool was built on will be celebrated as part of the East Bank community, through culturally diverse retail, markets and rooftop market garden.
2.8 Tourism

There will be many reasons why people will want to visit East Bank. Whether they are from different parts of Sydney, Australia or the world, people will visit Liverpool to learn and discuss best practice in the health industry, experience cultural diversity, or to shop for high-end international or local products. Visiting Liverpool will give them unique experiences that they will not have anywhere else in Sydney. There are three areas of East Bank that will attract tourists:

Liverpool hospital is one of the leading trauma centres in Australia, and currently holds a number of conferences. With the expansion of health education in East Bank, Liverpool will be further advance on the regional and world stage. The proposed conference centre and hotel will play host to many world education and medical conferences, drawing regional and international tourist to East Bank.

Markets will be held along the recreational strip offering fresh produce from the roof top gardens as well as products from locals. The markets and roof top garden will draw outsiders to experience the vibrant riverside community.

A portion of the Hospitality Quarter will consist of a 5-star hotel with a high-end retail strip, selling products by international and local designers, as well as luxury items. The East Bank hotel and retail quarter will be advertised at the new western Sydney airport, attracting potential visitors arriving into Sydney.

2.9 Recreation and Open Spaces

The University and research facilities close to the hospital provides for Liverpool to become the major health and education hub, but furthermore the master plan also recognises the health benefits in promoting physical activity within the precinct through the provision of open space and recreational areas. Urban design to encourage physical activity is considered the best method to promote good health and disease prevention.

The proposed open space has been built around the major recognised elements that existing on the site, the waterway (Georges River) and existing park (Haigh Park).

River Corridors play a significant component of open space, locating linear green space areas along the waterway provides a multi-use recreational area for East Bank. The open space serves to promote environmental values and encourage flora and fauna diversity, provides regional flood management, improve visual amenity as well as promote recreation activities.

A recreation strip along the river bank has been created within the East Bank precinct, this provides a green link to the proposed pedestrian bridges accessing the train station and the hospital, and a pathway connection to Haigh Park. The existing Haigh Park is in high profile location with river frontage, this existing park will enhance with new amenities and landscaping. The park will be an active site with playgrounds and open areas as well as access to a vibrant riverfront restaurant that features a floating 50m outdoor pool. Additional picnic areas, bbq’s and shelters will provide a destination for residents and visitors to enjoy a number of outdoor activities by the river.

The parkland and recreation strip will also provide flood storage in rare storm event to manage the flood levels within the river. Appropriate warning and education signage will be provided.

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2.10 Sustainability and Environment

2.10.1 Rooftop garden markets

The urban sprawl and demand for residential land has seen the market for rooftop gardens markets in Liverpool. Rooftop gardens are the most ideal locations for setting up market gardens as they are:

- The least occupied areas
- Freed up development area
- Reduced hard surfaces
- They also allow for the conservation of water and have generous amounts of sunlight and rain.

The gardens will consist of 200–600mm of growth media, generous amounts of sunlight and rain. They also allow for the conservation of water and have appealing and unique structures that can also benefit property values.

Water Cycle Management

The rooftop garden markets will capture the direct rainfall and can be used to manage storm water runoff.

- The gardens reduce effects of development footprints associated with high impervious areas by promoting absorption and plant uptake and reducing storm water discharge off the site.
- Excess storm water will filter through the growth media removing particular pollutants and collecting discharge in rainwater tanks for reuse.
- The Gardens provide water quality improvements through nutrient uptake.
- The gardens relieve flooding within Georges River through the reduced peak flow and volume of storm water runoff from the site through storage within the substrate and rainwater tanks, plant uptake and evaporation.
- Improvements in air quality

Energy

- The rooftop garden markets will reduce the heating and cooling energy requirements of the buildings through insulation for heat and sound. Roof gardens lose 30% less heat in winter and cooler in summer.
- The reduction in hard reflective surfaces associated with provisions for gardens on roof areas will reduce the heat island effect.

2.10.2 Benefits of rooftop garden markets

Community

- Individuals and families have access to fresh, nutritious food that supports nutritional health and well-being.
- Community gardening promotes physical fitness and health through outdoor activities.
- The gardens can be used by the community for education; the existing TAFE and schools, and East Bank’s university can utilise the gardens as learning venues.
- The gardens provide a place where people come together with a common purpose; community gardens are places where people get to meet others and build a sense of community.
- Government groups and developers can cooperate with community gardeners and residents, improving relationships.
- The gardens create green areas and provide visually appealing and unique structures that can also benefit property values.
- Opportunities for flora and fauna habitats.

The gardens and other storm water management and environment assets, sector for commercial use, maintained by Council as the least occupied areas.

The rooftop garden markets will reduce the heating and cooling energy requirements of the buildings through insulation for heat and sound. Roof gardens lose 30% less heat in winter and cooler in summer.

2.10.3 Water cycle management

The rooftop market gardens will be utilised to reduce the volume, and improve the quality, of storm water runoff from the mixed-use buildings. For other hard surfaces, for example roads, the green open spaces and rooftop market gardens will provide further storm water quality improvements prior to discharging into the Georges River.

Georges River water quality

As the community of East Bank grows, there is further opportunity to improve the water quality within the River. A floating platform can be installed on the river, including a water quality improvement function. The platform will have two levels of water treatment; the water would be pumped through a filter for removal of coarse and attached pollutants, and then a ultraviolet light disinfection unit will be used to kill bacteria. The platform could provide a dual purpose, providing commercial use for things such as a floating restaurant or provide an area for functions and events.

Flooding

Like many sites along the Georges River, flooding is a constraint, however, local flooding off the site can be managed within the development. The regional flooding from the Georges River over tops the river banks and floods the edge of the site. Flood studies have suggested that the land to the north is more at risk of flood inundation under existing conditions, while the 100 year ARI flood extents for the land to the south are contained within the existing building setbacks. A filling strategy will be adopted to reclaim any flood prone land within the development footprint.

The filling strategy will increase the level of the floodplain to a minimum level above the 100 year ARI storm event. To ensure no loss of floodplain storage below the 100 year ARI flood level, it is proposed to excavate non-filled areas within the river, set back to compensate for filled areas and provide the balance of floodplain storage.

The floodplain storage results in no net loss in existing flood storage, compared with the volume of floodplain storage in the developed scenario below the 100 year ARI flood level. The positive effect of this strategy is flood storage is moved from areas high in the floodplain, to a level lower in the floodplain. This provides greater flood storage for more frequent floods (say up to the 10 year ARI) than currently exists. It also potentially reduces flood levels for those flood events.

Flood storage will be provided within areas of Haigh Park and along the riverside recreation strip. Flood warning signs will be in place to restrict access to the flood areas during major storm events. The university campus has been located to the north, with no habitable buildings within the education precinct. An early warning flood evacuation strategy will be in place and managed by the university to ensure effective evacuation during the rare storm events. The Georges River has a large catchment, and flooding is generally characterized by slow rising flood levels with long storm durations. Early flood warning will occur as the flood storage areas begin to rise prior to any inundation of the university. In the event of flash flooding with little warning time, evacuation may not be possible until the flood water recedes. Additionally, high intense rainfall and falling debris associated with severe winds may cause evacuation attempts to be a greater risk than seeking refuge within the residential buildings. In such incidents, it may be necessary to adopt the Shelter in Place response. The university has the ability to provide shelter in place within higher levels until it is safe to evacuate.

The mixed use building areas will be filled to provide freeboard above the 100 year ARI to ensure residents are free of flood inundation. Flood evacuation will be provided along the M5. The Georges River has a total catchment of 930 square kilometres. The catchment upstream of the site extends through Campbelltown and Woolondilly LGAs. The large upstream catchment produces a long storm duration and delayed flood peak. Provision of detention basin within the site would reduce the peak flow off the site, but would also increase the duration of flow (slowly releasing detention outflow). This will result in the site discharge coinciding with the peak flow from the upstream catchments, potentially aggravating flood levels within the river.

The water quantity management strategy adopted for East Bank is to utilise the roof gardens in order to replicate pre-development conditions, promoting infiltration and reuse. The rainwater tanks will reduce storm water volume off the site and manage smaller storm events. During the large storm events the flow will discharge directly to the River, and be through the water way before the Georges River hits the flood peak. The overflow from storm water storage provided within the precinct will manage the flood.
03 Community Consultation and Stakeholder Engagement

This section serves as a guide to facilitate public consultation and engagement with the local community for the development of the master plan. The aim is to work in close partnership with local communities, businesses, authorities and other stakeholders to move towards achieving shared goals.

3.1 East Bank Alliance

Design Team
The design team includes Australia’s top architecture and planning firms leading the East Bank master plan, landscape architects developing the public realm strategy element, culture and place making consultants preparing the environmental impact strategy of the master plan.

Land Owners
Existing land owners of the lots in the areas surrounding East Bank.

Liverpool City Council
Local government authority, governing 42 suburbs, including the area East Bank is located.

Urban Design Development (UDD)
Property development, and investment group. They are leading the design and development of East Bank and have previously had key involvements in high profile developments.

3.2 Key Stakeholders

We have grouped the key stakeholders into 33 main groups, ranked and provided a matrix based on their relative influence and interest in the East Bank Development.

3.3 Consultation Process

3.3.1 Outreach (Establish & Expand Stages)
East Bank Alliance’s consultation process to involve a series of opportunities for input to the master planning process for East Bank Development includes:

<table>
<thead>
<tr>
<th>Outreach Tool</th>
<th>Target Stakeholders Tier</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Liaison Group (CLG)</td>
<td>Tier 1</td>
<td>To coordinate the design team and developer on a monthly basis in order to discuss the scheme and consultation process, and to act as a sounding board for the master plan as it evolves.</td>
</tr>
<tr>
<td>Master plan principles drop-in exhibitions and workshops</td>
<td>Tier 1/Tier 2</td>
<td>Exhibitions and workshops to be held over an intensive period where the master plan principles will be presented for discussion and feedback. The exhibition will be on a drop-in basis and feedback staff to be on hand to answer questions. Feedback forms to be used to record reactions and responses to the proposals shown. The workshops will enable attendees to participate in themed round-table discussions and to feedback on both the exhibition and presentations from the master planning team. Each table will be facilitated by a feedback member of staff and a local spokesperson will be nominated to present back shared or differing views from the group.</td>
</tr>
<tr>
<td>Walk and talks Tier 1 / Tier 2</td>
<td>To understand the wider neighbourhood through the eyes of local people and ask members of the community and stakeholders from a cross-section of local groups to show around their neighbourhood on two (2) separate walks.</td>
<td></td>
</tr>
<tr>
<td>Local advertisements Tier 3</td>
<td>Advertisement placed in local/ national papers introducing the project and upcoming consultation events.</td>
<td></td>
</tr>
<tr>
<td>Distribution of flyers Tier 3</td>
<td>Mailbox drops, distribution through local Liverpool people, organisations and events.</td>
<td></td>
</tr>
<tr>
<td>Website and online forums All</td>
<td>An online website and forum on a range of topics, to be hosted on the East Bank website. This may include development general info (the project, project team, site history, master plan, and consultation), planning updates, construction updates, and newsletters. Developers and stakeholders will monitor visitors and page visits throughout the life of the project.</td>
<td></td>
</tr>
<tr>
<td>Pop-up events All</td>
<td>Will be held in a number of locations in order to engage a representative cross-section of people. They help to raise project awareness and bring an accessible way of getting involved to the communities neighbouring the site.</td>
<td></td>
</tr>
</tbody>
</table>
3.3.2 Three-phased approach

Phase 1 (Q1-3 2016) - Affirming the Vision
Phase 1 will start by staging a mix of formal and informal consultation events and outreach to inform and involve as many people as possible.

Phase 2 (Q1 2016-Q2 2017) - Draft Master plan
Phase 2 involves a consultation on the development of East Bank’s Draft Master plan in response to Stage 1 of the public consultation process; informing detailed development of designs.

Phase 3 (Q3 2017-Q1 2018) - Final Master plan
Phase 3 focuses on presentations and feedback on East Bank’s Final Master plan proposals.

3.3.3 Next Steps (upcoming events & milestones)

Community Consultation (incl Thrive Stage)
The Community Liaison Group will continue to meet on a monthly basis to discuss the scheme as it evolves.

Draft Master plan Exhibitions & Workshops

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Date</th>
<th>Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drop-in Exhibition</td>
<td>01/01/16</td>
<td>Liverpool City Council</td>
</tr>
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<td>Drop-in Exhibition</td>
<td>01/01/16</td>
<td>Liverpool City Council</td>
</tr>
</tbody>
</table>

Webinar
A website will be launched to showcase progress and communicate changes.

Newsletters
Newsletters will be produced after each stage to explain the consultations results and set out the next round of consultation events. They will be available in hard copy and on the website.

Planning Applications
The East Bank Master plan is expected to be submitted to Liverpool Council for Development Application, including public exhibitions, in the first quarter of 2017. A determination on the Development Application is expected fourth quarter of 2017 or first quarter of 2018.

Website
A website will continue to be updated to showcase progress and communicate changes.

Figure 3: Development programme and time line

<table>
<thead>
<tr>
<th>Ref</th>
<th>Anticipated key topics</th>
<th>East Bank Alliance response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Education</td>
<td>• East Bank Alliance to partner with leading universities and Liverpool Hospital to establish a world-class university research facility in its first stage (Establish) and aiming to expand into a university campus in its second stage (Expand) • East Bank Alliance is looking at school capacity within the vicinity of East Bank potential for provision of a primary/secondary school and whether this should be state or private school</td>
</tr>
<tr>
<td>2</td>
<td>Community facilities</td>
<td>• Provision on the development for a range of retail, leisure and community spaces • Specific uses will be fleshed out as development scheme progresses</td>
</tr>
<tr>
<td>3</td>
<td>Open space</td>
<td>• Green, waterside public spaces is a vital master plan principle guiding the developing design</td>
</tr>
<tr>
<td>4</td>
<td>Retail space</td>
<td>• Aim for a varied and exciting mix of new retail uses to appeal to a range of income and age groups • Encouraging a range of different retail stores, particularly local emerging brands/designers/ producers</td>
</tr>
<tr>
<td>5</td>
<td>Commercial space</td>
<td>• East Bank Alliance understands that to attract high tech companies requires the right building form, business rates, public realm and amenities • Aim to ensure rents will encourage a range of different business types</td>
</tr>
<tr>
<td>6</td>
<td>Building scale and form</td>
<td>• Ensure a range of building heights and shapes to respond to the context • Taller buildings to be designed with regards to townscape and reduce overshadowing and over-dominance</td>
</tr>
<tr>
<td>7</td>
<td>Culture</td>
<td>• Ensure a long-term programme to use various spaces to nurture and seed creative industries as well as pop up events • Aim for East Bank to be a place where culture showcases the Western Sydney and greater Sydney culture market</td>
</tr>
<tr>
<td>8</td>
<td>Residential</td>
<td>• Ensure a range of housing tenures and types with affordable provisions on site</td>
</tr>
</tbody>
</table>

Shaping the master plan (anticipated response to the feedback)

East Bank / Renewal. Health. Living. / 11
4.1 Infrastructure

Infrastructure in East Bank can be financed through the government infrastructure budgets. It is suggested that a value capture scheme is used to maximise the use of possibilities to fund the infrastructure in East Bank.

Value Capture Scheme

With state-of-the-art university facilities, modern and unique mixed-use developments, and open spaces Liverpool will revitalised. The mixed-use will include a hotel, dormitory’s for the university, and cheap housing options for hospital staff and general public with low to moderate incomes.

The space for these facilities will be released by upgrading the zoning of the areas, and public infrastructure improvements. The more investment in public infrastructure, the higher the demand for the precinct. This will provide more revenue for the local government, which can be invested into advancing public infrastructure. It is therefore important to identify and collect an equitable portion of the value released through new zoning and other infrastructure improvements. This ensures that the community paying for the infrastructure can share in the value.

UDD suggest the funds collected through the government’s revenues be deposited into dedicated accounts for a set time period. The funds raised can then contribute to the cost of infrastructure and other improvements to the civic realm.

The sources of revenue in this value capture program includes:

- Special rates
- Sale of bonus gross floor area
- Sale/lease of air rights
- Sale/lease of surplus development sites
- Parking levies
- Hotel taxes
- Capital gain taxes
- Property development

Figure 4: Value capture funding model

4.2 University

For the development of the university one, or a number of developers will join the landowners as partners to the University Development Team (UDT). The UDT will initially enter into a long-term lease agreement with at least one tertiary education provider for the provision of educational and research facilities. As Liverpool Hospital is affiliated with both Western Sydney University and University of NSW, either of these universities can equally benefit from having a campus adjacent to the hospital.

Subsequently, the UDT will design, construct and equip the educational and research spaces and facilities required by the university (lessees). To ensure the commitment of the university to this lease agreement, they will be required to contribute to the construction expenditures. The sources of funds required for this development can be:

- Leasee contributions to construction expenditures through its infrastructure budget
- Other equity investors
- Debt financing

In the period of the lease agreement, the maintenance and operation of the university is with the lessee. At the end of the lease agreement the university’s ownership will be transferred from the UDT to the lessee.

In today’s dollars, the construction cost of the university campus is estimated to be $975 million. In addition, the land value required for this development has been priced at $33 million by valuer general.

4.3 Hotel and Student Lodging (Hospitality Quarter)

The hotel and student lodging (Hospitality Quarter) will be developed simultaneously. It will serve the hospitality and accommodation requirement for the university, Sydney’s second airport and the greater Western Sydney region. High profile hospitality providers will be called upon to enter a tender for the ownership and investment in this development. Landowners of this quarter can choose to either remain as the shareholder of this quarter or to sell the land to an investor. If desired, it can be delivered under the same management contractor contract for the mixed-use development. Alternatively, the hospitality investor can choose a different setting for the delivery of this quarter. The investor will be responsible for sourcing the funds required for this quarter. Some of the sources available to this investor are:

- Time sharing agreements with businesses which require accommodation in greater Western Sydney, including the universities and hospitals in Western Sydney, and Sydney’s second airport
- Equity financing
- Joint venture
- Debt financing

In today’s dollars, the construction cost of this quarter is $750 million.
4.4 Mixed Use

The mixed use precinct in East Bank is an urban development which blends a combination of residential, commercial, cultural and institutional functions in an integrated form. This will be delivered using a Management Contract procurement option. In this model, a general contractor will be chosen to take charge of the design (in line with the integrated design for the precinct) and manage sub-contractors. And at least one developer will be in charge of arranging the finances for the mixed-use complex.

4.4.1 Land

The owners of the lands in the mixed use development will be key shareholders of the development. They will form a joint venture delivery company, and together will deliver the mixed-use development.

Today’s value of land for the mixed-use development together with the Hospitality Quarter is $83,826,400.

4.4.2 Unit apartments and parking advance sale

The developer(s)/landowners will commence fundraising for the project in the early stages of the development. To do this, the advance sale of the units can be started early and off the plan. In this model, 10% of each property will be sold at the time of the contract and the remaining 90% will be settled at the time of delivery. The same can be arranged for the pre-sale of the carpark spaces.

To increase the demand for the unit’s sale, a “cooperative ownership scheme” will be introduced. In this scheme, any buyer can buy part of an apartment. By doing so, many families can own parts of a unit by investing a small and affordable amount of money.

4.4.3 Commercial spaces

Some parts of the commercial spaces and offices can be sold while some can be retained for renting opportunities when completed.

Commercial spaces for sale can follow the same sale regime as the unit apartments and carparks. Short term and medium term revenue from the sale of these commercial spaces will be used toward financing the construction of the mixed-use.

Revenue from rental commercial spaces, however, will be used for marketing purposes, increasing the demand for these spaces and long-term sustainable income.

4.4.4 Affordable housing

A percentage of the apartment units in East Bank are suggested to be allocated for affordable housing. The following initiatives and incentives will be utilised due to the number of units which will be allocated to affordable housing:

Affordable Housing Innovations Fund

The Affordable Housing Innovations Fund boosts the supply of affordable housing in priority areas. It raises funds, using a mix of up to 60% government grants and 40% investment from the non-government sector through equity and borrowings. The Fund will assist the community housing sector to provide more affordable housing than could otherwise be achieved.

NRAS (National Rental Affordability Scheme)

Financial and other incentives, in partnership with the Commonwealth Government, to build and rent new properties at below market rents via National Rental Affordability Scheme (NRAS)

Leveraged long-term leasing

The NSW Government will provide long-term leases to community housing providers. Long-term leases of 35 years will raise private finance, providing certainty for lenders that borrowers have a long-term income stream with which they can service debt. These funds will be used to purchase or develop affordable housing.

Floor space incentives for developments containing affordable housing

Under the State Environmental Planning Policy (Affordable Rental Housing) 2009 (ARHSEPP), floor space incentives for villa, townhouse and residential flat building development projects (in accessible

4.4.5 Equity financing

Other investors such as superannuation funds can invest in the development of the mixed-use by buying shares from the original land owners.

4.4.6 Debt financing

For the balance of the funds required, a debt agreement with one or a number of syndicate of financial institutions (e.g. banks, superannuation funds, insurance companies, etc.) will be developed. Shortage of the funds required for the development of the mixed-use in East Bank will be furnished through this debt service.

A syndicate arrangement can be beneficial in reducing the discount rate of the facility required for shortage of fund for construction. In the following an indicative cash flow and financial model is produced for the development of the mixed-use.

Assumptions

- Residential sales price: $500,000 - $600,000 per two bedroom unit
- Commercial sales price: $3,600 /sqm
- Carpark sales price: $45,000 per carpark space
- Discount rate for debt finance: 10.75% per annum

4.5 Revenue Streams

4.5.1 University campus revenue

- Tuition fees
- Tertiary studies
- Vocational studies/professional workshops
- Government funding
- Research
- Provision of educational environment (class, lab, etc.) as well as instructor for TAFE students
- Seminars and conferences
- Consultancy and contracts

4.5.2 Hotel

- Increasing demand as a result of Sydney’s second airport
- Flight crews
- Students’ families
- General public

4.5.3 Student lodging

- University students
- Liverpool Hospital staff
- University staff
- General public seeking cheaper temporary accommodation options

4.5.4 Mix-use developments

- Rent from commercial spaces
- Sale of apartments
- Rent from affordable housing scheme
- Parking
- Solar panels electricity production
- Lease of advertising spaces
- Rooftop garden

4.5.5 Other

Revenues realised from value capture scheme:

- Retail sales taxes (GST)
- Transfer (stamp) duty
- Payroll taxes
- Property taxes
- Council rates
- Section 94 development contributions
- Voluntarily planning contributions
- Special rates
- Sale of bonus gross floor area
- Sale/lease of air rights
- Sale/lease of surplus development sites
- Parking levies
- Hotel taxes
- Capital gain taxes
- Property development

Figure 5: Cash flow model - the estimated revenue has been calculated conservatively at $2.8 billion

Figure 6: University revenue streams
4.6 Risk Assessment

Risk management is a core element of delivery throughout the project lifecycle. Its objective is to assure uncertainty doesn’t result in schedule delays or increased cost. Risk management is the identification, assessment, and prioritisation of risks, followed by coordinated, economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events, as well as to maximize opportunities. Many projects fail due to decisions made in early stages of development and planning as the uncertainties aren’t considered. This can affect all aspects of any project; for example, budget, schedule, scope, quality, communications and stakeholder engagement.

4.6.1 Financial
- Incorrect forecast and assumptions
- Inaccurate cost estimate
- Key partner leaving alliance
- Shortage of funds
- Use of funds for other reasons
- Reduced income generation
- Increase in unit values

4.6.2 Legal
- Contractual risk
- Unappealing project delivery options
- Error in contracts

4.6.3 Social
- Community objections

4.6.4 Environment
- Flood
- Soil contamination

4.6.5 Technical
- Accelerated delivery time line
- Late supply of approvals
- Unexpected site conditions
- Design delay
- Selection of incompetent contractors/investors/advisors
- Poor interface management
- Accelerated design phase

4.6.6 Construction
- Safety and security
- Industrial relations
- Environmental disturbance (noise, pollution, traffic etc.)
- Traffic and transport
- Unidentified utilities
- Unidentified findings

Risks can come from various sources, for example, uncertainty in financial markets, threats from project failures (at any phase in design, development, production, or sustainment life-cycles), legal liabilities, credit risk, accidents, natural causes and disasters as well as deliberate attack from an adversary, or events of uncertain or unpredictable root cause. This report identifies some of the major uncertainties in the delivery of the East Bank, rooted in various sources, and provides guidance as to how they can be best managed. Wrong ownership of any particular risk item can defeat the purpose of managing a certain risk; therefore, this report allocates each risk item to the most capable stakeholder.

Figure 7: Risks and opportunities identified

<table>
<thead>
<tr>
<th>Stage</th>
<th>Risk</th>
<th>Risk Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish</td>
<td>Financial</td>
<td>• East Bank Alliance to create a financial coding system for the entire East Bank development • Each funding to be paid to screw accounts with Alliance for each project • Each payable item to be channelled to final beneficiaries from the screw accounts with the Alliance • Design a business case that produces synergy and provides better outcomes for each member of the Alliance • Develop an exit strategy that defines and manages exiting each member of Alliance such that least harm would be caused • Design a specific financial structure for each procurement package with all parties clear and committed to when and how much funding they need to allocate to the project • Consider staged delivery of each project so that each phase generate income that can be used in financing the rest of the project • Use the insurance mechanisms to immune the project to the extent possible against the shortage of fund due to various reasons • Diversify the income stream through a mixture of uses across East Bank • Establish financial management plan for each project specifically as well as for all of the East Bank Alliance at the earliest with a particular focus on financial risk management to ensure economic viability • Conduct investigations during early stages to minimise uncertainty • Allow suitable contingency • Develop a marketing campaign across Australia, in Asian market as well as in other prosperous markets for the sale of the apartments • Develop a marketing campaign across Australia, Asian market, as well as in other prosperous markets for opportunities to study at the University</td>
</tr>
<tr>
<td></td>
<td>Technical</td>
<td>• The East Bank Alliance to engage experienced urban planners and designers • The East Bank Authority to engage proactively to support, foresee and facilitate the provision of the Authority approvals required • Ensure that the decision on structure and project delivery options are made at the early stages • Hire an interface consultant to develop and keep track of interfaces among different aspects of the East Bank development • Design a specific consortium selection criteria for each type of project delivery option with a higher weight on quality • Conduct an international marketing campaign for letting the delivery packages to ensure capable contractors and advisors are hired • The East Bank Alliance to communicate with the stakeholders to ensure and enforce delivery based on an agreed time frame • The East Bank Alliance to continually and transparently engage and educate the stakeholders of the progress</td>
</tr>
<tr>
<td></td>
<td>Social</td>
<td>• Consider the community as a key stakeholder of the project • Conduct community engagement campaigns</td>
</tr>
<tr>
<td></td>
<td>Legal</td>
<td>• Use law firms with enough experience in each specific project delivery option to draft and negotiate the terms of any particular contract • If a not commonly used project delivery option is designed, consider conducting a market test before closing the East Bank delivery structure to test the contractors’ appeal for the package • The East Bank Alliance to communicate with Contractors regularly to minimise risks and reduce the impact later on in the project • The East Bank Alliance to carry out regular Contractor performance measurement • The East Bank Alliance to manage the contractual financial risks by incentives, milestone payments, and contractor compliance with specifications</td>
</tr>
<tr>
<td>Expand</td>
<td>Legal</td>
<td>• Contractor to carry out early studies and to allow time for land rehabilitation • Detailed flood studies will be undertaken and floor levels will be filled with required freeboard above 100 year ARI flood Levels (1% AEP) • A Flood evacuation strategy will be developed for the site</td>
</tr>
</tbody>
</table>

Urban Design Development consists of:
- Belinda Lee • Cox Architecture
- Hayley Sutton • WorleyParsons
- Yujin Song • Roads and Transport Authority NSW
- Ali Nami • TBH
- Marko Rooseno • RLB
- Troy Eyles • Calibre Consulting
- Bevani Botha • TTV