

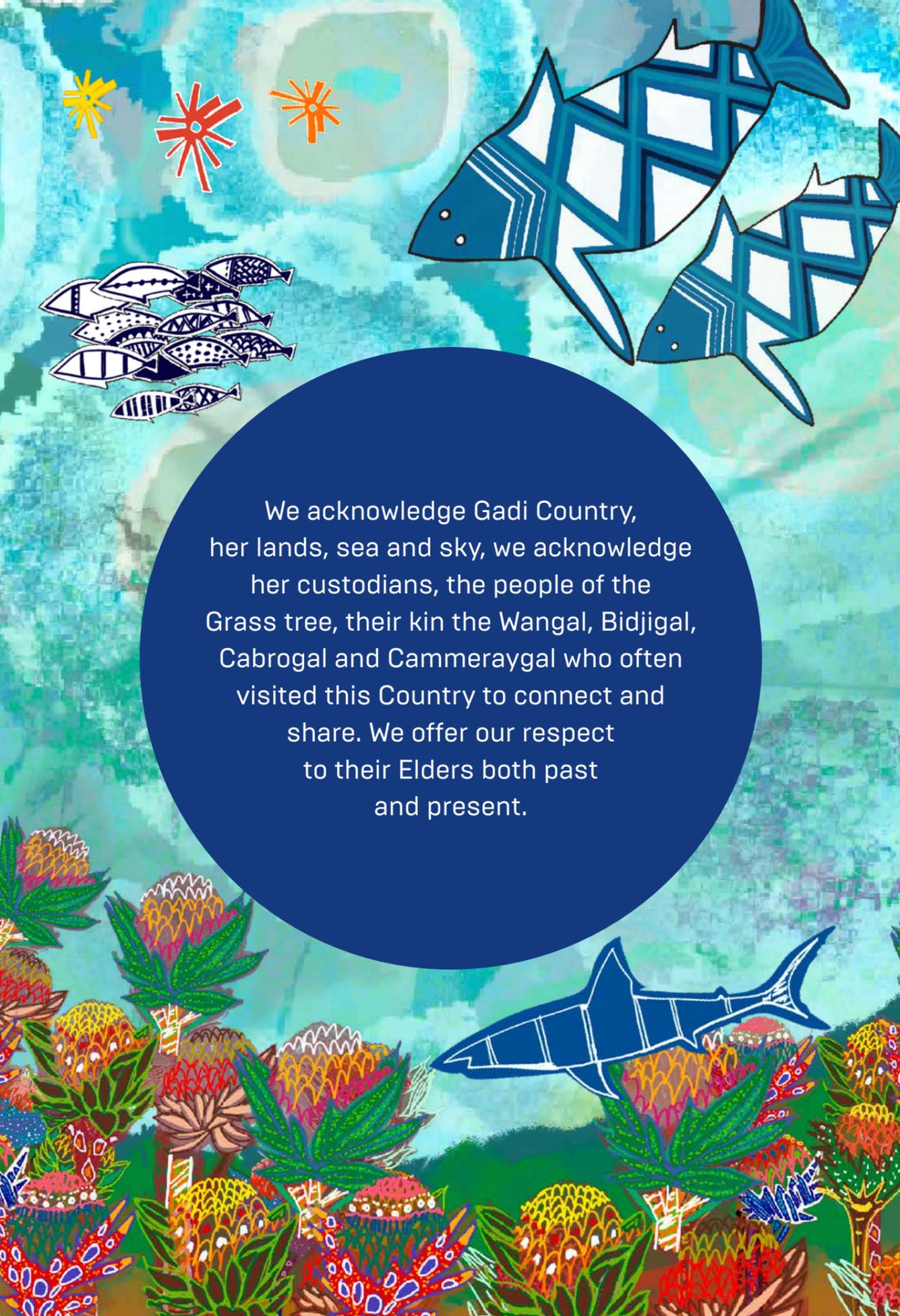


PLACEMAKING NSW

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# year in review





We acknowledge Gadi Country,  
her lands, sea and sky, we acknowledge  
her custodians, the people of the  
Grass tree, their kin the Wangal, Bidjigal,  
Cabrogal and Cammeraygal who often  
visited this Country to connect and  
share. We offer our respect  
to their Elders both past  
and present.

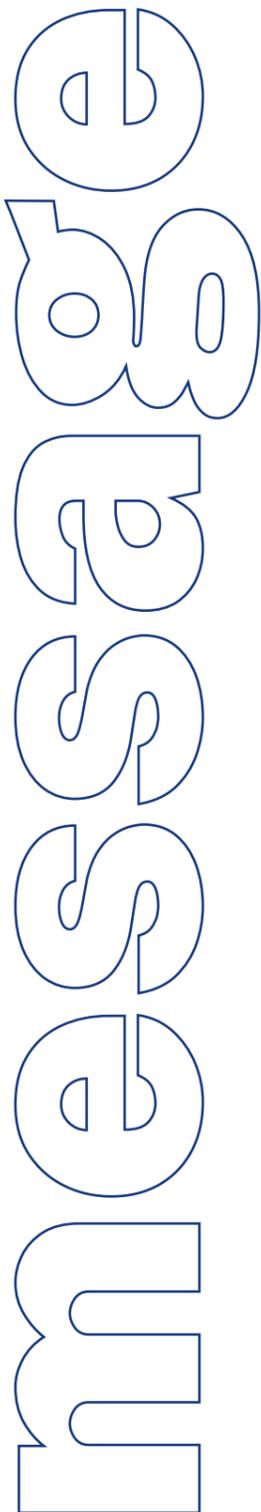
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KEN KANOFSKI  
CHAIR, PLACEMAKING NSW

CHAIR'S



This has been a remarkable year for Placemaking NSW, with significant achievements across The Rocks, Darling Harbour and Barangaroo, capped off by the opening of White Bay Power Station.



White Bay Power Station was officially opened by Premier Chris Minns on 4 March 2024 and held its first event, Biennale of Sydney, from March until June 2024. This major arts event brought 180,000 visitors through the Power Station's doors, reaffirming our commitment to revitalising significant heritage assets for community benefit.

The remediation work conducted by Placemaking NSW was recognised by industry and received the top prize 'Judges' Choice' at the 2024 National Trust (NSW) Heritage Awards.

Placemaking NSW has continued to focus on creating engaging, inclusive, and sustainable public spaces across all of its precincts. In Darling Harbour, a new state-of-the-art playground, sound shell in Tumbalong Park and bamboo forest walk in the Chinese Garden of Friendship were opened to the public. Work also continues on the multi-year heritage restoration of the Pyrmont Bridge. Private developments are also reshaping Darling Harbour, with the

completion of The Ribbon including the world's biggest W Hotel and an IMAX theatre, and the Harbourside mixed use redevelopment now under construction.

At The Rocks, work is underway on design development for George Street North, which will deliver significant precinct uplift to one of Sydney's most important public spaces. In addition, a range of heritage and capital projects have been delivered, including a new roof on the western wing of the Argyle Stores building and an expansion of public amenities on Nurses Walk.

At Barangaroo, we continue to partner with Infrastructure NSW to deliver Sydney's newest CBD precinct. Our work includes ongoing precinct management, delivery of events, as well as supporting the design and development process for major new assets including the Cutaway and Harbour Park. We have also provided support to Infrastructure NSW through leasing and operational advice as they develop the new Sydney Fish Market.

Our precincts have seen a surge in visitation post COVID, with The Rocks annual visitation at over 14 million and Darling Harbour over 26 million. Research conducted throughout the year found that visitors were drawn to the precincts by the diverse range of free activity on offer, high-quality public spaces, a mix of food & beverage options, and cultural activities.

A diverse range of events also brought locals and visitors to the precincts. New Year's Eve celebrations aligned with the NSW Government's commitment to allow everybody to enjoy the free fireworks displays on Sydney Harbour, while third party activations such as the FIFA Fan Zone, continued to attract locals and tourists alike. We are proud of the contribution of our retail and commercial partners, as well as the renewed energy across all our public spaces.

In leading the planning and delivery of the Bays West Transport Oriented Development precinct, the team is progressing with plans to deliver Stage 1 when the new Bays Metro station opens. Detailed investigations are being undertaken to progress the rezoning of the next stage of Bays West (Rozelle Bay).

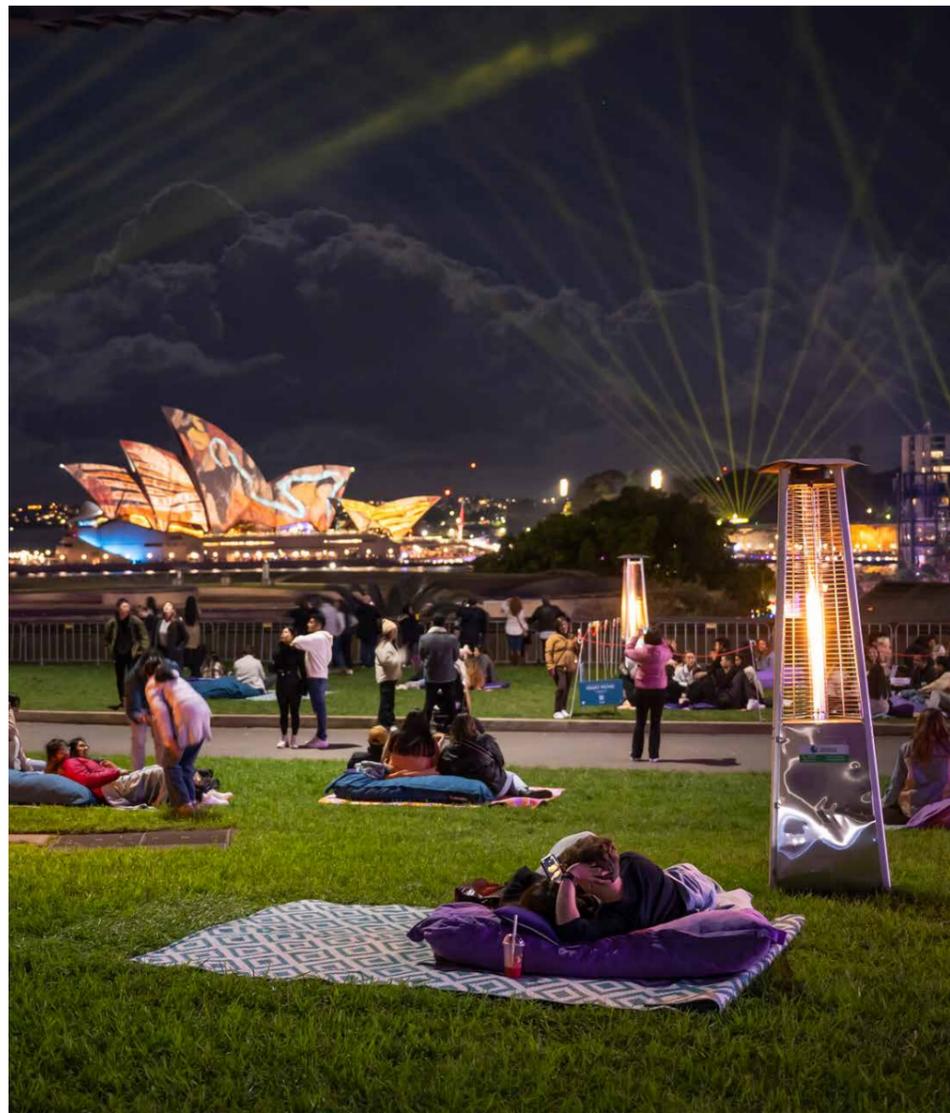
The agency remains in a strong financial position continuing to generate positive cashflows from its underlying businesses and maintaining a healthy balance sheet with its property rental portfolio. As a Public Non-Financial Corporation the agency continues to fund its own operations maintaining and caring for Sydney's most loved precincts.

We continue to strengthen our partnerships and ensure our precincts' sustainability, access and activation. As we manage some of NSW's most iconic places, we remain committed to safeguarding the heritage of these areas while enhancing their appeal and utility for current and future generations.

# Spotlight

PLACEMAKING  
NSW

Placemaking NSW creates  
and cares for places that  
people love.



Placemaking NSW creates, manages and cares for many of Sydney's iconic harbourside locations. Placemaking NSW helps to strengthen the connection between these places and the people that share them, in turn generating significant community, environmental and economic benefits for the people of NSW.

Its precincts include The Rocks (Sydney's oldest historic harbourside precinct), Barangaroo and Darling Harbour, Luna Park, Ballast Point Park, Bays West and waterfront areas in Pyrmont, as well as unique venues such as the Chinese Garden of Friendship and major event facilities at the International Convention Centre Sydney.

Placemaking NSW brings Sydney's foreshore to life with a colourful mix of events and activations from small-scale community events to some of the city's biggest and most popular events, such as New Year's Eve and Vivid Sydney. It also cares for the natural and built environments that make the precincts the popular destinations they are today.

Within the precincts, Placemaking NSW manages major ground leases as well as commercial and retail leases. It also provides facilities and asset management services such as security, cleaning and building maintenance. It also manages parks, wharves and boardwalks at Pyrmont and is responsible for leases and licences and market stall holders in The Rocks.

In addition, Placemaking NSW has delivered the first project of remediation and conservation works at White Bay Power Station in Rozelle and has been appointed as Master Plan Developer for Bays West, with Stage 1 planning to be delivered in time for the opening of the Metro West line. Placemaking NSW is also responsible for post-completion management of the New Sydney Fish Market and Blackwattle Bay in partnership with Infrastructure NSW.

As the owner and manager of The Rocks and Darling Harbour and manager of the public domain at Barangaroo, Placemaking NSW has a substantial number of direct commercial relationships in place with more than 450 retail and commercial tenants and stallholders.



Placemaking NSW undertakes a range of activities, either directly or in partnership with other organisations, intended to provide a holistic approach to placemaking, including:

- **Building adaptive reuse of heritage assets**
- **Enhancing public spaces**
- **Heritage conservation works**
- **Activation, marketing and events**
- **Partnerships and third-party activations**
- **Education programs / The Rocks Discovery Museum**



### Our Board

- Ken Kanofski  
*Chair*
- Richard Horne
- Romilly Madew
- Alex O'Mara
- Bridget Smyth
- Melanie Hawyes  
*Ex-Officio Member, Deputy Secretary Crown Lands and Public Spaces*
- Anita Mitchell  
*Ex-Officio Member, Chief Executive, Placemaking NSW*

### Our Staff

Our dedicated core team, alongside valued partners and contractors, work to uphold community, social, heritage, and commercial interests by creating exceptional places and experiences.

Placemaking NSW's multidisciplinary team has expertise in asset management, retail and commercial leasing, planning, design, heritage, education, marketing and communications and event and venue management.

Together, the team leverages these diverse skills to achieve Placemaking NSW's strategic objectives and priorities.

# VISION

AND KEY  
PRIORITY  
AREAS

## PURPOSE

Making special places thrive

## VISION

We create and care for places that people love

## OUR CORE BUSINESS

The special places we care for are



forever assets –  
Government retained land



significant culturally  
and socially



future or foresight  
precincts

## OUR VALUES



Daring



Kind



Collaborative



Inclusive



Creative



Sustainable

## PRIORITY AREAS

1

**Trusted  
leaders in  
placemaking**

Our unique places  
lift the bar on what  
is possible, for the  
people of NSW

2

**Connected to  
Country**

Our places are  
alive with First  
Nations cultural  
knowledge

3

**Unlocking  
the economic  
value of place**

Our places create  
shared, lasting  
and balanced  
outcomes

4

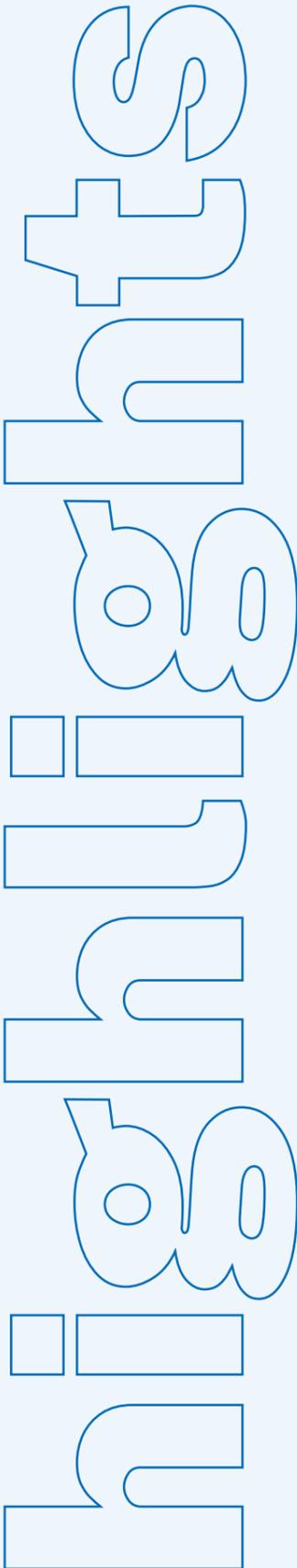
**Leading  
sustainable  
transformation**

Our places are  
resilient and  
regenerative

5

**Investing  
in our  
organisation**

We care for our  
people and create  
a culture in which  
they thrive



PRIORITY AREA

1

Trusted leaders in placemaking

Our unique places lift the bar on what is possible, for the people of NSW

Visitation



26.7m

visitors to Darling Harbour



14.4m

visitors to The Rocks



1.2m

delegates welcomed to ICC Sydney



200k

visitors to the Chinese Garden of Friendship



77,667

visitors to The Rocks Discovery Museum



10,567

students attended Sydney Learning Adventures programs

Events and Activations

400+

events and activations delivered

90%

free



FIFA Women's World Cup



New Year's Eve



VIVID Sydney



Biennale of Sydney

The Rocks Revitalisation

The Rocks Revitalisation, Vision and Place Strategy implementation with highlights including:



Average 4.5 star Google reviews for The Rocks Markets



Record gross precinct Turnover



Net Promotor Scores up 2 points



High quality food and beverage operators attracted

Leasing

6.8%

Commercial vacancy rate in The Rocks (compared to Sydney CBD vacancy rate of 12.2%)

1%

Retail vacancy rate in The Rocks (compared to Sydney CBD vacancy rate of 7.4%)

17

Retail lease deals finalised

11

Commercial lease deals finalised



Leasing of Additional Retail Area Spaces at the new Sydney Fish Market.

Awards

Recognition through Industry Awards including:



**WINNER**  
Master Builders Association (Site Safety and Innovation – Commercial Projects: \$50 million - \$100 million)  
FDC and Placemaking NSW for White Bay Power Station



**JUDGE'S CHOICE**  
NSW National Trust Heritage Awards  
Design 5 and Placemaking NSW for White Bay Power Station

## Connected to Country

Our places are alive with First Nations cultural knowledge



Bangaba Budyari Mudjin, Continue to make good relations, Reconciliation Action Plan



Ongoing program of Aboriginal Cultural Tours



Bays West Connecting with Country Framework finalised



First Nations Advisors working across projects including White Bay Power Station and Darling Harbour 2050 Vision



NAIDOC Week Celebrations across The Rocks, Barangaroo and Darling Harbour



The Blak Markets, a social enterprise celebrating the work of First Nations artists, designers and small business owners, continued on Tallawoladah Lawn

## Barangaroo Reserve First Nations events

First Nations event calendar including the following held at Barangaroo Reserve:



Songs for Freedom concert featuring original songs created by Ngarluma and Yindjibarndi artists



Vigil: The Future



WugulOra (One Mob) Morning Ceremony

## Unlocking the economic value of place

Our places create shared, lasting and balanced outcomes

### Economic contribution

Direct and indirect economic contribution of The Rocks, Darling Harbour and Barangaroo:

**\$3.8bn**

in value added to the NSW economy

**0.5%**

of NSW Gross State Product

**40,200**

FTE jobs supported

**1.1%**

of state FTE employment

Economic contribution of ICC Sydney through event delegate and patron spend:

**\$717.6**

in economic impact to the businesses of Sydney



Source: Deloitte Access Economics 2024

### Significant Precincts, Places & Hallmark Events

Internationally significant portfolio of special precincts and places including facilitating hallmark events and tourism initiatives such as:



VIVID Sydney



FIFA Women's World Cup



New Year's Eve



Sydney Marathon

### Facilitating investment

Place-based investments unlocking opportunities for businesses and communities across our precincts facilitating:

**\$7bn**

in private sector investment in Darling Harbour including:



**\$1bn**

Ribbon development

**\$2bn**

Harbourside redevelopment

### Retail turnover

**14%**

increase in retail turnover in The Rocks (compared to 2019 pre-COVID record)



### Unlocking the Opportunity at Bays West

Leading the master planning and delivery for Bays West

Assessing long-term re-use opportunities for White Bay Power Station



## Leading sustainable transformation

Our places are resilient and regenerative



- Energy efficiency audits, waste audits and waste management strategy and climate change risk assessments undertaken.
- National Australian Built Environment Rating System (NABERS) improvements by portfolio for both energy and water weighted averages over the last 12 months.
- Energy consumption reductions compared to 2019 baseline due to improved efficiency of lifecycle mechanical upgrades and LED lighting upgrades.
- Water consumption reductions compared to 2019 baseline due to installation of online metering to monitor leaks, in particular irrigation leaks in parks.
- Strategy development for creating a connected foreshore walk with amenity and improved ecological outcomes that is connected to Country.
- Renewed Strategic Asset Management Plan (SAMP) and Asset Management Plan (AMP) development.
- Active Transport Projects identified and funding secured to improve pedestrian and cyclist safety at the White Bay Power Station.
- Heritage upgrade projects completed:
  - 121 George St
  - 29-31 George St
  - Argyle Stores - reroofing of the West Wing.

### NABERS Ratings

Energy:  
**3.8 stars**

▲3.5 on previous year

Water:  
**2.6 stars**

▲2.1 on previous year

### Energy consumption

 **13.3%**  
decrease compared to 2019 baseline

### Water consumption

 **30%**  
decrease compared to 2019 baseline

## Investing in our organisation

We care for our people and create a culture in which they thrive



- Regular engagement and collaboration with stakeholders across precincts, industry and government supporting and enabling the delivery of NSW Government priorities including visitor and night-time economy, arts, culture and creative industries, Transport Oriented Development (TOD) and affordable housing.
- People Matter Employee Survey (PMES) results indicated employee engagement at 75%.
- A range of health and wellbeing initiatives introduced to support our teams under the PMES Action Plan.
- Preliminary work commenced on developing a best practice Integrated Property Services contract aligned to key priorities to support organisational objectives.
- Implemented new corporate services partnership agreement with the Department of Planning, Housing and Infrastructure.

### Employee engagement

**75%**

▲1% on previous year

### Job satisfaction

**80%**

▲6% on previous year



EVENT

Sydney

The Rocks



Summer Alfresco (Jan)



St Patrick's Day Festival (Mar)



Vivid Sydney (May/Jun)



Forage The Rocks: Dining Month (Aug)



Live Music



The Rocks Markets



Sydney Festival (Jan)



Mercantile Hotel St Patrick's Day (Mar)



Vivid Edition Markets (May/Jun)



NSW Wine Cellar Door (May, Jun, Aug, Nov)



The Rocks Markets Wellness Weekend (Sep)



Ghost Festival (Oct)



Christmas (Dec)



Free Yoga under the Bridge



Wine Month (Feb)



ANZAC Day (Apr)



NAIDOC Week (Jul)



Bastille Festival (Jul)



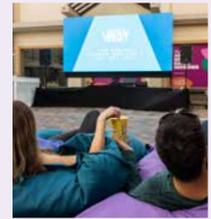
Sydney Marathon (Sep)



Australian Hotel Beer Festival (Oct)



New Year's Eve (Dec)



Laneway Cinema



Run Club

White Bay Power Station



Biennale of Sydney (Mar-Jun)



Power Up Festival (Sep)



Charity Gala (Nov)



Sydney Open (Nov)



GQ Men of the Year Awards (Dec)



Capital Works (Jul/Aug/Oct)



Ministry of Sound (Aug/Sep)



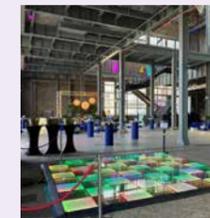
Greenway Art Prize (part of Power Up Festival)



Sony Scene Festival & Trade Show (Sep)



Foxtel Upfront (Oct)



Google Christmas Party (Nov)



UNSW Built Environment (Nov)



Sydney Youth Orchestra (Dec)



Summerific (Jan)



Malaysian Festival (Mar)



UkiFest (Mar)



Vivid Sydney (May/Jun)



NAIDOC Week (Jul)



Sydney Int. Boat Show (Aug)



SXSW (Oct)



Philippines Christmas Festival (Nov)



Fireworks



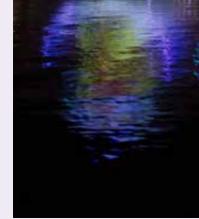
Sydney Festival (Jan)



Greek Festival (Mar)



Aqua Rugby (Apr)



WinterFest (Jul)



Sydney Fringe Festival (Sep)



Korean Festival (Nov)



Christmas (Dec)



Movement & Meditation (Chinese Garden)



Rhythm & Bubs



Run Club



Lunar New Year (Feb)



Serbian Festival (Mar)



School Holidays (Apr & Sep/Oct)



Paris Olympics Live Site (Jul/Aug)



Paris Olympics Welcome Home



Sydney Marathon (Sep)



Nepal Festival (Nov)



New Year's Eve (Dec)



Beat Breakdown dance



Parkoursome



Summer and School Holidays (Jan)



WugulOra (Jan)



Autumn School Holidays (Apr)



Vivid Sydney (May/Jun)



Spring In The Streets (Sep)



First Nations Culture & Art Tours (daily)



Run Club (weekly)



Sydney Festival (Jan)



Movin Bed (Feb-Mar)



Damulay Ngurang: First Nations Mothers Day (May)



Vivid Sydney (May/Jun)



Metro Opening (Aug)



Pickleball



Marrinawi Cove (Nov-Feb)



Christmas (Dec)



Sunset Sessions (Jan)



Vigil: The Future (Feb)



NAIDOC Week (Jul)



Sydney Fringe Festival (Sep)



Bloomberg Square Mile Relay (Nov)

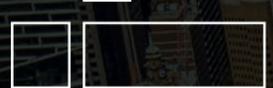


Yoga On Country (Aug-Dec)



New Year's Eve (Dec)

2024-27



LOOKING  
AHEAD



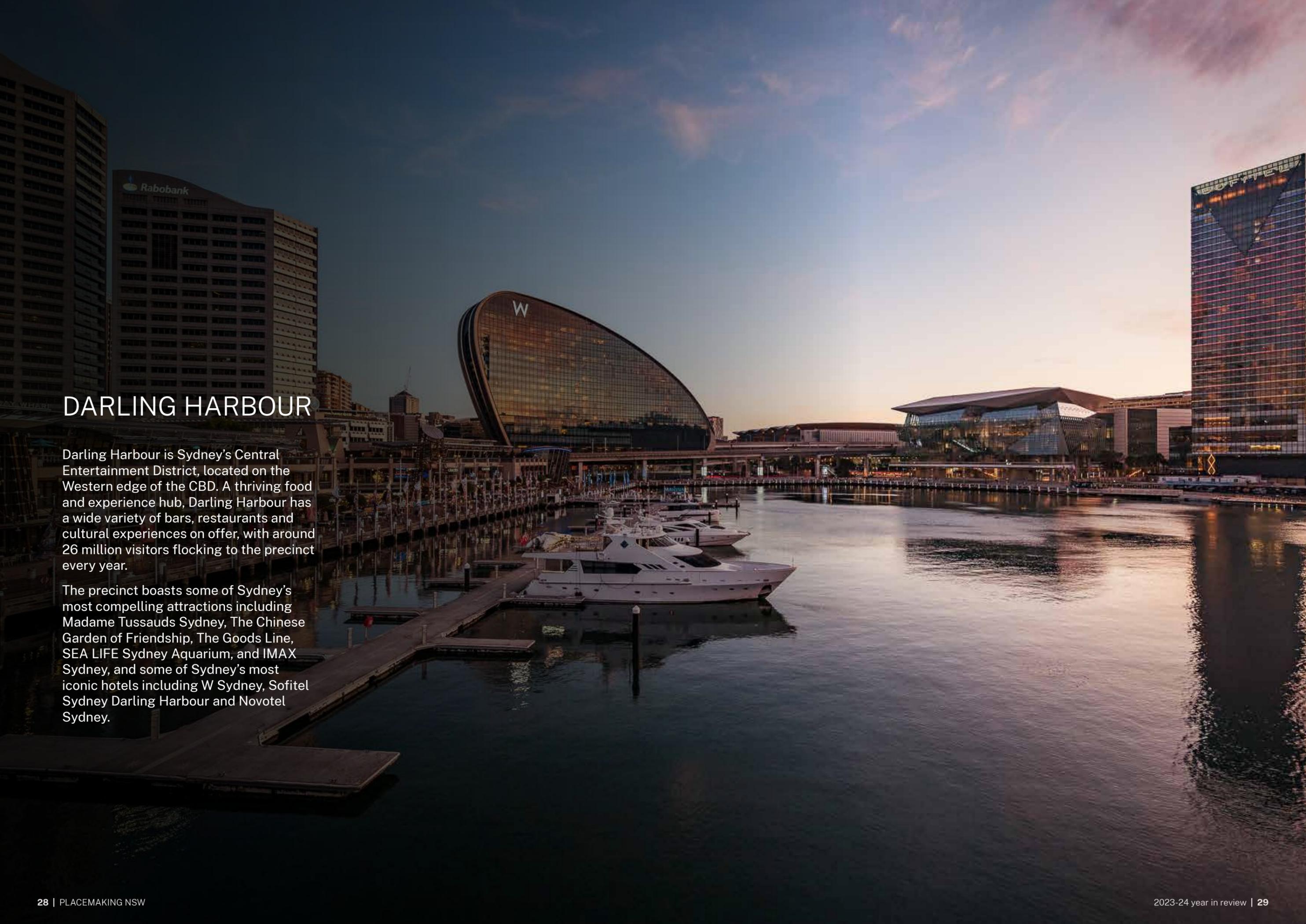
- 1 > Bays West Business Case, Development and Master Plan
  - Continue the master planning and investment decisions for Bays West Stage 2 to support housing priorities
  - Maximise the opportunity of White Bay Power Station to support the arts, culture and creative industries plan
- 2 > Successful opening and delivery of government outcomes at the new Sydney Fish Market
- 3 > Implement the Vision for Darling Harbour 2050 including key initiatives of enhancing access and wayfinding
- 4 > Contribute to the successful design and delivery of Harbour Park
  - Position the Cutaway as a pre-eminent cultural destination
- 5 > Successfully deliver the George Street Streetscape Improvement Project
- 6 > Enhance and explore the extension of the iconic Sydney Harbour Foreshore walk
- 7 > Deliver an enhanced management plan for Ballast Point Park
- 8 > Develop a policy proposal for funding and implementing Net Zero Carbon Strategy

### THE ROCKS

The Rocks is Sydney's oldest harbourside precinct located at the northern end of the CBD between Circular Quay and The Sydney Harbour Bridge. This iconic location is visited by over 14 million people every year who enjoy outdoor dining, music, markets and major events like Vivid Sydney and New Year's Eve celebrations.

# BARANGAROO

Barangaroo is Sydney's newest harbourside precinct with over six-hectares of public space on the western edge of the CBD. The spectacular headland features over 75,000 native plants, walking paths and popular Marrinawi Cove swimming spot.



## DARLING HARBOUR

Darling Harbour is Sydney's Central Entertainment District, located on the Western edge of the CBD. A thriving food and experience hub, Darling Harbour has a wide variety of bars, restaurants and cultural experiences on offer, with around 26 million visitors flocking to the precinct every year.

The precinct boasts some of Sydney's most compelling attractions including Madame Tussauds Sydney, The Chinese Garden of Friendship, The Goods Line, SEA LIFE Sydney Aquarium, and IMAX Sydney, and some of Sydney's most iconic hotels including W Sydney, Sofitel Sydney Darling Harbour and Novotel Sydney.



## INTERNATIONAL CONVENTION CENTRE SYDNEY

The International Convention Centre Sydney (ICC Sydney) is Australia's first fully integrated convention, exhibition and entertainment venue, featuring a striking contemporary design, leading technology and world class meeting and exhibition spaces.

ICC Sydney, along with the wider Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP), is a public private partnership (PPP) between Darling Harbour Live and the NSW Government. Placemaking NSW works closely with its PPP partners to ensure that the ICC delivers on the expectations of Government and the public, including economic and financial impacts, as well as community and social benefits.

# WHITE BAY POWER STATION

White Bay Power Station was one of the longest serving power stations in Sydney. The Power Station was constructed between 1912 and 1917 to power Sydney's tram system and later, its rail network. Placemaking NSW has undertaken extensive remediation and conservation works to repurpose White Bay Power Station as an arts, cultural and community space.

## BAYS WEST

The vision for Bays West is to represent a new kind of Sydney urbanism that respects and celebrates Country. It will build on its natural, cultural and industrial stories to shape an innovative and sustainable new place for living, recreation and working. New activities, land uses and connections will enrich Bays West's character over time through built form and public spaces.

A nighttime photograph of the Sydney Harbour Bridge, showing its massive steel structure in silhouette against a dark sky. In the background, the city skyline is lit up, with several skyscrapers glowing. In the foreground, the Luna Park amusement park is brightly lit with green and yellow lights, featuring a large Ferris wheel and a building with a smiling face. The water of the harbour is visible at the bottom of the frame.

## LUNA PARK RESERVE

The Luna Park Reserve at Milsons Point is one of the most prominent and visually distinctive landmarks on the Sydney Harbour Foreshore. Place Management NSW is the administrator for the Luna Park Reserve Trust and is responsible for the care, control and management of the 3.13 hectares of Milsons Point that make up Luna Park Reserve and oversees the operating lease of Luna Park.

