

# SYDNEY VIEWS

POWER OF CONNECTIONS EDITION

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## Welcome from the CEO

by GEOFF DONAGHY

A warm welcome to the inaugural edition of Sydney Views, the flagship publication of International Convention Centre Sydney (ICC Sydney). Designed to deliver news, information, tips and trends, Sydney Views will keep you updated on ICC Sydney and how we relate to the vibrant city around us.

The ICC Sydney team and I feel enormously privileged to be entrusted with our role in delivering a world class venue to Sydney. When it opens in December 2016, ICC Sydney will set a new standard for business events, conventions and exhibitions, not just nationally, but also globally. It is without a doubt, the single most exciting project underway across the events industry worldwide. We are extremely proud to be part of a project that will shape the future of Sydney and the business events industry on the world stage.

ICC Sydney continue to recruit the brightest talent, building a supportive and dynamic culture that is driven for success. I couldn't be more delighted with the team so far. We are well and truly on track to deliver exceptional experiences to guests of ICC Sydney.

With a high calibre team in place, the number of business enquiries continues to gain momentum. ICC Sydney initiated brand awareness internationally last year and works closely with Business Events Sydney, which has already secured more than 20 international events.

Planning for national events is also well underway, with significant numbers on the books. ICC Sydney is also receiving an enormous amount of interest and excitement from the Sydney community.

Just as exciting as the development of ICC Sydney is the re-energising of the surrounding precincts. Research has revealed that there is a strong desire among delegates and event organisers to connect with the host city of their business events. ICC Sydney has been designed to better integrate with its immediate environment while the local precinct is set to receive a luxury hotel, a new residential and commercial hub, an enhanced public realm and better access overall through an AU\$3.4 billion revitalisation of the broader Darling Harbour precinct.

Furthermore, ICC Sydney will have easy access to other reinvigorated precincts like the new financial services district at Barangaroo to its north, and universities and

a creative digital precinct, which boasts the highest number of start-up companies in Australia, to its south. ICC Sydney is a short walk to the CBD, set on sparkling Sydney Harbour, and is positioned to be the beating heart of a rejuvenated Sydney, connecting conventions and events with the city and community.

One of the driving forces making this AU\$1.5 billion development possible is the public-private partnership, which has proven to be a powerful mechanism for collaboration. Indeed, collaboration has inspired ICC Sydney's design and development, innovation, operational excellence and sustainability.

From collaboration comes alignment. ICC Sydney will play an active role in alignment on all levels. It is strongly aligned to local, state and federal government, business, industry, academia and professional services. Ultimately, ICC Sydney will act as a nexus between the city's visitor economy and the knowledge economy.

We have seen a compelling emerging trend of decision makers, both nationally and internationally, wanting to see this alignment in the cities they choose for events because it essentially equates to their success.

Collectively, our vibrant city is looking forward to welcoming your event to ICC Sydney.

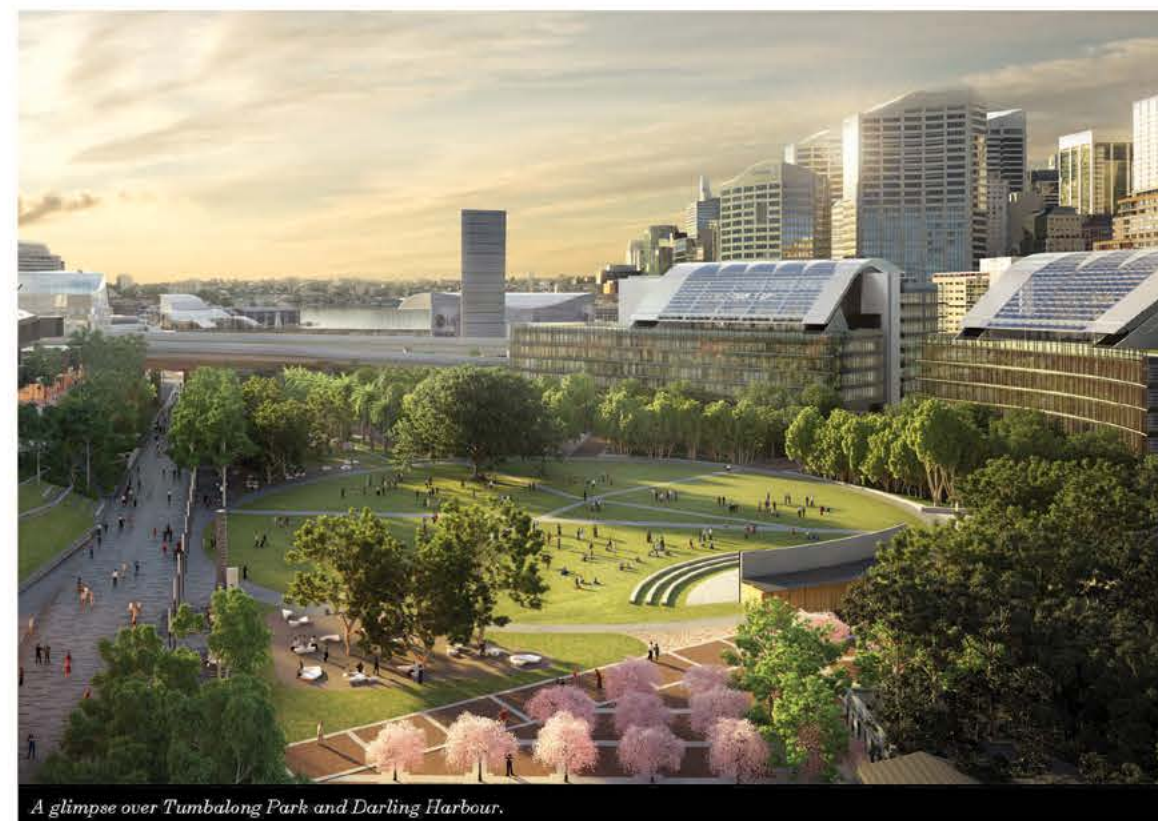


In addition to his role as Chief Executive Officer at ICC Sydney, Geoff Donaghy is Director of Convention Centres AEG Ogden and President of the Brussels-based International Association of Congress Centres (AIACC) and is their representative on peak global body, the Joint Meetings Industry Council (JMVIC).

His rich industry experience and reach across the globe underpins his leadership of ICC Sydney as a world class venue.

ICC Sydney is being delivered by the NSW Government in partnership with Darling Harbour Live, comprising Lendlease, Hostplus, Capella Capital, AEG Ogden and Spolless FM, as part of Darling Harbour's most exciting renewal in 25 years.

Darling Square and the ICC Sydney Hotel are being delivered by Lendlease, overseen by the NSW Government.



A glimpse over Tumbalong Park and Darling Harbour.

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## Innovation & the city

### Q&A with Brad Krauskopf



Serial entrepreneur and renowned innovator, Brad Krauskopf, is CEO of Third Spaces Group and the founder of Hub Australia, the nation's largest co-working community, which has a strong and growing presence in Sydney. Working with organisations of all sizes, Brad consistently strives

to nurture innovation through collaboration across sectors, disciplines and generations.

We sat down with Brad to talk about Sydney's innovation credentials and where to from here.

#### How important do you think the creation of more startup and collaborative work spaces is for the future of the city?

I think they are absolutely integral to Sydney's future. They are springing up with Government support and also through community-based activity. Increasingly, these spaces are connecting with each other too; for example, earlier this year we ran the first global co-working conference in Sydney. Through this, we connected a whole range of spaces, along with members and businesses.

The rise of the freelancer economy is increasing the need for co-working spaces and for people to collaborate with others for inspiration. Work hubs and startup spaces provide an excellent platform in which that all-important collaboration and learning can happen.

#### What makes our city a great place for innovation?

I'd say the diversity of knowledge-based workers, all in a very concentrated area. Sydney is a gateway to the world. It has a constant stream of people from different sectors coming through it and it also has a very diverse community that calls it home. Put those things all together in a small space and you've got a potent formula for innovation.

#### How do you think the innovation sector will benefit from the development of ICC Sydney?

I think it will provide a great centre point at which different organisations and communities can gather and connect. Physically, it links with UTS via The Goods Line and is a stone's throw away from all the startups in Ultimo and the CBD, so it should become a rallying point for

connecting different sectors. It will also be exciting to see how ICC Sydney is used all year round to keep that thread of innovation and ideas sharing going.

#### What benefits do you believe the development of startup hubs deliver to a city like Sydney?

There are a lot of benefits – fostering talent, the creation of new products or services, and there's the economic benefits of course. We did some research in 2014 through which we were able to identify AU\$70 million benefit to the local communities in which Hub Australia operates.

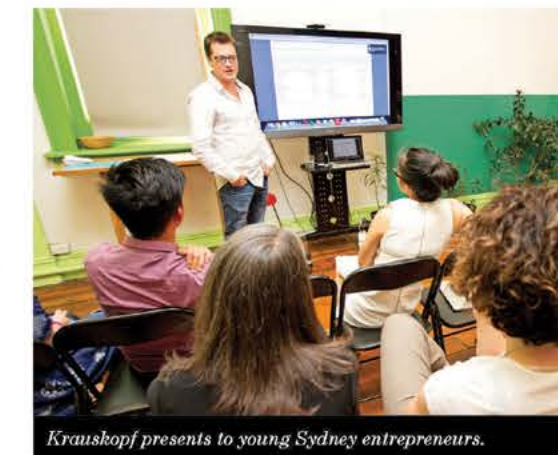
#### Do you believe architecture and design can help foster innovation and collaboration?

Architecture and design are incredibly important and play a role in whether an event or workspace ultimately succeeds.

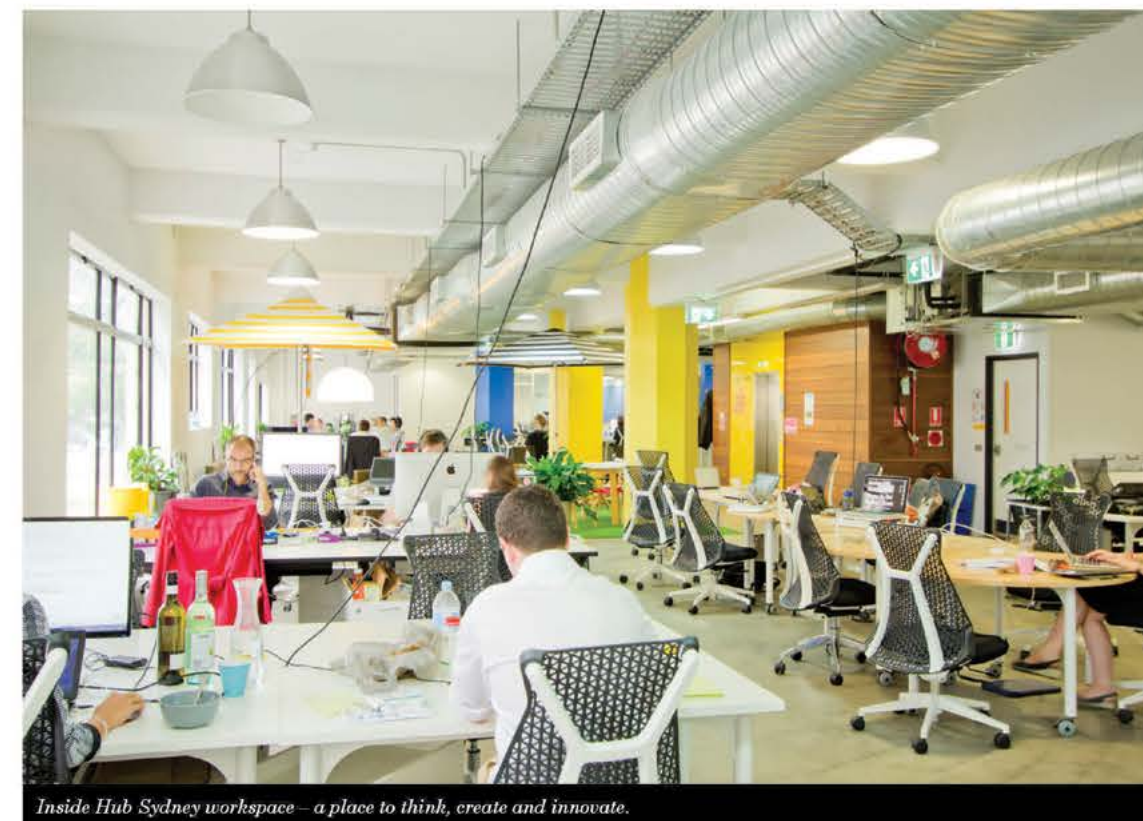
Interestingly, the most amazingly designed spaces can be beautiful but empty. The best spaces have a design that is connected with what the community needs and are activated in an ongoing way. That's what I think ICC Sydney has the potential to deliver on.

#### What impact do you think collaboration and knowledge transfer at industry events, exhibitions and conventions has on communities and industries?

While technology continually provides us with more enriching communication experiences, it doesn't replace the need to bring people together. There's a certain magic and potential that can only be realised when you bring everybody together under one roof.



Krauskopf presents to young Sydney entrepreneurs.



Inside Hub Sydney workspace – a place to think, create and innovate.

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## Embracing a sustainable future

by TINA PERINOTTO



Aerial view of ICC Sydney showing its solar array and new public spaces. Courtesy of Darling Harbour Live.



Tina Perinotto is the Publisher and Managing Editor of *The Fifth Estate*, a leading, independent business newspaper providing sustainable property news.

Tina has reported on sustainable property and the people and issues surrounding it for more than 20 years

for Australia's most prominent business publications, including *The Australian Financial Review (AFR)*. Her weekly opinion column at the AFR, which focused on sustainability, earned her respect and influence within the property industry, leading her to create *The Fifth Estate*.

The *Fifth Estate's* purpose is to provide a platform for daily news and ideas on how to create more innovative and sustainable cities.

In August, *The Fifth Estate* held "Surround Sound for Sustainable Precincts" in Sydney. The event drew around 100 of Sydney's leading developers, designers and planners, who were invited to jump up on soapboxes scattered throughout the room and challenge the panel and each other with ideas and "provocations" on how to create more sustainable precincts.

In so many ways the development of our future cities is the development of precincts. No longer will buildings be seen as discrete structures, but as "nodes of connection" – to other buildings, their precincts and the people within them.

At the same time, precincts will need to lead the way in responding to climate change, resource constraints, clean energy and the demand for better community and social outcomes. The Surround Sound wasted no time in getting lively, with participants lining up to have their say.

### The impact of technology

Among the many powerful themes explored was how exponential advances in technology will deliver ever cheaper solar power, driverless cars, alternative delivery of utilities and powerful sensors. How can planning systems and regulations prepare for this future? Already there is a building in Berlin with 30,000 sensors measuring water,

electricity use and indoor air quality. It can also track and predict demand and movement from every one of its occupants.

In Barcelona a "Smart Cities" project is gathering a huge amount of data, using heat sensors to detect energy consumption in buildings, mapping concurrent temperatures and wind velocity and monitoring garbage collection and people's movements.

International Convention Centre Sydney, part of the larger Darling Harbour transformation, will be home to Australia's first community solar energy project. The precinct's registration with the internationally recognised US Green Building Council for LEED (Leadership in Energy and Environmental Design), set to achieve a Gold Certification, will assure visitors there is a high commitment to sustainability.

At our Surround Sound, panellists and members of the audience also focused strongly on the social and community outcomes that need to be delivered in planning our cities. Again, disruption was a key theme. Some communities in the United States have now started to pay voluntary taxes and levies to improve their environment or provide public transport, the audience heard.

### Planning for Sydney

Some great ideas were put forward at Surround Sound. In particular, Waverley Mayor, Sally Betts, said she hoped the strategies for her council's ambitious sustainability aims could be designed so they can be replicated by other councils.

Matt Plumbridge, Senior Manager – Sustainable Development for the state-owned UrbanGrowth NSW, which is currently managing some of the biggest precincts in Australia, said social equity issues such as housing affordability and community amenity were high on the list of priorities. Green buildings and green infrastructure were "almost the default position these days," he said.

A clear consensus from the event was the need to think creatively, ambitiously and sustainably.

An ebook based on the event is in production.

To find out more about the ebook and subscribe to *The Fifth Estate* newsletter, visit [thefifthestate.com.au](http://thefifthestate.com.au)

### SYDNEY FAST FACT

On average, Sydney boasts 243 sunny days a year

### ICC Sydney's sustainability features

Rainwater harvesting and reuse plus additional hydraulic design aim to reduce potable water use by 14% compared to Australian standards.

A centralised main plant is expected to save 20% of greenhouse gas emissions compared to the Building Code of Australia standard.

ICC Sydney will be home to Australia's first community-funded PV array in a CBD, generating 545MWhr of power per year.

### Precinct features

The public spaces at Darling Harbour include a renewed and upgraded public domain.

A reconfiguration of Tumbalong Park will provide a new adaptable event space capable of hosting up to 27,000 people.

A new pedestrian boulevard will connect the harbour front to the south and on to Sydney's Central Station.

*Surround Sound for Sustainable Precincts* hosted an influential panel of developers, government representatives, innovators and thought leaders:

**MATT PLUMBRIDGE**  
UrbanGrowth NSW Senior Manager - Sustainable Development

**ERIN FLAHERTY**  
Infrastructure NSW Executive Director

**DAVID BARNARD**  
AECOM Urban Design Leader

**TERRY LECKIE**  
Flow Systems Managing Director

**SALLY BETTS**  
Waverley Council Mayor

**DAVID ROLLS**  
Mirvac Head of Cities and Urban Renewal

**PAUL WALKER**  
Lendlease Head of Investment – Urban Regeneration

**MICHELLE TABET**  
Independent Strategy Director

## Sydney: a global creative hub

by LIEVEN BERTELS



The Sydney Festival turns the city into a colourful and artful playground.



Hailing from Belgium, Lieven Bertels is the Festival Director of the world-famous Sydney Festival. He has an impressive track record of creating and curating cultural events across continents and has been responsible for driving rapid transformation within the local arts and entertainment sector.

In 2016, Lieven will round out his tenure as Festival Director with an extraordinary program, marking the iconic event's 40th anniversary. Here, he reflects on his time in Sydney and its rise as a global hub for creativity, innovation, the arts and talent.

**Lieven, your journey to Sydney began with a tantalising offer to become director of one of our city's most vibrant arts events. Beyond the opportunity, what attracted you to Sydney?**

For me, it was always about more than just the role – it was the Australian lifestyle and what Sydney had to offer in terms of "the bigger picture". It is a global city and a unique place in itself, with amazing opportunities to connect to the landscape and nature, so it offers a great balance.

If you come here for an event or a conference, you can see the city oozes friendliness but at the same time, it's very professional. You can get work done here, but it will always happen with a smile.

### Since your arrival, how have you seen Sydney evolve?

I came at an interesting time, when the Global Financial Crisis had just started to hit the economy, somewhat delayed compared to the rest of the world. It gave the nation and the city a moment to reflect – to look at what is of value and what is less essential, and create a renewed vision.

The arts calendar has definitely been enriched, and we've seen a whole creative industry bloom in the CBD and inner-west. Over the past few years, it's gone from 'cottage' to well-established. Like San Francisco or New York, the creative industry here now takes itself quite seriously, is professional and very well connected. Sydney is definitely a global player.

A couple of major city projects have also risen from the ground including Barangaroo, which has been talked about for a very long time. It was only when the excavators started to come on-site, and the first buildings appeared, that I think people really started to connect to it.

And now we have the same thing happening with the redevelopment of Darling Harbour and emergence of International Convention Centre Sydney. This shift of investment into revitalising the west of the CBD has become quite tangible and very exciting.

### Where do you think Sydney's strengths lie as a leading global city?

I think one of our key strengths is diversity. It sounds cheesy but it's true. Sydney is a multicultural city, not just from a tourism perspective but in terms of how you operate professionally, and that gives it an edge.

Sydney also has an entrepreneurial creative spirit. It is not just a banking city, a tourism city or the like. We have a beautiful mix of industries and that, combined with the size of this city, makes it a very exciting place for business and for living.



LIKE SAN FRANCISCO OR NEW YORK, THE CREATIVE INDUSTRY HERE NOW TAKES ITSELF QUITE SERIOUSLY, IS PROFESSIONAL AND VERY WELL CONNECTED

### And what do you think we're doing well in terms of attracting top talent to Sydney?

What attracts people is based on the idea of where they want to live and where they want to work. The two go together for any professional and I think Sydney really nails it on the head on both counts. It is a very liveable city, both personally and professionally, and that's very attractive to talent.

### How important do you think the creation of performance venues, cultural precincts and innovation hubs are for the creative health and future of cities like Sydney?

I think it's very important that Sydney has had the foresight to reinvest in precincts and venues like ICC Sydney.



One of the most exciting parts of what is happening now is that we're not just seeing new venues built in isolation. For example, what you see in a lot of cities is that they build a new convention centre in a new precinct, often away from the city centre. I think the diversity and public realm integration approach at ICC Sydney is really exciting.

The future of events is about creating not just the facilities but also the connection to a vibrant city and a shared experience with locals.

### How are you seeing technology transform the creative industries in Australia?

People always think of the obvious things as exciting, like adding technology on stage. However, some of the biggest and most exciting changes we're seeing are actually at the periphery.

Technology is helping create better access to events, new ticketing options and more efficient ways to manage client and guest lists. Additionally, it's allowing us to deliver more information to the end-user and for people to be more self-sufficient in becoming informed. Guests now want to tailor their experience to their needs and I think that's really what technology is allowing.

### You have overseen major changes to Sydney Festival - what are you most proud of?

When I came here, one of the main things I wanted to do was to deepen audience engagement, not just raise attendance. And one of the things we've done to achieve this is to build the Festival Village in Hyde Park, which has been a huge success over the last two years.

Rather than having the Opening Night at the start of the festival, which brings people together before everyone disperses into their little silos of interest, we've created a vibrant hub that represents the best of what Sydney has to offer in summer. It has become a key touchpoint for all Sydneysiders and visitors throughout the whole festival.

Sydney Festival will run 7-26 January 2016. For more information, head to [sydneyfestival.org.au](http://sydneyfestival.org.au)

### SYDNEY FAST FACT

The innovative Google Maps platform was developed in Sydney between 2003 and 2004

# The Power of Connections

*Lead architect for ICC Sydney and a 20 hectare transformation of Darling Harbour, Ken Maher explains how architecture, public realm design and precinct integration will change the way the global city of Sydney will deliver business events and transactions as well as the way major, theatre-based entertainment events are experienced. Comparable to the role of convention centres, he tells how success for the precinct is delivered through better connections.*

by KEN MAHER



ICC Sydney's exhibition centre and urban realm.

Premier Mike Baird proudly proclaims "Sydney is on the move" and he is absolutely right! Following years of planning, numerous projects are now underway all over the city, just watch the cranes at work. In transport we have new light rail lines, the Sydney Metro network and WestConnex. Urban renewal projects include Central Park, Green Square and the rapidly emerging Darling Harbour rejuvenation featuring ICC Sydney. Here architecture, public realm design and precinct integration will change the way business transacts as well as the way major, theatre-based entertainment events are experienced in our global city. This AU\$1.5 billion development sits at the heart of a broader AU\$3.4 billion development of Darling Harbour, connecting Australia's premier convention, exhibition and entertainment precinct to an expanded public realm, while delivering further activity and vibrancy with the arrival of Darling Square, a new residential and commercial neighbourhood to the south, and the luxurious ICC Sydney Hotel to the north.

Significantly, the project is transforming and connecting this part of the city. Through the development of ICC Sydney and its surrounding public realm, we have a real opportunity to knit the development into the urban grain of the city. We have used this opportunity to instigate a new way of connecting this part of Sydney, developing a much more inclusive community experience for visitors and locals alike, and also generating opportunities for the re-invigoration of the adjoining neighbourhoods.

We know success for these projects is all about the quality of the experience. We know visitors enjoy the experiences locals enjoy. We also recognise that people coming to conventions, exhibitions and all manner of events will be here for a limited time and one of the best things we can offer them is the ability to capture the authentic flavour of the city during their visit.

We understand the value of interaction, collaboration and connection. The most interesting parts of the city are the parts that are genuinely a mix of activities and uses; where people work, take leisure, live and can have creative interactions and exchanges that drive the knowledge economy of the city.

Cities have an inherent structure connected via public places. In regenerating neglected precincts, if you create a robust public domain, street and park system that is connected into the broad structure of the city, you are able to provide more dynamic and authentic experiences for people. This was previously lacking in Darling Harbour, so we have re-introduced a permeable network with new links to the south and west that are integrated with light rail stops.

**The heart of the city**

In Darling Harbour we have very specialist building types: a convention centre, an exhibition centre and a large theatre that are all designed to be as flexible as possible in order to take on a variety of programs yet have the character and quality to attract people and engage in the life of the city.



The ultramodern design of ICC Sydney's largest theatre.



A stunning view from ICC Sydney overlooking the Chinese Garden of Friendship. Courtesy of Geoff Howden.



THE FOYERS AND LOBBY SPACES ALL LOOK BACK INTO THE CITY, ALLOWING VISITORS TO BREATHE IN THE CITYSCAPE AND FANTASTIC, NEVER BEFORE SEEN VIEWS

At ICC Sydney, we are lucky to be located in the heart of the city. We are looking directly at the city over Cockle Bay and have designed venues that capitalise on sweeping harbour views and the ever increasing vitality of the Darling Harbour precinct. The design of the venues respond to this location to maximise the experience of, and visual connection to, the city. For instance, at the top of the convention centre, we have a unique grand ballroom with foyers and balconies that look back out to the harbour and over the city. Having been up there recently, it's a wonderful elevated prospect. In fact, all the levels have an amazing outlook to the city.

In the exhibition centre, an internal pedestrian concourse connects the meeting rooms with exhibition halls. This provides a platform offering spectacular views of the city while serving as a covered access path throughout the venue.

In the large theatre, it's the same experience. The foyers and lobby spaces all look back into the city, allowing visitors to breathe in the cityscape and fantastic, never before seen views of the Chinese Garden of Friendship.

Conversely, this design strategy also ensures the views from the city and within the public realm of Darling Harbour reveal the activity of the social spaces of all three venues.

**Vibrancy through diversity**

A key new public experience that stitches this renewed part of Sydney back into the city around it is a 20m wide boulevard that starts at the harbour's edge, runs the length of ICC Sydney and links to Quay Street, near the recently opened The Goods Line, which is a rejuvenated, reclaimed rail line comparable to New York's High Line.

The boulevard is a pedestrian promenade offering a new focus to Darling Harbour. Running north to south, which is in line with the main pedestrian and vehicular arteries of the city, it allows people to promenade and experience Darling Harbour, but it is also an important orientating spine from Central Station via Quay Street directly to Cockle Bay. Along this journey three key public spaces are encountered: Darling Square in the south, Tumbalong Park in the centre, and Harbourside Place in the north.

These are undeniably big, important civic buildings, so when designing this complex project and its key public spaces, rather than see it as one place alone, we looked at how we could strike a balance between expressing a recognisable identity of a precinct generated by a high quality public realm. At the same time, it involved giving each venue its own personality and its own particular architectural character. To achieve this we have drawn upon the context to drive the character of each of the three major venues and uniting the experience through the continuity of the landform and landscape, which acknowledges indigenous conditions.

In the south we have responded to the celebratory nature of the city and its links to Chinatown, the universities and the emergence of this amazing new digital creative precinct and its entrepreneurs. Here the architecture is gutsy, urban and robust.

In the centre, the design amplifies the local landscape and folds into Tumbalong Park, which will continue to be a venue for entertainment, relaxing, lunching in the open air and a variety of events. Here the architecture is more intimate, warm and gentle. The Event Deck of ICC Sydney, its exhibition halls and meeting room pods relate directly to the park and the main boulevard. We have treated the terracing like tree canopies, developing a green roof and layered lands.



Lunchtime at Darling Quarter.



The Goods Line, recently opened and connecting the University of Technology Sydney to Central Station and Darling Harbour.

In the north the convention centre is located at the edge of the harbour adjacent to the Woodward Fountain. It is designed to reflect light and the sparkle of the water and is capped by a sculpted roof that celebrates the harbour and city beyond.

Adding to the successful existing playgrounds and cafes of Darling Quarter, the project includes new cafes and an improved and engaging public realm, with public artworks and an ongoing precinct activation program that will celebrate a range of cultural events and links to ICC Sydney.

**The centre of Sydney's knowledge economy**

By restitching ICC Sydney and Darling Harbour back into the heart of the city, Chinatown and Central Station, the precinct is firmly placed at the centre of Sydney's robust knowledge economy.

To the north is Sydney's new financial services hub, Barangaroo, a 22 hectare, AU\$6 billion precinct offering more than 24,000 permanent jobs and now opening in stages. Within walking distance around the Harbour's edge from ICC Sydney, Barangaroo is an extension of the CBD and reinforces Sydney's position as a key financial centre in the Asia Pacific. Like Darling Harbour, it will be an energetic and vital centre of activity and commerce.

To the south is another emerging precinct that houses the highest number of start-up companies in the nation. The area around the University of Technology Sydney (UTS) is the city's creative digital heart, being home to 40% of Australia's creative industry employment in digital media, film and television, fashion and design and software services. This precinct is directly linked to Darling Harbour and connects back to the University of Sydney and the city's broader academic and research hubs. The new Frank Gehry designed UTS Business School adds more interest and character to this burgeoning part of the city.

The CBD is a short walk to the east of Darling Harbour, and the media and creative hub of Pyrmont, with the likes of Google and local media headquarters, is an easy stroll via the new connections through ICC Sydney at Tumbalong Park and Harbourside Place.

This major transformation of an interesting and diverse part of central Sydney will provide a new place of activity and public amenity for residents, locals and international visitors alike. New public connections to adjoining precincts will generate activation and creative opportunities for living and working. Importantly, state-of-the-art venues will become intrinsically part of the life of the city and its unique landscape.

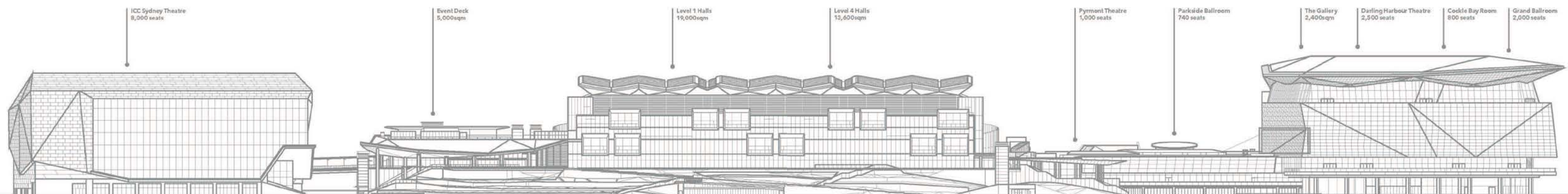


WE HAVE USED THIS OPPORTUNITY TO INSTIGATE A NEW WAY OF CONNECTING THIS PART OF SYDNEY, DEVELOPING A MUCH MORE INCLUSIVE COMMUNITY EXPERIENCE FOR VISITORS AND LOCALS ALIKE



Ken Maher is a leading Sydney-based architect and landscape architect. He is a HASSELL Fellow, a Life Fellow of the Australian Institute of Architects, and a Fellow of the Australian Institute of Landscape Architects. He is also Professor of Practice in the Built Environment Faculty at the University of New South Wales. Maher is the recipient of the Australian Institute of Architects 2009 Gold Medal and the Australian Institute of Landscape Architects 2010 Australian Award in Landscape Architecture.

Maher is a leader in Australia's built environment field, advising both government and private sectors, is President of the Australian Sustainable Built Environment Council (ASBEC) and National President Elect of the Australian Institute of Architects (AIA). He is the lead architect on the HASSELL+ Populous delivery of ICC Sydney and the rejuvenation of its public realm.



## The future of convention centres

### Q&A with Glenn Scott & Richard Breslin



Glenn Scott



Richard Breslin

Glenn Scott and Richard Breslin are the joint Project Directors for the HASSELL + Populous joint venture\* which has designed ICC Sydney. HASSELL has also designed the venue's surrounding public realm and landscape. Collaboratively, the two practices make a strong local and global team for an important city changing project that needed to think well beyond conventions, exhibitions and events to be a success for Sydney.

Populous has also worked on global AEG and AEG Ogden projects including the O2 Arena in London, L.A. Live's convention centre and is now working on the new Las Vegas Arena. HASSELL previously designed and delivered Darwin Convention Centre with AEG Ogden and is working on major city changing projects globally.

Together, Glenn and Richard's combined experience and passion have made a great team that has been pivotal to the success of ICC Sydney and Darling Harbour's broader revitalisation.

#### How have convention centres changed over the last ten years?

**RICHARD BRESLIN:** Just as we have seen technology change the way people interact on a daily basis, so too technology has meant an evolution in the physical nature of how people meet and socialise.

Gone are the days when you simply turn up to an event. Many meetings are pre-arranged and calendars committed before the event or convention even takes place. We are far more targeted and private now than we were in the past.

Convention centres will continue to have plenary halls, exhibition spaces and formal meeting rooms, as people come to these buildings to show off their wares, to meet other people, to listen and learn. But now there is a greater need to add secondary and tertiary spaces for smaller, more intimate and informal meetings. In the past it was about making an effort to meet, now guests are more concerned about the environments in which these meetings happen: people want to follow up on personal contacts and network on a one-on-one basis.

**GLENN SCOTT:** To this affect we have seen the need to embrace a greater variety of more informal relaxed spaces, more akin to what we see today in modern workplace design and 'activity based working'. There has been a shift to an almost 'lounging or dining room' feel to the spaces where people literally feel more at home and relaxed for making conversations.

It's not enough to provide a lunch or cocktail party for the entire convention, people want to be able to host a variety of events. Our job as designers is to help ensure the infrastructure is flexible enough to facilitate and encourage people to have specialised meetings both inside the building and also outside the building.

#### How does integration with the precinct change visitor and community experience around convention centres?

**GS:** Integration with local precincts makes places much more authentic and real. If the place is frequented by locals then it is popular with visitors and also provides much more positive experiences for all. The modern visitor is much savvier about seeking out real places in cities and has the latest data at hand on their smartphone to locate them.

It was important to try and achieve this authenticity, particularly as these are big buildings and not always the best of neighbours. They are typically large in volume and scale, made of glass, concrete and steel. They are introverted buildings because of their function with the requirement for blackout spaces and segregated circulation and function spaces.

When we first looked at how we were going to integrate this large series of buildings that made up ICC Sydney back into the urban fabric of the city, there were a couple of fundamental challenges.

**RB:** The sheer scale of the new ICC Sydney dictated it would take up almost twice the floor space and be

twice as high as what had previously been within the site's footprint. At the same time our team wanted to make sure that the experience for patrons was even better than it had been. We wanted it to be uniquely Sydney as well as attractive and appealing to both locals and international guests. What defines Sydney is its beautiful harbour, landscape and climate, which makes it very much an 'outdoor city' – the buildings and precinct needed to embrace this Sydney culture.

The venue had to be the world's best both from a functional and visitor experience point of view. ICC Sydney will draw guests from everywhere, business and tourist alike, and is a gateway to the rest of the city so it had to be world class as a destination and for events.

We had to make sure that what we were designing could be embraced by the local community. It had to sit comfortably as part of the urban fabric for Sydneysiders, providing amenity to those using the park and living and working around the precinct; we were adamant it was not going to be a big blank box. It wasn't just about creating the world's best venue, it was also about creating one of the world's best urban places, it had to make people's lives better.

#### How does ICC Sydney benefit both visitors and locals?

**GS:** The context of Darling Harbour has changed dramatically in the last 25 years. Thousands of people, including families, now live around the precinct and its use has moved from being only a 'business or tourist destination' to a 'backyard' for the high density neighbouring population. During the design phase, we consulted with the local community and they used the term 'backyard' and this really changed our thinking

around what Darling Harbour as a place needed to be. We shifted the focus to be much more an 'urban park', serving the local population whilst able to transform into a major event destination.

Given its mass and scale, our first step was to divide the site and program building into three principle areas – the convention centre, exhibition centre and theatre; and then consider how people could access and use the precinct. Improving connectivity to the precinct was key to providing real benefit to the community, improving activation, and creating an authentic place that could be appreciated by both local and visitor.

We firstly looked at the needs of each venue audience separately and then we blurred the lines to improve mix and activation across all of the buildings. We added exhibition space to the main convention area and meeting rooms to the exhibition areas to create this mix. We added laneways and boulevards and additional access points to the precinct and venues to improve connectivity and activation.

Our vision for the whole development was to create and celebrate a sense of place. Visitors to Sydney are coming to one of the most beautiful cities in the world. Like the locals, they love the harbour, the beaches, the food and wine, the city itself, and we wanted to capture this in Darling Harbour as well.

Our temperate climate also means it is easy to transition from inside to outside, to blend the boundaries, the edges of where the building finishes. One of the most exciting things about the design was to try to make sure that we gave people an opportunity to embrace the city context during conventions, exhibitions, meetings and celebrations.

Many of the meeting rooms have been deliberately brought to the edges of the building so that people can enjoy views of Sydney, to look at everyday Sydney, while allowing locals to also look up and feel connected with the significant events going on inside ICC Sydney, in essence we activated the surfaces of the buildings.

**RB:** We also created a number of informal and formal break out spaces both inside and outside the building. It sounds like a fairly small shift but those sorts of design elements have made a big difference. Food retailers were added along the ground floor areas, fronting the outside spaces and we've tried to activate those public-private cross over spaces as much as possible. The addition of the retail offers help to activate the ground plane and provide services directly to the urban parkland.



AEG directed the creation of L.A. LIVE, the 4 million square foot, \$2.5 billion downtown Los Angeles development.

Despite the increased scale of the building, an additional 3,000sqm more public open space has been added within Tumbalong Park, along with a new major outdoor event destination space. We added an open air 5,000sqm event deck over the exhibition building.

Circulation spaces within the three buildings are pushed to the outside; another way of giving those within a chance to engage with the park, harbour and the city, and those outside to see people and activity within the buildings. By activating the edges of the buildings themselves, we hope a vibrancy and energy, not seen before in Sydney, will result.

#### What does Sydney have to learn from world famous destinations like AEG's L.A. Live and O2 Arena in London?

**RB:** L.A. Live is very much about the precinct, one that is distinctly and uniquely Los Angeles and is more hard landscape and urban. Everything about the precinct draws on the city's unique dynamism and spirit of place. We have worked to develop a similar precinct that is uniquely Sydney, embracing a soft landscape and urban park approach.

L.A. and Sydney have similar climates and a similar relationship with the outdoors. We wanted to leverage Sydney's natural beauty and built environment so guests to ICC Sydney could experience as much as possible of the city.

## What's On



Rose Hiscock is a lover of the arts with 20 years' experience in the sector. She is Director of the Museum of Applied Arts and Sciences (MAAS), which comprises venues including the Powerhouse Museum, Sydney Observatory and Discovery Centre in Castle Hill, along with a collection of over 500,000 objects.

The Museum is renowned for the calibre of its collection, scholarship and exhibitions which span history, science, technology, design, industry, decorative arts, music, transport and space exploration.

Here, the Sydneysider shares her top events to visit in Sydney this Spring/Summer.

#### Recollect: Health & Medicine

A fascinating insight into the history and innovation of public health and medicine, this exhibition showcases more than 1,000 objects including beautifully realised anatomical models, surgical instruments from the 19th century to present day, and unusual historic medicines.

**WHERE**  
Powerhouse Museum  
Ultimo

**WHEN**  
14 August 2015 –  
May 2016

#### Collette Dinnigan: Unlaced

Exclusive to the Powerhouse Museum Sydney, Collette Dinnigan: Unlaced is the first exhibition to explore the work of this internationally acclaimed Australian fashion designer. Featuring ensembles, accessories and material from the Museum's collection and Dinnigan's personal archive, this exhibition presents her signature lace and embellished designs in a series of striking themed sets.

**WHERE**  
Powerhouse Museum  
Ultimo

**WHEN**  
5 September 2015 –  
28 August 2016

#### Evidence: Brook Andrew

Encompassing a series of objects which tell poignant and seldom heard stories about Australia's history, Evidence is an immersive installation that draws on the rich and varied MAAS collection to explore the theme of evidence. Andrew weaves together unexpected and overlooked objects and materials from our collection with specially commissioned artworks, suggesting different ways of interpreting objects and their history.

**WHERE**  
Powerhouse Museum  
Ultimo

**WHEN**  
31 October 2015 –  
28 August 2016

#### Grayson Perry: My Pretty Little Art Career

Grayson Perry favours the flamboyant and is not one to take himself too seriously, despite being regularly exhibited in major international institutions such as the British Museum and the National Portrait Gallery in London. This inspiring show is the first major survey exhibition in the Southern Hemisphere by the internationally renowned artist.

**WHERE**  
MCA  
The Rocks

**WHEN**  
10 December 2015 –  
1 May 2016

#### Sydney Festival 40th Anniversary

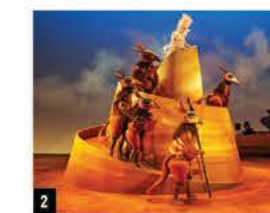
Sydney Festival is celebrating a milestone year, launching its 40th anniversary celebrations with special works this October, including:

##### Desdemona

The story of Desdemona from Shakespeare's Othello is re-imagined to reveal secrets that will forever change our reading of the play. Created by Nobel Prize laureate Toni Morrison, this masterpiece features Malian singer songwriter, Rokia Traoré, acclaimed stage director, Peter Sellars, and actress, Tina Benko.

**WHERE**  
Roslyn Packer Theatre  
Walsh Bay

**WHEN**  
23 – 25 October 2015



##### Sydney Festival

Every January, Sydney Festival enlivens and transforms Sydney with a bold cultural celebration based on the highest quality art and big ideas. It offers a combination of paid for and free events across the city. Now in its 40th year, two key events not to be missed include:

**1 Desdemona**  
Photo credit: Mark Allan  
**2 The Rabbits**  
Photo credit: John Green  
**3 Woyzeck**  
Photo credit: Kraft Angerer

##### Woyzeck

The headline performance of the Sydney Festival, Woyzeck is a gripping performance and social drama, dealing with madness, obsession and murder. Tom Waits, Kathleen Brennan and acclaimed theatre director Robert Wilson have reinvented Georg Büchner's raw and unforgiving title as a 21st century musical.

**WHERE**  
Bay 17, Carriageworks  
Eveleigh

**WHEN**  
7 – 12 January 2016

##### The Rabbits

An award-winning opera for families by John Marsden and Shaun Tan, showing a deeply moving story of hope amidst colonisation. The Rabbits sparks imaginations of the young and old, inviting us all to question modern society and our role in its future.

**WHERE**  
Roslyn Packer Theatre  
Walsh Bay

**WHEN**  
14 – 24 January 2016

by ROSE HISCOCK

# Seafood for thought

## Take a walk through Sydney Fish Market with ICC Sydney's Executive Chef, Tony Panetta

by TONY PANETTA

ICC Sydney's Executive Chef, Tony Panetta, took a behind the scenes tour of the Southern Hemisphere's largest fish market, including the auction floor.

The award-winning Panetta gained a thorough understanding of how Sydney Fish Market operates, including in terms of sustainability, which is dear to his heart.

It takes something special to be able to deliver five star dining excellence to a hungry party of 12, let alone 12,000. Panetta pulled that off at the 2014 International AIDS Conference, the largest medical conference ever held in Australia and he gives us a few tips on how fine dining can be delivered to thousands of people at a time.



ICC Sydney's Executive Chef, Tony Panetta, gets fishy with a New South Wales Ocean Blue-eye Trevalla.



A few of the locals enjoying the view.



Taste-testing a fresh oyster on the dock.

Sustainability is a word that will never go out of fashion at ICC Sydney. In fact, it's our business as usual approach to operations, including the fresh and seasonal cuisine delegates can expect to enjoy when we open in December 2016. A feature of your experience at ICC Sydney will be the many sustainable seafood choices you will be presented through our menus.

Here in Australia, there is a nation-wide commitment to ensuring fish ecosystems remain diverse and healthy, positioning our fisheries management among the best in the world. Our sustainable fisheries operate in a tightly regulated industry achieved by the Australian Fisheries Management Authority (AMFA), state fishing authorities and the industry working together.

To support sustainable fishing, the key is to understand what you are buying, where it comes from and how its fishery industry operates. All Australian fisheries are sustainably managed, so when consumers purchase local, in-season seafood they are supporting sustainability.

The Australian seafood industry has established a system of standardised fish names to assist with consumer awareness and education. It is also a requirement that labels at point of sale for fresh seafood display country of origin, ensuring consumers make an informed choice.

### Better fish to fry at Sydney Fish Market

One place to shop for fresh, sustainable seafood is at the Sydney Fish Market, based in nearby Pyrmont. Within the market, up to 100 fish species are traded every day and approximately 500 species traded annually.

Sydney Fish Market is the largest market of its kind in the Southern Hemisphere and the third largest seafood market in terms of variety in the world. The market sources produce both nationally and internationally and trades more than 14,500 tonnes of seafood annually.

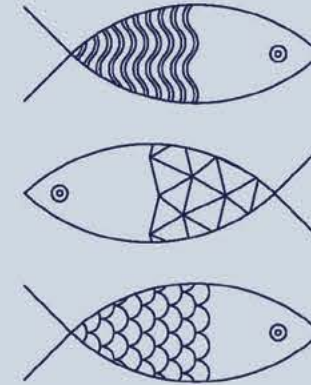
Each day, around 2,700 crates (50-55 tonnes) of the freshest seafood is auctioned to approximately 160 buyers through a computerised Dutch auction system. Eager buyers arrive from 4.30am, walking the auction floor to inspect produce and determine what they would like to bid on. At 5.30am, buyers log in to the system and the auction commences with three auctions operating simultaneously; resulting in around 1000 crates of seafood sold every hour.

Once the seafood is purchased, a team of "wheelers" collect it from the auction floor and deliver it to awaiting refrigerated trucks, before it is whisked away to retail outlets and restaurants.

### Sydney Fish Market

Sydney Fish Market is located in Pyrmont, a short walk from ICC Sydney. Seafood retailers open every day except Christmas Day from 7am to 4pm Monday to Thursday and until 5pm Friday to Sunday.

Visitors can experience the wholesale auction, discover more about seafood, sustainability and the top Sydney seafood restaurants through the 'Behind the Scenes Tours' held every Monday, Wednesday, Thursday and Friday. Public tours commence at 6:40am, but exclusive corporate tours can be tailored to suit the group.



Sydney Fish Market also offers cooking classes hosted by world-class chefs where you can enjoy a hands-on cooking session and later indulge in the meal you've created with specially matched wine.

Visit [sydneyfishmarket.com.au](http://sydneyfishmarket.com.au) to find out more.

### ICC SYDNEY FAST FACT

ICC Sydney will be home to Australia's largest ballroom, seating 2,000 banquet style and catering to more than 3,500 cocktail style

### Behind the scenes at the market

Through the tour, we were able to identify sustainable and ethical product – the right product – and how and where we can obtain it from. We were also able to open up discussions for an ethical seafood program for ICC Sydney, which we are continuing to investigate.

With the market located only a 10 minute walk from ICC Sydney, I couldn't be more delighted with our access and availability to fresh, diverse and sustainable seafood right on our doorstep.

The produce is so unbelievably fresh. I really can't wait to start turning out creative and innovative seafood dishes derived from exceptional product.

### Ocean to plate for 10 to 10,000

Having wonderful produce at our fingertips is just one of many steps to success for events at ICC Sydney. The challenge of making every one of our guests feel like their meal was created especially for them,

and not one of the thousands around them, is something the entire team and I take very seriously.

### So what does it take to satisfy large audiences?

The key is to understand your processes and capabilities first, then build your menu around that. And of course, hire skilled staff who also understand your processes.

You also need to understand the industry and more importantly your suppliers. At ICC Sydney we take a partnership approach to our relationship with suppliers. We relate their success to our own. In many instances, we will be there through the journey of the life of their produce and in some instances we will even request produce up to 12 months in advance.

Once we get the produce and the systems right, it is all about our guests' experiences. Consistency and quality are of the utmost importance.

I never want to have food envy on the table.



1



2



3



4



Panetta inspects a Queensland Spanner Crab.



5



6

- 1 Black Tiger Prawn
- 2 Pipi
- 3 Yellow Bream and Garfish
- 4 Pacific Oysters
- 5 Atlantic Salmon Cutlets
- 6 Snapper

# Food by Favretti: the CBD

## A foodie's guide to Sydney precincts

by LISA FAVRETTI



*I am undeniably one of Sydney's hungriest foodies. Born of Italian heritage, I grew up on a Western Sydney farm where I loved watching my mother cook wholesome food. Her recipes were passed down from my great grandparents, who were also farmers. I feel very lucky to continue that legacy in my own kitchen.*

*Here in Sydney, we are spoilt for choice in a foodie's haven that only seems to get tastier.*

*Having worked as an Executive Assistant and now the first face you see at ICC Sydney, my rich food knowledge comes in handy when booking luncheons and dinners.*

*If you're looking for recommendations or tips on where to wine, dine and entertain, think of me as your personal foodie concierge at ICC Sydney. Once ICC Sydney opens in December 2016, it will be set amongst an array of cafes, restaurants and bars, with the vibrant Darling Harbour waterfront as a stunning backdrop. Within ICC Sydney itself, a world class catering team will deliver delicious and nutritious food.*

*If there's one thing I love more than eating food, it's talking about it. So feel free to quiz me next time you visit ICC Sydney's reception or email me at reception@iccsydney.com*

**Eat**

In terms of variety, Sydney's CBD has come a long way in recent years. From cosy cafes to prestigious three chef's hat restaurants, the revived precinct has become a food lover's gourmet sanctuary.

In particular, the humble hotel restaurant has been reinvigorated with the likes of the flamboyant Gowings Bar & Grill at QT Sydney and the indulgent Kent Street Kitchen at The Langham, which opened its doors in December 2014.

For something upmarket Machiavelli is a Sydney institution, offering fine dining Italian in under an hour for the busy business crowd. Then there's Celebrity Chef Neil Perry's Rockpool Bar & Grill, an art-deco palace with a wide selection of the freshest meat and seafood. To top it off, the highly acclaimed Sepia, voted The Sydney Morning Herald Good Food Guide's Restaurant of the Year 2015, presents Sydney's best degustation experience.

The iconic Bennelong at the Sydney Opera House re-opened in July this year, after a multi-million dollar facelift. Celebrated chef Peter Gilmore takes the helm, showcasing the best of Australia's produce and wine in different dining areas: The Restaurant, Cured & Cultured, The Bar, The Kitchen (an exclusive chef table experience) and the semi-private The Table. Don't miss the cheese toastie or sausage roll from The Bar menu. Stuffed with five different cheeses and Australian black truffles, the toastie is packed full of flavour, while the sausage roll is the most extravagant of its kind, filled with suckling pig and taking up to 24 hours to cook.

Not far from Bennelong is Café Sydney – another Sydney institution. Set on the rooftop of Customs House, diners can enjoy lunch or dinner with an incredible view of the Sydney Harbour Bridge. The outdoor terrace is perfect on balmy Sydney nights.

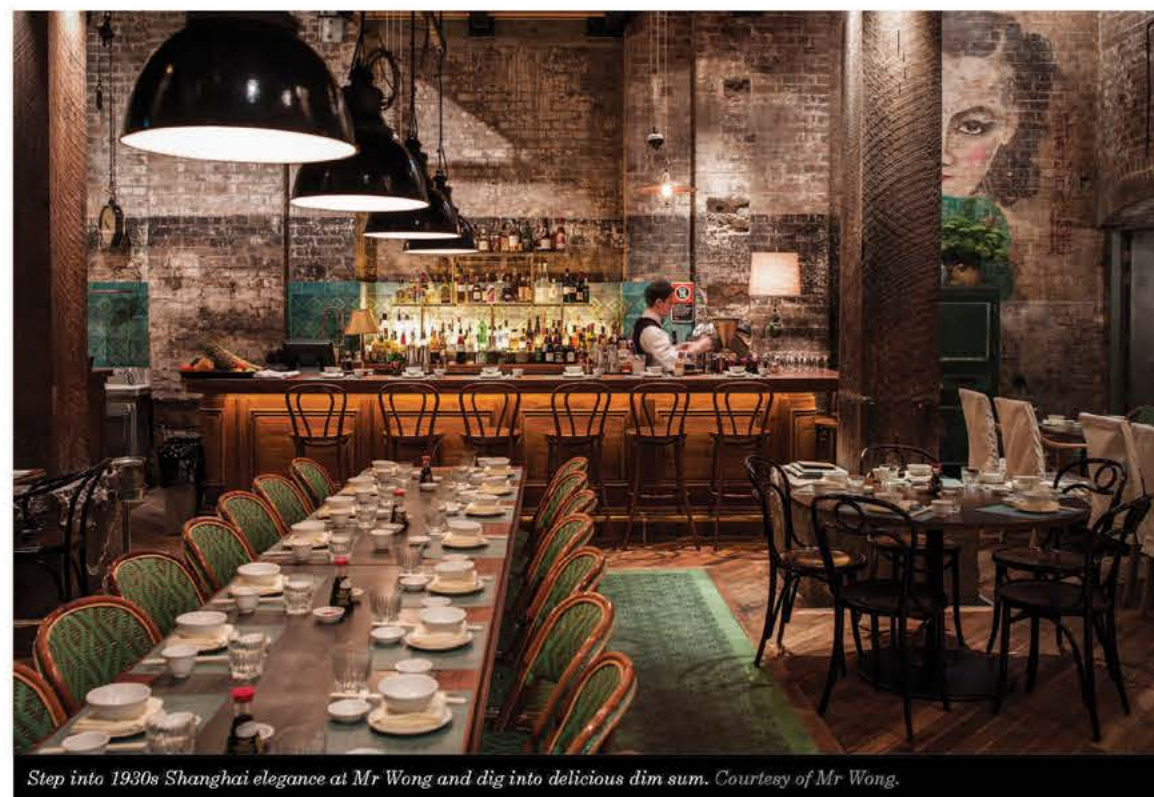
Tradition meets contemporary at relaxed Italian restaurant, Berta. On Tuesday nights Berta celebrates the 'best produce available' with their Sagra four course menu. Nearby, Mr. Wong offers an extensive range of modern Cantonese dishes, while paying homage to classic influences. With its quaint colonial furnishings, entering the vast, dimly lit space is like a trip back to 1930s Shanghai. Over two levels, diners can enjoy piles of dumplings, roast meats and fresh seafood on large group tables, in intimate settings or sitting at the open kitchen.

**Drink**

Sydney's lord mayor, Clover Moore, proudly proclaims Sydney has experienced a "small bar revolution". The small bar scene is positively booming in the CBD, keeping both the after work and visitor crowd merry. Bars like Baxter Inn, Bulletin Place, Uncle Ming's, Palmer and Co and The Barber Shop have returned panache and cocktail flair to the city, reviving Friday after work drinks in particular.

If you're on the hunt for the best coffee in town, Mecca Espresso King Street and Joe Black X won't disappoint.

With a mixing pot of small bars, sophisticated restaurants and the strong aroma of exceptional coffee in the air, Sydney's CBD has never tasted or smelt so good.



Step into 1930s Shanghai elegance at Mr Wong and dig into delicious dim sum. Courtesy of Mr Wong.

**ICC SYDNEY FAST FACT**

ICC Sydney will serve up food that is good for the mind, body and environment



THE REVIVED PRECINCT HAS BECOME A FOOD LOVER'S GOURMET SANCTUARY

# Views from the top

## Global influencers & thought leaders share their thoughts on Australia's premier convention, exhibition & entertainment precinct, ICC Sydney



*One of the great things that happens during conventions is that people get to hear about the latest goings-on around the world, and they get to respond to it. The striking design and stunning location of ICC Sydney allows for collaboration through its informal settings and its smaller ad hoc meetings.*

**PROFESSOR O'KANE**  
NSW Chief Scientist



*SIBOS is quite a demanding event – across catering, IT and the overall infrastructure of the venue. After discussions with AEG Ogden, the management team of ICC Sydney, we were truly impressed. We felt they understood us and our event and came up with bright ideas to allow us to further develop the show. They showed us marketing material, like the fly-through and the model and we really felt that we were in the right hands to deliver the top event that SIBOS is.*

**SVEN BOSSU**  
SIBOS Head of SIBOS



**SYDNEY IS MULTICULTURAL AND TRULY INTERNATIONAL. WE SPEAK OVER 200 LANGUAGES SO WE'RE VERY WELCOMING AND ENGAGING OF ALL CULTURES AND DIVERSITY.**

**LYN LEWIS-SMITH**  
Business Events Sydney CEO

**THESE ARE WORLD CLASS FACILITIES THAT WILL ATTRACT INTERNATIONAL LEADERS AND IMPORTANT BUSINESS EVENTS TO SYDNEY. THEY WILL BE FANTASTIC FOR DOMESTIC EVENTS AND CELEBRATIONS, AND PROVIDE A MAJOR BOOST FOR THE STATE'S ECONOMY. OUR ANALYSIS SUGGESTS THAT THE ECONOMIC IMPACT OF ICC SYDNEY WILL BE THE EQUIVALENT OF A WORLD CUP IN THE CITY EVERY YEAR.**

**NSW PREMIER MIKE BAIRD**



*It was essential that we had a venue that would live up to the vision of our conference, where we would discuss how microscopy can play a role in helping people confront some of the big challenges ahead of us – health, energy security, food security – and could also respond to our technical capabilities that we require. ICC Sydney fulfilled and played a role in both of those things. Firstly, it's an amazing venue and secondly it can stand up to the rigors of what's required to have electron-microscopes, co-focal microscopes and various sorts of spectrometers.*

**PROFESSOR RINGER**  
Australian Microscopy & Microanalysis Research Facility  
Executive Director & CEO



*It's an exciting time to be in business in Sydney. It's got fantastic momentum, but also companies are collaborating to try to make the city even more successful. What business visitors will find is a great reception and a great entry to the kind of network of business they might be interested in.*

**TIM WILLIAMS**  
Committee for Sydney CEO

**WE WANT TO BE AN EVENTS CAPITAL IN THE ASIA PACIFIC, WE WANT TO BE ABLE TO SAY, IF YOU COME TO SYDNEY, YOU'RE GOING TO COME TO THE BEST CONVENTION, EXHIBITION AND ENTERTAINMENT FACILITIES ANYWHERE IN THIS PART OF THE WORLD. IT'S A WORLD CLASS FACILITY FOR A WORLD CLASS EXPERIENCE. WE WANT NOTHING BUT THE BEST FOR SYDNEY.**

**STUART AYRES MP**  
Minister for Trade, Tourism and Major Events

**SYDNEY IS AUSTRALIA'S CENTRE FOR THE FINANCE INDUSTRY, TECH START UPS AND CREATIVE INDUSTRIES. WE'RE A CULTURAL HUB, A RETAIL HUB AND WE WELCOME BIG CONVENTIONS. WHEN DELEGATES COME TO ICC SYDNEY, THEY ARE GOING TO FIND A LOT TO DO IN SYDNEY.**

**LORD MAYOR CLOVER MOORE**



*AEG Facilities, with a network of over 100 elite venues and destinations across five continents, is proud to be affiliated with ICC Sydney, truly one of the most exciting projects across the globe and one that will redefine the meetings and events industry.*

**BOB NEWMAN**  
AEG Facilities President



**WE'RE THRILLED WITH ICC SYDNEY. SYDNEY IS GOING TO HAVE A WHIZZ BANG, STATE-OF-THE-ART CONFERENCE FACILITY THAT JUST LOOKS FANTASTIC. IT HAS A REAL WOW FACTOR. WHAT THE WORLD KNOWS ABOUT SYDNEY IS THE OPERA HOUSE AND THE HARBOUR BRIDGE, NOW IT WILL HAVE ICC SYDNEY. YOU'RE GOING TO HAVE ALL THESE ICONIC BUILDINGS WRAPPED AROUND THE HARBOUR. WHERE ELSE IN THE WORLD WILL YOU EVER BE ABLE TO DO THAT?**

**PATRICIA FORSYTHE**  
Sydney Business Chamber Executive Director



**SYDNEY FAST FACT**

Sydney is home to people from 180 nations who speak more than 200 languages





EXPERIENCE  
WORLD CLASS  
OPENING  
DECEMBER  
2016



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Introducing a new world class convention, exhibition and entertainment destination on Sydney's sparkling harbour. With an integrated design and best practice facilities, you will be within walking distance of Australia's largest business district, financial centre and hub of thought leadership and innovation.



ICC Sydney is being delivered by the NSW Government in partnership with Darling Harbour Live, comprising Lendlease, Hostplus, Capella Capital, AEG Ogden and Spotless FM, as part of Darling Harbour's most exciting renewal in 25 years.

lendlease



SPOTLESS