



HONEYSUCKLE
CELEBRATING

20 YEARS



MINISTER'S FOREWORD



The transformation of Newcastle's waterfront during the past 20 years from its manufacturing past to the vibrant economic and cultural hub that it is today, represents one of the most successful urban renewal programs in New South Wales' history.

Commenced in 1992 in the shadow of major restructuring of Newcastle's manufacturing sector, the HoneySuckle program has overseen the remediation and redevelopment of the area into seven precincts spanning four kilometres of waterfront. The 50-hectare site now supports a diverse mix of employment and residential uses, tourism, and is a great public domain.

Urban renewal is a lasting feature of the HoneySuckle project that has overcome the harbour's coal mining legacy of mine subsidence, the industrial legacy of contaminated soil, the need for new bridges, seawalls, roads and services. HoneySuckle has seen the restoration of heritage buildings to be used as a maritime centre, a museum, call centre and even student accommodation.

An initial investment of \$100 million for the HoneySuckle Urban Renewal Project has gone a long way. Research shows since 1992 more than \$2 billion has been pumped into the economy and nearly 7,500 jobs have been created.

In 20 years the HoneySuckle Development Corporation has expanded to become the Hunter Development Corporation to now cover an entire region. Lessons learnt from the HoneySuckle project have put the corporation in good stead to tackle many challenges.

The corporation has gone on to provide 170 public housing units, homes for 2,200 Novocastrians and offices used by 2,500 workers.

HoneySuckle's story is far from over — there are two new developments about to start. The 20,000 square metre HoneySuckle Central project is ready to launch and The Greater Building Society is preparing to build a new headquarters.

I congratulate everyone who played a role in HoneySuckle and the Hunter Development Corporation's success.

The Hon. Bradley Hazzard MP
Minister for Planning & Infrastructure



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Honeysuckle harbourside dining

INTRODUCTION

On 29 May 2012 the Hunter Development Corporation marked 20 years since the gazettal of the Growth Centres (Honeysuckle Development Corporation) Order 1992 which constituted the Honeysuckle Development Corporation.

While work on the project is more than two-thirds complete, at the 20-year mark we can take stock of the enormous contribution the project has made to the city of Newcastle and celebrate the contributions of the individuals who have carried the torch on this ground breaking initiative.

This publication provides an overview of the history of the project, an account of the key characters that drove it and the ways it has changed life in Newcastle for the better.

Bob Hawes
General Manager

HISTORY OVERVIEW



Newcastle harbour, 1992

During the 1980s, Australia opened itself up to global economic competition by pursuing macroeconomic reform which addressed inefficiencies within the economy as well as removing barriers to trade and international investment and currency exchange. The debates about efficiency turned inevitably in an economy and society as urban as Australia's, to the place of cities in economic growth.

Traffic congestion, needed infrastructure investment, inner-urban decline in population and employment, rising car dependency, restructuring of labour markets led to rising unemployment in the old industrial suburbs and concerns with consequent rising inequality across society all became issues of debate.

The economics profession and the Commonwealth Treasury remained recalcitrant in acknowledging any role for spatial policies — interventions directed at particular places rather than at the economy as a whole — arguing that markets should address spatial issues through structural adjustment over time and that government intervention would only impede market progress.

The counter view was there were common trends in the nation that resulted from Commonwealth economic and social policies, such as the effect of structural unemployment and the lack of investment in infrastructure due to restrictions on borrowing.



Carrington mudflats, 1992

The economy as a whole would substantially benefit from interventions that addressed impediments to change in urban Australia, and so speed adjustment to new realities.

Trends such as declining population and employment in inner cities threatened the increasing underutilisation of capital already invested in infrastructure and services — an

inefficient outcome — and placed more pressure on the need for new investment in outer suburbs to accommodate new growth. Urban consolidation was seen as an economically efficient way of catering for population growth, offsetting the car-based sprawl that characterised Australian urban expansion.

A further imperative was the development of non-metropolitan Australia. Regional development (decentralisation) was a long-running mantra of all governments across Australia, and the pressures were being raised by structural adjustment in the economy that removed protection progressively from many region-based industries.

The resulting unemployment, coupled with the impacts of technological change, led to rural and small town population decline that was a major issue for regional communities.

Brian Howe MP was Minister for Health, Housing and Community Services, and a Cabinet Minister in the Hawke Government. Howe worked hard to get the Prime Minister and his department interested in 'spatial disadvantage' arising from economic changes, and the social problems associated with existing settlement patterns emerging in Australian cities.

At the same time the Prime Minister was advancing his New Federalism agenda, forming more cooperative relationships with the state

and territory governments to advance projects and initiatives he saw as being firmly in the national interest.

All these factors, and more, combined to create a moment that was ripe for an initiative in urban and regional development.

The genesis of the Building Better Cities program (BBC) was a Special Premier's Conference held in July 1991 at which the Commonwealth, state and territory governments agreed to cooperate in a program focused on improving urban development processes and the quality of urban life. Its aims were to demonstrate better urban planning and service delivery, as well as coordination within and between the various levels of government.

The Commonwealth, state and territory governments agreed to cooperate in a program focused on improving urban development processes.

The program was first funded in the 1991-92 Commonwealth budget. The overall purpose of the program was 'to promote improvements in the efficiency, equity and sustainability of Australian

1989

- The Property Services Group (PSG) was officially established by Premier Nick Greiner to oversee the redevelopment of redundant government owned lands in NSW.
- George Keegan, Independent member for Newcastle discusses the revitalisation of Newcastle and the potential of Honeysuckle with Premier Greiner.

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cities and to increase their capacity to meet the following objectives: economic growth and micro-economic reform; improved social justice; institutional reform; ecologically sustainable development; and improved urban environments and more liveable cities'.

The Commonwealth Government agreed to provide up to \$816.4 million from December 1991 to June 1996 to meet these objectives. The program operated through formal agreements with individual state and territory governments, and targeted 26 distinct areas throughout Australia.

For two decades Newcastle's central business district and inner suburbs had suffered declining population, physical degradation and sustained job losses. People and employment were increasingly moving to the suburbs. Regional retail complexes had caused the demise of the central business district's retail attraction. Many of its heritage buildings were falling into disrepair, and the former rail yards lay abandoned, unkempt and contaminated. Much of the city was cut off from the harbour and the impact of heavy vehicles around the southern side of the port created tension and traffic. The harbour was the sole domain of industry and shipping. Cottage and Throsby Creeks were little more than polluted channels. Empty wool stores lined the bank of

Throsby Creek. Unemployment exceeded the New South Wales average, and the employment base was dominated by secondary industry jobs which were facing global and technological challenges.

For two decades Newcastle's central business district and inner suburbs had suffered population loss, physical degradation and sustained job losses.

In 1978-79, both the New South Wales Planning and Environment Commission and Newcastle City Council recognised the problems facing the central business district. They stated in a report to the council that, 'this decline is undesirable in terms of maintaining the regional role of the central business district, minimising journey to work times and distance, utilising to the fullest extent the existing public utility services and infrastructure and promoting an effective transport system'.

Ten years later, in 1987 in another report to the council following the release of the 1986 census data, the Planning Service Division again stressed that this decline had continued and called on government to: invest in housing

Railway workshops, Newcastle harbour, 1992

1990

- NSW Government provides Honeysuckle with \$2 million seed funding for the development of a Master Plan.
- Honeysuckle Advisory Board established.

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strategies; develop a Social Strategy Plan; to make appropriate changes in human service provision and development controls; and institute more coordinated planning.

The success of the Bicentennial Newcastle Foreshore project, completed in 1988, gave the community a glimpse of the potential of opening the city to the harbour. The possibility of extending the foreshore promenade east and redeveloping the under-used rail yards and shipping yards for urban uses was conceived and nurtured. The Honeysuckle project provided the hope that: the central business district could begin to attract retail and office developments lost over decades; the inner city could be rebranded as an attractive and vibrant residential alternative; the harbour could become a place for people as well as industry; improved public transport could open the city to both the harbour and to the potential of relocated public and private sector employment; and that the combination of access, affordability, harbour views and heritage buildings might be enough to attract investment and people back to the central business district.

The New South Wales Government provided \$2 million through the Property Services Group and, with the support of Newcastle City Council, began the consultation and investigations that

resulted in the development and adoption of the ambitious Honeysuckle Concept Master Plan.

While surveys showed high community support for the Concept Master Plan, the project was unfunded. Moreover, extensive groundwork was needed to establish the costs of remediation, the suitability of the site for higher density development, the cost and complexity of infrastructure provision and heritage restoration and the feasibility of specific land uses. It was also clear that the market did not have an appetite for large-scale investment in Newcastle. The feasibility would not 'stack up' without investment in planning and site preparation by government.

The success of the Bicentennial Newcastle Foreshore project, completed in 1988, opened the community's mind to the potential of opening the city to the harbour.

The Concept Master Plan became the basis of the New South Wales Government's application to the Australian Government for Building Better Cities funding.

Newcastle became the only non-metropolitan city to secure BBC funding in 1992. The project is nearing completion, but the task of fully revitalising the city centre is far from over. The Honeysuckle project has laid the platform for the continued revitalisation of Newcastle's city centre. In the state and national contexts, Newcastle continues to be an important economic driver, cultural centre, environmental leader and lifestyle alternative.

The Honeysuckle Development Corporation was constituted on 29 May 1992 under the Growth Centres (Honeysuckle Development Corporation) Order 1992, which was made under the Growth Centres (Development Corporations) Act 1974.

The order set aside certain land in the Parish of Newcastle, County of Northumberland, to be known as the Honeysuckle growth centre, and constituted the Honeysuckle Development Corporation to promote, coordinate, manage and secure the orderly and economic development of the area. The Act also allowed the corporation to: manage and survey land vested in it; demolish buildings within or adjoining the growth centre they possessed; locate or relocate utility services; set apart land as sites for building works, charitable or municipal purposes; subdivide the land; construct roads; erect, alter, repair and renovate buildings; and improve the land so it would be fit to be used.



Cowper Street Bridge to Carrington, 1992

The Honeysuckle Development Corporation's charter was to coordinate the redevelopment of surplus government railway- and port-related land along four kilometres of harbour front adjacent to Newcastle's central business district. The corporation's key objectives were to: prepare and market the Honeysuckle sites; provide new and improve old infrastructure to encourage private sector development on the Honeysuckle sites; stimulate development in adjacent areas; ensure the community has access to the harbour foreshore; create publicly owned and accessible places on the Honeysuckle site; and, make Newcastle's central business district a more attractive place to live, work and visit.

In 1992 the scheme, which outlined the mission, project philosophy, objectives, planning principles and steps to implement the Honeysuckle project, was presented to the minister. The 1992 Concept Master Plan reflected the state government's proposal at that time to terminate the rail line at Civic Station.

The growth centre was expanded in 1994 to coincide with the boundaries of the Building Better Cities program. Its boundaries up until 2002 were: Selwyn Street, Tighes Hill in the north; Glebe Road, Hamilton in the south; Chatham Road, Broadmeadow in the west; and the coast in the east. In 2002 the corporation was asked to act

as project manager for the marketing and possible development of a site adjacent to the Hunter International Sports Centre and the site was included in the corporation's boundaries.

In July 2007 the NSW Government announced the formation of the Hunter Development Corporation through the merger of the Honeysuckle Development Corporation and the Regional Land Management Corporation.

On 18 January 2008 the boundaries of the growth centre were expanded under the Growth Centres (Hunter Development Corporation) Order 2008. The growth centre was to include land within the local government areas of Cessnock, Dungog, Gloucester, Great Lakes, Lake Macquarie, Maitland, Muswellbrook, Newcastle, Port Stephens, Singleton and Upper Hunter, as at 1 January 2008. The Honeysuckle Development Corporation was renamed the Hunter Development Corporation and continued as the same legal entity as that constituted under the 1992 Order.

The Hunter Development Corporation's expanded role is to facilitate economic growth in the region consistent with the Lower Hunter Regional Strategy. The strategy projects that by 2031 the region will be home to an additional 160,000 people. The Hunter Development Corporation acts as a key driver in the development and renewal required to meet this growing demand for jobs and homes in the region.



The inside of a disused railway workshop, Honeysuckle

HONEYSUCKLE'S HEROES

It would not be possible to list all the individuals who have made contributions to the Honeysuckle project since its inception. However, the following section highlights key individuals whose contributions made the project possible and drove it forward.



Brian Howe AO

Brian Howe was the passion, the intellect and force behind the Building Better Cities program. He built on the aspirations and experiences of the Prime Minister Gough Whitlam and Tom Uren, then Minister for Urban and Regional Development, in their attempts to improve the nation's quality of life and expand its economy through the improved and coordinated planning and management of regions and cities. Later,

with Prime Minister Paul Keating, he made issues of urban management central to the national policy agenda.

Through his role as Deputy Prime Minister, Minister for Health, Housing and Community Services (1991-93) and Minister for Housing, Regional Development and Community Services (1994-96) Mr Howe maintained a professional and personal interest in the progress and challenges of the Honeysuckle project. He attended many of the project's milestone celebrations and events and was a regular visitor to the city. Mr Howe brokered a deal with his Liberal colleague the NSW Premier, Nick Greiner, and together they successfully achieved joint support and funding for the only non-metropolitan project to be funded under Building Better Cities in Australia.

In many ways the Honeysuckle project owes its success to Brian Howe. While, importantly, the New South Wales Government, through Mr Greiner's Property Services Group, had recognised the potential of the redundant rail lands in the rejuvenation of Newcastle, it was the \$71 million allocated under Howe's Building Better Cities program that began the process of turning that potential into a reality. While progress appeared slow in those early days, BBC funding enabled the remediation, restoration, planning and servicing work necessary to get the site ready and attractive to private sector investment. The economics of development in Newcastle, indeed regional Australia, simply could not have supported these costs and attracted suitable investors.



Andrew Cappie-Wood

In the earliest days of the Honeysuckle project, Andrew Cappie-Wood was the project's strongest supporter in the Sydney-based bureaucracy managing the project. In 1990 Mr Cappie-Wood was appointed general manager for Major Projects Division at Property Services Group and had carriage of the \$2 million to be invested in exploring the opportunities of the project to revitalise the city and managing a master planning process.

1992

- **The Honeysuckle Development Corporation was established.**
- **Building Better Cities funding for Honeysuckle was confirmed.**
- **Honeysuckle Development Corporation Board adopted the Master Plan which was premised on the removal of the rail line to Civic Station.**

Mr Cappie-Wood established the overall framework for investigations and planning, the appointment of staff, consultants and the Honeysuckle Advisory Board. He brought the lessons of Homebush Bay and City West, and positioned Honeysuckle on equal footing with these Sydney-based projects. In 1991-92 a report found the Property Services Group was taking a 'leading role in three of Australia's most important urban renewal projects.' Mr Cappie-Wood always ensured Honeysuckle was well represented, resourced and considered within Property Services Group. He continued his role as ambassador for Honeysuckle in the Sydney-based bureaucracy until the abolition of Property Services Group in 1995. Mr Cappie-Wood was appointed to the inaugural Honeysuckle Development Corporation Board in 1992.



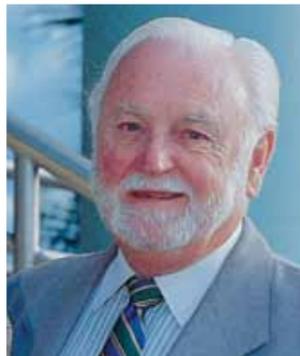
David Le Marchant

David Le Marchant was the chair of the Honeysuckle Advisory Board from 1990 to 1992 and was then appointed chair of the Honeysuckle Development Corporation in 1992. He held this position for the next 15 years until 2007. In that year Mr Le Marchant's significant contribution, long-standing involvement and personal dedication to the project and the wider revitalisation of the city were recognised when he was awarded the Medal of Newcastle.

Mr Le Marchant steered the direction and future of the Honeysuckle project through four NSW Premiers (Nick Greiner, John Fahey, Bob Carr and Morris Iemma), three departmental restructures, five directors general and three lord mayors (John McNaughton, Greg Heys and John Tate). At no time did David Le Marchant lose sight of the vision, the long-term outcomes the corporation set out to achieve or the potential that the project and the city

were capable of. Despite the evolving political environments and the lure of quick fixes, popular short-term choices and compromises, Mr Le Marchant held true to the aspirations of the Concept Master Plan. He also managed to engender that commitment amongst new board members, managers and staff.

David Le Marchant's commitment and faith in the vision enabled him to bring others with him despite the sometimes seemingly slow and protracted evolution of the project. He was respected and heard by all political parties and, with his always quiet and deliberate style; he achieved government support for Newcastle and Honeysuckle in an unparalleled manner. Honeysuckle became for many in government, education and development a centre of excellence; a model of slow, organic but planned success. The Honeysuckle story was told at conferences and meetings around Australia and many individuals and organisations studied, toured and reflected on the lessons of the project and the corporation. While Mr Le Marchant was always keen to celebrate the achievements of the corporation his message was always clear ... 'we still have a long way to go and this must be a sustained and collective effort'.



George Keegan OAM

George Keegan was the independent Member for Newcastle in the New South Wales Legislative Assembly from 19 March 1988 to 3 May 1991. He was appointed as a member to the first board and held that position from 1991 to 1997.

Mr Keegan, along with Ivan Welsh and Dawn Fraser, held the balance of power in the NSW Parliament, and used his ability to have the ear

of government to further his aspiration to see the Newcastle city centre revitalised. Mr Keegan and his colleagues at the Newcastle Chamber of Commerce worked with the new government and officers of the Property Service Group to have \$2 million allocated to develop a Master Plan for the Honeysuckle precinct.

Having secured these funds in 1990, the master planning process began. During this process Mr Keegan was resolute in his ambition to have Newcastle's working harbour used for recreation and to reunite the community with its waterfront. One of his great passions was the Newcastle Cruising Yacht Club. The dream of a yacht club was one Mr Keegan had held for 14 years, since the club was first formed in 1994. During his time as a board member of the Honeysuckle Development Corporation he fought tirelessly to bring this dream to reality. He was instrumental in taking the club from 60 members in 1994 to today's 600-strong membership. In 2008, two weeks before Mr Keegan's death, the Newcastle Cruising Yacht Club was officially opened and his instrumental work recognised and celebrated.

While most will remember Mr Keegan for his role in securing the commitment, site and funding to achieve the construction of the Newcastle Cruising Yacht Club, his involvement and passion for other elements of the Honeysuckle project were equally strong. Always an active participant in board meetings, Mr Keegan brought an irreverence for government process and an expediency that saw him cut to the chase, which often helped achieve results.



Robert Zullo

Four general managers have shaped and steered the corporation over the past 20 years. The first of these was Robert Zullo who worked as a consultant to the Property Services Group. In that role, Mr Zullo oversaw the development of the Concept Master Plan, the preparation of the successful Building Better Cities funding application, and the establishment of both the Honeysuckle Advisory Board and the corporation under the Growth Centres Development Corporation Act.

Mr Zullo was general manager of the corporation from 1992 to 1997. There was not a view about the project, the rail line, how works should proceed, which consultants to use, how to get better value for money, who he should listen to and not to, that Robert Zullo did not hear, consider and respect. People came for handouts, for venues, with deals, with ideas, with options. It was an amazing time and one not mapped out nor prescribed. Mr Zullo managed with minimum but dedicated staff, the support and direction of board members and champions in Sydney, like Andrew Cappie-Wood and Brian Melloy, to take an idea or a concept and turn it into reality. He galvanised community support for the plan; secured, staged and extended Building Better Cities funding; achieved investment in Carrington by Mirvac against market odds and community scepticism; had a public art policy adopted; saw the restoration of the Divisional Engineer's Cottage, Wickham School, the railway workshops, and Lee Wharf A and Lee Wharf C. He also managed planning for Linwood and the demolition of the Throsby wool stores, the dredging of Throsby Creek, the construction of the new Carrington Bridge and the relocation of the fishing fleet.



- The Minister for Planning authorised the Board to implement the Master Plan under the Growth Centres Act.
- The refurbished Divisional Engineer's Cottage was officially opened.

Robert Zullo will be recognised as the general manager that laid the groundwork on which the private sector could invest in Honeysuckle. It was the securing of Building Better Cities funding and the development of the Master Plan during his leadership that still provides the platform for so many of the corporation's successes.



Angus Dawson

Angus Dawson was the corporation's longest serving general manager holding the role from May 1998 through to October 2005. Mr Dawson followed a short period of acting general managers and grasped the role with a new vigour, enthusiasm and long-term commitment. By 1998 much of the ground work, infrastructure, planning and restoration work had been completed. The platform for new private sector investment had been provided by New South Wales and

Federal funding and with this the economics of developing new commercial floor space and higher density residential development became viable in the Newcastle city centre. Honeysuckle was entering a new phase in its evolution. Fundamental was the change in the funding structure of the organisation. No longer grant-funded, the Honeysuckle Development Corporation from 1997-98 was revenue funded. The New South Wales Government provided funding but Honeysuckle had to survive on land sales and lease income to both operate and deliver ongoing product and site improvements.

Mr Dawson oversaw the transition of the corporation through this period and successfully managed the restructure and cultural shift of the corporation enabling it to adapt to become a self-funded operation. During Mr Dawson's time as general manager, he and his team secured the sale of land and

development of over 40 sites, worth in excess of \$700 million, including a four-star hotel, A-grade offices, retail and residential development. During this period the corporation exceeded agreed turnover, margin and cash targets each year. The corporation delivered not only new property investment, jobs and private dwellings but also new community facilities, public open spaces, public art and the L!vesites activation program. It was a period of both physical building and community building.



Craig Norman

Craig Norman was employed as the Honeysuckle Development Corporation's business manager from 1998 until 2005 when he was appointed to the role of general manager, a position he held until late 2010. In his role as business manager, Mr Norman worked to shepherd the corporation through the change from being grant-funded to one which had to drive its own revenue for survival. Mr Norman and Mr Dawson successfully

negotiated with Treasury for a new financial structure that enabled the ongoing operation of the organisation and allowed it to leverage unprecedented private sector investment between 2000 and 2008. With his credentials and experience in finance, Mr Norman was instrumental as the general manager in seeing the corporation weather the downturn of the 2009 global financial crisis, and the following instability and lack of confidence in the market.

Mr Norman is credited with the smooth merger of the Honeysuckle Development Corporation with the Regional Land Management Corporation during 2007. The merger created a new breadth of responsibility and role

for the corporation in bringing together two boards and two professional teams as one cohesive unit.

As general manager, Mr Norman oversaw the development of the Newcastle City Centre Renewal Report, the city's blueprint for development over the next 25 years. On the basis of this report Mr Norman's team made a submission to Infrastructure Australia to fund catalyst projects identified in the report.



Julie Rich

Julie Rich left the corporation in June 2012 after having made a significant contribution to the organisation for more than 20 years. Ms Rich was one of the first employees of the newly formed corporation in 1992. She progressed through ranks, starting as project officer to communications manager, senior development director, operations manager to acting general manager and finally deputy general manager and director of urban renewal.

Strongly qualified with both a Bachelor of Economics and a Graduate Diploma Land Economy, Ms Rich emerged as a significant and confident player in both government and property circles. In 2011 Julie Rich was nominated and became a finalist in the Urban Development Institute of Australia Women in Property Awards.

Ms Rich took on the role of operations manager in 2007 with responsibility for coordinating, managing and contributing to the output of the development team. The Hunter Development Corporation development team has never been faced with average challenges. Its interests span

\$150 million remediation projects; site investigation; feasibility and analysis; land development for commercial, retail, industrial and residential projects; community works and delivery of soft infrastructure; city renewal and project collaboration across various levels of government and agencies. Ms Rich provided leadership in all these areas.

She executed and managed significant remediation and capital works projects and commercial transactions valued at more than \$380 million. All of these projects have been delivered in a complex environment requiring strong coordination of management teams and external specialist consultants and contractors. The majority of the commercial transactions involved high profile developments. The negotiations were often complex given the Hunter Development Corporation's quadruple bottom line approach to delivering its Master Plan for the Honeysuckle project.

Ms Rich also displayed innovation and flexibility not often seen in similar private sector models. She strongly informed and developed the framework for the L!vesites cultural event program that required a collaborative effort between the Hunter Development Corporation, Newcastle City Council, Newcastle Alliance and the Ministry for the Arts. The program very successfully delivered a cultural event program, now in its ninth year, for the city. L!vesites has held almost 230 events during that time with some 500,000 people attending the performances. It has employed close to 6,000 performers and more than 2,000 technicians for the events. L!vesites has become a benchmark and model for community activation programs nationally.

1994

- 49 new fishing fleet berths at the Marina were completed.
- Realignment, reconstruction and landscaping of Hannell Street completed.



Coral McDonnell

Coral McDonnell was there at the start and still carries the corporate memory and intellectual capital of the corporation. Ms McDonnell was the first employee of the corporation predating even its first general manager, Robert Zullo. Coral McDonnell established the office, helped recruit staff, supported the advisory and corporation's boards. Ms McDonnell has overseen five general managers, as many directors general and even more ministers. She has prepared

ministerials, media releases, board papers, managed events, conferences, meetings, site inspections and openings. She has worked with professional consultants, arts and community groups, politicians, school groups and three generations of staff.

Ms McDonnell has always taken a quiet and supportive role and is seen as the 'mother' figure in the office: she is that and much more. People often refer to Honeysuckle as if it were a person with a character, but it is an organisation which has had different staff, general managers, chairmen, board members, and government agencies reporting and management structures. One of the constants has been Ms McDonnell. She is now the organisation's corporate memory.



Paul Broad

When appointed to the role of chairman of the new combined entity, the Hunter Development Corporation in 2007, Paul Broad was no stranger to Newcastle, nor was he a stranger to the world of government, politics and organisational change. A man of strong convictions, he was also known as a man not afraid to voice them, to challenge the status quo and to deliver real outcomes. Having been central to the reform and evolution of Hunter Water, Sydney Water, Energy

Australia and AAPT, Mr Broad maintained his passion and outspokenness for Newcastle and the Hunter.

In retrospect it was not surprising that the then NSW Labor Government should choose Mr Broad to head up the newly merged entity. Never one for holding back or taking the soft option, Paul Broad often abandoned his well-prepared speech notes and spoke from the heart—challenging government, business and the community to step up to the mark and dig deep to help the region achieve all he knows it can. After 40 years' experience at the helm of organisational change, at the very exposed end of both the public and private sectors, Mr Broad also offers the stamina, dedication, networks, knowledge, skills and bloody-mindedness to lead and achieve.

This was strongly evidenced when he was appointed CEO of Infrastructure NSW by the new Liberal Premier Barry O'Farrell in 2011. Mr Broad is one of the region's strongest ambassadors on Macquarie Street where his reputation for plain speaking has not subsided. His energy and vision drove the corporation from its teenage years towards maturity, and will see it take on new challenges and stride into the future.



Bob Hawes

Bob Hawes has been the face of the property industry in the Hunter for more than 15 years. Mr Hawes chaired the Hunter Chapter of the Property Council of Australia during that time, taking it from a fledgling chapter to one of the most influential and respected voices of property in the region. Bob Hawes has seen government from both sides of the fence and has the knowledge, empathy and skills to bring the two together for the success of the region. Mr Hawes

is no stranger to the work of the corporation having been employed as its operations manager between 1999 and 2007.

He has a background and training in property and regional economics, and is well positioned to drive the corporation through this next stage of its life. During the next five to 10 years the corporation will increasingly focus on the economic development of the wider region; its role in strengthening the New South Wales economy; its potential to offer growth opportunities outside the Sydney basin; and its strategic capacity to diversify and mature as a business and lifestyle option for new and emerging sectors.

1995

- **The new Cowper Street Bridge opened.**
- **Dredging, narrowing and deepening of Throsby Creek completed.**
- **Restoration of Wickham School for 22 one-bedroom units completed.**
- **Stage 2 Wickham school project including 18 one-bedroom units completed.**
- **Lee Wharf Building A restored.**

HONEYSUCKLE'S PRECINCTS



CARRINGTON PRECINCT

The Honeysuckle Concept Master Plan divided the urban renewal project into seven precincts, each with its own characteristics and vision for the future.

In 1992 Carrington was a suburb in decline. It had seen a steady reduction in its population, reduced enrolments at the primary school, a deterioration of housing stock, the closure of local pubs, and the continued intrusion and conflict with port and commercial uses. Access, via the old bridge, was poor and the areas near Throsby Creek were largely inaccessible and the creek itself polluted, shallow and highly subject to tidal movements and flooding causing variously exposure of mud flats or inundation of local streets. The suburb had lost a fair portion of its sense of community; its character and urban quality were being whittled away. It did not demonstrate the potential it had to be a strong inner city community, a place of high amenity and character or sought after as a place to live.

During the two decades, the suburb has realised much of its potential through the work of community and environmental groups, existing and new residents, the school and the council, all galvanised by the funding and vision of the Honeysuckle Development Corporation.

This transformation and evolution grew from the Honeysuckle Development Corporation's investment in: widening and reconstructing Carrington Bridge; deepening and narrowing of Throsby Creek; the reclamation of dredged material for parkland including the construction of the Mount Carrington Park; the development of modern street furniture and public art installations. Population growth emerged from the direct investment by Honeysuckle Development Corporation and Mirvac in 93 new dwellings. The community's population also grew because of the enhanced amenity of the area which was developed through the provision of pedestrian and bicycle connections to the central business district; the improved waterway quality and access; the creation of four hectares of new, landscaped open space; the planning and establishment of mangroves; and the overall improvement to drainage and storm water management. The process of change involved the existing community, new residents and the school community. Many meetings were held in the community hall refurbished by Honeysuckle Development

Corporation and participation included open forums, community celebrations, barbecues and fairs as well as community and professional ideas competitions.

LINWOOD PRECINCT

Honeysuckle Development Corporation created the suburb and community of Linwood. Before the involvement of Honeysuckle the site that is now a thriving community accommodated unused and derelict timber wool stores on a narrow strip of land between Hannell Street and the heavily polluted Throsby Creek. What was the gateway to the city centre was not much more than a narrow, poorly landscaped road with little definition or character. The wool stores blocked almost any view of the creek or harbour and access was denied or restricted.

Honeysuckle developed a new vision for the site which included widening and the creating of a public access way on the waterfront backed by medium-density housing. The street would be widened, properly formed, landscaped and public art installed to identify the new community. Bund

walls were built in the creek, and material dredged over the wall from the centre of the creek bed and deposited on the land side of the bund. This laborious process deepened and narrowed the creek improving its tidal flushing and flow and greatly improving water quality. The reclaimed area was transformed in to a pedestrian and bicycle path, parkland, play areas and 'beaches'. Progressively some 300 new dwellings were constructed offering the Newcastle community a new choice and standard in innovative medium-density accommodation. The design of the new

Honeysuckle developed a new vision for the site which included widening and the creating of a public access way on the waterfront backed by medium-density housing.

housing precinct reinforced the grid street layout so dominant on the eastern side of Hannell Street, forming both view and pedestrian connections and corridors back in to Wickham and across to the water and Carrington. Beacon landmarks,

1996

- Stage 2 Wickham School project opened.
- Mirvac completed first stage (21 dwellings) at Carrington 93 dwelling project.



MARINA 
PRECINCT

powerful landscaping with Norfolk Island Pines, public art installations as play areas, and bridge railings were designed to create a strong identity and sense of place for Linwood. Pre-empting market demand in the early days, Honeysuckle Development Corporation subsidised the construction and operation of a general store and café to help generate a community hub and help 'hold' the community together. These soon became viable businesses and types of venues frequented by the local community and visitors.

In 1992 if there was a component of the Concept Master Plan that seemed more fanciful than any other it was the marina. Artist impressions produced at the time included luxury yachts, crowded boardwalks, chandleries, café and cruising yacht club, harbour cruise vessels and a thriving fishing cooperative serving a market from Sydney to the Queensland border. At the time the community saw a site that was abandoned, unformed and in parts collapsing into the water, in places was dangerous and contaminated, adjacent to a narrow little-used waterway and the back end of a heavily industrialised harbour

opposite a floating dock. The vision seemed an extreme transformation and perhaps not one the city could achieve. Not many had the courage or confidence to believe it could happen or that Newcastle could sustain such a facility. However, within 15 years the artist impressions had become reality.

The project began with the relocation and expansion of Newcastle's commercial fishing fleet, moorings and cooperative on the site. Over time the hurdles to getting approval for a marina were overcome. Then began the process of finding investors and, finally, of finding an operator for the marina. Today the site provides a 180-berth marina for vessels up to 20 metres, a range of commercial office spaces, function spaces, cafes, restaurants, retail outlets, chandlery, a marine construction and maintenance facility, the Commercial Fishermen's Co-Operative retail and wholesale facility and 42 residential apartments. The precinct is landscaped and is connected to Linwood and Carrington by bicycle and pedestrian paths under and over Carrington Bridge, and by path or road way to the Newcastle city centre and Nobbys Head.

1997

→ **Honeysuckle Development Corporation moved from being grant funded to loan and revenue funded.**

COTTAGE CREEK PRECINCT

Still being developed, the precinct around Cottage Creek has perhaps the most potential to contribute to the Newcastle of the future. Since the Concept Master Plan was adopted in 1992, and during later versions and strategies, the vision emerged that the western end of the city centre and the precinct around Cottage Creek could provide the depth of commercial and office space needed to ensure the viability and future of the city centre as the region's capital. For some the progress of commercial revitalisation of the city centre has been slow and often frustrating but the commitment to this vision has not wavered. The Concept Master Plan and the research, consultation and planning that supported its development were premised on the view that long-term revitalisation demanded the growth and diversification of the city centre's office and commercial functions. The east end — constrained by small lot sizes, heritage and topography — is ideally suited to small scale commercial, but more dominantly residential, tourist and entertainment functions. The civic area has a core competitive strength as a

centre of civic and cultural uses. The large-scale development sites, availability of land, access to the city's main road arteries and connection to the harbour offer the best potential for large floor plan modern offices. Already the Cottage Creek precinct accommodates some 45,000m² of commercial office space with the potential for an additional 125,000m² of office space.

In 1992 Honeysuckle Development Corporation saw this potential and began the process of freeing up and preparing the site so that it could fulfil this longer-term role. Berthing facilities were

Already the Cottage Creek precinct accommodates some 45,000m² of commercial office space with the potential for an additional 125,000m² of office space.

moved from Throsby and Lee Wharves to The Basin where some 24,000m² of new paved area was provided. This opened up the foreshore for commercial and community use while removing the conflict between heavy port vehicles and city centre commuters. Its construction required realigning 1.2 kilometres of Honeysuckle Drive to enable the subdivision of blocks suitable for

commercial office space development, and to provide improved access to the wider area to the east. It also required the decontamination of the land; provision of water, sewerage, power, gas and communications utilities; development of processes to deal with mine subsidence, and local archaeological and heritage issues; amalgamation and transfer of title of government-owned land; and preparation of rigorous design and use principles.

In 2000 the law firm Sparke Helmore saw the future of the city's office functions would be located at Cottage Creek and took a leadership role by establishing their head office in the precinct which opened in 2002. They were followed by PricewaterhouseCoopers, GHD, NIB and Hunter Water, and the Greater Building Society is the most recent regional leader making the decision to link their growth and prosperity with the future of this precinct within Honeysuckle. Today the Cottage Creek precinct is the modern office core of the city.

Over the past two decades it may have been easier to have offered sites in Cottage Creek to be sold and developed for residential or retail purposes than to have retained them for longer-term commercial use and public open space. However, the Honeysuckle project has always placed a premium on diversity and the best community outcomes.



Commercial buildings on Honeysuckle Drive, Cottage Creek

HONEYSUCKLE PRECINCT

The Honeysuckle precinct is the link between the city's Civic precinct, the harbour and has been the public face and, in many ways, the soul of the project. The cluster of railway workshops and wharf buildings has been a major focus and concentration of planning, design, building effort and resources. It is in this precinct that many of the aspirations of the project to enliven, inspire, entertain and engage have come to fruition. The vision which gained its inspiration from waterfront community spaces in places such as Granville Island, Boston, Vancouver, Seattle and New Orleans was to link the city's heritage, culture and waterfront in a way that celebrated Newcastle, attracted visitors, built community pride, provided spaces for people to meet and share in both large and small venues. This vision had both the agenda of creating spaces that people were naturally attracted to, felt comfortable in, and underpinned private sector investment in commercial and residential development.

Progress towards this vision was at times slow, full of obstacles and arguments, with diverse views

2000

- Relocation of Throsby Wharf functions to Dyke End berths completed.
- Honeysuckle markets opened in the railway workshop buildings.

and protagonists but rarely short of drama and event. The resulting landscape reflects some of the conflicts and compromise negotiated along the way but also, in the end, it also reflects the absolute correctness of the overall vision. This area is now the hub of the city. It is full of diners, partygoers, coffee drinkers and conference delegates. People come for a special occasion, to stay at a hotel, to walk at lunch time, to relax on the grass in the sun and watch some of the world's biggest ships sail by. People walk, jog, blade, bike and skate to, through and around the pedestrian-friendly spaces. It offers long-term and short-term accommodation, office space, retail outlets, a gym, even a vineyard. There are formal gathering spaces, sunny banks, play areas, a water fountain feature, steps, seats and benches. After years of dedication, commitment, government funding, volunteer fundraising and difficult political decision making, the precinct is also home to the Maritime Centre and the Newcastle Museum. These community and cultural drawcards sit in a wider context of the Civic Cultural Precinct which includes the Civic Theatre, the Region Art Gallery, the Newcastle Library and Lovett Gallery, the Conservatorium of Music, the Playhouse and City Hall. A longer-term vision is to better connect, market and network these cultural facilities.

The children, teenagers and visitors who go there now might never have seen, guessed or dreamt that only 20 years before this place was almost a 'no-go' zone in the city. On the northern side of the rail, cut off from the business of the city, this space was seen to be connected to the industrial happenings of the port and industry. The land west of the workshops lay strewn with building and industrial rubble, the scars of former uses, derelict buildings, fenced-off areas and warning signs. People ventured down Merewether Street to perhaps buy ice cream or fish and later to gain access to the Foreshore Park to the east that opened in 1988. Merewether Street and Wharf Road west were access ways not destinations or addresses. NSW railways had long moved out of the workshop buildings which had suffered during years of neglect and more crushingly by the 1989 earthquake.

While Building Better Cities money was announced as a funding source to move cities forward, for the first five or more years Building Better Cities funded the repair, restoration and remediation of decades of government and industrial use of the site. People were keen for action, for bright lights and the vision that was promised. Works were slow and expensive. These works included heritage assessments, archaeological digs, restoration planning and management, engineering to restore structural

Diners on The Boardwalk, Honeysuckle



2001

- First cruise ship visit to Newcastle at Throsby Wharf.
- Opening of Linwood stage 1.

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integrity following the earthquake, soil remediation and removal of rubbish, engineering design and the provision of services. As much, if not more, went on underground, behind closed doors and inside the buildings. The arrival of 10 Canary Island palm trees to complete the landscaping plan for the area somehow delivered more community satisfaction and a sense that finally something was happening than millions of dollars of structural, remediation and restoration works had ever done.

Progressively, buildings were completed and opened to the public. For another decade a range of short-term uses such as markets, major events, conferences and exhibitions activated the spaces in and around the railway buildings. When the Newcastle Museum opened in three of the railway heritage buildings in 2011, the vision of permanent adaptive re-use in all of the heritage buildings was realised. The Forum Health and Wellness Centre opened in the Per Way Store, Wine Selectors set up business in the Loco Machine Shop and Divisional Engineer's Office, the Honeysuckle Hotel in the Lee Wharf C cargo shed, the Maritime Museum in Lee Wharf A cargo shed, and the Wickham Public School offered for student accommodation. Both the physical restoration and final leasing of the buildings took patience and commitment. Expedient decisions, short cuts and political compromises, financial pressures, and community and business pressure all could have resulted in uses being

approved that were less than the vision, less than the potential of the site, less than what was finally delivered. It took a strong board with a deep and passionate understanding of the aspirations of the project and the needs of the community to hold firm for such a long time.

However this precinct also reflects what many see as a poor urban design outcome for the city: the result of decisions made in Sydney, financial pressure, the influence of big business and community's hunger for new and positive investment. The approval of the Crowne Plaza development was openly and vocally protested by a cross-section of the community and divided the elected council. It was seen by many as a 'great wall' that cut the city off from the harbour, privatised views and waterfront land, and alienated local residents in favour of 'well-heeled' tourists. For a decade politicians in Sydney, Newcastle City Council and the HDC Board had heard desperate cries from the Newcastle community for a four-star hotel, modern new waterfront development, some action on Honeysuckle, jobs to offset the losses of the closure of BHP, for action to support tourism and conferencing business. Frustrated by what appeared to be opposing messages and a community in conflict, the then Minister for Planning called the development in and made himself the project consent authority, subsequently approving the development.

2002

- Noakes Marina maintenance and commercial facilities opened.
- Opening of Breakwater Apartments.
- Opening of Ibis Hotel on Hunter Street.
- Sparke Helmore moved into Honeysuckle House.

2005 2006 2007 2008 2009 2010 2011 2012

For some it is still a sign of conflict that plagued the city at that time, for others a reminder that the city lost its right to determine development in its own backyard, some see it as an expedient financially-driven mistake. Most recognise it as a less than optimal outcome for the site and the city in urban design terms. However, many also look past the façade and see the jobs, the tourism and conference business, the high occupancy levels, the happy guests and the full cafés and restaurants that surround the development. They see a venue which has won many awards and that set a new benchmark for accommodation and conferencing, and has provided the shoulders on which other new hotels and accommodation providers now stand.

While a better urban design outcome would have been the preferred outcome, this building in so many ways tells the story of Honeysuckle and the pressures and challenges it faced. The story behind the façade of the Crowne Plaza is that the sale of this site was "do or die" for the corporation. With the end of Building Better Cities funding and a new mandate to be revenue funded, the NSW Government squarely put the pressure on HDC to deliver commercial projects. The market was flat, the options limited, the window of opportunity closing and pressure enormous. The outcome was a compromise that enabled the corporation to continue to operate and deliver more projects, more jobs and more private sector investment for another 10 years.

HUNTER STREET PRECINCT

The Honeysuckle urban renewal project encompassed a small, but often overlooked section of land on Hunter Street West.

Securing new investment, attracting new businesses and activities, filling empty shop fronts, activating footpaths and connecting the length of Hunter Street has been a goal of business groups, local and state governments, arts and community groups for more than 30 years. These same aspirations are established in the Concept Master Plan, subsequent place-making programs, partnerships and planning controls and guides. Initiatives like L!vesites, the free bus service, retail incubators, subsidised rental programs, shop top housing, street dining, landscaping and public art, and Renew Newcastle have used the arts and culture, transport and financial incentives to motivate change, but success has been limited.

The corporation has had some success in generating a stretch of activity along the northern side of Hunter Street between Union and Bellevue Streets. This stretch includes the Newcastle Community Health centre, a pocket park, a redevelopment of the inner city TAFE campus,

an Ibis Hotel, a major KFC outlet, some 90 apartments and 300m² of new office space. While a considerable net addition to Hunter Street, the linear nature of the development, its isolation from other development and the physical barriers presented by the rail line and Hunter Street, mean these developments have had a fairly marginal impact on the perception of Hunter Street. The development of this part of Hunter Street links in nicely with the redeveloped Marketown shopping centre but the sheer length of Hunter Street and its alignment parallel to the rail line continues to present challenges to further investment.

WICKHAM PRECINCT

A small part of the Honeysuckle project area is at Wickham, encompassing the Wickham Public School, a residential area behind the school and the Tree of Knowledge Park on the waterfront. Work in this precinct included the provision of public housing units, the restoration of the dilapidated public school building for student accommodation and the creation of the first stage of the Tree of Knowledge Park. When the project is complete the park will be expanded to provide 10,000m² of public open space and link with the Cottage Creek precinct at Throsby Wharf.

Newcastle Health Centre on Hunter Street

2003

- Premier Carr officially opened the Crowne Plaza hotel.
- Mariner and Cove Apartments opened.
- L!vesites collaborative project with the Alliance and Newcastle City Council commenced.
- Linwood stage 2 completed.
- Foreshore promenade from Fishermen's Co-op to Mariner Apartments was opened.
- 167 homes transferred to community ownership by the corporation as part of its ongoing commitment to providing affordable housing.





Image courtesy of Newcastle City Council

Railway workshops, 1992 and 2012



Honeysuckle Precinct, 1992 and 2012





Linwood, 1992 and 2012



Cowper Street Bridge, 1992 and 2012



ECONOMIC IMPACTS

The Honeysuckle urban renewal project has given rise to sustained and far-reaching economic impacts.

Economic snapshot – Newcastle city centre 1992

- Employment in the central business district had dropped from 25,000 in 1976 to fewer than 14,000 in 1991
- The central business district share of LGA workforce had dropped from 45 per cent in 1976 to 27 per cent in 1991
- The city centre only offered some 164,000m² of office space
- In the 29 years to 1991, the city centre saw the closure of Grace Brothers and Waltons department stores, the Newcastle Post Office, Energy Australia's head office, the Royal Newcastle Hospital and with these, thousands of jobs

Quantified economic impacts of the Honeysuckle Development Corporation's activities

- Government spent some \$146.7 million between 1992–93 and 1996–97 and leveraged \$29 million in private sector investment. This combined investment generated a total economic impact of \$344.7 million over that period, representing a return on government investment of approximately 135 per cent
- During the period 1997–98 to 2004–05 government invested some \$68.7 million leveraging another \$446.1 million in private sector investment and a total economic impact of another \$1,021.4 million, or approximately 1,486.7 per cent return on government's investment over that period
- Over the period 2005–06 to 2007–08, government has played a much smaller role in terms of the level of its investment, spending some \$19.4 million and generating \$109.9 million of private sector investment
- Over the 20 years reported by the Hunter Valley Research Foundation, the Honeysuckle project has invested \$267.7 million and leveraged \$767.7 million of private sector investment which has generated a direct and flow-on economic impact in the order of \$2,052.2 million
- Over the 20 years of the Honeysuckle project the equivalent of 7,507 full-time annual positions have been created through the direct investment of the corporation and the private sector as well as through flow-on impacts



number of jobs would have moved to locations such as Charlestown and various semi-industrial parks. This business and job retention function has been a vital first step in revitalising the city centre.

Some 80 per cent of businesses located in the office space in Cottage Creek relocated there from other central business district locations. Invariably, their motivation was to expand and improve operational efficiencies — 90 per cent of respondents reported that their move to Honeysuckle resulted in:

- greater staff satisfaction
- improved capacity to grow
- improved customer service and satisfaction
- improved market and community presence

While the new office space at Honeysuckle is tenanted by existing businesses which have relocated and expanded, the space left behind has been taken up by smaller and emerging businesses.

The role of office space on Honeysuckle has been as much about business, employment retention and expansion than it has been about attracting new business and jobs, which is an ongoing challenge for the city.

ECONOMIC SUCCESS STORIES

CBD jobs

The 2006 Census revealed that some 22,000 people now work in the Newcastle city centre, an increase of 8,000 jobs since 1991.

Business retention

In 2009 the corporation completed a survey of principle tenants of office buildings within the Honeysuckle/Cottage Creek project area. This survey revealed that some 30 per cent of respondents would have left the city centre if they had not had the choice of relocating to Honeysuckle. Without this choice, a significant

2004

- Opening of Regatta Quays Apartments.
- Opening of Harbour Square fountain and public space.
- Opening of The Boardwalk development including residential units, restaurants and commercial spaces.
- Opening of Cove Apartments.

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New office space

In 1992 there was some 164,000m² of commercial office space in the city centre. By 2009 this had increased to 244,000m² – an additional 80,000m². Almost 46,000m² was located at Honeysuckle, which accounted for all the increase in A-grade office space. At present Honeysuckle has delivered a total of 56,000m² of commercial office space.

Between 2009 and 2012 Newcastle office floor space grew marginally, to 248,300m² gross floor area. No new floor space was created in Honeysuckle during that period. There is expected to be an additional 18,000m² by 2014, and the Greater Building Society project could deliver another 6,000m² within five years. There is no speculative space being built and no expectation of new entrants in the market. Supply of suitable land is not an issue, supply of space will only be provided on pre-commitment and this comes with time implications. The fundamental issue is lack of demand. This is a policy space open to the state and federal governments focused on regional growth, reducing the negative impacts of continued growth in major centres such as Sydney and on improving the lifestyle and work-life choices of millions of Australians. The project has delivered some 13,000m² in new retail and restaurant space.

Crowne Plaza hotel, Honeysuckle

Fishermen's co-operative

It is often forgotten that it was BBC and Honeysuckle funds that relocated and provided for the expansion of the Commercial Fishermen's Co-Operative (formerly known as the Newcastle District Fishermen's Co-Operative). Formerly located on the site where the Crowne Plaza hotel now stands, it took considerable time, negotiation and collaboration to get the Co-operative relocated. This finally occurred in 1998 when the new processing, retail and office facility was opened and the mooring constructed. In 1998 the gross sales revenues of the Co-operative was \$2.7 million, by 2008 it had increased to \$6 million and in 2011 gross sales revenue had increased to \$10.1 million. The story of the relocation and expansion of the Co-operative is an important one in the economic, social life and character of the city, and the project.

Hotel and conference sector

When the Crowne Plaza hotel was opened by Premier Bob Carr in 2003, it was the first new hotel in Newcastle to open since the 1970s. Numerous reports over the previous decade had called for the development of a new four-star hotel with conference facilities. Such development was viewed as critical to revitalising the city centre, increasing the emerging conference market and

2005

- Opening of Source Café at Linwood.
- Opening of the Riverwalk commercial centre on Hunter Street.

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as a demonstration and commitment to the city's new future. The economies of the city at the time, however, just did not add up for a new hotel. Preliminary feasibility studies of the Merewether Street site indicated a land value in the order of \$3 million for residential use and only \$1 million for hotel development. Private developers and landowners faced with the same choice invariably took the path of residential development. No new hotel developments were on the horizon.

The corporation and the NSW Government made the decision at the time to subsidise the market by accepting a lower than optimal value for the site and in return required that the hotel, which the tourism and business sectors had been calling for, could be delivered.

In that first year the Newcastle Visitor and Convention Bureau (NVCB) won the right to hold the National Meetings Incentive Conference and Events (MICE) conference in Newcastle, based at the Crowne Plaza. On the success of this conference and the 175 rooms newly supplied at the Crowne Plaza, the conference business enjoyed huge growth. Between 2003-04 and 2007-08 there was a 42 per cent increase in conference enquires received by the NVCB, and 119 per cent increase in confirmations of new business. No other new rooms had come on the market over this time so this growth was very strongly driven by the

Crowne Plaza. Since 2008, another 180 hotel rooms have been constructed at Honeysuckle, including the Ibis Hotel and Chifley Apartments. Of the 1,380 hotel rooms in the Newcastle local government area, 25 per cent are at Honeysuckle.

The most recent Destinations NSW data for the Newcastle local government area indicate that the city enjoyed some 3.87 million visitor nights (2011) and generated economic activity, both directly and indirectly, of \$728 million, and 20.7 per cent of visitors indicated that the purpose of their visit to Newcastle was for business compared with the New South Wales average for business travel of 17.5 per cent. These business travellers are of higher value and contribute significantly to the city's economy. The strategy of the corporation to offer the Merewether Street site specifically for the development of a hotel seems to have been very sound, in terms of the growth of the city's tourism business.

Port activities

A lesser known, and perhaps indirect impact of the development of the Honeysuckle project, involved the relocation of cargo-handling facilities from Lee and Throsby wharves to The Basin thanks to Building Better Cities funding. The 24,000m² of new paved area provided more efficient cargo handling capabilities and growth potential. Since

2003 The Basin has doubled its volume, handling approximately 600,000 tonnes in 2012.

The cruise ship industry

The Honeysuckle project played an important role in attracting a cruise ship industry to Newcastle by freeing up the Lee and Throsby wharves for visiting naval and cruise ships. Between 2003 and 2009, 40 navy vessels and 18 cruise ships berthed at these Honeysuckle wharves. It is estimated that these vessels contributed some \$20 million to the Newcastle and regional economies through crew and passenger spending and flow-on impacts. Six cruise ships visited Newcastle in 2007-08, resulting in an estimated economic benefit of \$2.3 million (\$380,000 per cruise ship) to the Hunter region, with 50 per cent or \$1.15 million of this believed to have been retained within Newcastle. The economic benefits from vessels which have berthed in Newcastle subsequently has been even more significant, as the new berthing arrangements at the Channel Berth can accommodate larger, more modern and popular vessels. In 2010 Carnival Cruise Lines trialed Newcastle as a home-berthing port for six visits over the summer season. It is estimated that these visits contributed approximately \$3 million to the Newcastle and regional economy during that time.

The development of the cruise industry in Newcastle has been a collaborative effort of Newcastle Port



Visting cruise ship

Corporation, the New South Wales Government, Newcastle City Council and the corporation. It has significant potential and support, and is expected to be a growing sector of the city's economy. Its catalytic potential to increase the number of jobs and investment was recognised in 2009 in Hunter Development Corporation's Newcastle City Centre Renewal Report.

Investment

The total government spending, leveraged private-sector investment and flow-on impacts of the Honeysuckle project have been calculated (in 2010-11 dollars) by the Hunter Valley Research Foundation.

Over the 20 years of the project the government sector has spent \$267.5 million on the Honeysuckle site. This spending has leveraged some \$767.7 million of further direct investment by the private sector over that time. The production and consumption flow-on effect of this combined investment is estimated to be an additional \$1.016 billion. The HVRF estimates the total direct and indirect economic benefit of the project to be in the order of \$2.05 billion as at June 2012.

The \$267.5 million spent by government generated almost three (2.87) times more investment by the private sectors and more than 7.5 times the financial/economic benefit to the community.

2006

- Opening of Lee Wharf promenade, short term moorings and pontoon.
- The completion of the Lee Wharf section of the promenade meant that for the first time people could walk or cycle from Tighes Hill to Nobbys on a continuous path.
- Linwood stage 3 was completed.
- Opening of the Newcastle University Forum Health and Fitness complex.

- Opening of PricewaterhouseCoopers building.
- Hunter Water head office construction was completed.
- Construction completed stage 2 Regatta Quays.
- Lee Wharf and The Boardwalk promenades were linked.
- Lee Wharf stage 1 residential and retail completed.

SOCIAL IMPACTS

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Impacts of the Honeysuckle project stretch beyond the economic to the cultural, social and heritage spheres.

Social snapshot – Newcastle city centre 1992

- The number of people living in the central business district had dropped from almost 139,000 in 1976 to just over 131,000 in 1991
- In Carrington the population had dropped from 1690 in 1981 to 1480 in 1991 and in Wickham from 4,100 to 3,378 over the same period
- Hundreds of trucks a week moved through Carrington, Wickham and Newcastle West.
- Heritage buildings such as the Engineer's cottage, Wickham School, the Per Way store and new Erecting Shop were in disrepair and had been earthquake affected
- Provision of open space was poor and uneven
- Air and water quality in Throsby Creek was poor and inner city residential amenity low

- The city's reputation as shown in the media was one of a dirty, unattractive industrial town
- Many small performing and visual art production and exhibition spaces had been lost or demolished after the 1989 earthquake
- Charlestown and Kotara had become the dominant commercial centres drawing both retail and entertainment spending and visitation leaving inner city streets often empty and uninviting

Inner city amenity

The amenity of inner city living has been greatly enhanced through the investment and activities of the corporation and its collaborators and colleagues over the past 20 years. This improvement in amenity is not the result of one effort or program, but an integrated and multifaceted approach to improving the living environment of the area. Elements of the improved amenity include:

- significant and sustained improvements in the water quality of Throsby Creek
- pedestrian, bicycle and boat access to Throsby Creek and surrounding park and mangroves
- pedestrian and cycle ways that link the area

north and west to Tighes Hill and the TAFE, east and south to the entertainment, employment and cultural facilities of the inner city

- significant increase in the supply, variety and quality of public open space, including small parks, formal meeting areas, play areas, observation decks, walkways and feature spaces such as Mt Carrington
- new spaces provide locations for people to meet and celebrate at events, and run community functions
- constructing of Carrington Bridge and widening and landscaping Hannell Street provided new addresses and an improved presentation for existing residential communities

Low income housing

The initial Building Better Cities funding provided for the supply of both more affordable housing and community housing. To date, the program has delivered both through the corporation and the Building Better Cities Committee has provided 170 community housing units and 90 affordable homes.

SOCIAL OUTCOME SUCCESS STORIES

Location	Development	Units	Residents (est)
Carrington	Honeysuckle Grove	93	242
Linwood	Regatta Quays	86	224
	Linwood stage 1	70	182
	Linwood stage 2	70	182
	Linwood Shores	81	211
Marina	Mariner Apartments	42	109
Honeysuckle	Breakwater Apartments	43	112
	The Boardwalk	33	86
	Lee Wharf 1 3	216	562
Hunter Street	The Cove Apartments	60	156
	Bellevue Apartments	31	81
Wickham	Wickham School	22 (single)	22
	Wickham School Stage 2	18	47
	Wickham School Stage 3	28	73
Total 2012		893	2,289

The increased supply of housing, the growing awareness of market opportunities for the inner city, and the improved reputation and amenity of the inner city supported off-site development in new residential product not counted in these figures. It has been estimated that in Carrington alone there has been another \$15 million invested in new residential accommodation.

Social infrastructure

The social infrastructure of the inner city has been enhanced through the investments and actions of the corporation. In 1991 the Royal Newcastle Hospital closed in Newcastle East and relocated services to the John Hunter Hospital at Rankin Park. This caused not only a loss of jobs in the central business district but also a reduction in the level of social and health services and facilities available to inner city residents. In 2007, Hunter New England Health opened a Community Health Centre on Honeysuckle land at 670 Hunter Street. The facility includes general practice, dental, drug and alcohol, mental health, outpatients and rehabilitation services.

The growth in both the popularity and population of the inner city has helped stop the decline in enrolments at the Carrington Primary School. The threat of closure loomed in the early 1990s but passed with increased enrolments and the school is now receiving enhanced funding and delivering a greater range of education and community programs. It has become an important social networking structure in the Carrington, Wickham and Linwood communities.

In 2010 Little Unicorn Long Day Care facility opened on the ground floor of the HQO building on Honeysuckle Drive. This 50-place centre offers child care for babies and children from their first

2007

- **Hunter Street Community Health Centre was completed.**
- **Opening of Wright Lane car park.**
- **Merger of Honeysuckle Development Corporation with the Regional Land Management Corporation announced.**

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year to five years old, and is an important addition to the social infrastructure of the inner city for residents and workers.

One of the earliest initiatives of the corporation was to refurbish the former Carrington Council Chambers built in 1888, for a community centre. This building, which had fallen into disrepair and was not often used, became a meeting point for the local community during the planning and development for Carrington and continues to provide a valuable resource to the community.

Visual and performing arts

The initial planning and modelling for the Honeysuckle project drew in part on the experiences of communities in Seattle, New Orleans, Vancouver and Boston as places that had rediscovered their waterfronts and used their cultural communities to help reactivate and enliven old spaces. The visual and performing arts communities in Newcastle, although strong, had lost many of their venues and production spaces over time and particularly as a result of the 1989 earthquake. Without common meeting and production spaces, their cohesion and impact as representative groups began to diminish. The potential of the visual and performing arts to add value to the development of Honeysuckle was genuinely recognised early by the Honeysuckle

board. While the groups that emerged from dialogues with the corporation to represent these communities, such as Contemporary Arts Action Newcastle and Performing Arts Newcastle, would feel that they gave more to the process than they received in return, they definitely made a huge contribution to the project. The contributions of these, and other groups which followed them, can be seen in public art, landscaping, place activation programs and the range of temporary uses that activated the workshop building and spaces, until a final tenant in the form of the Newcastle Museum was found.

The Honeysuckle project drew in part on the experiences of communities in Seattle, New Orleans, Vancouver and Boston as places that had rediscovered their waterfronts.

Public art

The corporation was ahead of its time in the way in which it embraced the public art process within the project. The process of engaging artists to

design spaces, furniture, treatments and features within the public domain was an unfamiliar and largely untrodden path in Newcastle. In 1995-96 the corporation engaged public art consultant Pamille Berg to develop a public policy and an initial program for the installations of bollards and street furniture in Workshop Way. This was a resounding success in both urban design and commercial terms. In the years that followed the city council adopted the corporation's public art policy and applied it more widely to the inner city. What was then ground-breaking process and product is now embodied and expected in the development of the city.

Examples of the projects delivered under this program include:

1. Bus Interchange Mural 1998, Watt Street, Newcastle
2. Brake Block Park Art Seats 2009, Brake Block Park, Honeysuckle Drive
3. The Mast, Harbour Square, Newcastle
4. Poster Pillar 1997, Corner of Mary Street and Maitland Rd, Islington
5. The Beacon 1999, Corner of Hannell Street and Cowper Street Bridge, Wickham
6. Jubilee Park Bus Shelter, Seats and Waste Bin Cages, 1997, Jubilee Park Carrington and Young Street, Carrington

7. Banner Poles 1997, Young Street, Carrington
8. Whistling Through This Mythic Harbour 2000, Mount Carrington
9. Pelican Poles 1998, Smedmore Cove Mangrove Boardwalk, off Hargrave Street, Carrington
10. Hannell Street Bridge Railings 1996, Northern end Hannell Street, Maryville
11. Drop In the Ocean 2005, Linwood Foreshore Park, Maryville
12. Washed Ashore 1997, Throsby Creek Cycleway, Islington
13. Catchment 1997, Throsby Creek Cycleway, Maryville
14. Live Ends 1997, Throsby Creek Cycleway, Maryville
15. Concrete Rugs 1997, Throsby Creek Cycleway, Maryville
16. Bell Street Lounge 1997, Throsby Creek Cycleway, Bell Street, Maryville
17. Worth Place Public Art Playground 2009, Lee Wharf



Brake Block Park, Lee Wharf

2008

- **Completion of re-armouring of seawalls at Linwood.**
- **Opening of the Newcastle Cruising Yacht Club.**
- **Opening of the Maritime Centre in Lee Wharf Building A.**
- **HQO opened as new head office for NIB Health Funds.**

Cultural facilities

The Honeysuckle project has contributed to the culture of Newcastle in the broadest sense. However, it is best known for the cultural facilities it has supported, assisted and accommodated. The Maritime Centre and the Newcastle Museum are key examples. The corporation retained the sites, in which they are accommodated, for years while waiting for the necessary planning, funding and community support and government commitment they needed. More than this, HDC actively worked with the Maritime Centre Committee and Newcastle City Council to develop business plans, grant applications, funding models and plans that would help secure their location, accommodation and future. In both cases the corporation's funding for the refurbishment of historic buildings provided these facilities at a fraction of their real cost. The return in this investment has been to the community and tourists who visit these facilities in increasing numbers. Since the Newcastle Museum relocated from its Newcastle West location in August 2011, it has received more than 100,000 visitors through its doors. Its average annual visitation until the relocation was 80,000 people. The numbers are expected to double in 2011-12.

The public domain and open space / Pedestrian paths and cycleway

The principal urban design premise of the Honeysuckle Concept Master Plan was to reunite the city with the harbour. Since initial concepts and discussions in the early 1990s, the community's desire to 'reacquaint' itself with the harbour has been evident. For decades the city turned its back on the harbour. The harbour area was seen as the industrial face of Newcastle and not one for recreation, celebration or relaxation. The progressive relocation of industrial uses from the southern side of the harbour's edge to the northern side of the harbour left a wasteland of derelict and collapsing buildings which were all but shunned by the city.

The Master Plan conceived an opening up of the city to the harbour providing north-south visual, pedestrian and vehicular connections. It proposed seven discrete precincts all linked from Throsby Creek in the west to the ocean at Nobbys in the east. A pedestrian promenade was proposed as the spine along which a series of open and community spaces would connect the project both west to east and north to south. This link now exists and along its length a range of spaces, activity nodes and development attract, hold and inspire residents and visitors alike.

Of the entire 50 hectare site, some 38 hectares have already been transformed from industrial to urban use, including 13 hectares of public domain. Upon completion, the public domain will account for 17 hectares or 30 per cent of the entire project site. The public domain is the most striking and identifiable outcome of the project for many in the community. It includes a six-metre-wide pedestrian promenade, paved or green, which runs the length of the project and provides an opportunity to explore the full length of the project and connect visually and physically with the harbour. The promenade provides a range of health, recreation, transport and tourism advantages and is used by walkers, families, cyclists, city workers, residents and tourists in growing numbers. The promenade is a platform for public art, heritage interpretation, entertainment, events and celebrations. It has been a springboard for residential, commercial and community activities in a way that is unparalleled by other open space facilities. In total the project area provides 2km of dedicated cycleway, 4.35km of dedicated pedestrian paths and 5.7km of shared cycle and pedestrian paths.



The Boardwalk promenade

Heritage

The Honeysuckle Development Corporation commissioned several comprehensive heritage and archaeological studies on the site and surrounds in the early days of the Honeysuckle project including:

- Honeysuckle Goodsyards, Civic Workshops and Lee Wharf Area Heritage and Conservation Study by Sutera Architects Snell (1990)
- Honeysuckle Point Heritage Study 1956 to 1990 by C and MJ Doring Pty Ltd (1990)
- An Historical and Archaeological Survey by C and MJ Doring Pty Ltd (1991)

These studies led to the commissioning by HDC of the Honeysuckle Conservation Plan in 1993 which examined the issues surrounding the adaptive re-use of the subject buildings based upon cultural significance and an analysis of the opportunities and constraints that existed. The Conservation Plan was prepared by John Carr, a conservation architect with the Public Works Department of NSW.

The recommendations were enshrined in the Honeysuckle Concept Master Plan and led to

2009

- **Opening of The Glasshouse commercial office building at Wickham.**
- **Newcastle City Centre Renewal Report was placed on public exhibition for community comment.**
- **Opening of Chifley Serviced Apartments at Lee Wharf.**
- **Unveiling of the Honeysuckle Heritage Trail.**
- **NSW Government commitment of a \$4 million site at Civic for Newcastle University.**
- **Opening of Lee Wharf stage 3 residential and retail.**
- **Opening of GHD office at Honeysuckle.**



the conservation and restoration of the following buildings:

Lee Wharf A and C cargo sheds — now the Honeysuckle Hotel and Maritime Centre

- Federation Industrial style sheds on Lee Wharf
- constructed 1910
- listed with the National Trust

The Per Way Store — now The Forum Health and Wellness Centre

- “Victorian Romanesque” architectural style
- constructed 1881-1882
- listed with the National Trust

The New Erecting Shop — Newcastle Museum

- Saw tooth roof reflected more modern industrial architecture
- constructed 1918-1920
- listed with the National Trust

The Locomotive Machine Shop — now used by Wine Selectors

- Industrial version of “Victorian Romanesque”
- constructed 1874-1875
- listed with the National Trust

The Blacksmith’s Shop and Wheel Shop — Newcastle Museum

- Industrial version of “Victorian Romanesque”
- constructed 1880-1882
- listed with the National Trust

The Boiler Shop — Newcastle Museum

- Industrial version of “Victorian Romanesque”
- constructed 1882-1887
- features a rope driven “Craven” crane
- listed with the National Trust

The Divisional Engineer’s Office — now used by Wine Selectors

- Victorian Domestic with Gothic influences
- constructed 1881-1883
- listed with the National Trust

Wickham Public School and Carrington Council Chambers were also restored. The Wickham School has been used as student accommodation.

Adaptive re-use of the buildings was encouraged to allow the continued use and interpretation of the buildings by current and future generations. Specific proposals for internal fit-out and adaptive re-use for each of the buildings had to be approved by the Department of Planning and meet its archaeological and heritage requirements.

Newcastle Museum
Image courtesy of Newcastle City Council

2010
→ Opening of the Honeysuckle Hotel.

HDC has guided and facilitated the development of the heritage precinct and its adaptive re-use through offering concessions to proponents and by using development controls and retaining ownership of most of the buildings. In this way the corporation has been able to provide owner's consent to specific adaptive re-use proposals under formal lease arrangements — Lee Wharf A and C cargo sheds, as well as Divisional Engineer's office, the Boiler Shop and the Per Way Store. The lease agreements

The corporation's Master Plan also guided the delivery of public domain that provides linkages between the buildings in terms of design and material.

generally preclude alteration to the external building fabric and emphasise the need for it to be possible to remove internal fit-out in the future without damage to the internal building fabric. The sale of three of the railway workshop buildings to the City of Newcastle was specifically predicated on its use as a community facility in the Museum and was permissible because it was to another government agency.

The corporation's heritage work has not been isolated to the restoration and re-use of buildings, although this was a considerable focus in the early days and cost in the order of \$10 million in 1994 dollars. The corporation's Master Plan also guided the delivery of public domain that provides linkages between the buildings in terms of design and material and the re-use of wharf timbers, sandstone and railway tracks. In this way the surrounding public domain is complementary to the restored heritage buildings and ensures the precinct operates as a cohesive whole at ground level.

Other initiatives included:

- restoration of the timber wharf structures along Lee Wharf building A and C
- re-use of timber from the Hannell Street wool stores in landscaping and public furniture
- preservation and interpretation of the rail tracks that ran across the site as the basis for landscape design and treatment
- comprehensive studies and record of the European and Indigenous heritage of the site
- public art reflecting the location's history and evolution such as the Beacon and construction of public domain that celebrates and showcases the site's history e.g. the shadow of sailing ships on the promenade concrete at the Crowne Plaza, rail sleeper bollards at

Workshop Way, road location to preserve the view to Nobbys

- 16 installations along four kilometres of the Honeysuckle site provide heritage interpretation known as the Honeysuckle Heritage Trail
- support and facilitation of the relocation and redevelopment of both the Newcastle Museum and the Maritime Centre to the site

ENVIRONMENTAL IMPACTS

Many environmental improvements can be observed in the Honeysuckle project area thanks to deliberate works and programs and the application of higher environmental standards to all Honeysuckle projects. Of the 50 hectares in the project area, some 43 hectares have been remediated and the remainder tested in preparation for remediation as development occurs.

An environmental snapshot of the Honeysuckle site 1992:

- Since the early 1960s fishing and swimming had been banned in Throsby Creek due to the high levels of pollution and it was often referred to as a 'degraded, evil-smelling drain.'



Rowers on Throsby Creek

- In 1998 tests again showed 'dangerous levels of heavy metal' (iron) and the ban was maintained and more signage erected
- Testing in the early 1990s indicated concentrations of organochlorines in oysters which exceeded National Food Authority levels
- Hunter Water Board often reported high levels of faecal coliforms following heavy rain, and more generally unacceptably high levels of hydrocarbons and heavy metals
- Mangroves near the Elizabeth Street bridge were dying and had become traps for the high levels of litter in the creek
- Until 1979 the Zaara Street power station stood on the eastern edge of the harbour's city foreshore
- Honeysuckle was the home to many port, railway and industrial buildings. Those not currently in use had been abandoned and fallen in to various stages of disrepair to collapse
- Acres of semi-disused industrial and contaminated land lined the three kilometres of the harbour's edge from the Lynchs Prawns site to the Elizabeth Street roundabout

The waterway of Throsby Creek in 1992 was perhaps the most obvious target for environmental programs. However, Building Better Cities and subsequent government funding was needed

2011

- The NSW Government commits \$10 million towards securing additional funding from the Federal Government for the relocation of part of the University of Newcastle Campus to the inner city.
- Newcastle Museum officially opened.
- NSW Government announced the establishment of the Hunter Infrastructure and Investment Fund.
- New 257-space car park at Lee Wharf opened.
- The Greater Building Society and HDC exchanged contract for the purchase of the Lot 22 site at Cottage Creek.

to deal with remediation issues such as mine subsidence, site contamination, failing seawalls and the removal of dilapidated buildings and structures. Of the project's 4.175km of seawall, 3.5km or 85 per cent have been reconstructed and five per cent partially reconstructed.

If the Honeysuckle project was to deliver broader environmental outcomes associated with urban consolidation it also needed to put frameworks in place to support ecologically sustainable development principles in development approvals, which simply did not exist in local planning documents and regulations at the time.

ENVIRONMENTAL SUCCESS STORIES

Throsby Creek

The rehabilitation of Throsby Creek — which improved the local habitat for fish and bird life, led to the reestablishment of mangroves and their sensitive ecosystems and improved the water quality of the creek so that it was fit for human use — contributed to the corporation's objectives in terms of biodiversity conservation, sustainable quality of life and pollution minimisation. The project, conducted in conjunction with the Hunter

Catchment Management Trust and later the Throsby Landcare Group, involved the construction of bund walls on either side of the creek, dredging tonnes of material which was tested and, when appropriate, used to fill reclaimed lands created by the bunds. In all, seven hectares of new parkland was created and the creek deepened and narrowed to improve flushing and water quality.

By 1993 when the eastern bank work had been completed, water testing was so significantly improved that the Throsby Creek Regatta was for the first time able to be held on the water. Anecdotes from the Landcare Group, residents and fisherman all tell of the return of bird and fish life, that the foul smell at low tide had gone, and of the families with small boats, fishing lines and picnic rugs who make their way to the creek each day.

Throsby Creek's water quality has also been enhanced by improvements to stormwater run-off management by the corporation, as part of the Carrington residential project. Stormwater now collects in natural filtration basins before discharge into the river system.

Energy efficient buildings

The Honeysuckle project has demonstrated a sensitive and responsible approach to issues of ecologically sustainable development. In 2001 it

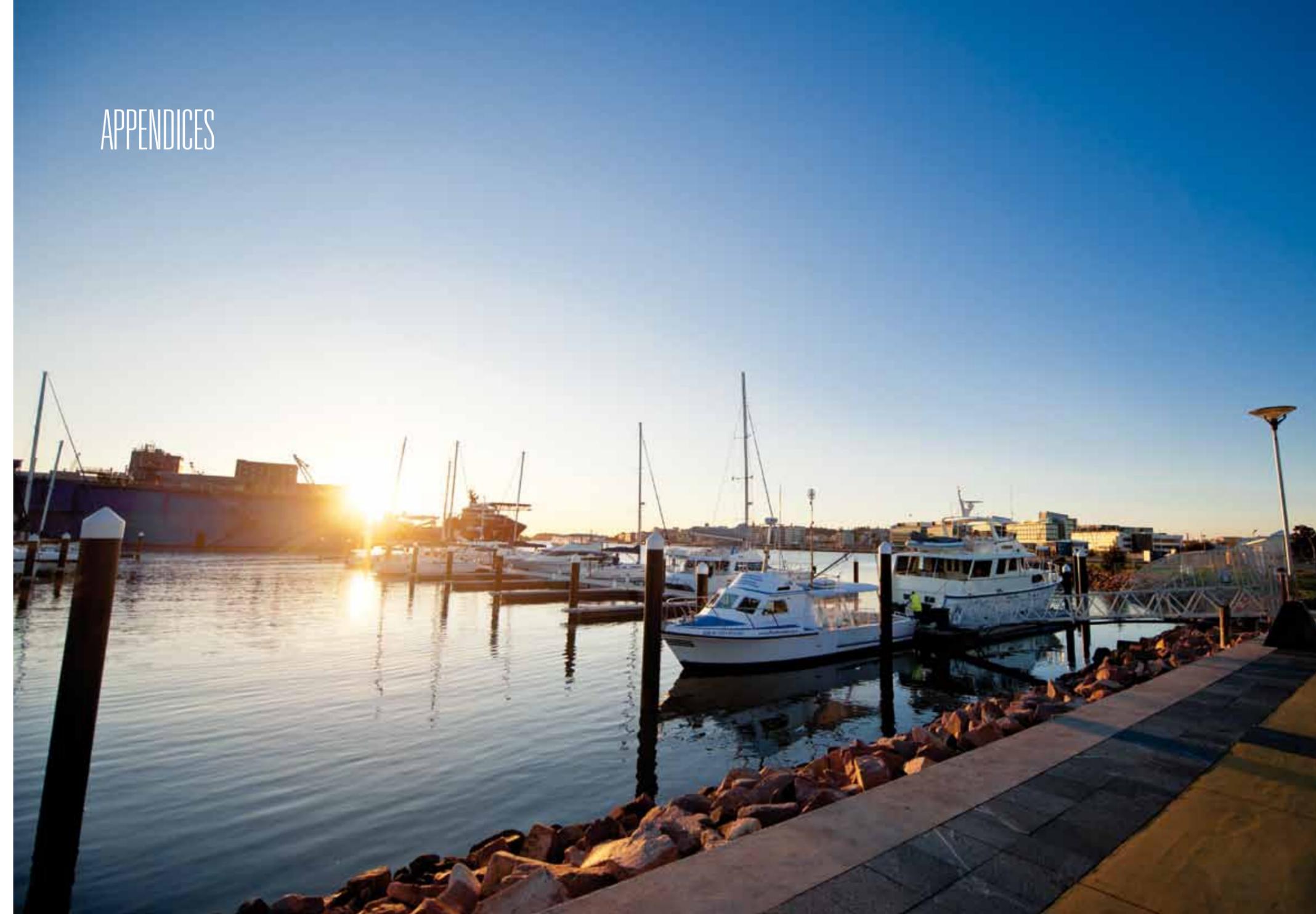
established a code of development on HDC lands to embed ecologically sustainable development principles. In 2006 the corporation also issued Environmental/Energy Efficiency Measures for New Commercial/Mixed Use Buildings on its sites. This document established both mandatory and desirable requirements for new buildings which exceed earlier requirements and those in place by Newcastle City Council. They formed part of the corporation's tendering package for new projects.

Urban infill

One of the principal aims of the project was to curtail green fields growth on the city's western edge and re-use spaces close to employment, services and facilities. Other aims included providing increased densities of dwellings which offered shorter journeys to work; taking up the embedded energy in infrastructure; and minimising growth in the city's environmental footprint. In short, every person accommodated within the Honeysuckle project meant one less need to convert non-urban land to residential estates at the city's fringe.

The Honeysuckle project has directly provided a living alternative for more than 2200 residents and opened a whole new market for inner city housing, freeing up houses in existing suburbs and reducing demand for new subdivisions.

APPENDICES



ECONOMIC IMPACT OF HONEYSUCKLE PROJECT

Year	Public Sector Investment (\$ million)	Private Sector Investment (\$ million)	Flow-on Activity (\$ million)	Total Economic Impact (\$ million)	Cumulative Public Sector Investment	Cumulative Private Sector Investment	Cumulative Flow-on Activity	Cumulative Total Economic Impact
1992/93	\$12.4	\$0.0	\$11.6	\$24.1	\$12.4	\$0.0	\$11.6	\$24.1
1993/94	\$41.3	\$23.6	\$62.4	\$127.4	\$53.8	\$23.6	\$74.1	\$151.5
1994/95	\$51.5	\$0.0	\$48.5	\$100.0	\$105.2	\$23.6	\$122.6	\$251.4
1995/96	\$18.3	\$5.3	\$23.4	\$47.1	\$123.5	\$29.0	\$146.0	\$298.5
1996/97	\$23.1	\$0.0	\$23.0	\$46.2	\$146.7	\$29.0	\$169.0	\$344.7
1997/98	\$14.0	\$0.6	\$14.6	\$29.2	\$160.7	\$29.5	\$183.6	\$373.8
1998/99	\$9.4	\$8.9	\$18.1	\$36.3	\$170.1	\$38.4	\$201.7	\$410.2
1999/00	\$5.8	\$11.7	\$17.5	\$35.1	\$175.9	\$50.1	\$219.2	\$445.2
2000/01	\$7.7	\$31.1	\$38.3	\$77.1	\$183.6	\$81.2	\$257.5	\$522.4
2001/02	\$5.5	\$97.9	\$101.6	\$205.0	\$189.1	\$179.1	\$359.2	\$727.4
2002/03	\$4.4	\$129.6	\$131.7	\$265.8	\$193.6	\$308.7	\$490.9	\$993.2
2003/04	\$13.6	\$86.9	\$98.7	\$199.2	\$207.2	\$395.6	\$589.6	\$1,192.4
2004/05	\$8.2	\$79.4	\$86.0	\$173.7	\$215.4	\$475.1	\$675.7	\$1,366.1
2005/06	\$6.5	\$8.9	\$15.2	\$30.7	\$221.9	\$484.0	\$690.9	\$1,396.7
2006/07	\$5.9	\$88.8	\$93.0	\$187.6	\$227.7	\$572.8	\$783.8	\$1,584.4
2007/08	\$7.0	\$12.2	\$19.0	\$38.2	\$234.8	\$585.0	\$802.9	\$1,622.6
2008/09	\$6.0	\$156.1	\$159.4	\$321.5	\$240.8	\$741.0	\$962.3	\$1,944.1
2009/10	\$9.2	\$7.2	\$16.7	\$33.1	\$249.9	\$748.2	\$979.0	\$1,977.2
2010/11	\$8.3	\$19.5	\$27.9	\$55.7	\$258.2	\$767.7	\$1,006.9	\$2,032.9
2011/12	\$9.4	\$0.0	\$9.8	\$19.3	\$267.7	\$767.7	\$1,016.8	\$2,052.2
Total (all years)	\$267.50	\$767.70	\$1,016.40	\$2,052.30				

Base year = 2010/11

April 2012. Note: all figures have been based in 2010/11 dollars. Therefore, dollar amounts for the years 1992/93 to 2009/10 have been inflated to this base year.

ECONOMIC IMPACT OF HDC ACTIVITY — HONEYSUCKLE ONLY

Year	Initial FTE positions created due to public spending	Initial FTE positions created to private sector spending	Flow-on FTE positions created due to public and private sector spending	Total employment impact
1992/93	45	0	57	101
1993/94	117	67	256	440
1994/95	155	0	204	359
1995/96	64	15	98	177
1996/97	77	0	94	172
1997/98	50	2	60	112
1998/99	38	25	74	137
1999/00	29	33	73	135
2000/01	31	88	155	274
2001/02	26	277	408	711
2002/03	24	367	528	919
2003/04	51	246	397	694
2004/05	37	225	346	608
2005/06	31	25	64	120
2006/07	28	252	373	653
2007/08	32	35	106	173
2008/09	35	442	654	1,131
2009/10	47	20	80	147
2010/11	44	55	160	259
2011/12	47	0	138	185
Total (all years)	1,008	2,174	4,325	7,507

SUMMARY OF GENERAL MANAGERS TENURE

(in order of year of appointment)

General manager	Period	Years
Robert Zullo	1992 to 1997	5
Angus Dawson	1998 to 2005	7
Craig Norman	2005 to 2010	5
Robert Hawes	2011 to present	2

SUMMARY OF BOARD MEMBERS TENURE

(in order of year of appointment)

Board member	Period	Years
David Le Marchant (Chair)	1992 to 2007	15
Peter Barrack	1992 to 2007	15
Peter Rundle	1992 to 1997	5
Phillip Pearce	1992 to 1997	5
Barry Goldstiver	1992 to 1997	5
Peter Rundle	1992 to 1997	5
George Keegan	1992 to 1997	5
Andrew Cappie-Wood	1992 to 1995	3
Andrew Cappie-Wood	2003 to 2004	1
John McNaughton	1992 to 1995	3
Brian Melloy	1992 to 1995	3
Gabrielle Kibble	1995 to 1997	2
Greg Heys	1995 to 1998	3
Sue Holiday	1997 to 2003	6
Brian Adnum	1997 to 1998	1
Sharon Grierson	1997 to 2000	3

Board member	Period	Years
William Kirkby Jones	1997 to 2004	6
Susanne Ryan	1997 to 2009	12
John Tate	1998 to 2009	11
Glenn Thornton	1998 to 2007	9
Lyn Mangovski	2000 to 2007	7
Megan Maybury	2000 to 2009	9
Neil Bird	2003 to 2009	6
Gary Kennedy	2003 to 2012	9
Alice Spizzo	2004 to 2007	3
Paul Broad (Chair)	2007 to 2012	5
David Evans	2007 to 2012	5
Ron Robson	2007 to 2010	3
Richard Pearson	2007 to 2009	2
Patricia Forsythe	2009 to 2012	3
Karen Howard	2009 to 2012	3
Sharon Smith	2010 to 2012	2





YEARS
BRINGING OUR
HARBOURSIDE
TO LIFE

