

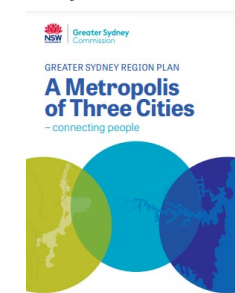


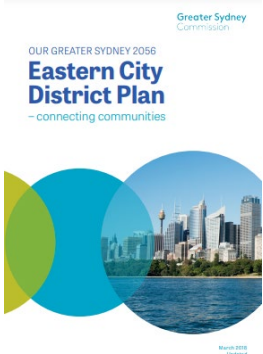

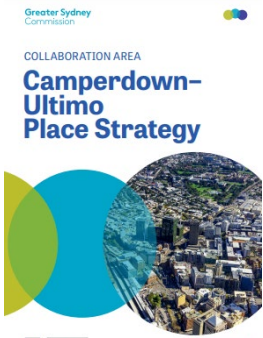
3. Strategic context and project need

3.1 Strategic planning and policy framework

Table 3-1 describes how the project is strategically supported by Government plans and policies.

Table 3-1: Relevant strategic planning and policy framework for the project

Policy	Project consistency
State	
<p><u>Future Transport Strategy</u> (Transport for NSW, 2022t)</p> 	<p>The Future Transport Strategy sets the strategic directions for Transport to achieve world-leading mobility for customers, communities, businesses and our people. It is part of a suite of government strategies, policies and plans that integrate and guide land use and transport planning across NSW. The Future Transport Strategy works to deliver Transport's three high level outcomes. These are:</p> <ul style="list-style-type: none"> • Connecting our customers' whole lives • Successful places • Enabling economic activity. <p>The outcomes are supported by the project as it will:</p> <ul style="list-style-type: none"> • Improve customer experience through amenity, access, wayfinding and lighting upgrades to the Sydney Terminal Building • Support economic activity and productivity with additional retail space • Support a safe, high performing, and efficient transport network.
<p><u>State Infrastructure Strategy 2022</u> (Infrastructure NSW, 2022)</p> <p>Staying Ahead: State Infrastructure Strategy 2022-2042</p> 	<p>The State Infrastructure Strategy 2022 sets out needs and priorities for infrastructure within NSW over a 20-year period and beyond. Key objectives in the Strategy relevant to the project include:</p> <ol style="list-style-type: none"> (1) Encourage jobs, growth and productivity (2) Develop regions, places and precincts (3) Enhance sustainability and resilience. <p>The project would help to support these objectives by improving the reliability and efficiency of Central Station operating as a key interchange point and better connect it to the surrounding environment. It would strengthen Central Station's function within the Central State Significant Precinct (SSP) area as it continues to develop. The project would also ensure that the station and its historical elements are protected and preserved to cope with future growth and demand, therefore improving the resilience of this historic landmark and would seek certification through the Green Star Rating System (Green Building Council of Australia, 2020). A number of jobs would be generated during construction, with the project also providing additional retail and commercial floorspace that supports economic growth and productivity in the project area.</p>
Region	
<p><u>Greater Sydney Region Plan: A Metropolis of Three Cities</u> (Greater Sydney Commission, 2018b)</p> 	<p>The Greater Sydney Region Plan (Region Plan) sets out the vision and strategy to manage growth and change. It sets out directions around liveability, productivity, and sustainability.</p> <p>The provision of adequate infrastructure to support population growth was identified as an essential requirement to create strong communities. This project supports the following key objectives, strategies, and planning priorities identified in the Region Plan:</p> <ul style="list-style-type: none"> • Create great places • Protect environmental heritage • Support the Camperdown Ultimo Collaboration Area • Deliver integrated land use and transport planning and a 30-minute city. <p>The priorities support the project by highlighting the Sydney Terminal Building as a destination, rather than a location to pass through. This would be achieved through integrating the current and future land uses surrounding the project with the transport</p>

Policy	Project consistency
	interchange. The project would provide the necessary repairs to enhance this heritage listed building and ensure that it can continue to operate as desired into the future. These repairs include the preservation of the building's iconic roofs and facades.
District	
<p><u>Eastern City District Plan</u> (Greater Sydney Commission, 2018a)</p> 	<p>The Region Plan contains several district plans. The project is located within the Eastern Creek District. The associated 20-year District Plan aims to manage growth in the context of economic, social, and environmental matters for the Eastern City to fulfill the vision of the Region Plan.</p> <p>This project supports the following key planning priorities identified in the District Plan:</p> <ul style="list-style-type: none"> • E1 Planning for a city supported by infrastructure • E6 Creating and renewing great places and local centres, and respecting the heritage of the Eastern City District • E7 Growing a stronger and more competitive Harbour Central Business District (CBD) • E10 Delivering integrated land use and transport planning and a 30-minute city • E11 Growing investment, business opportunities and jobs in strategic centres. <p>The project supports priorities E1, E6, and E10 by improving connections to the Sydney Terminal Building with the surrounding community. It also supports priorities E7 and E11 by highlighting Central Station as a key destination for people to travel to and spend time in.</p>
Local	
<p><u>Central to Eveleigh Urban Transformation Strategy</u> (Urban Growth NSW, 2016)</p> 	<p>The Central to Eveleigh Urban Transformation Strategy sets out the vision for how the area can contribute to a growing Sydney. The Strategy also identifies how this area can help deliver a broader range of homes, new and higher quality public open space, better connections, and community facilities.</p> <p>Central Station is a key component of this strategy, and this project would help to achieve the following key “moves” (actions):</p> <ul style="list-style-type: none"> • 3 Create walking and cycling connections across the railway corridor • 4 Connect the City with surrounding places • 6 Create centres of activity around stations. <p>All three of these key moves would be achieved by improving the connections and wayfinding measures within the Sydney Terminal Building. This would better direct customers through the space. It would also help improve the vibrancy of public places and spaces to encourage people to stay for longer.</p>
<p><u>Camperdown-Ultimo Place Strategy</u> (Greater Sydney Commission, 2019)</p> 	<p>The Camperdown-Ultimo Place Strategy establishes a vision and narrative for the area which includes Central Station. The Strategy sets out priorities to deliver the vision and narrative. A key priority is improving connectivity, including integrating and connecting the collaboration area. Another key priority is improving amenity of the local transport options that would be supported by this project.</p> <p>The Central Precinct Renewal Program (CPRP) is also identified as a key action within the strategy (see Section 3.1.1), with the project supporting this by improving connectivity and integration with the surrounding area.</p>

Policy	Project consistency
<p><u>Central Sydney Planning Strategy</u> (City of Sydney, 2022)</p> 	<p>The Central Sydney Planning Strategy focuses on 10 key moves and a proposed revision to the City's planning controls to enable continued growth and evolution, while delivering on the City of Sydney's 2030 program for a green, global, and connected city.</p> <p>The project aligns with the following key "moves" (actions):</p> <ul style="list-style-type: none"> 1 Prioritise employment growth and increase capacity 2 Ensure development responds to context 3 Consolidate and simplify planning controls by integrating disconnected precinct back into the city 4 Provide for employment growth in new tower clusters 5 Ensure infrastructure keeps pace with growth 6 Move towards a more sustainable city 7 Protect, enhance, and expand Central Sydney's heritage, public places, and spaces 8 Move people more easily. <p>The project would help to achieve these key moves by improving the vibrancy of the Central Precinct and improving the movement of people within the Sydney Terminal Building. This could help future economic growth, and better integrate the station with the surrounding area. The project also supports the area's future strategic direction in a sustainable way that respects, protects, and enhances the site's historical and cultural significance.</p>
<p><u>Local Strategic Planning Statement (City Plan 2036)</u> (City of Sydney, 2020b)</p> 	<p>The Local Strategic Planning Statement for the project area is the City Plan 2036. This sets out a 20-year vision and supporting planning priorities and actions for land use planning in the City.</p> <p>The project aligns with the following priorities identified in the plan:</p> <ul style="list-style-type: none"> Walkable neighbourhoods and a connected city Support community wellbeing with Infrastructure A creative and socially connected city Create great places Grow a stronger, more competitive Central Sydney. <p>The project would help to address these concerns by providing direct and passive safety measures, improved access, wayfinding strategies, and a new destination and reason for remaining in the precinct for longer periods of time. It will also raise the profile of the Sydney Terminal Building as a loved heritage asset and provide more facilities and enhanced amenity. These measures would help to distinguish Central Station as a key destination and improve the overall customer experience.</p>
<p><u>Sydney 24 Hour Economy Strategy</u> (NSW Treasury, 2020)</p> 	<p>The Strategy aims for a return of Sydney to a 24-hour city and economy. This requires the availability of sufficient transport infrastructure. The delivery of the project will support this strategy improving the mobility and connectivity in the Sydney CBD.</p> <p>The project supports the following actions and strategic pillars:</p> <ul style="list-style-type: none"> 12 A major mixed hub that offers a variety of services that integrate with public transport space 30 Potential to be a 24-hour transport hub 31 Increasing the mobility between such hubs. <p>The renewal plans for the wider Central Precinct, including the proposed Tech Central development and commencement of Sydney Metro services is anticipated to increase demand for interchanges between transport modes at Central Station. The project would help to facilitate this increased demand by improving safety and efficiency within the Sydney Terminal Building, allowing commuters to better navigate Central Station and ensure that it continues to act as Sydney's prime transport hub. This includes improvement to wayfinding measures, access and the creation of new connections.</p>

3.1.1 Central Precinct Strategic Framework

This project sits within the CPRP Central Station sub-precinct (see Figure 1-3). It meets the Framework's criteria for priority investment and accelerated planning and delivery by:

- Supporting job creation in the short-to-medium-term through the delivery of additional development opportunities
- Optimising and upgrading underutilised and highly significant heritage assets, focusing on the Sydney Terminal Building and adjoining public realm
- Future-proofing the long-term vision for Central Precinct.

3.2 Project location and setting

The project is on Gadigal Country of the Eora Nation. It is in the City of Sydney LGA. The site is owned by the NSW Government and managed by the Transport Asset Holding Entity of NSW.

Central Station is Australia's busiest transport interchange and was the first rail terminal to be built in Australia. It is an important piece of transport infrastructure for NSW, a significant international tourist gateway, and an area of historical significance.

3.2.1 Local and regional community

Immediately north of the station is Belmore Park, to the west is Haymarket including the University of Technology, Sydney, and Chinatown. To the south is Prince Alfred Park and to the east is Surry Hills. Key buildings locally are the Bounce Hostel on Chalmers Street, the Sydney Dental Hospital at the junction of Chalmers Street and Elizabeth Street, the Railway Square Youth Hostel Australia immediately west of the station off Ambulance Avenue, and the Adina Hotel next to the hostel fronting Lee Street and Ambulance Avenue.

Central Station is serviced by the Airport Link from Sydney's International and Domestic Airports, and its 'Country Platforms' serve as a terminal for regional and interstate trains arriving in Sydney. Regional bus services depart from Central Station at Pitt Street and Railway Colonnade Drive. As a result, it is often the first station for many international and domestic visitors to Sydney. It therefore acts as a gateway to the City and beyond.

The project is near a broad range of social infrastructure that serves local and regional communities. Key infrastructure includes:

- Creative and cultural infrastructure (for example, the Powerhouse Museum)
- Education facilities (for example, University of Sydney, University of Technology)
- Health infrastructure (for example, Sydney Dental Hospital)
- Accommodation (for example, Adina Hotel)
- Retail (for example, Paddy's Markets, Chinatown)
- Sport and recreation (for example, Prince Alfred Park).

The area is characterised by a diverse range of businesses and industry types. These include commercial offices, retailers and food operators, accommodation operators, and entertainment businesses. These businesses provide goods and services for residents, the large student population, and visitors.

Further discussion on the surrounding local and regional community is provided in Chapter 13 (Socio-economic).

3.2.2 Important features in the natural and built environment

The project is located in Haymarket surrounded by a highly developed dense urban environment. Land to the north is dominated by high rise office and apartment buildings, in line with the character of the broader Sydney CBD.

Key important features of the project and surrounding area are:

- Central Station, which was used by over 270,000 customers every day in 2018
- Transport infrastructure including roads, rail, light rail, bus and coach services, and active transport infrastructure
- Aboriginal cultural heritage values and Connection to Country (refer to Section 3.3)
- Heritage listed sites in the project area and surrounds
- Belmore Park to the north
- Surrounding retail, recreation, education, tourism, health, and community infrastructure
- Viaducts and elevated suburban rail infrastructure
- Utilities and services associated with the surrounding land uses.

Further discussion on the surrounding natural and built environment is provided in Chapter 7 (Aboriginal heritage), Chapter 8 (Non-Aboriginal heritage) and Chapter 13 (Socio-economic).

3.2.3 Key environmental risks and hazards

Key environmental risks and hazards associated with the project are:

- Potential contamination risks associated with the site’s history as a railway network
- Potential for hazardous materials given the age of the Sydney Terminal Building, such as asbestos, lead paint, synthetic mineral, fibres, and hydrocarbons
- Long-term climate change impacts that could affect customers and staff, or the building’s resilience in extreme weather.

Further discussion on the key environmental risks and hazards for the project is provided in Chapter 16 (Groundwater, soils and contamination), Chapter 20 (Climate change), and Chapter 21 (Hazard and risk).

3.2.4 Potential to generate cumulative impact

Other future developments that have the potential to generate cumulative impacts are included in Table 3-2. Potential cumulative impacts are assessed in Chapter 22 (Cumulative impacts).

Table 3-2: Other developments

Development	Details
Central Precinct Renewal Program	The project forms part of the wider CPRP. It includes the following key projects: <ul style="list-style-type: none">• Central SSP rezoning proposal. The rezoning proposal aims to deliver a technology and innovation precinct by enabling development over and adjacent to the railway lines at Central Station, providing new jobs, homes and open space.• Western Gateway involves the development of the associated sub-precinct to support the delivery of Tech Central. It will include a mix of company headquarters, apartments, and retail.• Former Prince Alfred Substation Adaptive Reuse Project involves creating a new space for tech and creative industries or start-ups.• Early Activation Work EDDY is a project that will allow 12-to-18 month leases to be taken on Eddy Avenue, Eddy Avenue Plaza, and the Grand Concourse for retail and dining spaces.
Sydney Metro City and Southwest	The Sydney Metro City and Southwest platforms are below the intercity rail Platforms 13, 14, and 15. This project is currently under construction and is expected to be open in 2024.
More Trains More Services program	The More Trains More Services program will support new suburban and intercity services. It involves reconfiguring Platforms 9 to 14 and other adjustments to allow more trains per hour. The first phase on Platforms 5 to 8 has just finished.
Tech Central	Tech Central is the biggest innovation district of its kind in Australia. It covers seven suburbs; Haymarket, Ultimo, Surry Hills, Camperdown, Darlington, North Eveleigh, and South Eveleigh. The district will provide technology company space and affordable space for start-ups and scaleups over the coming years.

3.2.1 Mitigation agreements

No mitigation agreements have been entered into for the project.

3.3 Aboriginal culture and heritage

The project is located on the traditional lands of the Gadigal people of the Eora Nation. A significant travel route also ran through this area, connecting communities north and south for trade, social, and ceremonial networking. The land around Central Station was used for gathering and ceremonial purposes into the early 1800s and has been a point of connection between Aboriginal people in regional areas and communities in the inner city (for example, Redfern).

Platform 1 within Central Station is also of significant cultural importance, particularly to survivors and descendants of the Stolen Generations. It was the site where children were forcibly removed from their families and sent via railway to State-run welfare homes. A plaque recognising the history of the Stolen Generations also exists on Platform 1 at Central Station.

Details of engagement with Aboriginal people for the project is provided in Chapter 6 (Stakeholder and community engagement). Detail on the potential impacts to Aboriginal cultural heritage is provided in Chapter 7 (Aboriginal heritage).

3.3.1 Designing with Country

A site-specific Connecting with Country Framework has been developed for the Central SSP. This framework aligns with the Government Architect's draft Connecting with Country Framework (2020) and Designing with Country (2020).

The project is and would continue to be designed in accordance with the principles outlined in these documents, including ongoing consultation with Aboriginal people. The project will adopt the principles within the Connecting with Country Framework (Balarinji & Transport for NSW, 2022) to ensure a consistent and cohesive approach to designing with Country across the Central SSP.

Further information on specific Designing and Connecting with Country design principles are detailed in Chapter 5 (Project description).

3.4 Place making and urban design principles and objectives

The following guidelines have been used to inform the project development to date, and will continue to guide the development of the project:

- Central Precinct Strategic Framework (Transport for NSW, 2021b)
- Aligning Movement and Place – Outline for understanding places in relation to movement infrastructure (Government Architect NSW, 2019)
- Practitioner's Guide to Movement and Place (Government Architect, 2020d)
- Better Placed – An integrated design policy for built environment of New South Wales (Government Architect NSW, 2017).

The following design principles have been developed for the project in response to the above guidelines and will guide the ongoing design work:

- Heritage – preserve and enhance heritage experience and interpretation
- Circulation – improve vertical transport and circulation pathways – for safety, legibility, and activation
- Connected spaces – integrated public domain, street level, concourses and workplaces as a single 'Grand Station' experience
- Create places – as high-quality attractor experiences – to meet, greet, eat, engage, overlook – with daylight, visual connections, amenity – memorable places
- Sustainability – adaptive re-use to create flexible spaces that engage with heritage, revitalise the station and transform retail.

3.5 Sustainability objectives

The CPRP Environmental Sustainability, Climate Change and Waste Management (Transport for NSW, 2022h) report was prepared to identify and manage sustainability risks, impacts and opportunities associated with the project. The sustainability themes that were identified in the report are outlined below.

Environmental sustainability

- Energy and greenhouse gas emissions – net zero emissions in construction and operation
- Circular economy – to achieve circularity in the operational and construction phases
- Climate risk and resilience – effectively mitigate chronic stresses and insulate against acute shocks through design, delivery and ongoing operations
- Biodiversity – to have a net positive impact on biodiversity through project activities
- Transport and mobility – to enable a more sustainable transport network in greater Sydney
- Water – to preserve non-renewable water resources and to provide a net improvement to environmental water quality
- Digital – to enhance social and environmental performance and disclosure through emerging digital technology and the internet of things.

Social sustainability

- Inclusive growth – to generate economic growth with a view to delivering shared prosperity; harnessing investment to achieve access to education and employment opportunities for all and reduce inequality and disadvantage over the long term
- Health and wellbeing – to improve public health outcomes through urban renewal and improve wellbeing for precinct users and visitors

- Design with Country – to create a place that gives expression to the living cultures of Aboriginal and Torres Strait Islander Australians and creates a contemporary shared place for Indigenous and non-Indigenous communities
- Community resilience – to improve social cohesion and social connection for workers, visitors and residents of the precinct, to strengthen the social fabric and increase the chances of coming back strongly from shocks and stresses
- Amenity and accessibility – to effectively balance the precinct's significant role as a transport hub with its potential as a key public space in the Sydney CBD
- Social infrastructure – to improve accessibility to social infrastructure and services for workers and visitors in the precinct, as well as residents of surrounding neighbourhood
- Engagement and participation – to ensure that current and future workers, residents and visitors participate in shaping the precinct's future, and that the project reflects and strengthens community identity and values
- Vibrancy and diversity – to ensure that Sydney's diverse communities feel welcome in the precinct – regardless of their ability, age, gender or background.

Economic sustainability

- Economic Inclusion – to create a precinct that fosters economic inclusion by delivering a wide range of employment opportunities across varied industries and businesses over the lifetime of the Central Precinct
- Benefits realisation – to deliver ongoing tangible economic benefits such as employment generation and improved economic activity through the life of the project, with a material benefit to the local and regional area
- Risk management and resilience – to effectively manage risk and create a resilient economic environment that can respond and adapt to future economic and technological trends and disruptions
- Whole of life cost – to ensure the long term financial and economic viability over the lifetime of the Central Precinct
- Value for money – a precinct that provides a positive financial and economic rate of return over the lifetime of the Central Precinct that ensures longevity for current and future generations
- Shared value – to provide a net community benefit for the local and regional community and enhance the economic potential of the broader area
- Integrated development – the creation of a true mixed-use precinct that is aligned to support businesses within the precinct and complements the surrounding infrastructure, uses and economic clusters within Sydney
- Digital and innovation – to create a world class precinct with a focus on technology and innovation. A precinct that readily adapts to, utilises, and creates new technologies, services and practices.

These objectives represent a synthesis of the attributes which define global best practice in regards to sustainability and represent a 'triple bottom line' approach by considering environmental, social and economic sustainability.

These ambitions are aligned with Transport's [Sustainable Design Guidelines – Version 4.0](#) (Transport for NSW, 2017b) and the Green Star Rating System (Green Building Council of Australia, 2020). The project will seek certification through the Green Star Rating System. The project would also align with the best practice sustainability and environmental performance measures for the wider CPRP including the National Australian Built Environmental Rating System energy and water ratings.