

# Draft Proposal

City of Ryde

Environment & Planning

<b>To:</b>	Group Manager Environment & Planning	<b>Our Values</b>
<b>From:</b>	Place Manager Major Centres	Professionalism
<b>Date:</b>	20 June 2007	Teamwork
<b>File:</b>	S9634-02	Leadership
<b>Subject:</b>	Formation of the Macquarie Park Landowners Interim Advisory Group	Ethics
		Pride
		Recognition

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## 1. Purpose

This paper outlines how the Macquarie Park Landowners Interim Advisory Group might be established. The Advisory Group will replace the "Macquarie Park Corridor Property Group" which was established by Council in late 2004.

It is hoped that the new Advisory Group will be convened in late 2007.

This paper outlines:-

- The Interim Advisory Group's proposed purpose;
- benefits to Council and the landowners of establishing the Advisory Group;
- some anticipated outcomes for the Advisory Group in its first 12 months;
- proposed Advisory Group membership and operation;
- next steps.

## 2. Background

In late 2004 the State Government approved the establishment by the City of Ryde of a Special Levy to be raised from commercial landowners within Macquarie Park. Approximately \$1.2 million is to be raised by the levy each year, for at least the next 5 years. Funds will be allocated by Council to a range of activities to facilitate sustainable development in Macquarie Park over the short to long term. It is anticipated that Macquarie Park will grow to become the fourth largest business district in Australia, with an anticipated working population of 125,000 by 2030. Macquarie Park will also become more of a mixed use area over time, with a range of supporting land uses including major retail facilities, public domain and infrastructure works and potentially some additional medium to high density residential development on appropriate sites.

Council is keen to involve a cross section of stakeholders in the sustainable development of Macquarie Park, to foster innovation and encourage collaboration to achieve an optimal outcome for the range of community and business interests in Macquarie Park. To achieve this, it was resolved in late 2004 to consult regularly with commercial landowners and

other stakeholders to inform allocation of the Special Levy funds. The "Macquarie Park Corridor Property Group" was convened by Council for this purpose and this group has met several times over the last two years.

It has been agreed by Council staff and the stakeholders that a more formally constituted Macquarie Park Landowners Interim Advisory Group should be established to facilitate effective communication between Council and the landowners who contribute to the Levy.

In the medium term, it is anticipated that the Interim Advisory Group could be replaced by an Advisory Board or some other "special purpose vehicle". This future entity could guide council and other agencies on the means of securing and allocating funding for major infrastructure and service facilities in Macquarie Park over the medium to long term. The Board could be the lead advocacy and coordination group responsible for achieving sustainable development in Macquarie Park. It may be modelled on the "Business Investment District" approach which is being implemented in parts of the USA and UK.

### **3. Purpose, benefits and outcomes**

#### **3.1 Purpose**

The purpose of the Interim Advisory Group is to:-

- Advise Council on the efficient allocation of Special Levy funds and other funding streams, as appropriate.
- Assist Council in the refinement and implementation of the vision and objectives for Macquarie Park.
- Assist Council to scope and oversee research, consultation and planning activities for a range of programs and activities, such as the refinement of environmental planning instruments for Macquarie Park.
- Provide guidance and support to Council in the development and implementation of infrastructure programs for Macquarie Park eg roads, catchment improvement and flood management, parks and public domain.
- Contribute to the development and implementation of activities to promote the qualities of Macquarie Park to business stakeholders, potential investors and other target groups.
- Support Council's Macquarie Park Team to achieve sustainable development in Macquarie Park, for example through participation in working groups and implementation of joint initiatives eg workplace travel plans, integrated transport strategies.
- Support Council's efforts to consult with a range of stakeholder and community groups, particular the business community in Macquarie Park and key government agencies.
- Provide the impetus for the potential formation of a Board or some other "special purpose vehicle" to coordinate the establishment of Macquarie Park as a "business improvement district" (or some other appropriate model) in the longer term.

The proposed Advisory Group's purpose will need further refinement, in consultation with internal and external stakeholders. This may include more discussion about the vision and objectives for Macquarie Park. Terms of reference" for the Advisory Group can then be formalised, in consultation with appropriate Government bodies (eg ICAC).

## 3.2 Benefits

### For council

- Council can “tap in” to the local knowledge and experience of commercial stakeholders in Macquarie Park eg their understanding of their customers’ needs.
- Helps commercial contributors develop a sense of ownership of outcomes funded by the Special Levy and the initiatives which may follow eg proposed new roads.
- Increases the efficiency of formal public consultation on major Council initiatives associated with Macquarie Park eg draft DCP55, infrastructure strategies etc..
- Fosters a dialogue with significant commercial stakeholders about broader issues associated with sustainable development in Macquarie Park (from a social, environmental and economic perspective).
- Provides an opportunity for members of the Advisory Group to become advocates of the refined DCP, Public Domain Plan etc, thereby enhancing its acceptability to the broader commercial community.
- Spreads the load, by tapping in to expertise and resources available amongst commercial stakeholders eg through their membership of working groups.
- Improves efficiency, reduces potential conflict and time delays associated with strategic and statutory planning, enhances opportunities to negotiate effective and equitable outcomes in the private and public domain.
- Advisory Group members may be willing to participate in related council initiatives eg workplace travel planning, sustainability initiatives, business forums and promotions.
- Fosters effective communication between Council and stakeholders.

### For landowners

- Enhances understanding of how the Special Levy is spent and the benefits which will flow from the expenditure of funds.
- Improves understanding of how individual development scenarios may relate to the “big picture” for Macquarie Park.
- Improves certainty, by fostering effective communication, issues resolution and negotiation at appropriate points in the urban development process.
- Facilitates communication and innovative thinking to achieve “win wins” on specific sites and within precincts eg adopting a “whole of precinct” approach towards the establishment of new roads and/or public domain.
- Promotes understanding and effective dialogue, thereby reducing potential cost overruns and timing delays associated with various development scenarios.
- Generates cost savings by facilitating a “collegiate” approach towards the achievement of common objectives eg promotional activities, technical studies.
- Enhances developers’ understanding of their “peers” in Macquarie Park and fosters development of effective communication and business partnerships.
- Provides a “vehicle” to make representations to local, state and federal government stakeholders re: agreed common objectives or concerns eg infrastructure funding.

## 3.3 Outcomes in the first 12 months

It would be premature to predict in too much detail what the outcomes of the proposed Advisory Group are likely to be in the first year. The short term goals and anticipated outcomes will be shaped in the first few months as the Group gets to grips with its role and identifies tasks. The Group may wish to revisit some fundamental issues, such as the vision and objectives for Macquarie Park. It will also take time to canvass and shape the

expectations of individual members of the Advisory Group and gauge their likely contribution. This relationship building exercise could take considerable time in the first year. Resourcing of the Advisory Group may be an issue. A number of outcomes can, however, be anticipated in the first 12 months, such as:-

- Establishment of a number of task orientated working groups eg a marketing group, a public domain group, infrastructure group etc.
- An Action Plan outlining the short to long-term objectives of the Advisory Group.
- Demonstration sites nominated by the Group to illustrate how the vision and objectives for Macquarie Park can be achieved through the redevelopment process.
- An effective "image" or "brand" to be used to promote the qualities of Macquarie Park as a no. 1, multinational business location.
- Targeted promotional material to attract interest throughout Australia and overseas eg website, news letters, promotional material, special events.
- Guidelines and/or business packages to attract business to Macquarie Park and support stakeholders and/or customers as they become established eg workplace travel planning guide, "the good life" information bulletins for workers.
- A register of "experts" and/or "resources" to draw on to help build Macquarie Park into a leading business precinct and a diverse and vibrant mixed-use community.

#### **4 Proposed membership arrangements**

The following arrangements are proposed:-

##### **Chair**

It is recommended that the Advisory Group be chaired by Council's General Manager.

##### **Recruitment of members**

Members to be invited by Council to participate in the group, initially for 12 to 18 months.

Criteria used by Council to help identify potential Advisory Group members includes:-

- size of land holdings in Macquarie Park
- commitment to sustainable development principles and practises
- capacity to relate to a broad range of issues of concern to stakeholders
- availability and willingness to be involved in working groups etc
- commitment to Macquarie Park over the long term

##### **Representation**

The following representation is recommended:-

- major commercial landowners (approx. 8)
- Macquarie Centre (AMP/Westfield)
- Property Council
- Transport and Infrastructure Development Corporation (TIDC)
- Ryde Council

**Commercial landowners recommended for nomination to the Group are:-**

- Goodman International
- ING
- DB RREEF

- Stockland
- Winten
- Mirvac
- Australand
- Investa

## 4.2 Proposed operation of Advisory Group

Guidelines recently produced by Council's Councillor Services Unit are a useful summary of factors to be considered and typical arrangements which can be made for the operation of advisory groups convened by Council. In some respects, however, Macquarie Park is a "special case" and tailored arrangements will therefore be needed to meet the expectations of council and the stakeholders involved.

The capacity for council to adequately resource the Advisory Group requires careful consideration. Issues concerning probity also need to be researched and addressed.. There is the potential for Conflicts of interest to emerge and these will need to be managed appropriately.

The following arrangements are proposed:-

- The Advisory Group will aim to use consensus to formulate recommendations.
- Recommendations of the Advisory Group will be reported to Council.
- The agenda will be developed by Council officers, in consultation with the Chair and Advisory Group members.
- Meeting minutes will be submitted to Council and posted on Council's website.
- Advisory Group meetings will be held about every two months, with the possibility of Working Group meetings being held on an alternate basis (ie) Advisory Group meets one month and Working Groups meet the following month. Some Group members could therefore be involved in up to 10 meetings each year.
- Sitting fees will not be paid.
- Council will provide secretariat facilities and refreshments.
- Meetings will initially be held at Eden Gardens.
- Meeting times and possible alternate venues will be agreed by the Advisory Group.
- Guests/advisors can be invited to the meetings from time to time, subject to the Chairperson's agreement .
- Working groups may also seek to co-opt external staff/specialists as appropriate and reasonable.
- Advice will be sought from Council's legal advisors, ICAC and other appropriate bodies re: proposed ToRs, membership and arrangements for the Advisory Group.
- Members of the Advisory Group should not speak to the media as Group representatives, unless approved by the Chairperson and/or Council.
- The conduct of the Advisory Group needs to be consistent with the principles in Council's Code of Conduct .

## 5. Next steps

July/August	Refine and confirm proposed arrangements and seek advice from ICAC and/or Department of Local Government
September	Seek nominations from potential Advisory Group members
October	Convene an inaugural meeting.
December	Confirm membership, arrangements, terms of reference etc.