Existing Conditions:
- CBD
- Yarra River
- Prince’s Bridge
- Flinders Station
- Flinders St Rail Yard
- St Paul’s Cathedral

Site History & Impetus for Project
Prince’s Gate Office Towers (1967)
- Unpopular Development along edge of rail yard. Divided the City from its River
- Demolished in 1996

Desire to create a civic space linking the Central Business District to the Yarra Waterfront.
- Various previous attempts to roof the adjacent rail yard (1925, 1958, 1961, 1973…)

Basic Project Components
Support Deck
- Constructed over fully operational Flinders Street rail yard.
- Required both sufficient structural support and vibration absorbing materials

Square
- Plaza of carved Kimberley sandstone
- Designed for up to 15,000 people

Atrium
- Portion of plaza enclosed to form large covered public space
- Contains medium-sized amphitheater
- Climate controlled by Labyrinth System

Buildings
- Characterized by triangular façade panels in a variety of materials
- Tenants include:
  - Ian Potter Centre: NGV Australia
  - ACMI (Australian Centre for the Moving Image)
  - SBS Radio, Television & Online
  - Transport Hotel
  - Melbourne Visitor Centre
  - Restaurant/Retail Establishments

Will This Project Be Sustainable?
Not just an environmental perspective. Important to look at all aspects of sustainability.

Key Overarching Questions:
Can this project have a longer lifespan than the Prince’s Gate development?
Is it the right choice for this time and place?
Will Federation Square become properly integrated into Melbourne’s existing environment (economic, natural, cultural, social, etc.)?
Engagement

Public Undertaking – Not Enough Public Participation?

Design Selection:

- Competition (1996) resulted in 177 entries, five of which were short listed.
- Final Selection panel comprised of 7 “expert” judges.

Stakeholder Concerns:

- Aesthetics of plan - Appealing to the majority?
- Opposition centered on the “shards controversy”

Jodie Misiak
May 9, 2003
Federation Square

People

Positives from the Perspective of the Average Melburnian:

- Significant connection between city and river.
- Contribute to national/international prestige of the city and overall civic pride.
- Provide space for cultural and civic activities (museum, amphitheater, multicultural broadcasting station, indoor/outdoor plaza, etc.).
- Potential for new jobs.

Negatives from the Perspective of the Average Melburnian:

- City with Relatively Low Densities- Is there too much open space?
- Is there a specific target audience or will it be enjoyed by a mix of people?
- Increases in traffic congestion.
- Lack of aesthetic appeal (“ugly,” “confronting,” etc.)
- Large amount of money spent on one prestige project. Best use of government funds?

Source: Julian Kinma

Jodie Misiak
May 9, 2003
Federation Square

Environment

Construction over rail yard: potential similarities to brownfields projects.

+ Attempt to incorporate elements of green design (labyrinth, limited use of certain materials, etc.).

- Little mention of potential impact on Yarra River (increased runoff, debris from lengthy construction process, etc.).
- Creation of unpleasant microclimate? (wind tunnel effect)

Source: Ana Susnanj
Source: Mark Roper (ABC Online)

Jodie Misiak
May 9, 2003
Federation Square

Institutional Arrangements & Governance

Institutional Challenges:

- Change of government midway through the construction process.
- Political battles over building sizes, placement, and location of various functions.

Impact on Overall Project:

- Significant change of design.
- Reassignment of management duties.
- Expanded construction timeline.

Jodie Misiak
May 9, 2003
Federation Square

Economy

Financed by City of Melbourne, State of Victoria, the Commonwealth, and private investors.

Original Cost Projections: ~ $150 million Australian

(Timeline: July 1997 - June 2001)

Actual cost: ~ $450 million Australian

(Timeline: July 1997 - October 2002)

Profitability was not main goal → Was public undertaking designed to enhance the Yarra waterfront and revitalize the City

Jodie Misiak
May 9, 2003
Federation Square
Economy: Financial Sustainability

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<thead>
<tr>
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<tbody>
<tr>
<td>Commercial (Net Revenue)</td>
<td>849,168</td>
<td>1,474,651</td>
<td>1,518,891</td>
<td>1,564,458</td>
<td>1,611,391</td>
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<td>Parking</td>
<td>77,333</td>
<td>119,480</td>
<td>123,064</td>
<td>126,756</td>
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<td>Public Space Hire</td>
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<td>824,000</td>
<td>848,720</td>
<td>874,182</td>
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<td>Merchandise &amp; Events Revenue</td>
<td>3,783,221</td>
<td>8,214,391</td>
<td>8,658,231</td>
<td>8,917,978</td>
<td>9,185,517</td>
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<td>Less Leasing Expenses</td>
<td>-100,000</td>
<td>-103,000</td>
<td>-106,090</td>
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<td>Net Commercial Revenue</td>
<td>5,409,722</td>
<td>10,529,522</td>
<td>11,042,816</td>
<td>11,374,101</td>
<td>11,715,323</td>
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<td>MCC Contribution</td>
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<td>515,000</td>
<td>530,450</td>
<td>546,364</td>
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<td>Other Revenue</td>
<td>155,348</td>
<td>31,955</td>
<td>39,260</td>
<td>42,142</td>
<td>62,804</td>
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<td>Net Commercial Revenue</td>
<td>5,907,992</td>
<td>11,076,477</td>
<td>11,612,526</td>
<td>11,962,607</td>
<td>12,340,881</td>
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<td>Payments</td>
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<td>-1,801,840</td>
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<td>Corporate Services</td>
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<td>Development and Operation</td>
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<td>Marketing and Communications</td>
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<td>Loan Repayment</td>
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<td>Net Surplus/(Deficit)</td>
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<td>276,481</td>
<td>340,367</td>
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Source: Federation Square Management, 2002/2003 Corporate and Business Plan

Economy: Broader Impacts

Tourist attraction on par with Sydney Opera House? Ways to measure this?

Intended to attract over 6,000,000 visitors per year
- Feb. 2003 total: ~ 2,000,000

Expected to employ over 600 people

Traditional & Non-Market Considerations

It speaks for the future, not of the past and I think its going to be one of the most exciting offerings about the way we celebrate 100 years. I suppose we could have done a sewage scheme instead. There’s got to be room for the spirit, and if there’s not room for the spirit in Australia we’re a very poor community.

- Robert McClelland, Victorian Minister for Planning 1992-99

Does the project inspire?
Will it be the cultural heart of Melbourne?
Will Melburnians become reacquainted with their waterfront?

Overall Integrated Assessment & Continuous Learning

Project has only recently been completed - still unclear whether the major objectives have been met.

Received a great deal of attention, both positive and negative.

Will be several years before we can know if the significant costs of Federation Square were truly justified.

Continuation of Shard Debate? Possible redesign of the site in near future?