

Meeting Date: Tuesday 1 May 2012
Location: Committee Rooms 2 and 3, Level 5, Civic Centre, 1 Devlin Street, Ryde
Time: 7.30pm

Council Meetings will be recorded on audio tape for minute-taking purposes as authorised by the Local Government Act 1993.

NOTICE OF BUSINESS

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1 AUDIO RECORDING OF CIVIC PRECINCT COMMITTEE MEETING - 1 May 2012

Report prepared by: Manager - Governance**Report dated:** 23/04/2012**File No.:** CLM/12/1/1/2 - BP12/452

REPORT

Clause 2.10.2 of Council's Code of Meeting Practice provides that audio recordings will be made of Council meetings for the purpose of:

- assisting in the preparation of minutes;
- ensuring decisions are accurately recorded;
- verifying the accuracy of minutes prior to their confirmation.

The purpose of this report is for the Civic Precinct Committee to resolve to record the Civic Precinct Committee Meeting of 1 May 2012 and all future Civic Precinct Committee meetings for the purposes stated in Clause 2.10.2 of Council's Code of Meeting Practice.

It is noted that in accordance with the Listening Devices Act 1984 and Privacy and Personal Information Protection Act 1988, advice has been provided to members of the public attending the meeting that an audio recording will be made. The advice is displayed on notices in the gallery and was included on the call notice for the meeting.

Council's Code of Meeting Practice requires that amendments to the Code be publicly exhibited. However, if Council is of the opinion that the amendments are not substantial, it may adopt an amended Code without public exhibition. The change recommended is not considered substantial.

RECOMMENDATION:

- (a) That the Civic Precinct Committee meeting of 1 May 2012 and all future Civic Precinct Committee meetings be recorded for the purpose of:
- assisting in the preparation of minutes;
 - ensuring decisions are accurately recorded; and
 - verifying the accuracy of minutes prior to their confirmation.
- (b) That Council's Code of Meeting Practice be amended to provide for the recording of Civic Precinct Committee Meetings in accordance with part (a) above noting that this amendment to the Code of Meeting Practice is not substantial.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Shane Sullivan
Manager - Governance

Report Approved By:

Roy Newsome
Group Manager - Corporate Services

2 CONFIRMATION OF MINUTES - Civic Precinct Committee Meeting held on 21 February 2012

Report prepared by: Meeting Support Coordinator

Report dated: 23 March 2012

File No.: CLM/12/1/1/2 - BP12/315

In accordance with Council's Code of Meeting Practice, a motion or discussion with respect to such minutes shall not be in order except with regard to their accuracy as a true record of the proceedings.

RECOMMENDATION:

That the Minutes of the Civic Precinct Committee Meeting 1/12, held on Tuesday 21 February 2012, be confirmed.

ATTACHMENTS

- 1 Minutes - Civic Precinct Committee - 21 February 2012

ITEM 2 (continued)

ATTACHMENT 1

Civic Precinct Committee
MINUTES OF MEETING NO. 1/12

Meeting Date: Tuesday 21 February 2012
Location: Committee Rooms 2 and 3, Level 5, Civic Centre, 1 Devlin Street, Ryde
Time: 7.31pm

Councillors Present: The Mayor, Councillor Etmekdjian and Councillors Butterworth, Campbell, Maggio, O'Donnell, Petch, Pickering, Salvestro-Martin, Tagg and Yedelian OAM.

Apologies: Nil

Leave of Absence: Councillors Li and Perram.

Staff Present: General Manager, Group Manager – Environment & Planning, Project Manager – Development, Development Director – Civic Precinct Project, Manager – Governance and Councillor Support Coordinator.

DISCLOSURES OF INTEREST

There were no disclosures of interest.

1 CONFIRMATION OF MINUTES - Civic Precinct Committee Meeting held on 11 May 2011

RECOMMENDATION: (Moved by Councillors Yedelian OAM and Petch)

That the Minutes of the Civic Precinct Committee Meeting 1/11, held on Wednesday 11 May 2011, be confirmed.

Record of Voting:

For the Motion: The Mayor, Councillor Etmekdjian and Councillors Campbell, Maggio, O'Donnell, Petch, Pickering, Salvestro-Martin and Yedelian OAM.

Against the Motion: Councillors Butterworth and Tagg.

Note: This matter will be dealt with at the Council Meeting to be held on **28 FEBRUARY 2012** in accordance with the Civic Precinct Terms of Reference in Council's Code of Meeting Practice.

2 RYDE CIVIC PRECINCT REDEVELOPMENT STAGE 3 STATUS UPDATE

Note: Ms Melissa Gennusa, Ms Rose Torossian and Mr George Kollias addressed the Committee in relation to this Item.

ITEM 2 (continued)

ATTACHMENT 1

MOTION: (Moved by Councillors Campbell and Pickering)

That the Ryde Civic Precinct Redevelopment Stage 3 Status report be received and noted.

AMENDMENT: (Moved by Councillors Butterworth and Salvestro-Martin)

- (a) That the Ryde Civic Precinct Redevelopment Stage 3 Status report be received and noted.
- (b) That tenderers be allocated 14 weeks to form and submit their tenders and that upon submission the tenders be assessed over a 10 week period.

The Amendment was put and **LOST** with four (4) votes For and six (6) votes Against.

Record of Voting:

For the Amendment: Councillors Butterworth, Petch, Salvestro-Martin and Tagg

Against the Amendment: The Mayor, Councillor Etmekdjian and Councillors Campbell, Maggio, O'Donnell, Pickering and Yedelian OAM.

RECOMMENDATION: (Moved by Councillors Campbell and Pickering)

That the Ryde Civic Precinct Redevelopment Stage 3 Status report be received and noted.

Record of Voting:

For the Motion: The Mayor, Councillor Etmekdjian and Councillors Campbell, Maggio, O'Donnell, Petch, Pickering and Yedelian OAM.

Against the Motion: Councillors Butterworth, Salvestro-Martin and Tagg.

Note: This matter will be dealt with at the Council Meeting to be held on **28 FEBRUARY 2012** in accordance with the Civic Precinct Terms of Reference in Council's Code of Meeting Practice

The meeting closed at 10.25pm.

CONFIRMED THIS 3RD DAY OF APRIL 2012.

Chairperson

3 THE CITY OF RYDE PRECINCT REDEVELOPMENT STAGE 3 - STATUS REPORT

Report prepared by: Development Director - Civic Precinct Project

Report dated: 24 April 2012

File No.: GRP/09/3/2/1 - BP12/462

REPORT SUMMARY

This Report summaries progress on Stage 3 of the Civic Precinct Redevelopment Project to date and informs the Civic Precinct Committee of the actions required to complete Stage 3 in accordance with the Council Resolution for item 2 of the Extraordinary Council Meeting No. 17/11 of 18 October 2011.

It also outlines the procurement process undertaken to date and outlines the high level contract structure that Council has identified in the tender documents as a potential method of achieving Councils objectives for the precinct.

Secondly the report updates Council on the progress of Council Resolution item 5 of the Extraordinary Council Meeting No. 17/11 of 18 October 2011 relating to key worker housing being delivered on the Argyle Centre site.

Two presentations will accompany this report, the first presentation is provided by Clayton Utz, Council's legal advisor for the Civic Precinct Project. The second provided by International Property Group (IPG). IPG are Council's selected consultant for the Argyle Centre site who are undertaking the current highest and best use study of 8 individual Council owned sites.

The presentations at the meeting will outline a potential high level contractual structure for the delivery phase of the project (stage 4) and a potential procurement method for the delivery of affordable housing on the Argyle Centre site.

RECOMMENDATION:

- (a) That the Ryde Civic Precinct Redevelopment Stage 3 Status report be received and noted.
- (b) That a detailed report which recommends the most appropriate course of action for the redevelopment of the Argyle Centre site be prepared for Council by November 2012, which examines how Council can utilise a shared equity scheme, the National Rental Affordability Scheme and a partnership with a social housing company. The report to specifically include :-

ITEM 3 (continued)

- (i) A detailed financial and cash flow model (including an option for Council to borrow funds) for developing each of options 2 and 3 for the redevelopment of the Argyle Centre as outlined in this report. The model be designed to deliver 10 to 15 affordable / key worker housing units and provides Council with the best sustainable revenue stream possible considering Council's appetite for risk.

- (ii) The most appropriate governance, procurement and management model required to manage redevelopment risk, oversee the redevelopment of the Argyle Centre site and manage any housing stock which Council may retain in its ownership for each of options 2 and 3 as outlined in this report.

ATTACHMENTS

- 1 Procurement - Expression of Interest (EOI) and Tendering Process program - Stages 3-4
- 2 External Evaluation Panel Members CV's
- 3 Tender Compliance Summary
- 4 Proposed functional areas Schedule

Report Prepared By:

Mitch Corn
Development Director - Civic Precinct Project

Report Approved By:

John Neish
General Manager

ITEM 3 (continued)**Discussion**

At the Extraordinary Council Meeting of the 18th October 2011, Council resolved *inter alia*:

1. *That Council determine to progress to the end of stage 3 and delegate to the General Manager to undertake an EOI and tendering process in accordance with Option 1 as outlined in this report, and a further report recommending a preferred development partner be presented to Council by August 2012.*
2. *That the procurement process for tendering and selecting an appropriate development partner for a private public partnership with the City of Ryde be designed so that the selection criteria:-*
 - *Provides appropriate options for the provision of community, civic and administration facilities (as previously discussed with Council) located in Top Ryde.*
 - *Evaluates design excellence and sustainable practices, (minimum 4 green star rating, for the residential component and 5 green star rating for the commercial and civic elements) as a significant element of the evaluation process.*
 - *Evaluates overall site massing and urban design.*
 - *Evaluates quality of the design and the reputation of the design team nominated.*
 - *Evaluates demonstrated experience in building/developing multi-million dollar mixed use developments.*
 - *Evaluates demonstrated financial integrity.*
 - *Evaluates commercial offer to Council.*
 - *Evaluates the standard and quality of the facilities, finishes and fit out offered in exchange for land sale.*
5. *That the General Manager prepares a report for Council within 8 weeks outlining the potential redevelopment of the Council owned site, the Argyle Centre, as an affordable housing project site if that site becomes available with the relocation of the Community Life staff as a consequence of the Civic Centre redevelopment project. This report to include an outline of the proposed business model, governance arrangements, key project stages with projected timeframes and proposed community consultation processes.*

Upon receipt of legal advice, Council resolved on the 22 November 2011, to amend the *private public partnership*, noted in item 2 (above), to remove the words *private* and *public*.

ITEM 3 (continued)**Context*****1 Procurement - Expression of Interest (EOI) and Tendering Process***

In accordance with Council's resolution, the procurement process has been managed in accordance with the attached program (**ATTACHMENT 1**). This program is on track and has been updated to reflect the Gazettal of the Planning Proposal and the adoption of the DCP for the site.

The procurement process has been carried out in accordance with Section 55 of the Local Government Act 1993, Council's procurement policies, and in accordance with advice of Council's external Probity Adviser, O'Connor Marsden (OCM). OCM has monitored compliance with the tendering process in partnership with Council's Internal Auditor.

The following procurement process is being utilised to identify a successful tenderer to undertake the project consists of two stages:

1. An Expression of Interest (EOI) invitation, the purpose of which was to select a short-list of Proponents to be invited to participate in a tender process, and
2. A Request for Tender (RFT) process, the purpose of which is to enable Council to identify a tenderer with whom Council can enter into a commercial agreement to undertake the project confident that the tenderer has all the attributes to ensures an advantageous outcome for Council and the community.

These processes are being undertaken by an evaluation panel consisting of industry experts:-

- Mitchell Corn, Development Director, City of Ryde
- Malcolm Harrild, Project Manager, City of Ryde
- Michael Collins, Director, Michael Collins & Associates
- Ron Moir, Executive Chairman, WT Partnership
- Professor Ken Maher, Chairman, Hassell
- Steve Hennessy, WT Sustainability,

The CVs for the external Panel Members are included in **ATTACHMENT 2**.

On 6 February 2012, the General Manager confirmed (following receipt of the two probity reports provided by OCM and Council's Internal Auditor) that the Expression of Interest evaluation process and procedures followed by the Evaluation Panel complied with the Probity Management Plan for Stage 3 of the project and were consistent with the Evaluation Plan and the tender requirements outlined in the Local Government Act 1993 and the Local Government (General) Regulations 2005 and the Local Tendering Guidelines. This was reported to the Civic Precinct Committee held on the 21 February 2012.

ITEM 3 (continued)

The General Manager accepted the Evaluation Panel's recommendations and authorised the Chair of the Evaluation Panel to proceed to the next stage, inviting the short-listed EOI Proponents to participate in the Request for Tender process. This was in keeping with the delegations given to the General Manager by Council resolution on the 8 November 2011.

Subsequently invitations were sent to the four highest ranked proponents advising them of their selection, providing them with an outline of the RFT content and seeking their formal confirmation that they wished to participate in the Request for Tender process. All four confirmed their wish to participate by 5pm on 8 February, 2012.

As a consequence, the Request for Tender documentation was formally issued, via Tenderlink, on Friday, 10 February, 2012, to

1. Leighton Properties Pty Limited
2. Lend Lease Development Pty Limited.
3. Billbergia Pty Ltd
4. Mirvac Projects Pty Limited

The four Proponents were instructed that they would be required to complete eleven Returnable Schedules in response to COR-RFT 02/12, Civic Precinct Redevelopment and submit their tenders by 2pm, Tuesday 10 April, 2012.

The Evaluation Panel met on 22 March, 2012 to review the draft Tender Evaluation Plan, agree the responsibilities of the supporting specialists (Technical Advisors) in reviewing the tenders, determine the weightings of the evaluation criteria and agree the program for the evaluation.

On 26 March a request was received from Billbergia Pty Ltd seeking approval to vary its Core Team Members in accordance with Council's Request For Tender documentation. This matter was referred by the Chair of the Evaluation Panel to the project's legal advisor, Clayton Utz, and each Panel Member for review. The Manager, Risk and Audit and the Probity Advisor were both kept fully informed. On 29 March all responses, which were in unanimous favour of approval, were forwarded to the General Manager for his decision. On 30 March the General Manager agreed with the recommendation provided by the Evaluation Panel Chair supporting the approval of the Core Team Member change and Billbergia Pty Ltd was formally notified of the consent to the change thus allowing the formation of a joint venture between Frasers Property Australia Pty Ltd and Bill Billbergia Pty Ltd.

The final draft of the Evaluation Plan was distributed to the Panel members for review and signed by the Chair of the Panel on 4 April and formally approved by the General Manager.

ITEM 3 (continued)

Prior to the tender closing time, letters dated 10 April were received from Mirvac Projects Pty Limited and Leighton Properties Pty Limited stating that they had each decided not to submit a tender.

At 2pm on 10 April, tenders were received from Lend Lease Development Pty Limited, and Billbergia Pty Ltd in a joint venture with Frasers Property Australia Pty Ltd (as previously requested and approved). The tenders were opened by the Manager, Risk and Audit in accordance with City of Ryde procedures, overseen by a representative of O'Connor Marsden, Council's Probity Advisor. Both tenders were received in hard copy and computer disk formats as required and recorded in Council's TRIM system.

The Tenders were reviewed for compliance with the submission requirements of the eleven Returnable Schedules and a Compliance Summary (**ATTACHMENT 3**) issued to the Evaluation Panel on 11 April. The Summary reported that the submissions from both tenderers were compliant in content (no comment being made on quality) in that they had each responded to all Returnable Schedules.

Protocols for access to the tender documents by the Evaluation Panel Members and Technical Advisors (assessors) were finalised with Clayton Utz by 13 April. Access to the documents was sanctioned by City of Ryde to Clayton Utz for each assessor (with print and save restrictions as appropriate), subject to receipt of signed Conflict of Interest, Statement of Interests and Associations and a Confidentiality Undertaking documents in accordance with City of Ryde's Probity Management Plan. The tender documents were made available to all authorised assessors in a hard copy data room secured by Facilities Management at Clayton Utz' Sydney premises and online via a password protected web enabled data room controlled by Clayton Utz' Legal Technical Services in Melbourne.

The Technical Advisors, operating to a strict assessment timetable, will issue reports on their analysis of both Tenders to the Evaluation Panel Members. These Advisors are:-

- WT Partnership
- Thoughtspace
- Better Transport Futures
- WT Sustainability
- Hill PDA
- JBA Planning
- Hassell
- Acoustic Studio
- Hyder Consulting, and
- Clayton Utz.

Separate presentations of their Tenders were made by Lend Lease and the Joint Venture team of Billbergia and Frasers Property on 20 April 2012 at Clayton Utz' Sydney office. These presentations were held to enable the Evaluation Panel Members and Council's Legal Advisor to request initial clarifications of each Tender.

ITEM 3 (continued)

The two presentation sessions were observed by the City of Ryde's General Manager, the Probity Advisor, the City of Ryde Section Unit Manager, Risk and Audit.

The clarifications sought during the presentations will be sent in written form to the tenderers and their responses combined with the reports from the Technical Advisors distributed to the Evaluation Panel Members to inform their own individual evaluation studies.

The Evaluation Panel will assess how each tenderer has demonstrated (in addition to other matters) the following;

- appreciation, understanding and approach to deliver, innovate and achieve the project objectives;
- capacity, experience and expertise in respect of all facets of what will be required to design, fund, carry out and market the project;
- a high quality design that will enhance the landmark urban qualities of the precinct;
- an appropriate and innovative urban form and structure;
- commitment to, and strategy for, design excellence;
- how the project will deliver a 4 or 5 star Green Star rating (as appropriate)
- the tenderer's approach to sustainability;
- the financial offer and any other commercial benefit to Council, including the estimated costs of the works-in-kind;
- the securities to be offered by the tenderer;
- commitment to delivery of the proposed built-form including the new Council Office Building and new Civic Centre;
- all potential risk factors that they require Council to accept in relation to the project; and
- their preferred legal, financial and documentary approach to the legal arrangements that need to be put in place to implement the project.

The Evaluation Panel will consider the expert reports provided by the independent consultants/assessors and score the tender submissions in accordance with the Evaluation Plan and specific criteria that are set and weighted by the Panel. This approach is consistent with the Probity Plan, Council's procurement processes, the Local Government Act 1993 and Local Government Tendering Guidelines. It offers the most transparent and independent assessment thereby allowing Council to make informed decisions utilising independent professional assessment.

As with the Expression of Interest process, all evaluation procedures and meetings will be monitored by the Probity Auditor and Council's Internal Auditor.

The findings of the tender evaluation process will be documented in an Evaluation Report and presented to the General Manager. The General Manager will consider the Evaluation Plan and, (subject to his acceptance of the Report's recommendations), will prepare a Report to Council. This will conclude Stage 3 of the Project.

ITEM 3 (continued)**2 Request for Tender (RFT) Proposed Contractual Structure**

The contractual structure and delivery method of the Request for Tender has been modelled in a way which achieves the best possible outcome for Council whilst considering and minimising Council's risk profile.

It is inevitable that Council will share risks in delivering this project that need to be carefully managed. To help clarify our risk exposure, we have requested the tenderers to provide adjustments to Council's suggested risk profile to support their commercial offer.

As previously reported to Councillors in the feasibility workshop held on 26th July 2011 Council are seeking to replace existing assets and replace with new assets (on a like for like basis) through the partial sale of the Civic Precinct site and the redevelopment of the Argyle site. The size requirement of the facilities have been informed through research of the existing Council facilities, community workshops and growth provisions in early 2011 and have been the subject of a range of workshops and discussions at Council meetings.

In essence, it is proposed that the Council will replace 'like for like' facilities in more contemporary, modern, fit for purpose, Building Code of Australia compliant, efficient and environmentally sustainable facilities. Our proposed Civic Hall will consist of a 400 seat auditorium, to replace the existing 350 seat hall. It will include flexibly designed community meeting rooms to replace the meeting rooms at the Argyle Centre. The proposed Council Chambers will replace Council's existing chambers and include accommodation for the Mayor, Councillors and meeting rooms. The staff work areas, will accommodate staff located at the Argyle Centre, the existing Civic Building and some staff currently located at the Works depot and allows for staff numbers to grow over time. In addition, it is proposed to create a civic square within the development which helps to animate the public spaces near to the new Civic Centre.

The aim of the project is to enable these facilities to be provided at minimal costs to Council and its ratepayers by increasing the value of Council's land holdings in the civic precinct. Council will maintain ownership of its new facilities.

The RFT process provides a mechanism to price such facilities allowing the Council to form a commercial opinion as to the validity of our 'like for like' aspirations. The proposed floor space requirements (**ATTACHMENT 4**) are not final specified floor space requirements but an indicative guide as to Council's requirements that will be eventually be adjusted once Council considers its pricing / commercial risk and proposals offered through the RFT process.

Whilst Council undertook extensive cost modelling itself prior to the EOI commencing, it is only through market testing through the RFT process that we can have certainty about the costs and design outcomes which can be achieved in exchange for land value.

ITEM 3 (continued)

Without sufficient industry feedback in relation to functionality and pricing, it would be unwise for Council to make procurement decisions as this would not be a tested representation of current market pricing. Therefore, without such a process, Council could be in a position of making decisions that hold extensive pricing risk and be reliant on feasibility models that have not received sufficient market testing. This approach is not best industry practice, can expose Council to large pricing risks and is not recommended.

Once the full evaluation of the RFT offerings has been completed, Council will be in a position to adjust its requirements and understand the costs involved in doing so. This will require a more detailed analysis of our requirements for each of our facilities whilst understanding the pricing and spatial parameters offered by the winning bidder. Councillors, the potential users of the auditorium and meeting spaces and Council staff will be involved in this detailed design.

In its current state, our existing land value will not deliver the 'like for like' aspirations outlined above. It is not uncommon for air rights to be sold in exchange for new facilities which increase the value of Council's holdings. Most large developers in Australia are very familiar with this type of arrangement. If Council were to build new assets themselves the risk profile for such a venture would be very different. Council has chosen to procure in this way as it allows the most transparent procurement method in line with The Local Government act and utilises the expertise and innovation of the development industry. Our proposed approach is designed to manage some of Council's risks, maintain control of the final outcome by maintaining land tenure throughout the development process (this will be further explained in the presentation at the meeting).

The RFT outlines a proposed Contractual structure and provides draft legal documents. The tenderers are able to provide alternative delivery methods in line with Council's objectives.

This proposed Contractual structure provides for the following:

Parties	Council and the successful tenderer (Developer). A guarantor of the Developer's obligations may also be a party.
Project Structure	The parties will enter into a Project Delivery Agreement (a mechanism that controls the design , development and subsequent construction of the project) pursuant to which: (a) Council grants to the Developer certain rights to undertake and sell a commercial development (in this case residential units); and

ITEM 3 (continued)

	<p>(b) The Developer agrees to undertake certain Civic Developments for Council, including construction of a new Council Office building and Civic Centre.</p> <p>This agreement outlines the Developer's obligations in relation to all works.</p>
Project Objectives	<p>The objectives of Council in relation to the project being to:</p> <ul style="list-style-type: none"> • achieve the Civic Developments and the commercial developments within agreed time lines; and • conclude a value for money transaction in accordance with procurement and probity requirements.
Payment of Consideration	<p>As consideration for the grant of rights, the Developer will provide consideration to Council by way of the following:</p> <ul style="list-style-type: none"> • cash payment (if any); and • delivery of the Civic Developments.
Developer Contributions	<p>The Developer will be required to pay section 94 contributions to Council or offer enter into a voluntary planning agreement with Council for the payment of other developer contributions or undertaking works-in-kind (which may include fitting out the new Civic Centre).</p>
Conditions Precedent	<p>The agreement would be conditional on the satisfaction of conditions including the grant of development approval for the Civic Developments and the Developer's commercial developments on terms acceptable to both Council and the Developer.</p>
Developer's Construction Obligations	<p>The Developer is required to:</p> <p>(a) design the Civic Developments so that they are consistent with the agreement, the development approval and all relevant guidelines, subject to any modifications which Council, as landowner, has approved; and</p> <p>(b) comply with a cost plan regime in relation to components of the Civic Developments.</p>
Completion	<p>Completion of the Civic Developments must be certified by an Independent Certifier.</p> <p>Following completion (but subject to the defect rectification rights):</p>

ITEM 3 (continued)

	<p>(a) Council will assume possession and responsibility for the Civic Developments (and vacate other parts of the site); and</p> <p>(b) the Commercial Developments will be a matter for the Developer and/or the end purchasers.</p>
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3 Civic Precinct Development Stage 4.

Should Council decide to progress to the next stage of the Civic Precinct Project ie Delivery Stage 4, Councillors, hall users and staff will be fully involved with the internal design and fit out of the Council's facilities.

The design process will involve a myriad of tasks. The project will be split into four individual design review and sign off processes. The four key elements are outlined below:

- Administration functions
 - outline space planning and function amalgamation'
- Community group facilities
 - space planning, functional requirements, fit out standards and usage brief
- Council Chamber, Mayoral Suite and Councillors' offices
 - planning, functional requirements, fit out standards
- Community Hall
 - space planning, functional requirements, fit out standards and usage brief

The objective of the contractual relationship between Council and a preferred development partner is to utilise the expertise of the development partner to assist in the design sign off process that will govern the tasks outlined above.

It will be imperative to gain the Councillors', hall users and staff's opinion and comments throughout the redevelopment process. Therefore individual committees and workshops will be established to brief the Councillors, hall users and staff in line with the delivery program.

The project will be contractually governed by an agreed program. The tenderers, through the tender process, have been requested to submit substantial detail in relation to the development program and sign off procedures.

4 Opportunities for the Argyle site relating to Affordable/Key Worker Housing

The Argyle Centre site has been included in the Civic Precinct Redevelopment feasibility analysis, as this site will become vacant when Council staff will be relocated. The site has the potential to offer financial and social benefits through site redevelopment which has the potential to deliver affordable/key worker housing for between 10 and 15 housing units.

ITEM 3 (continued)

Council Resolution 5 of the Extraordinary Council Meeting No. 17/11 of 18 October 2011 outlines particular tasks to be undertaken in relation to the Argyle Centre site and a time period to report back to Council. That time period has been delayed as the site has been included in the “highest and best use study” undertaken for 8 sites by International Property Group, (the consultant that was awarded the study through a competitive tender process).

The redevelopment of the Argyle Centre site offers a range of development options. To this end this report analyses whether the concept of redeveloping the site with a mix of private and affordable key worker housing is financially viable. This addresses the first stage of Council’s resolution.

This first stage focuses on the suggested business model for the site. The remainder of the resolution can’t be concluded until the first stage is resolved and a potential business model investigated and resolved. It would then be appropriate to conclude the remaining parts of the resolution being:-

- *governance arrangement*
- *key project stages with projected timeframes*
- *proposed community consultation processes*

The Argyle Centre site has been included in the Highest and Best Use study to best determine its commercial and social return to Council and its community. A recent resolution by Council to relocate staff and hall hirers out of the Argyle Centre due to the dilapidated state of the building, creates a temporary problem until the Civic Precinct Redevelopment Project provides new facilities to replace those located at the Argyle Centre (should Council resolve to proceed to stage four of the Civic Precinct Development).

Undesirable working conditions will lead to the removal of staff from the site in the forthcoming months. This will make the site available for redevelopment by Council sooner than previously envisaged.

As Council has resolved to research the potential placing of affordable/key worker housing on the site, the highest and best use study has focused on this objective.

By comparing three potential redevelopment delivery models and the benefits and risks of each, Council can identify its preferred approach and commercial return. Please note that Option One was developed simply to understand the value of the site on a pure commercial basis. It is **not** the preferred or recommended option to progress to the next level of feasibility

Option 1: Considers a hypothetical redevelopment of the land (without affordable/key worker housing), to establish an underlying open market value for the site.

ITEM 3 (continued)

This option assumes that Council sells the site, as is, and gains its funds immediately upon completion of the sale, thereby having no ongoing involvement in the redevelopment process.

This model establishes a bench mark to enable Council to compare affordable housing options and their impact on Councils standard commercial return.

Option 2: Provides a redevelopment option whereby Council enters a partnership with a developer to realise its land value in the site through a deferred payment method.

The redevelopment includes approximately 30% of the residential floor space in the form of affordable/key worker housing units for which Council also obtains a further 'shared equity' return based on future on-sales of the affordable/key-worker units.

Council commits its land to the partnership, with all additional equity and debt finance to be funded / arranged by the development partner.

Any deviation from the Draft Ryde LEP 2011 controls will be merit based on utilising the methodology of SEPP (Affordable Rental Housing) 2009. At this point, this would create a permissible 10% increase in FSR with a minor breach of height by approximately ½ a storey to accommodate the provision of the affordable/key worker housing units.

The Council/Developer has the opportunity to or enter into a pre-sale arrangement with an affordable/key worker housing unit not for-profit specialist such as Link Housing.

Option 3: Provides a redevelopment option whereby Council is the developer in their own right, with Council realizing their full land value and profit share upon completion of the project. The redevelopment also includes approximately 30% of the residential floor space in the form of affordable/key worker housing units for which Council also obtains a further 'shared equity' return based on future on-sales of affordable units.

Council may also elect to retain some affordable/key worker housing units on its balance sheet or through a trust structure. The Council also has the opportunity to enter into a pre-sale arrangement with an affordable/key worker housing unit with a not for-profit social housing specialist such as Link Housing.

ITEM 3 (continued)

This option may also enable the management of affordable/key worker housing stock retained by Council to be managed by a Social Housing provider.

Council commits not only its land to the project, but also takes on the role of developer and is responsible for taking development risk, committing all additional equity and arranging debt finance.

Again, any deviation from the Draft Ryde LEP 2011 controls will be merit based utilising the methodology of SEPP (Affordable Rental Housing) 2009. At this point, we anticipate a 10% increase in FSR and a minor breach of height by approximately ½ a storey to accommodate the provision of the additional affordable housing units.

Council's objective is to maintain ownership of affordable / key worker housing stock, (managed by others) and develop an income stream over time from it. In doing so it can develop a delivery model that does not diminish the return from the site but also meets Council's affordable / key worker housing objectives. The following outlines the three feasibility models and the benefits and risk levels of each:-

Option	Council Commitment	Financial Return (NPV)	Affordable Housing	Risk	Meets Council's Objectives	Recommended To progress to detailed feasibility
1	-	\$3.0m to \$3.5m	-	Low	No	No
2	Land Only	\$4.0m - \$5.0m	10 – 15 units	Low to Medium	Yes	Yes
3	Land + \$2m	\$7.0m to \$8.0m	10 – 15 units	Medium to High	Yes	Yes

NPV is based on Council's current cost of capital of 5.8% p.a. (funding costs may rise and fall, Council may seek finance at a currently 7.5% however this will diminish return and lower the NPV return outlined above) Range of returns is based on conservative (3% pa CPI growth) v's realistic (5.6% pa, being the 10 year average growth for Ryde apartments)

ITEM 3 (continued)

Financiers have shied away from the National Rental Affordability Scheme (NRAS) due to the requirement to hold the completed apartments for a minimum of 10 years at a discount rental, thereby providing a less than optimal cash flow with which to service the debt. Hence, the focus on a 'Shared Equity' style scheme to promote the delivery of affordable/key worker housing. Similar schemes have been successfully operating for many years in the UK and Hong Kong (amongst others). Council may be in a position to leverage both options to progress this project.

Financiers are more amenable to funding the 'Shared Equity' schemes due to their ability to recoup their debt immediately upon completion and sale of the project, in keeping with a normal development project.

Formal offers of finance will be sought upon further development of the details behind the key worker/affordable housing concept.

The presentation by International Property Group will further outline these points.

As can be seen a high level analysis (highest and best use study) of the site indicates that both options 2 and 3 show that Council can meet an affordable/key worker housing objective and (depending on the risk profile) develop a longer term return to Council either by way of one off payments or the delivery of a reduced rental yield (or a mixture of both) utilizing a shared equity scheme and the potential use of the National Rental Affordability Scheme.

Should Council determine to advance either option two or three an appropriate governance and procurement vehicle will be required to ensure the right controls are in place and that Council's risks are carefully managed.

Council has a low debt service ratio and it may be suitable for Council to borrow funds to undertake option 3, met affordable/key worker housing objectives as well as make a return on its risk and investment.

These issues will require further careful consideration as such it is recommended that further analysis is undertaken to identify

- The detailed financial and cash flow model for developing each of options 2 and 3 identifying the delivery of 10 to 15 affordable / key worker housing units

Identify the most appropriate governance, procurement and management model required to oversee the redevelopment of the Argyle Centre site.

ITEM 3 (continued)
Financial Implications

The Financial position of the Civic Precinct project remains the same as previously reported to Council and project expenditure remains in line with the adopted Civic Precinct project budgets. As is common with projects of this nature, until the evaluation committee has undertaken a comprehensive analysis of risk and costs to Council and until final negotiations are concluded with the preferred tenderer, the final financial position of Council will not be known.

It should be noted that the move to a new premises will require a rethinking of the way that Council manages its information technology infrastructure and this is outside of the scope of the Civic Precinct project itself. However a separate analysis of the best delivery mechanism for our future IT infrastructure is being undertaken so that the cost implications of this will also be known prior to the move being undertaken.

Council should also be aware that the both sites are currently unrated (being used solely for Council purposes) and should the Council proceed to stage four, (as well as the redevelopment of the Argyle Centre) there will be a rate uplift to Council for those residential components of the site over time. During the evaluation process, we will be aware of this yield and can model the financial impacts accordingly. This will be reported to Council as part of the tender evaluation report.

Similarly the option eventually chosen for the redevelopment of the Argyle Centre for affordable/ key worker housing will impact on Council's overall financial position as detailed above. Further detailed analysis is required before the full financial impacts of this project can be ascertained.

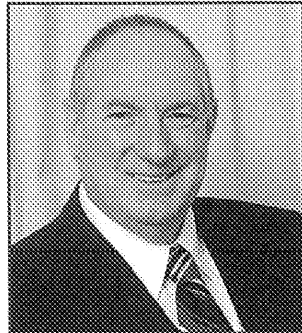
ITEM 3 (continued)

ATTACHMENT 1

ID	Task Name	Duration	Start	Finish	Project
1	Civic Precinct Planning and Tender Program Stages 3-4	223 days?	Tue 18/10/11	Fri 17/08/12	Project: OP 4, 2011
2					Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug
3	LEP/DCP	120 days?	Tue 18/10/11	Fri 30/03/12	Q1 2012 Q2 2012 Q3 2012 Q4 2012 Q1 2013 Q2 2013
4					
5	Potential Council Resolution of Planning Proposal	1 day?	Tue 18/10/11	Tue 18/10/11	
6	DCP Development Control Plan Workshop Exhibition	24 days?	Tue 24/01/12	Fri 24/02/12	
7	Planning Amendment Gazetted	20 days?	Mon 5/03/12	Fri 30/03/12	
8	Consolidate DCP / Access Submissions	19 days?	Tue 28/02/12	Fri 23/03/12	
9	Council Resolution of DCP Workshop & Resolution	1 day	Tue 27/03/12	Tue 27/03/12	
10					
11	Consultant Appointment	32 days?	Wed 19/10/11	Thu 1/12/11	
12					
13	Negotiation with current consultant team	28 days?	Wed 19/10/11	Fri 25/11/11	
14	Commission Consultant Team	1 day	Thu 1/12/11	Thu 1/12/11 13	
15					
16	Civic Precinct Tender Process	223 days?	Tue 18/10/11	Fri 17/08/12	
17					
18	Preparation of Civic and Performance Brief	67 days?	Tue 1/11/11	Tue 31/01/12	
19	Preparation of Tender Documentation for sale of land	67 days?	Tue 1/11/11	Tue 31/01/12	
20	Develop Expressions Of Interest (EOI) document	24 days?	Tue 18/10/11	Fri 18/11/11	
21	EOI briefing to Council	1 day	Tue 2/10/212	Tue 2/10/212	
22	EOI from Developers	23 days?	Wed 28/02/12	Fri 23/03/12 21	
23	Shortlist from EOI	19 days?	Tue 1/01/12	Fri 3/02/12	
24	Tender Ryde Civic Precinct Project	43 days?	Fri 1/02/12	Tue 10/04/12	
25	Tender evaluation	30 days?	Mon 16/04/12	Fri 25/05/12	
26	Council review tender evaluation	1 day	Tue 12/06/12	Tue 12/06/12 25	
27	Negotiate with selected tenderer(s), and finalise contract	51 days?	Wed 13/06/12	Fri 17/08/12 26	

ITEM 3 (continued)

ATTACHMENT 2



MICHAEL COLLINS

Director | Michael Collins and Associates

Mike Collins is a leading Sydney property practitioner. He has been involved in property economics, real estate valuation, property consultancy and asset management for over 40 years, and is professionally qualified in property economics and valuation. He runs his own property advisory company which provides services to the public and private sectors throughout New South Wales.

Throughout his career, Mike has played a leading role in the marketing, evaluation and divestment of many publicly owned and specialised properties, both on market and off market, for local and State government organisations. He has a particular expertise for developing marketing and evaluation frameworks to ensure best value for money and to ensure the highest levels of probity, accountability and transparency in any property dealings, and in the development of project delivery documents. He has served on many design excellence juries and tender evaluation panels.

In addition to his activities in the mainstream commercial market place, Mike has long been interested and involved in the public, community and cultural dimensions of property, and this shows in his involvement in the delivery of a wide range of important cultural and public venues in Sydney including the Capitol Theatre, the City Recital Hall, Customs House and numerous Sydney 2000 Olympic Games facilities.

Mike has an industry-wide reputation as an expert in the field of property economics and this is reflected in his involvement in a number of major NSW Government property-based enterprises. He is a former Chairman of the Barangaroo Delivery Authority, the Sydney Foreshore Authority, the NSW Land and Housing Supply Co-ordination Task Force and the Heritage Council of New South Wales.

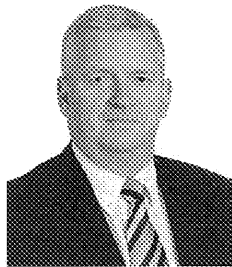
He is a former National and NSW President of the Australian Property Institute, the professional institute representing the property valuation and land economist professions in Australia.

49 Cocopara Avenue, Lindfield NSW 2070
Telephone: 0417 658 355 · Email: mikecollins@mcaproperty.com.au
ABN: 17 059 487 964

ITEM 3 (continued)

ATTACHMENT 2

WT PARTNERSHIP



QUALIFICATIONS

- Fellow of the Royal Institution of Chartered Surveyors
- Fellow of the Australian Institute of Quantity Surveyors
- Associate of the Institute of Arbitrators & Mediators Australia

MAJOR PROJECTS

- Chatswood Interchange Residential Development
- John Hunter Teaching Hospital
- Liverpool Teaching Hospital
- Jacksons Landing Development
- Top Ryde Shopping Centre
- The Horizon Residential Tower
- Market City Redevelopment
- Castle Towers Shopping Centre
- Westpoint Shopping Centre
- Sydney Opera House Maintenance Program
- Village docklands Residential, Melbourne
- National Maritime Museum, Sydney
- Royal Sydney Golf Club Facility Upgrade
- Sydney Showground Relocation Program

SPECIALIST COMPETENCY

- Dispute Resolution & Expert Witness
- Court Appointed Referee & Mediation
- Project Management & Project Delivery Strategist
- Independent Certifier on behalf of Major Financial Institutions

RON MOIR

CURRENT POSITION Executive Chairman Asia Pacific
Joint Chairman WT Partnership International Ltd

PROFESSIONAL EXPERIENCE 36 Years

COUNTRIES WORKED Australia, New Zealand, Fiji, Singapore, Hong Kong, Thailand and United Kingdom

PROFILE Ron trained and qualified in Aberdeen, United Kingdom where he worked for a building and civil engineering construction group which operated throughout Scotland. He commenced his apprenticeship in 1969 with Alexander Hall & Son Builders and worked on a variety of projects in the capacity of quantity surveyor and estimator, involving clients ranging from Local and Regional Governments, major oil companies, the Department of Defence and the residential development division of the firm's construction group.

Ron joined WT Partnership (WTP) in Sydney in 1986 and progressed through the company becoming a Director and Share Holder in 1992. WTP had developed a specialist expertise in health facilities cost management and Ron supplemented that team working on the John Hunter and Liverpool Teaching Hospitals in the late eighties and early nineties. Ron was invited by the Queensland Government's Health Department to participate in their Project Delivery Steering Committee and together with other experts analysed the planning and cost efficiencies of all metropolitan Brisbane's existing and proposed health facilities. In the mid-nineties WTP were appointed Cost & Project Managers of the "Market City" Redevelopment in Sydney where Ron acted as Project Director for the complex Retail and Residential components, in preparation for the Sydney Olympics. WTP were appointed cost consultants on several components of the Games facilities at Homebush which also involved the relocation of the Sydney Showground facilities which formed part of the Olympic precinct.

WTP was at the forefront of the Sydney residential boom during early 2000 and Ron carried out both cost and project management roles on numerous major high rise CBD Sydney developments.

Ron has considerable experience in dispute resolution and litigation having acted as both "expert witness" and Court appointed "referee" on a variety of matters in both the Building and infrastructure sectors. He is a qualified member of the RICS "Overseas Expert Witness Registration scheme."

As Managing Director for the Australian businesses of WTP Ron has gained considerable experience in the different procurement methods throughout Asia and understands the "risk profiles" applicable to each region and the respective business cultures and work practices.

CONTACT DETAILS: WT Partnership Level 24, Northpoint, 100 Miller Street, Sydney NSW 2060
Tel: 02 9929 7422 Fax: 02 9957 3161 Email: sydney@wtpartnership.com.au Web: www.wtpartnership.com

ITEM 3 (continued)

ATTACHMENT 2

Curriculum Vitae

Ken Maher

Chairman
Professor, FBE UNSW

Ken Maher is a Sydney based architect and landscape architect, and is executive Chairman of HASSELL, Australia's largest international multidisciplinary design practice involved in major urban projects throughout Australia and Asia. He has postgraduate qualifications in landscape architecture and environmental studies, and has a strong interest in multidisciplinary thinking in the design of our cities.

In 2009 Ken was awarded the Australian Institute of Architecture's highest accolade, the AIA Gold Medal which recognises distinguished service by Australian architects who have designed or executed buildings of high merit, produced work of great distinction resulting in the advancement of architecture, or endowed the profession of architecture in a distinguished manner. In 2010 he received the Australian Award in Landscape Architecture for his life time contribution to the landscape profession.

Ken has also received many awards for projects he has led within HASSELL including two Sulman Medals and the Sir Zelman Cowen Award. He speaks frequently at conferences and public forums on design, sustainability and the future of cities throughout Australia and internationally.

Ken is active in practice and academia, a Professor in the Faculty of the Built Environment of the UNSW, chair of the FBE Dean's Advisory Council, chair of the UNSW Campus Advisory Design Panel, and a board member of the UNSW Foundation. He was a founding board member of the Green Building Council. He has been influential in setting environmental and urban design policies for the Australian Institute of Architects as NSW President and has served as a member of the National Executive,

as Chair of the NSW Board of Architectural Education, and has initiated high level summits for reviewing city design and urban strategy issues. Ken was inducted as a Fellow of the API in 1998, as a Life Fellow of the Institute of Architects in 2007, as a Fellow of the Green Building Council in 2008, and a Fellow of the Australian Institute of Landscape Architects in 2010.

He has been an advisor to government in design and the built environment, including chairing Premier Bob Carr's Urban Design Advisory Committee introducing innovative measures to improve high density housing design. Ken is currently chair of the City of Sydney's Design Advisory Panel, and is a member of the Federal Government's Built Environment Industry Innovation Council.

Ken has a strong interest in the role of design in contributing to public life and the critical relationship between design and achieving a sustainable future.

Qualifications

- _1986 Graduate Diploma of Environmental Studies, Macquarie University
- _1976 Graduate Diploma of Landscape Design, UNSW
- _1974 Master of Architecture, University of New South Wales
- _1970 Bachelor of Architecture, UNSW, First Class Honours

Awards and Prizes

- _2010 AILA National Awards, Australian Award in Landscape Architecture
- _2009 Australian Institute of Architecture Gold Medal
- _2002 RAI (NSW Chapter) Awards, Sir John Sulman Award for Architectural Merit National Institute of Dramatic Art, Sydney
- _1998 Royal Australian Institute of Architects National Awards - Sir Zelman Cowen Award for Public Buildings, Olympic Park Rail Station, Sydney, NSW
- _Numerous Australian Institute of Architects awards

Professional Affiliations

- _2010, Fellow, Australian Institute of Landscape Architects
- _2008 Fellow, Green Building Council of Australia
- _2007 Life Fellow, Royal Australian Institute of Architects
- _1998 Fellow, Australian Property Institute
- _1986 Fellow, Royal Australian Institute of Architects
- _1986 Associate, Australian Institute of Landscape Architects
- _1976 Associate, Royal Australian Institute of Architects
- _1970 Registered as Chartered Architect in NSW

Recent Project Experience

- _2010 Barangaroo Master Plan, NSW
- _2010 Civic Place Parramatta, NSW
- _2009 Darwin Waterfront Master Plan, NT
- _2009 ANZ Centre, Docklands, VIC
- _2008 Tianjin Exhibition Centre, China
- _2008 Darwin Convention Centre, NT
- _2008 Expert Policy Advisor, Dubai Government, Centre for Research and Urban Innovation, UAE
- _2008 Riverside Project, Waterfront Common and Hillside Precinct, Perth, WA
- _2008 2030 Sustainable Sydney - Central Station Strategy, Sydney, NSW
- _2008, Callan Park Land Use Plan, Sydney, NSW
- _2007 Darwin Waterfront Master Plan, NT
- _2007 SCG Master Plan, Sydney, NSW
- _2006, Perth Cultural Centre Urban Design Study
- _2005 Kelvin Grove Urban Village, QLD
- _2005 Port Adelaide Centre Urban Design, SA
- _2005 Kelvin Grove Urban Village Master Plan, QLD
- _2003 Ningbo New City Master Plan, China
- _2003 Victoria Park Revised Master Plan/Public Domain, Sydney, NSW
- _2002 National Institute of Dramatic Art (NIDA) Parade Theatre, Sydney, NSW

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ITEM 3 (continued)

ATTACHMENT 2

WT SUSTAINABILITY



QUALIFICATIONS / AFFILIATIONS

- B Eng (Hons) Building Services
- MBA
- Chartered Professional Engineer
- Fellow Engineers Australia
- Fellow CIBSE
- Fellow AICD
- Associate Fellow AIM
- Member Society of Light and Lighting
- Registered Professional Engineer
- Accredited Green Star Professional
- Accredited NABERS Assessor
- Accredited BEEC Assessor

MAJOR PROJECTS

- New Parliament House, Canberra
- High Court of Australia
- National Gallery
- Sydney Opera House
- Aurora Place, Sydney
- Sydney City Council
- 321 Exhibition Street, Melbourne
- 135 King St, Sydney
- UNSW

STEVE HENNESSY

CURRENT POSITION Director

PROFESSIONAL EXPERIENCE 30 years

COUNTRIES WORKED Australia, United Kingdom

PROFILE Stephen has authored a broad selection of technical papers and publications relating to building services, and delivered keynote presentations at industry and professional forums over many years.

Stephen's expertise is widely recognised, and he has been invited to sit on a range of Boards, committees and panels, including the NSW Division of the Property Council of Australia, the Chartered Institute of Building Services Engineers ANZ Region, Standards Australia ME52 and AS/NZS3666 committees, the Department of Climate Change and Energy Efficiency 'Commercial Building Disclosure Implementation Forum', and the NSW Department of Environment and Heritage NABERS Advisory Panel.

In 2007 Stephen was awarded a Silver Medal by the Chartered Institution of Building Services Engineers for service to the industry.

Skills and experience

Stephen entered the engineering field in the UK nearly 30 years ago via a circuitous route, first as an indentured design technician, followed by some building services engineering contracting work. It was an enforced period of contemplation following a serious parachuting accident, however, which led him into the ranks of professional engineering.

Today, as a Director of WT Sustainability, Stephen devotes his time to team leadership with a particular focus on energy and life cycle optimisation.

CONTACT DETAILS: WT Sustainability Suite 2.02, 181 Miller Street, North Sydney NSW 2060
Tel: 02 9197 9140 Email: shennessy@wtsustainability.com.au Web: www.wtsustainability.com.au

ITEM 3 (continued)

ATTACHMENT 2

WT SUSTAINABILITY

This emphasis on sustainability has been developed over almost 20 years, most of it as an engineer with and then director of AHA Management (during this period, he was at the front end of the sustainability movement; this included roles such as Partner Support Manager with the pioneering organisation SEDA, assisting organisations to identify and implement energy savings opportunities) and subsequently as a Director of Steensen Varming Australia (where he worked on energy and sustainability projects over a range of iconic buildings including the Sydney Opera House, the National Gallery, the High Court of Australia and Parliament House in Canberra).

Stephen has undertaken a significant number of NABERS energy and water ratings. He is recognised as one of Australia's most prominent prolific and proficient assessors, and as a consequence he has been engaged to provide training on behalf of the scheme administrators.

Stephen's extensive experience in the design, operation, auditing and management of buildings and building engineering services continues to be leveraged to the benefit a wide range of clients. He believes that, given the reality of climate change, this type of experience and expertise has never been more critical. For Stephen, the era of the building professional has arrived.

CONTACT DETAILS: WT Sustainability suite 2.02, 181 Miller Street, North Sydney NSW 2060
Tel: 02 8197 9140 Email: shemessy@wtsustainability.com.au Web: www.wtsustainability.com.au

ITEM 3 (continued)

ATTACHMENT 3

11-Apr-12 **COR-RFT 02/12 - Compliance Summary**

		Billbergia Pty Ltd & Frasers Property Australia Pty Ltd, Joint Venture	Lend Lease Development Pty Limited
	Y/N	Commentary	Y/N
Returnable Schedule 1	Tenderer's Details	Y All details of JV given including proposed SPVs, Guarantors and JV structure	Y All details present
Returnable Schedule 2	Understanding the Project		
	Statement	Y All objectives and items b to g addressed	Y All objectives and items b to g addressed
Returnable Schedule 3	Capability		
	Capacity Statement	Y Provided	Y Provided
	Financial Information	Y Financial statements included in Folder or RS 5 and 7	Y Provided and audited financial statements reported to be supplied electronically
	Delivery Team	Y Provided	Y Provided
Returnable Schedule 4	Development Concept & Sustainability		
	Concept Plan/Floor Area	Y Separate A3 folder	Y Fully detailed
	3D Model	? Assumed to be in electronic format	? Assumed to be in electronic format
	Sustainability Materials	Y And Green Star tools supplied in A3 folder	Y Green Star tools completed
	Performance Brief	Y Mark up provided	Y Divergent items explained - no mark-up provided
	Development Concept Report	Y Separate A3 folder	Y Including placards
Returnable Schedule 5	Financial Return & Risk to Council		
	Financial Offer/Feasibility	Y Three financial models proposed	Y Provided but with little detail
	Cost Plan	Y Provided	Y Provided
	Financial Contributions	Y Provided with a Funding Proposal	Y Provided but no securities apparently offered

ITEM 3 (continued)

ATTACHMENT 3

		Billbergia Ply Ltd & Frasers Property Australia Pty Ltd, Joint Venture	Lend Lease Development Pty Limited
		Y/N	Commentary
Returnable Schedule 6	Delivery & Planning		
	Delivery Commitment	Y	Provided
	Development & Construction Methodology	Y	Provided and staging detailed
	Fitout Design Process	Y	Provided
	Project Management Plan	Y	Provided
	Program	Y	Provided
	Subdivision Proposal	Y	Provided
Returnable Schedule 7	Risk Allocation Table, Outline of Commercial Terms & Draft PDA		
	Risk Allocation Schedule	Y	Marked up
	Outline of Commercial Terms	Y	Provided with responses
	Draft Project Delivery Agreement	Y	Marked up
Returnable Schedule 8	Confidentiality Undertaking	Y	Marked up and signed separately by each JV Partner
Returnable Schedule 9	Conflict of Interest & Fair Dealing Statutory Declaration	Y	Marked up and signed separately by each JV Partner
Returnable Schedule 10	Collusion Statutory Declaration	Y	Marked up and signed separately by each JV Partner
Returnable Schedule 11	Request for Tenders Deed Poll	Y	Marked up and signed
	Compliance Summary <small>(submitter quality subject to Evaluation Panel review)</small>		Tender is contained in one A3 landscape folder with 8 A1 placards, and disks. Hard copy submission compliant with two queries which may be resolved by reference to electronic copy. Tender is for redevelopment proposals with the Civic Developments dependent upon the use of Site B, for which three options are presented Three financial options are presented..

Y: Content submitted in accordance with RFI
N: Content not in accordance with RFI

ITEM 3 (continued)

ATTACHMENT 4

65

Ryde Civic Precinct Performance Brief

2.2 New Civic Centre

Ryde Civic Precinct - Summary Schedule of Areas, Finishes and Other Performance Requirements

Zone	Room Name	Minimum Functional Area sqm	Occupants	Minimum Ceiling Height	Public Access	Natural Lighting	Floor Finish	Skirting	Wall Finishes	Calling Finishes	Equipment	Lighting	Power	Data	Water	Audio	Security
A	Entry Terrace			3600			Pow onto WPM Precast		Precast and finished Curtain Wall composite glazing		Specialised						CCTV
A	Entry Foyer	180		3200	Y		Stone/Cpt	Tim	AW/Tim	AT & Set PB	downlights with highlights of art works					Audience Recall, preshow music, FOH calls	CCTV
A	Customer front Counter (Customer Service, if introduced)	80	6	2700		Y	Cpt	Tim	PB and joinery AT & Set PB	number display and work stations	counter joinery, full height display boards, work stations	Allow 4 computer outlets at counter and 4 workstations. DCPD for Council server	Allow 4 computer outlets at counter and 4 workstations. DCPD for Council server		Small tea area		CCTV
A	Secure Room	6		2700		N	Cpt	Tim	P&R	Set PB	industrial shelving storage and safes	DGPO					CCTV
B	Large Meeting Rooms x2	80x2	40 conference mode	3200			Cpt	Tim	AW/PB	AT & Set PB	pinboards, AV facility within lockable joinery	3 x DCPD and 90amp	AV, data			Y	CCTV
B	Chair and Table Store	Incl. in Room		2700			Cpt	Tim with bumper rail	P&R with bumper rail	Set PB	Chair and table trolleys						CCTV
B	Conference Room x2	180	90 for conference mode and 10 -30 for rehearsal	3200			Bookable	Tim	AW/PB	AT & Set PB	pinboards, AV facility within lockable joinery	3 x DCPD and 90amp	AV, data			Y	CCTV
C	Chair and Table Store	Incl. in Room		2700			Cpt	Tim with bumper rail	P&R with bumper rail	Set PB	Chair and table trolleys						CCTV
C	Auditorium Foyer	180	250 standing	3200		Y	Cpt	Tim	AW/Tim	Set PB	downlights with highlights of art works					Audience Recall, preshow music, FOH calls	CCTV

2.0 Design Brief

HASSELL

ITEM 3 (continued)

ATTACHMENT 4

Ryde Civic Precinct Performance Brief

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2.2 New Civic Centre

Ryde Civic Precinct - Summary Schedule of Areas, Finishes and Other Performance Requirements

Zone	Room Name	Minimum Functional Area sqm	Occupants	Minimum Ceiling Height	Public Access	Natural Lighting	Floor Finish	Skirting	Wall Finishes	Ceiling Finishes	Set PB	Equipment	Lighting	Power	Data	Water	Audio	Security
	Light Lock	15		2700		N	Cpt	Tim	AW		Set PB	Shed door furniture	Non glare downlights				Audience Recall, preshow music, FOH calls	CCTV
C	Snack Bar / Cloakroom	30	3	2700	Across Counter	N	Vinyl	cave vinyl	Joinery with Tim		Set HM/PFB	cash registers, Bar and sink, commercial fridges, coffee making, bar stools, linoblock room allow/hanging rails for cloths, shelving for bag storage and floor cover for food storage.	Bar and display lighting	GPO for equipment, DGPO for cleaners, 2x ticket sales registers	Integrate with Y registers for bar and bar registers		Audience Recall, preshow music, FOH calls	CCTV, Joinery to be lockable
C	Auditorium	480	ballroom and/or 400 seated and/or 200 for seated or 200 seated with orchestra	6000 clear height, Stage to be 1000 above orchestra floor	Bookable		Sprung Parquetry	Tim	AW / Tim / 78% AT / Set P3	portion of stage		Provide 600 floor areas, 6000 sqm of stage for orchestra uses and floor box to rear third of auditorium for production 600m.	Non glare downlights	GPO at 6m for stage side walls, 6x DGPO to front staff only of stage. Provide DGPO to all floor boxes	Integrate with Y registers for bar and bar registers		Audience Recall, preshow music, FOH calls	CCTV
C	Stage	90		6000 clear height, Stage to be 1000 above orchestra floor	Bookable	N	HB	P	P	P	P	Adjustable Booms to full stage, Wall mounted DGPO at 1m ctrs. Floor access panels for regulation of stage lights. Adjustable curtains to form varied proscenium.	Non glare downlights	DGPO at 3m centre to all stage and managers lighting connection to 3 phase	2 data outlets for use by COB telephones and DGPO connection to lighting control booth	Audience Recall, preshow music, FOH calls		

ITEM 3 (continued)

ATTACHMENT 4

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Ryde Civic Precinct Performance Brief

2.2 New Civic Centre

Ryde Civic Precinct - Summary Schedule of Areas, Finishes and Other Performance Requirements

Zone	Room Name	Minimum Functional Area sqm	Occupants	Minimum Ceiling Height	Public Access	Natural Lighting	Floor Finish	Skirting	Wall Finishes	Calling Finishes	Equipment	Lighting	Power	Data	Water	Audio	Security
C	Stage Wings	130		8000 clear height	Bookable	N	HB	P	P	P	Roler stage	refer stage	refer stage	refer stage	water point to rear stage. H&C	Audience Recall, FOH/ BOH calls	
C	Backstage Storage	20		W/O		N	CP	Tim	P with bumper rail				2x DGPO				CCTV
C	Chair Store	50		W/O		N	Vinyl	Tim	P&R with bumper rail	Set PB							
C	Green Room	120	50 for green room use or 10-30 for rehearsal uses	3200	Bookable	N	Opt/Vinyl	Tim	P&R	Acoustic Board and set PB	Mirrors and ballet bars to one wall. Curtains to mirrors, TV and fridge	Y	8x DGPO and 3 allow 4 phases, 2x DGDC computer to kitchenette outlets (for us by COR) Year Digital TV facility			Audience Recall, FOH/ BOH calls	CCTV
C	Performer's Change Rooms	120	10	2700	Bookable	N	Vinyl	Tim	P&R	Set HMRPB	MakeUp benches, wall mirrors, mirrors with make up lights, hair/wig shelving above mirrors, separate wall height mirror. Allow space for mobile costume racks, chairs and tiring board.	Make up lights, direct area benches DGPO per make up mirror	8x DGPO to basin	H&C	Audience Recall, music, FOH calls		
	Accessible WC and Shower	40		2700	Bookable	N	CT	CT	Full height CT	Set HMRPB	fold down recessed SS baby change table			Y		Audience Recall, music, FOH calls	
C	Backstage Corridor and/or Egress Corridor	TBA	to meet BCA	2800 Min		N	CP	Tim	P and bumper rails								Audience Recall, FOH/ BOH calls

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ITEM 3 (continued)

ATTACHMENT 4

Ryde Civic Precinct Performance Brief

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2.2 New Civic Centre

Ryde Civic Precinct – Summary Schedule of Areas, Finishes and Other Performance Requirements

Zone	Room Name	Minimum Functional Area sqm	Occupants	Minimum Ceiling Height	Public Access	Natural Lighting	Floor Finish	Skirting	Wall Finishes	Ceiling Finishes	Equipment	Lighting	Power	Data	Water	Audio	Security
C	Sound and Light Control	15	2	2400	Bookable	N	Cpt	Tim	P	Set PB	Control desk to full extend to full extend back for large equipment, 2 Access Chairs, Racks to rear of booth for future equipment.	General room lights and low backlighting	Min 5 DGPO	2 data outlets (for use by staff only)		Audience Recall, music, FOH calls	CCTV
C	Follow Spot	Above Control Room	1	to align with ceiling of auditorium	Bookable	N	CP	Tim	AW / Tim	Af&setPB			3Nx3 DGPO and 3 Phase			Audience Recall, music, FOH calls	
C	Auditorium Finishing Kitchen	50 (as req'd)	5-8	2700	Bookable	N	CT	CoveCT	Full height	CT Set-HMFPB	Commercial grade kitchen	recessed lights		2 data outlets (for use by staff only)	HMC	Audience Recall, FOH calls	
D	Upper Level Foyer	90	allows seating for 10min	3200	Y	Y	Cpt	Tim	AW / Tim	AT & SetPB	informal seating (lounges and coffee tables)	Specialised				Y	CCTV
D	Council Chamber - Top table and Officials	200	33	4800	Bookable	Blackout provision	Cpt	Tim	Tim and AW	AT & SetPB	High quality joinery integrated services, electronic drop down screen for data projections, Presentation table to have video connection	Specialised	AV, microphones, 1 data outlet for each - Council - Mayor - position - Council officer - Council staff - position	Y	Y	CCTV	
	Civic Precinct - Tiered Public Seating	Incl.	120	4800	Bookable	Blackout provision	Cpt	Tim	Tim and AW	AT & SetPB	flexible seating flat floor	Specialised	AV and GPO's	Y		Y	CCTV

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Ryde Civic Precinct Performance Brief

2.2. New Civic Centre

Ryde Civic Precinct - Summary Schedule of Areas, Finishes and Other Performance Requirements

Zone	Room Name	Minimum Functional Area/sqm	Occupants	Minimum Ceiling Height	Public Access	Natural Lighting	Floor Finish	Skirting	Wall Finishes	Ceiling Finishes	Equipment	Lighting	Power	Data	Water	Audio	Security
D	Secure AV Room	12	1	2700	N	N	Cpt	Tim	PB	set PB				4 data outlets			
D	Ante Room	20	6	2700		Blackout provision	Cpt	Tim	PB	AT & Set PB	Table with 8 office chairs	Specialised	Y	2 data outlets		Y	CCTV
	Small Utility Room	10		2700		N	Vinyl	Tim	PB					2 data outlets			
E	Mayor's Office	30	5	2700		Blackout provision	Cpt	Tim	Tim/PB	AT & Set PB	Large L shaped desk, 2 x 1200mm table and 4 chairs	Specialised		2 data outlets			CCTV
	Mayor's Amenities - WC and Shower	7		2700		N	CT	Cove CT	Full height CT	Set HMRPB		Y					Hand C
E	Informal Meeting Room	30	12	2700		Blackout provision	Cpt	Tim	PB	AT & Set PB	lounges, club chairs, coffee table, containing drinks cupboard	Specialised	Y	2 data outlets		Y	CCTV
E	Administration/Secretary	15	1	2700		Across Counter	Cpt	Tim	PB	AT & Set PB	workstation, photocopier and fax machine	Overhead + 2 task	Y	3 data outlets			CCTV
E	Informal Reception	20	8 seated and 20 standing	2700		Y	Cpt	Tim	Tim/PB	AT & Set PB	Lounges			Y		Y	CCTV
E	Dining Room	45	24 seated	2700			Cpt	Tim	Tim	AT & Set PB	formal dining table to seat 24	Specialised	Y	Y		Y	
E	Small Community Meeting Room and Formal Meeting	35	up to 16 seated 40 standing when not used for dining	2700		Bookable	Cpt	Tim	Tim	AT & Set PB	tables and chairs to be relocatable to achieve a variety of uses	Specialised	Y	6 data outlets		Y	CCTV
E	Upper Level Reception Kitchen	30	3	2700		N	CT	Tile	Full height CT	Set HMRPB	hospitality joinery and equipment	Y					Hand C

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Ryde Civic Precinct Performance Brief

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2.2 New Civic Centre

Ryde Civic Precinct - Summary Schedule of Areas, Finishes and Other Performance Requirements

Zone	Room Name	Minimum Functional Area sqm	Occupants	Minimum Ceiling Height	Public Access	Natural Lighting	Bookable	Y	Precast	WPM	Floor Finish	Skirting	Wall Finishes	Ceiling Finishes	Equipment	Lighting	Power	Data	Water	Audio	Security	
E	Breakout Terrace	TBA																				CCTV
E	Councillor's Offices	145	11	2700	N	Browserout provision	N	Y	PB	Tim	Tim	AT & Set PB	PB	AT & Set PB	each office to specialised, concealed, concealed, telephone, 2 visitor chairs and pinboard and locker for PPE equipment	Specialised concealed lighting within OF/joinery	Y	2 data outlets per workstation	Y			CCTV
E	Copy Room	10		2700	N		N	Y	PB	Tim	Tim	Set PB	PB	Set PB	joinery	concealed lighting within OF/joinery	Y	4 data outlets	Hand C	Y		CCTV
E	Utility Tea Room	10		2700	N		N	Y	PB	Vinyl	Tim	Set HM/RPB	PB	Set HM/RPB	joinery	concealed lighting within OF/joinery	Y	2 data outlets		Y		CCTV
3	Retail - Cold Shell Cafe	300																				
3	FOH Public Toilet	to meet BCA	2700	Y	N		N		CT	CT	CT	Full height CT	Set HM/RPB	Full height CT	Terrazzo toilet partitions	Direct lighting over basins	Direct lighting GPO to basin area		Hand C			
3	Councillor's Amenities - WC & Shower	47		2400	N		N		CT	CT	CT	Full height CT	Set HM/RPB	Full height CT		Direct lighting over basins	Direct lighting GPO to basin area		Hand C			
3	Cleaner's Store Rooms	30		2400	N		N		CT	CT	CT	P&H CT splashback	Set HM/RPB	Set HM/RPB	adjustable industrial shelving and stainless steel cleaners sink		DGPD		Hand C			
3	Recycling and General Waste Store	Sized to suite bin storage		W/O	N		N		CP	P	P	P	P	P	adjustable industrial shelving and stainless steel cleaners sink		DGPD		Cold and FW			CCTV
3	FOH Passenger Lift	TBA		2400	Y		N		Uplift Car Cpt	Uplift Car Skirting	Uplift Car Skirting	Uplift Car Skirting	Uplift Car Skirting	Uplift Car Skirting	SS handrails	Uplift Car Skirting	Uplift Car Skirting					CCTV

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Ryde Civic Precinct Performance Brief

2.2 New Civic Centre

Ryde Civic Precinct - Summary Schedule of Areas, Finishes and Other Performance Requirements

Zone	Room Name	Minimum Functional Area sqm	Occupants	Minimum Calling Height	Public Access	Natural Lighting	Floor Finish	Skirting	Wall Finishes	Ceiling Finishes	Equipment	Lighting	Power	Data	Water	Audio	Security
G	Goods/Passenger/Service Lift	TBA	2600				Floor of Lift car-vinyl	Lift Car Skirting:SS	Wall of Lift car:SS Sheet and timber bumper rails	Lift Car Ceiling: Coloured Laminate Sheet							CCTV
G	Deliveries	Sized to suite	W/O	N	N		CP	P	P with bumper rails								CCTV
G	Roof Garden, Bridge Link, Lift and Stair Access	TBA		Y	Y		Pavonia WPM	Precast	Precast and painted render		2pac metal fire security gates, External Seats. Refer to separate description	Y	Y for sound equipment	Y	Y for irrigation		CCTV
G	Public Domain Lifting Area	TBA		Y	Y		Pavonia WPM	Precast	Precast panels	prefinished composite panel		Y	N/A	N/A	N/A	Y	CCTV
G	Public Domain Stair Link	TBA		Y	Y		Pavonia WPM	Precast	Precast panels		SS handrails and TGS's. Stair nosings to be PID	Y	N/A	N/A	N/A		CCTV
G	Engineering Services Circulation	TBA															

TBA The areas noted TBA will require the Tenderer to calculate based on the Tenderers Concept Design for the New Civic Centre

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Ryde Civic Precinct Performance Brief

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2.2 New Civic Centre

Key to Finishes:

Floor	Smooth finished concrete with paint applied sealer
CP	High Quality Carpet
Cot	Ceramic floor tiles with required slip resistance rating set to falls onto WPM
CT	Precast and/or natural stone units with required slip resistance rating
Pav	Wood fibre sheet onto select grade plywood in stretcher bond pattern
HB	Tongue and Groove timber using Australian timber from managed forests
T&G	Timber Parquetry Flooring using Australian hardwood timber from managed forests
Tim	Select natural stone with paint applied sealer for slip resistance rating
Stone	Vinyl sheet with required slip resistance rating
Vinyl	Water Proof Membrane
WPM	
Walls and Skirtings	
AW	Acoustic timber wall panelling consisting of select grade engineered timber veneer onto MDF with clear seal finish
Bumper	Timber rails using select grade Australian timber from managed forests
CT	Ceramic wall tiles with SS corner beads onto rendered wall surfaces
P	Paint
P&R	Rendered walls with paint finish. Use setting beads to form corners and openings
PB	Painted plasterboard
SS	stainless steel sheet with selected finish
Tim	Timber skirtings using select grade Australian timber from managed forests
TP	timber wall panelling consisting of select grade engineered timber veneer onto MDF with clear seal finish
Ceilings	
AT	Acoustic ceiling tile
HM/PPB	Moisture resistance painted plaster board
PB	Painted plasterboard
OFC	Off Form Concrete

ITEM 3 (continued)

ATTACHMENT 4

City of Ryde - Council Office Building - Space Budget Adjustment

12th March 2012

Space Budget - Workplace	Area sqm	Spaces per 100	Total Spaces Required	TOTAL sqm
Workpoints				
Office - Style "A"	20		5	100
Office - Style "B"	12		19	228
Workstations	5.7		230	1311
Projected head count allowance	5.7		38	217
Collaboration				
Quiet Room	5	1:25	12	60
Meeting Room - table for 4 people	9	1:25	12	108
Storage				
1 x unit of filing per person	0.5	1.1	146	73
Store / filing	12	1:40	7	84
Equipment/Facilities				
Utility/Resource Centre - closed	20	1:40	7	140
Utility area - open	12	1:40	5	60
Data / Comms Room	20		1	20
IT Test Lab	15		1	15
Health & Building Test Room	15		1	15
Security Room	12		1	12
Mail / scanning	30		1	30
Kitchen/catering	30		1	30
Cafes	30		3	90
Feature café/ Breakout / recreation	80		1	80
Sick / Mothers Room	12		1	12
Meeting				
Medium Meeting Room (6-8 people)	24		7	168
Large meeting Room (10-15 people)	36		4	144
Mid Size PC Based Training Room	50		1	50
Boardroom/Multi-function Room	180		1	180
Reception	40		1	40
Reception meeting suites (2x10-15pp, 2x6-8pp, 2x4pp)	150		1	150
increase/growth head count allowance				125
TOTAL				3542
Engineering/Travel/Circulation @ 15%				531.24
TOTAL SPACE REQUIREMENTS				4073