

**Meeting Date:** Tuesday 11 June 2019  
**Location:** Council Chambers, Level 1A, 1 Pope Street, Ryde  
**Time:** 6.00pm

**NOTICE OF BUSINESS**

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**1 CONFIRMATION OF MINUTES - Meeting held on 14 May 2019**

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**Report prepared by:** Civic Services Manager**File No.:** CLM/19/1/2/2 - BP19/553

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**REPORT SUMMARY**

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 Works and Community Committee Meeting 4/19, held on 14 May 2019, be confirmed.

**ATTACHMENTS**

1 MINUTES - Works and Community Committee Meeting - 14 May 2019

**ITEM 1 (continued)**

**ATTACHMENT 1**

**Works and Community Committee  
MINUTES OF MEETING NO. 4/19**

**Meeting Date:** Tuesday 14 May 2019  
**Location:** Council Chambers, Level 1A, 1 Pope Street, Ryde  
**Time:** 6.04pm

**Councillors Present:** Councillors Pedersen, (Chairperson), Clifton, Gordon, Kim and Purcell.

**Apologies:** Nil.

**Absent:** Councillors Moujalli and Zhou.

**Staff Present:** General Manager, Director – Customer and Community Services, Director – Corporate Services, Director – City Planning and Environment, Director – City Works, Manager – Communications and Engagement, Manager – Community and Rangers Services, Manager – Parks, Manager – Environment, Health and Building, Senior Coordinator – Strategic Planning, Senior Coordinator – Environment, Senior Coordinator – Parks Planning, Natural Areas Project Officer, Open Space Planner, Civic Services Manager, Civic Support Officer and Executive Assistant to Mayor and Councillors.

**DISCLOSURES OF INTEREST**

Councillor Gordon disclosed a Less than Significant Non-Pecuniary Interest in Item 4 – Proposed Wildlife Protection Areas for the reason that he lives on the edge of the Field of Mars and has a pet.

**ORDER OF BUSINESS**

**RESOLUTION:** (Moved by Councillors Purcell and Clifton)

That the Committee now consider the following Item, the time being 6.05pm:-

- **Item 13** – Naming of New Skate Facility in Meadowbank Park

**Record of Voting:**

For the Motion: Unanimous

**ITEM 1 (continued)**

**ATTACHMENT 1**

**LATE ITEM**

**13 NAMING OF NEW SKATE FACILITY IN MEADOWBANK PARK**

**RESOLUTION:** (Moved by Councillors Purcell and Clifton)

- (a) That Council name the new recreation facility within Meadowbank Park “Meadowbank Skate Park” in line with the Draft Naming of Parks and Park Facilities Policy attached to this report.
- (b) That Council place the draft Naming of Parks and Park Facilities Policy on public exhibition for a period of 28 days.
- (c) That should no objections be received during the public exhibition period Council adopt the policy.
- (d) That should any submissions be made objecting to the policy during the public exhibition period, a further report be prepared for Council’s consideration.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee’s delegated powers.

**1 CONFIRMATION OF MINUTES - Meeting held on 9 April 2019**

**RESOLUTION:** (Moved by Councillors Pedersen and Purcell)

That the Minutes of the Works and Community Committee Meeting 3/19, held on 9 April 2019, be confirmed.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee’s delegated powers.

**ITEM 1 (continued)**

**ATTACHMENT 1**

**PUBLIC PARTICIPATION ON ITEMS LISTED ON THE AGENDA**

The following persons addressed the Council:-

| <b>Name</b>   | <b>Topic</b>   |
|---|--|
| Darren Deigan<br>(representing North Ryde Dockers Junior AFL) | <b>Item 6</b> – ELS Hall Park, Greenwood Park and Booth Reserve Masterplan   |
| Buckley Findlay<br>(representing GHFA)                        | <b>Item 6</b> – ELS Hall Park, Greenwood Park and Booth Reserve Masterplan   |
| Leigh Smart   | <b>Item 12</b> – Traffic and Parking matters tabled at the Ryde Traffic Committee Meeting held on 11 April 2019 – Advisory Item 1 – Adelaide Street, West Ryde |

**2 ITEMS PUT WITHOUT DEBATE**

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

That the Committee determine Items 3, 4, 5, 7, 8, 9 and 10 on the Agenda as per the recommendations in the reports.

**Record of Voting:**

For the Motion: Unanimous

**3 PIANO FOR WEST RYDE COMMUNITY HALL**

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

- (a) That Council purchase a suitable, lockable upright piano for the West Ryde Community Hall with funding allocated from the Community and Ranger Services 2018/19 base budget.
- (b) That a suitable system for providing access to the piano for user groups is implemented.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers

**ITEM 1 (continued)**

**ATTACHMENT 1**

**4 PROPOSED WILDLIFE PROTECTION AREAS**

Note: Councillor Gordon disclosed a Less than Significant Non-Pecuniary Interest in this for the reason that he lives on the edge of the Field of Mars and has a pet.

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

- (a) That Council endorses the proposal to declare the Field of Mars Reserve and the parks and reserves listed within the Kittys Creek and Terrys Creek Corridors as 'Wildlife Protection Areas' and this is to be placed on public exhibition for 28 days.
- (b) That on completion of the public exhibition period, a further report is to be submitted to Council to make the final determination.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**5 YOUTH AMBASSADOR PROGRAM - 6 MONTH TRIAL REVIEW**

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

That the Youth Ambassador Program continues in 2019/2020 with the costs allocated from the Community and Ranger Services base budget.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**7 TRAFFIC AND PARKING INVESTIGATIONS - WEST RYDE PUBLIC SCHOOL**

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

- (a) That Council place the West Ryde Public School Traffic and Parking Study on public exhibition for a period of 28 days.
- (b) That following the community consultation, a report be provided back to Council, via the Ryde Traffic Committee.

**ITEM 1 (continued)**

**ATTACHMENT 1**

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**8 TRAFFIC AND PARKING INVESTIGATIONS - TRUSCOTT STREET  
PUBLIC SCHOOL**

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

- (a) That Council places the Truscott Street Public School Traffic and Parking Study on public exhibition for a period of 28 days.
- (b) That following the community consultation, a report be provided back to Council, via the Ryde Traffic Committee.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**9 TRAFFIC AND PARKING INVESTIGATIONS - DENISTONE EAST  
PUBLIC SCHOOL**

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

- (a) That Council place the Denistone East Public School Traffic and Parking Study on public exhibition for a period of 28 days.
- (b) That following the community consultation, a report be provided back to Council, via the Ryde Traffic Committee.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**ITEM 1 (continued)**

**ATTACHMENT 1**

**10 TRAFFIC AND PARKING INVESTIGATIONS - HOLY SPIRIT PRIMARY SCHOOL**

**RESOLUTION:** (Moved by Councillors Purcell and Gordon)

- (a) That Council place the Holy Spirit Catholic Primary School Traffic and Parking Study on public exhibition for a period of 28 days.
- (b) That following the community consultation, a report be provided back to Council, via the Ryde Traffic Committee.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**3 PIANO FOR WEST RYDE COMMUNITY HALL**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

**4 PROPOSED WILDLIFE PROTECTION AREAS**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

**5 YOUTH AMBASSADOR PROGRAM - 6 MONTH TRIAL REVIEW**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

**6 ELS HALL PARK, GREENWOOD PARK AND BOOTH RESERVE MASTERPLAN**

Note: Darren Deigan (representing North Ryde Dockers Junior AFL) and Buckley Findlay (representing GHFA) addressed the meeting in relation to this Item.

**RECOMMENDATION:** (Moved by Councillors Gordon and Clifton)

- (a) That Council endorses the ELS Hall Park, Greenwood Park and Booth Reserve Masterplan and associated Masterplan Report.



**ITEM 1 (continued)**

**ATTACHMENT 1**

- (b) That Council amends the draft Four Year Delivery plan (2019 – 2023) to add \$170,000 for the detailed design of the upper amenities building at ELS Hall Park in 2019/20.
- (c) That Council writes to all members of the public that made a submission on the project notifying them of this resolution and thanking them for their participation in the project.
- (d) That Council staff write to the relevant agencies of the NSW Government to determine the feasibility of incorporating the land immediately adjacent to ELS Hall Park and Booth Reserve into the park for community use.

**Record of Voting:**

For the Motion: Unanimous

Note: This matter will be dealt with at the Council Meeting to be held on **28 MAY 2019** as it is outside the Committee's delegations.

**7 TRAFFIC AND PARKING INVESTIGATIONS - WEST RYDE PUBLIC SCHOOL**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

**8 TRAFFIC AND PARKING INVESTIGATIONS - TRUSCOTT STREET PUBLIC SCHOOL**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

**9 TRAFFIC AND PARKING INVESTIGATIONS - DENISTONE EAST PUBLIC SCHOOL**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

**10 TRAFFIC AND PARKING INVESTIGATIONS - HOLY SPIRIT PRIMARY SCHOOL**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

**ITEM 1 (continued)**

**ATTACHMENT 1**

**11 TRAFFIC AND PARKING INVESTIGATIONS - RYDE SECONDARY COLLEGE**

**RESOLUTION:** (Moved by Councillors Kim and Purcell)

- (a) That Council place the Ryde Secondary College Traffic and Parking Study on public exhibition for a period of 28 days.
- (b) That following the community consultation, a report be provided back to Council, via the Ryde Traffic Committee.

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**12 TRAFFIC AND PARKING MATTERS TABLED AT THE RYDE TRAFFIC COMMITTEE MEETING HELD ON 11 APRIL 2019**

Note: Leigh Smart addressed the meeting in relation to Advisory Item 1 – Adelaide Street, West Ryde.

**RESOLUTION:** (Moved by Councillors Purcell and Clifton)

- (a) That Council installs No Stopping restrictions on both sides of Wattle Lane, West Ryde, between 61A Falconer Street and the intersection of Hermitage Road as per the attached *Figure A2*.
- (b) That Council:
  - 1. Converts 13 metres of unrestricted parking to 'No Parking – 8:00AM to 9:30AM & 2:30PM to 4:00PM – Monday to Friday' outside 45 Maxim Street; and
  - 2. Converts 14 metres of existing 'No Stopping' to 'No Parking – Wedding and Funeral Vehicles Excepted' outside 45 Maxim Street.
- (c) That Council installs the following:
  - 1. as per the attached *Figure C2*, give way signage, linemarking and BB centre line marking on Sturdee Street, at its intersection with Morshead Street; and
  - 2. a 15 metre section of 2P 8am-6pm Mon-Fri – Permit Holders Excepted adjacent to the property frontage of 45 Morshead Street, and
  - 3. a 17 metre section of No Stopping adjacent to the property frontage of 43 Morshead Street, North Ryde.

**ITEM 1 (continued)**

**ATTACHMENT 1**

- (d) That Council installs a 'No Stopping, 7am-6pm Mon-Fri' restriction on the western side of Winbourne Street, between the driveways of 47 Winbourne Street, West Ryde as per the attached Figure D2.
- (e) That Council in accordance with the attached *Figure E5*:
  - 1. installs "No Stopping" restrictions on the northern side of Yarwood Street, Marsfield, between Karalee Close and Coral Street; and
  - 2. replaces existing "No Parking" restrictions on the northern side of Yarwood Street, Marsfield, between Karalee Close and Culloden Road, with "No Stopping" restrictions.
- (f) That Council installs, as per the attached Figure F2, No Stopping restrictions on both sides of Anderson Lane, Ryde.
- (g) That Council installs, as per *Figure G3*, a 36 metre 'No Parking' zone on the eastern side of Linsley Street, outside 12 to 16 Linsley Street, Gladesville.
- (h) That Council extends, as per the attached *Figure H2*, the existing 'No Stopping' zones on both sides of Monash Road, north of Higginbotham Road, by 10 metres northwards, incorporating the driveway of 78 Monash Road, Gladesville.
- (i) That Council installs, as per the attached Figure I2, "No Stopping" restrictions on the southern side of the cul-de-sac north of Constitution Road, from Bowden Street to the access point to Ann Thorn Park.
- (j) That Council installs, in accordance with RMS technical direction TDT2011/01A "Pedestrian Refuges", a pedestrian refuge and improved kerb ramps in Adelaide Street, north of the intersection with Deakin Street, West Ryde as shown on the attached *Figure J2*.
- (l) It is recommended that Council approves the following proposals (work to be completed by Sydney Metro):
  - 1. Remove the bus stop on Waterloo Road on the approach to Herring Road (westbound) and replace BUS ZONE signs with NO STOPPING signs as outlined in Section 4 (Discussion, Location 1).
  - 2. Convert 5min parking to 'No Parking' (peak times) for Kiss and ride operation in Coolinga Street as outlined in Section 4 (Discussion, Location 2).

**Record of Voting:**

For the Motion: Unanimous

Note: This is now a resolution of Council in accordance with the Committee's delegated powers.

**ITEM 1 (continued)**

**ATTACHMENT 1**

**LATE ITEM**

**13 NAMING OF NEW SKATE FACILITY IN MEADOWBANK PARK**

Note: This Item was dealt with earlier in the meeting as set out in these Minutes.

The meeting closed at 6.27pm

CONFIRMED THIS 11TH DAY OF JUNE 2019.

Chairperson

**2 ITEMS PUT WITHOUT DEBATE**

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**Report prepared by:** Civic Services Manager**File No.:** CLM/19/1/2/2 - BP19/554

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**REPORT SUMMARY**

In accordance with Council's Code of Meeting Practice, the Committee can determine those matters on the Agenda that can be adopted without the need for any discussion.

**RECOMMENDATION:**

That the Committee determine the Items on the Agenda that will be adopted without any debate.

OR

That the Committee determine all Items on the Agenda.

### 3 SMALL GRANTS - ALLOCATION OF FUNDING, ROUND 1, 2019

**Report prepared by:** Team Leader - Community Services  
**File No.:** GRP/15/1/8 - BP19/551

#### REPORT SUMMARY

Council's Community Grants Program is a strategic tool aimed at building community capacity and supporting innovation to address community need in line with the Community Strategic Plan 2028.

The Small Grants are part of Council's Community Grants Program and are designed to respond to the changing circumstances and emerging needs between the larger Community Grant rounds. Round 1 of the 2019 Small Grants opened on 4 March 2019 and closed on 27 April 2019. A total of 26 applications were received.

The remaining 2019 Small Grant budget is \$29,676 with a further \$225,302.60 in Community Grants Reserve.

#### RECOMMENDATION:

- (a) That Council endorse funding to the following organisations in round 1 of the 2019 Small Grants as follows:

| Organisation               | Project  | Amount Requested | Amount Recommended |
|----------------------------|--|------------------|--------------------|
| Catholic Healthcare        | Living Active- an eight week exercise program for two Korean seniors groups            | \$1986.70        | \$1986.70          |
| Christian Community Aid    | Through "OUR" Lens- wellbeing program for the youth of Ryde                            | \$2000           | \$2000             |
| Little Heroes Swim Academy | Little Heroes Royal Rehab Program- water safety lessons for students with a disability | \$1430           | \$1430             |
| Link Housing               | Your New Community Space- working bee at Higginbotham Road community room              | \$2000           | \$2000             |
| West Ryde Community Church | Provision of English as a second language conversation classes                         | \$2000           | \$2000             |

**ITEM 3 (continued)**

| <b>Organisation</b>                    | <b>Project</b>  | <b>Amount Requested</b> | <b>Amount Recommended</b> |
|--|---|-------------------------|---------------------------|
| Participate Australia                  | Community Engagement Program for People with a Disability- six social activity sessions   | \$2000                  | \$2000                    |
| Friends of Lane Cove National Park     | Support for National Tree Day event- site preparation   | \$2000                  | \$2000                    |
| Rotary Club of Ryde                    | Light Up East Ryde Promotion- promotion of Christmas street market  | \$1500                  | \$1500                    |
| Eastwood Tai Chi Incorporated          | I love Tai Chi Qigong- Tai Chi and Qigong demonstrations and teaching to community members  | \$2000                  | \$2000                    |
| Italo-Australian Senior Citizens Group | Italo-Australian Senior Citizens Group- activities/ social support group for older people from an Italian background                    | \$2000                  | \$2000                    |
| Eastwood Ryde Netball Association      | Improve netball skills program- coaching program for 10-15 years of age players   | \$2000                  | \$2000                    |
| Korean Cultural Centre                 | Korean Drum Workshop and Showcase- 8 x 3 hour drumming workshops  | \$2000                  | \$2000                    |
| Probus Club of Ryde                    | Transport and excursions for Probus Members- to subsidise the cost of activities  | \$2000                  | \$2000                    |
| Enactus Macquarie                      | Women's Creative Hub Stalls- promotional market stalls to raise awareness of the Women's Creative Hub. Selling food and hand-made items | \$1000                  | \$1000                    |

**ITEM 3 (continued)**

| <b>Organisation</b>  | <b>Project</b>  | <b>Amount Requested</b> | <b>Amount Recommended</b> |
|--|---|-------------------------|---------------------------|
| The Shepherd Centre- For Deaf Children   | Kidscape- An art and music playgroup for children with hearing loss and their families in Ryde  | \$2000                  | \$2000                    |
| NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) | Armenian Healthy Cooking Class- 8 weekly cooking classes for 15-20 women newly arrived from Syria.  | \$2000                  | \$2000                    |
| Ryde District Historical Society   | Ryde District Historical Society Primary School History Curriculum Handout- technology-based resources and workshops for local primary school teachers to support incorporation of local historical information aligned with curriculum | \$1990                  | \$1990                    |
| Eastwood Senior Citizen's Club   | Welfare and Integration of Local Seniors- Laughter Yoga workshops for existing members and other seniors  | \$1750                  | \$1750                    |
| <b>TOTAL</b>   |   | <b>\$33,656.70</b>      | <b>\$33,656.70</b>        |

- (b) That funding of \$29,676 is available within the Community and Ranger Services Small Grant budget to partially fund the recommended applications totalling. The remaining funding of \$3,980.70 be allocated from the Community Grants Reserve.



**ITEM 3 (continued)**

- (c) That Council does not endorse the following four applications due to ineligibility in line with the Community Grants Policy:

| <b>Organisation</b>                | <b>Project</b>  | <b>Amount Requested</b> | <b>Reason</b>  |
|------------------------------------|---|-------------------------|--|
| Know and Grow Your Community       | In-depth needs identification interviews with residents of North Ryde               | \$2000                  | This group has received a grant in Round 2, 2018. Groups are not eligible to receive funding for the same project more than once in a 12 month period.   |
| The Happy Hens Social Enterprise   | Bees and Chooks- introducing bees and chickens into the Community Garden and Henley | \$2000                  | Materials for a community garden located in Henley. This is outside of the Ryde LGA. There is no indication in the application that this would “primarily benefit residents in the City of Ryde” |
| Australian South East Asia Forum   | FAME- a music event for people from countries in the South East Asia region         | \$2000                  | The event has not been costed (e.g. application lists expenditure as food, travel & other costs). The application does not demonstrate that the group would be able to carry out the project.    |
| Sir Roden & Lady Cutler Foundation | Pick me up Volunteer Uniforms   | \$2000                  | This is an operational expense of running the program and would not be eligible under the grant guidelines. The project primarily benefits residents outside of the City of Ryde.                |
| <b>TOTAL</b>                       |   | <b>\$8000</b>           |  |

**ITEM 3 (continued)**

- (d) That the successful and unsuccessful grant applicants be informed in writing of the outcome of their applications.

**ATTACHMENTS**

There are no attachments for this report.

Report Prepared By:

**Tania Gamble**  
**Team Leader - Community Services**

Report Approved By:

**Sue Verhoek**  
**Senior Coordinator - Social Development & Capacity Building**

**Lindsay Godfrey**  
**Manager - Community and Ranger Services**

**Angela Jones-Blayney**  
**Director - Customer and Community Services**

### ITEM 3 (continued)

#### Discussion

The City of Ryde Community Grants Program provides funding to local groups and organisations to build their capacity and address community needs, which align to the Community Strategic Plan 2028. The Small Grants are part of the Community Grants Program and are designed to respond to the changing circumstances and emerging needs between the larger Community Grant rounds.

Applications for the Small Grants Round 1, 2019, opened on 4 March 2019 and closed on 27 April 2019. A total of 26 applications were received.

The Small Grants were advertised in the local newspaper, via social media and Council's website and promoted via Council's existing mailing lists.

Applications were submitted to Council via SmartyGrants, an online grant management system. Assistance is provided to groups that are unable to access the internet or that have English as a second language.

All applications were assessed in line with Council's Community Grants Policy 2018 and the Community Grant Application Guidelines (appendices 1 and 2). Each grant was reviewed by a minimum of two Council officers.

A total of 26 applications were received totalling \$49,656.70 in funding requests. The total number of applications recommended is 18, totalling \$33,656.70. Four applications after discussion with the applicant were withdrawn prior to the assessment of the grants, as follows:

| <b>Organisation/ Project</b>  | <b>Reason for Withdrawal</b>  |
|---|---|
| Estia Foundation of Australia-<br>Excavate front lawn and replace it with<br>concrete parking<br>\$2000                   | Capital works are not eligible under the City of Ryde Community Grants. The applicant was provided with information on grant writing workshops and other grant opportunities. |
| North Ryde Community Aid-<br>Food relief program<br>\$2000  | This project has received funding within the past 12 months and would not be eligible for funding for the same project. The organisation will apply in the next grant round.  |
| Australian Association of Cancer Care<br>Incorporated-<br>Continuation of Helping Cancer Patients<br>Rehabilitate- \$2000 | This project has received funding within the past 12 months and would not be eligible for funding for the same project. The organisation will apply in the next grant round.  |

**ITEM 3 (continued)**

| <b>Organisation/ Project</b>  | <b>Reason for Withdrawal</b>   |
|---|--|
| Christ Living Church-<br>West Ryde Senior Community Project<br>\$2000 | This project has received funding within the past 12 months and would not be eligible for funding for the same project. The organisation will apply in the next grant round. A meeting has been arranged with this group to provide assistance with future applications. |
| <b>TOTAL</b>  | <b>\$8000</b>  |

A further four applications were deemed ineligible following the grant assessment process (see recommendation C).

**Financial Implications**

The 2019 Small Grants, round 1, budget totals \$29, 676 with a further \$225,302.60 in the Community Grants Reserve.

The grant applications recommended for round 1 Small Grants total \$33,656.70 and it is proposed that \$3,980.70 is used from the Community Grants Reserve to fully fund the recommended applications. There will be \$221,321.90 remaining in the Community Grants Reserve to support community grant applications in coming years.

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## 4 PAINT4FREEDOM REPORT

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**Report prepared by:** Arts & Cultural Development Coordinator  
**File No.:** GRP/09/5/3/7 - BP19/550

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### REPORT SUMMARY

At its meeting held on 30 April 2019 Council resolved that staff work with Paint4Freedom and local clubs like Rotary and others where possible to organise a local community art competition between 1 July and 31 December 2019.

Paint4Freedom, is running its inaugural community art competition in 2019, which is a national art competition that aims to help educate Australians and the world about the tragedy of modern-day slavery. Paint4Freedom comprises an art competition and exhibition and public seminar events and consists of four competition levels including:

1. Local Community
2. Regional
3. State
4. National

Staff from Community and Ranger Services met with Mr Doug Malcolm, Principal Paint4Freedom, on Friday, 10 May 2019 to discuss the project. It is proposed that the Local Community Paint4Freedom Art Competition will be a partnership project between Ryde Rotary and Council. Local art groups and artists as well as secondary schools will be encouraged to participate.

This report provides a recommendation, as to Council's involvement with the Local Community Paint4Freedom Art Competition in 2019.

### RECOMMENDATION:

That Council establishes a partnership with Ryde Rotary to deliver a Local Community Paint4Freedom Art Competition in 2019.

### ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

**Yasmin Masri**

**Arts & Cultural Development Coordinator**

Report Approved By:

**Sue Verhoek**

**Senior Coordinator - Social Development & Capacity Building**

**Lindsay Godfrey**

**Manager - Community and Ranger Services**

**Angela Jones-Blayney**

**Director - Customer and Community Services**

**ITEM 4 (continued)****Background**

At its meeting held on 30 April 2019 Council resolved:

- (a) *That Council recognise the abhorrent practices of modern-day slavery; human trafficking; forced labour; child soldiers and forced prostitution here in Australia and globally.*
- (b) *That Council delegate the General Manager to work with Paint4Freedom and local clubs like Rotary and others where possible to organise a local community art competition between 01 July and 31 December 2019.*
- (c) *That Council staff prepare a report with possible timeframes and expected financial implications.*

**Discussion**

Paint4Freedom, is running its inaugural community art competition in 2019, which is a national art competition that aims to help educate Australians and the world about the tragedy of modern-day slavery. Paint4Freedom comprises an art competition and exhibition and public seminar events and consists of four competition levels including:

1. Local Community
2. Regional
3. State
4. National

Entries for the Local Community Paint4Freedom Competition can be accepted from Amateur and Budding Amateur Painting Artists categories. Amateur Artists must be 18 years of age or older at the time of entry and a Budding Amateur Artist must be 15 to 17 years of age.

Local Community Paint4Freedom Art Competitions must be held between 1 July to 31 December 2019. Each competition level consists of exhibitions and finals judging with each sending the first three place getters in each category to the next competition level. The exhibition period for the local community level is for three weeks.

Paint4Freedom partners with local Rotary Clubs, Art Societies and Secondary Schools to deliver the program. In 2019, Local Community Paint4Freedom Art Competitions will be held in North Sydney, Hornsby, Northern Beaches and the Central Coast.

**ITEM 4 (continued)**

As part of the competition, Ryde Rotary aims to host three modern-day slavery information seminars for local businesses, the general public and young people aged 15-17 years. Rotary will arrange presenters experienced on this subject to deliver the seminars.

Staff from Community and Ranger Services met with Mr Doug Malcolm, Principal Paint4Freedom, on Friday, 10 May 2019 to discuss the project. It is proposed that the 2019 Local Community Paint4Freedom Art Competition will be a partnership project between Ryde Rotary and Council, as follows:

**Partnership Responsibilities**Ryde Rotary

- Project lead responsible for the planning, management and implementation of the Local Community Paint4Freedom Art Competition and public seminars.
- Work with participating art groups and artists
- Bump-in/bump-out and supervise the exhibition
- Work with local secondary schools to ensure their in-house Seniors Paint4Freedom competition runs smoothly.
- Manage fundraising and various function ticket sales.
- Promote the competition and public seminars and the City of Ryde's partnership and involvement.

City of Ryde

- Council staff supports Ryde Rotary to connect with local art groups and artists and secondary schools to encourage their participation in the local art competition.
- Council staff supports Ryde Rotary with promoting the public seminars to local businesses and the general public.
- Brush Farm House is made available for a three week period for use as gallery space for the Paint4Freedom art exhibition.
- A suitable venue is provided to hold the presentation function.
- Council promotes the Local Community Paint4Freedom Art Competition and seminars through the City of Ryde website and media channels.
- The Mayor or delegate will be a member of the Local Community Paint4Freedom Art Competition judging panel.

**Financial Implications**

Council's partnership support outlined in this report can be funded from the draft Community and Ranger Services 2019/20 base budget.

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## 5 MACQUARIE PARK MARKETING PLAN (2019-2023)

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**Report prepared by:** Economic Development Coordinator  
**File No.:** URB/08/1/39 - BP19/494

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### REPORT SUMMARY

City of Ryde commissioned Hoyne Consulting to guide the development of the Macquarie Park Marketing Plan (2019-2023). A copy of the Plan is provided for in **ATTACHMENT 1**. The Plan was developed in consultation with key internal and external stakeholders; engaged through face to face interviews, workshops and group discussions.

The key focus of the Macquarie Park Marketing Plan is:

- Facilitating Inward Investment Opportunities (Economic Development Goals);
- Positioning and Promoting Macquarie Park's Social, Cultural and Environmental Assets (Marketing Goals); and
- Enhancing the Macquarie Park experience for workers, visitors and students (Place Making Goals).

The Marketing Plan specifically targets four segments, which includes:

- Employers;
- Employees;
- Investment Stakeholders; and
- Start Ups (High Tech).

The strategies to drive the updated Marketing Plan are summarised by the three C's:

- Connections Building stronger partnerships;
- Collaborations Working together with partners/stakeholders; and
- Communication Developing and telling the Macquarie Park Story.

The Macquarie Park Special Levy will fund the future implementation of the Marketing Plan, as outlined in the Four Year Delivery Plan (2019-23).

### RECOMMENDATION:

That Council endorses the draft Macquarie Park Marketing Plan (2019-2023), and that the Plan be placed on public exhibition for 28 days.



**ITEM 5 (continued)****ATTACHMENTS****1 Macquarie Park Marketing Plan 2019-2023**

Report Prepared By:

**Jan Bouhali**  
**Economic Development Coordinator**

Report Approved By:

**Dyalan Govender**  
**Manager - Urban Strategy****Liz Coad**  
**Director - City Planning and Environment**

## ITEM 5 (continued)

### Background

The Macquarie Park Marketing Plan provides a strategic blueprint for Council to deliver Economic Development, Marketing and Place Making outcomes within the Macquarie Park precinct. The former Macquarie Park Marketing Plan (2013-2016) focused on branding the Precinct and enhancing the employee experience; this Plan has informed Council's marketing activities through to 2017/18.

In 2017/18, Council became a member of the Macquarie Park Innovation District (MPID), which further enhanced and informed the marketing direction of the future Macquarie Park Marketing Plan.

Hoynes was commissioned in June 2018 to lead the development of the 2019-2023 Macquarie Park Marketing Plan. The vision for Macquarie Park will continue to be:

*'...that the Macquarie Park Precinct is globally recognised as a destination of innovation and leadership in business and lifestyle – a vibrant place that is creating a better tomorrow for all'.*

It is noted that the draft Marketing Plan (2019-2023) prepared by Hoynes Consulting has a greater emphasis on inward investment, stakeholder engagement, as well as continuing to enhance the employee and visitor experience.

### Preparation of the Plan

The stakeholder consultation undertaken was extensive, including:

- one on one interviews with key stakeholders - tenants, landowners and government agencies;
- regular discussions and review by the Macquarie Park Forum and Economic Development Committee;
- three engagement workshops with key internal and external stakeholders.

The workshops were conducted at MGSM and attended by internal (Councillors and relevant staff members) and external (landowners, tenants, business community) stakeholders. Participants are noted in the Appendices of the draft Plan.

The consultation undertook a SWOT analysis; reviewing the Strengths, Weaknesses, Opportunities and Threats related to the Macquarie Park precinct. This analysis further contributed to the development of the new Plan.

**ITEM 5 (continued)**

Based on this analysis, the key focus of the Macquarie Park Marketing Plan is:

- Facilitating inward Investment Opportunities (Economic Development Goals);
- Positioning and Promoting Macquarie Park's Social, Cultural and Environmental Assets (Marketing Goals); and
- Enhancing the Macquarie Park experience for workers, visitors and students (Place Making Goals).

The target audience for this marketing plan consists of four distinct segments:

- Employers – focus on building connections and collaborations to deliver initiatives, programs and/or events;
- Employees – focus on enhancing experiences for employees working at Macquarie Park;
- Investment Stakeholders – focusing on generating awareness, attracting and positioning Macquarie Park as a high-profile Inward Investment location in NSW and Australia; and
- Start-Ups & Sydney Tech Eco Systems – focusing on encouraging and facilitating visits and engagement with Macquarie Park e.g. Venture Café, Macquarie University Incubator (and other innovation spaces at Macquarie Park).

The marketing strategy for the new Plan is driven by the three C's, identified through the consultation process:

|                |  |
|----------------|--|
| Connections    | Building stronger partnerships;                  |
| Collaborations | Working together with partners/stakeholders; and |
| Communication  | Developing and telling the Macquarie Park Story. |

The Media and Communications team has been involved since the inception of the project, being part of the appointment of the consultant, attending the stakeholder consultations and reviewing the final draft.

The draft Marketing Plan was presented to:

- Councils Executive Team (ET) on 1 May;
- Macquarie Park Forum on 9 May; and
- Economic Development Advisory Committee (EDAC) on 15 May.

The Plan was positively received by all stakeholders.

Attached is the draft Macquarie Park Marketing Plan for your review.

**ITEM 5 (continued)****Financial Implications**

No additional money is required going forward. The Macquarie Park special levy will fund the future implementation of the Plan, with \$80K per annum being allocated in the 2019-23 Delivery Plan.

**ITEM 5 (continued)**

**ATTACHMENT 1**

MACQUARIE PARK

# Marketing Plan

 City of Ryde Hoyne



**ITEM 5 (continued)**

**ATTACHMENT 1**

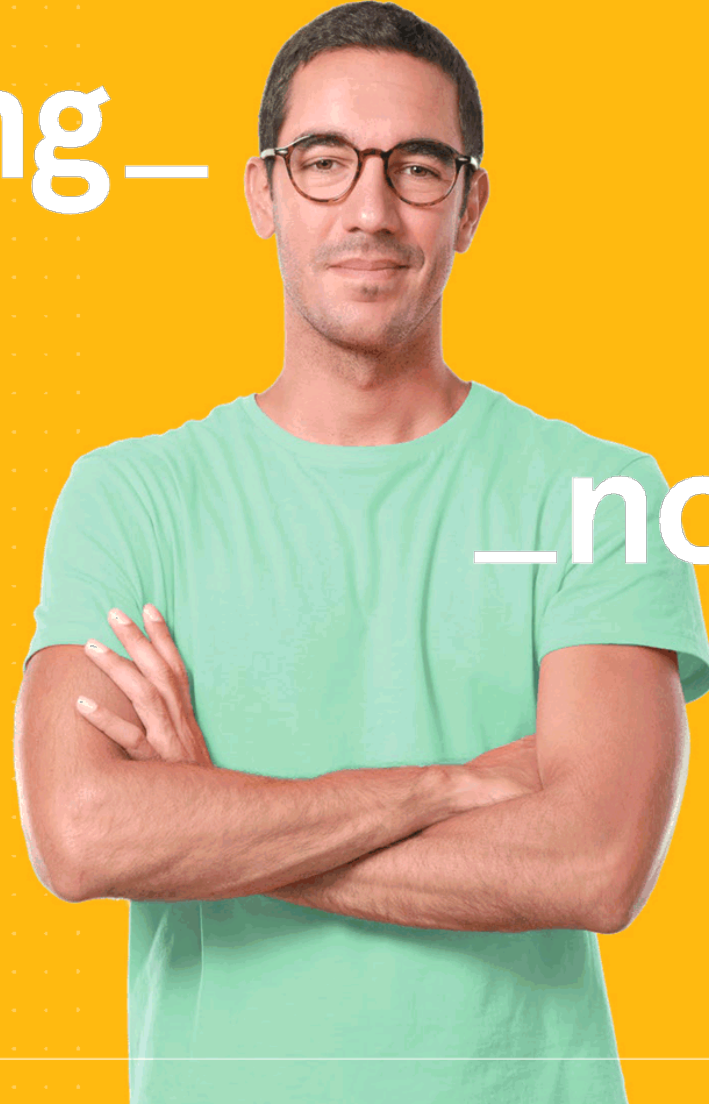
Macquarie Park Marketing Plan

# Connecting –

Amplifying the legacy and  
future of Macquarie Park.

# –to next

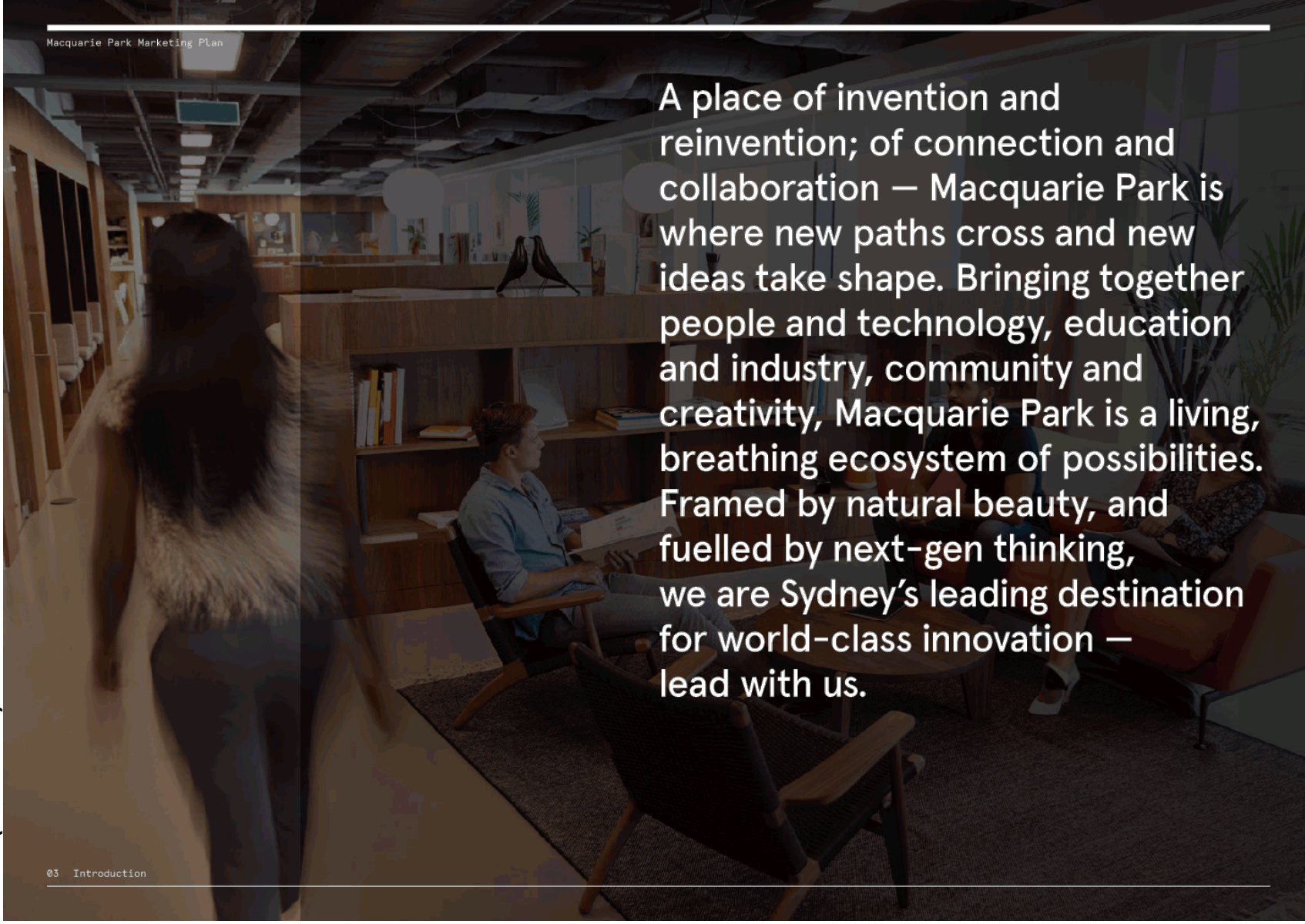
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02

**ITEM 5 (continued)**

**ATTACHMENT 1**



# Executive summary

Macquarie Park is Sydney's premier innovation precinct and employment centre and is home to market leaders in a diverse range of industries including technology, communications, pharmaceuticals, health, education, and various retail sectors. It's location adjacent to the Lane Cove National Park offers a uniquely green setting.

Hoynes, an Australian place branding and marketing agency, has been employed by the City of Ryde to update the Macquarie Park Precinct 2012 Marketing Plan in the context of the continuing evolution of Macquarie Park in a changing competitive landscape, and with the following objectives:

- Attracting new investment into Macquarie Park.
- Encouraging start-up and microbusinesses to locate to Macquarie Park.
- Positioning and promoting Macquarie Park as an Innovation District.
- Ensuring a positive place experience for stakeholders (business owners, tenants, workers) which supports the attraction and retention of employees.
- Making sure the place story for Macquarie Park is relevant and will motivate its future growth expectations.

In the period August to November 2018 under the direction of Ryde Council, we undertook extensive consultation with local and Sydney-wide stakeholders to help identify the best way forward for Macquarie Park. We appreciate the high level of engagement and inputs we received from the consultees who are listed in Appendix 4.

Hoynes would also like to thank our clients, Jan Bouhali and John Brown at Ryde Council, who were very much involved in the development of this Marketing Plan.



**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

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05 Welcome

ITEM 5 (continued)

ATTACHMENT 1



**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

“Macquarie Park’s leading employers are open, engaged and collaborative. We work closely with them to solve transport challenges and build area-wide solutions, and have found there is a special connection between the academic, corporate and government communities here. It’s those relationships which give our area the competitive edge.”

Mark Ames, General Manager  
Connect Macquarie Park & North Ryde

07 Quote

Macquarie Park Marketing Plan

# Challenges & opportunities

## CHALLENGES

A lack of general awareness of what is happening at Macquarie Park.

Lack of clarity on the purpose/role of Macquarie Park.

Perception that the site is geographically isolated and difficult to reach from Sydney CBD.

Lack of a long-term strategy and vision for Macquarie Park.

Establishing the right mix and form of development to deliver a high amenity and range of services for its employees, residents and visitors.

Under-supply of public transport, parking, cycle infrastructure and pedestrian connectivity.

No central contact or point of information reference for internal and external stakeholders and site users.

Competing in the Metropolitan Frame of a metropolis of three cities.

08 Challenges & opportunities

The recommendations for the Marketing Plan are based on an analysis of strengths, weaknesses, opportunities and threats highlighted from extensive research and consultation with various Macquarie Park stakeholders and people engaged in attracting investment to Sydney and growing the city's tech ecosystem.

A summary SWOT in Appendix 5 sets out the main Macquarie Park strengths and weaknesses, as well as its opportunities and threats. Appendix 6 provides feedback from a survey of Macquarie Park employees.

From this analysis, it is evident that Macquarie Park faces both perceptual and physical challenges and offers opportunities to grow through connecting and cultivating technology opportunities.

## OPPORTUNITIES

An opportunity to increase market recognition and strengthen the reputation of Macquarie Park as a vital economic development asset for Greater Sydney's future growth.

Position Macquarie Park for inward investment opportunities in addition to being a valued contributor to Sydney's fast-growing tech ecosystem.

Leverage partner channels and resources.

Become the source of truth for activity and news in Macquarie Park.

Connect market demand requirements with Macquarie Park assets and business growth opportunities.

Help to support an inclusive and vibrant mixed community at Macquarie Park.

As it continues on a path of further economic, employment and population growth, Macquarie Park has the potential to become a Suburban Central Business District – Sydney's 3rd CBD by 2036.

ITEM 5 (continued)

ATTACHMENT 1

Macquarie Park Marketing Plan

# Vision

## SHARED VISION

Macquarie Park Precinct is a globally recognised destination of innovation and leadership in business and lifestyle – a vibrant place that is creating a better tomorrow for all.

# Mission

## MISSION STATEMENT

Council aims to respond to the challenges and capitalise on the opportunities to support, grow and position Macquarie Park as the place to be for innovation, business growth and opportunity.

# Values

## CORE VALUES

### **Connections: A Community of Change**

Creating connections through people is at the heart of all programs, initiatives and events. City of Ryde will create new connections with the Sydney/NSW investment and technology communities and deepen existing partnerships throughout the networks across Macquarie Park to deliver its marketing objectives, including Venture Café, MPID, Riverside Business Chamber to name a few.

### **Collaboration: Working Together**

Building partnerships to deliver projects in Macquarie Park that provide positive economic, social, and environmental outcomes.

### **Communication: The Best Stories**

Gathering and sharing knowledge and success stories, promoting Macquarie Park assets and deepening stakeholder engagement.



09 Vision, mission & values

ITEM 5 (continued)

ATTACHMENT 1

Macquarie Park Marketing Plan



10 Marketing objectives

# Marketing objectives

01

Attract and secure inward investments (local/global) into Macquarie Park.

02

Generate awareness and promote the economic, social, cultural and environmental assets of Macquarie Park.

03

Enhance the Macquarie Park experience of living, working, studying or visiting the area for people.

## WHAT DOES SUCCESS LOOK LIKE?

When Macquarie Park is:

- A popular inward investment location.
- A recognised contributor to Sydney's tech ecosystem.
- A favoured business location for both employers and employees.
- A great place to live, work, invest, visit and study.
- A day and night-time destination of choice.

ITEM 5 (continued)

ATTACHMENT 1

Macquarie Park Marketing Plan

# Approach & process

The method for developing the Marketing Plan took a three-stage approach, and it is to be executed over a four-year period.



11 Approach & process

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

“As an attendee and also a presenter at the Get Connected event at the Optus campus at Macquarie Park, I am impressed at how supportive and encouraging the City of Ryde is for small and medium businesses. These types of events provide valuable insights and importantly valuable connections as SMEs navigate their business journey.”

[Geoff Anderson, Sonic Sight](#)

12 Quote



# Target audiences

## Employers at Macquarie Park



### FOCUS

To build connections and collaboration to deliver initiatives, programs and/or events that benefit the large, medium and small business community.

### ACTIONS

- Implement, promote and deliver business events and workshops.
- Develop, maintain and nurture strategic relationships to obtain newsworthy content for website and other promotional channels; deepen connections to foster working partnerships to drive innovation and employment generation.
- In partnership with members of the Macquarie Park Forum seek to foster innovative partnerships, gather business sentiment information, and drive actions for the benefit of the Macquarie Park Precinct.

Macquarie Park has four distinct audience segments that the Marketing Plan needs to consider and engage with.

## Employees at Macquarie Park



### FOCUS

To enhance experiences for employees working at Macquarie Park.

### ACTIONS

- Up-date/re-format the “Meet Macquarie Park” guide.
- Run business events yearly in Macquarie Park.
- Supporting/promoting programs for Venture Café.
- Supporting/promoting programs for EQ Program @ MP Incubator
- Develop a list of social assets (amenities) in Macquarie Park to promote to employees.

# Target audiences

## Investment Stakeholders



Government Agencies,  
Land and Property Owners/  
Developers, Property Agents,  
Potential Tenants

### FOCUS

To generate awareness, attract and position Macquarie Park as a high-profile inward investment location in NSW and Australia.

### ACTIONS

- Develop, maintain and nurture strategic relationships within Austrade and NSW Investment as well as with Sydney property agents active in commercial and industrial property.
- Generate value proposition promotional materials for Macquarie Park technology opportunity areas such as 5G, Cyber Security, Data Centres, Living Lab etc – see Appendix 7.
- Produce one-page promotional fact sheets for Austrade and NSW Trade and Investment partners – see Appendix 8.
- Create and maintain content for Macquarie Park landing pages on City of Ryde Council website.
- Produce digital promotional content (videos) for Council YouTube Channel (Investing in Macquarie Park) and other social media.
- Organise in partnership with key stakeholders an Innovation Summit in Macquarie Park to showcase the clusters of industry sectors, collaborations, connections and leading innovations across the Precinct.

Macquarie Park has four distinct audience segments that the Marketing Plan needs to consider and engage with.

## Start-Ups & Sydney Tech Ecosystem



### FOCUS

To encourage and stimulate visits and engagement with Macquarie Park e.g. Venture Café, Macquarie Park University/ Incubator (and other innovation spaces at Macquarie Park).

### ACTIONS

- Partner with Venture Café to attract start-ups/ entrepreneurs to Macquarie Park.
- Partner with co-working space organisations to encourage their set up in Macquarie Park.
- Establish relationships with the key organisations and media active in Sydney's tech ecosystem.

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

“City of Ryde Council is a valued partner in our activities to attract inward investment to New South Wales. In particular, we appreciate the visit program support provided for overseas companies wanting to learn more about Macquarie Park and its business advantages.”

Matthew Williams, Director, Investment Attraction,  
NSW Department of Industry,  
Skills & Economic Development Division

15 Quote

ITEM 5 (continued)

ATTACHMENT 1

Macquarie Park Marketing Plan

# Marketing strategy

To achieve its objectives, the Marketing Plan will focus on three core activities over the next four years. Each activity is broken down in detail on the following pages.



## CONNECTIONS

Making new connections and deepening existing relationships with people who can contribute to the further economic development of Macquarie Park.



## COLLABORATION

Working with these stakeholders on projects (such as events, visits, promotional campaigns, investments, property provision) addressing market demand and producing positive social, economic, and environmental outcomes for Macquarie Park.



## COMMUNICATION

Building up the knowledge base on Macquarie Park and ensuring a consistent delivery of promotional stories and connections to key audiences through a mix of media.

# Connections

## ACTIVITY

**Making new connections and deepening existing relationships with people who can contribute to the further economic development of Macquarie Park.**

This addresses the need to enhance both internal and external alliances, with a broad community of people able to contribute to positive change for Macquarie Park.

## WHO?

Key internal stakeholders:

**Businesses** – the prime drivers of economic & employment growth at Macquarie Park.

**Employees** – contributing to the successes of the companies and organisations on site.

**Land Owners and Developers** who build and manage the property stock of Macquarie Park.

Other major economic contributors – **Macquarie University, Macquarie Centre, Hotels and F&B Businesses, CSIRO, NSW Government (incl. Department of Transport), Sydney Metro.**

**Local Residents** who contribute to the vibrancy of the area.

Local networks and initiatives including: **Macquarie Park Forum, MPID and Venture Café, Connect, Ryde Riverside Business Chamber.**

Investment stakeholders:

**Austrade** – promoting Australia to attract investment in:

- Agribusiness and Food
- Major Infrastructure
- Tourism Infrastructure
- Resources and Energy
- Advanced Manufacturing, Services and Technology

**NSW Department of Industry, Investment Attraction Team** – promoting New South Wales to attract investment in:

- Financial & Professional Services
- Technology (ICT)
- Advanced Manufacturing
- Infrastructure
- Cleantech
- Renewable Energy
- Agri/Food Manufacture
- Health

**Sydney Property Agents and Developers** are involved in supporting the attraction of businesses and investment to Sydney.

Innovation ecosystem stakeholders:

**StartUpAus** and **TechSydney** – peak industry organisations encouraging technology entrepreneurship.

Tech facilitators in Sydney include: **Sydney Startup Hub, BlueChilli (accelerator working with Stockland), City of Sydney Tech Startups Program, Jobs for NSW Health Precincts Cluster.**

Tech media outlets include: **Startup Daily, InnovationAus.com, Startup Smart** and **Anthill.**

# Collaboration

## ACTIVITY

**Working with these stakeholders on projects (such as events, visits, promotional campaigns, investments, property provision) addressing market demand and producing positive social, economic, and environmental outcomes for Macquarie Park.**

Economic development is a collaborative process and the Marketing Plan seeks to maximise partnership opportunities to deliver inward investment benefits.

## WHAT?

Collaboration with the stakeholders will take a wide variety of forms. Examples could include:

With Macquarie Park businesses – producing case studies and testimonials to promote the Precinct.

Sharing good news stories and promoting achievements of Macquarie Park businesses.

Working with members of the Macquarie Park Forum to organise an Innovation Summit in Macquarie Park.

Collaboration with land owners and developers to shape and promote new space for tech businesses and entrepreneurs.

Helping to organise and promote events with Venture Café.

PACE students at Macquarie University assisting with information gathering and analysis.

Partner marketing with Sydney Metro once the Metro stations are open and running. Promoting the improved travel times to/from Macquarie Park.

Working with Austrade and NSW Investment Attraction Team to handle investor enquires and site visits, as well as supporting pro-active inward investment marketing based on particular Macquarie Park strengths (key sectors and technologies).

Providing Austrade and NSW Investment Attraction Team with useful information on:

- Property availability and costs
- Key contacts e.g. local property agents, Macquarie University etc
- Skills availability and costs
- The local tech ecosystem and introductions to MPID, MP incubator etc
- Local incentives/business start-up advantages

Hosting familiarisation visits for NSW Investment overseas teams.

Becoming involved in the City of Sydney Tech Startups Program and using Macquarie Park as a venue for its Visiting Entrepreneurs.

Organising an event with the Sydney Startup Hub around a particular technology/market opportunity e.g. 5G wireless; cyber security; health informatics; robotics and healthcare delivery.

Working with various Sydney-based incubators and accelerators to encourage their founders to use Macquarie Park as a Living Lab to trial their new technologies and services.

Promoting positive Macquarie Park tech and innovation stories and news through the TechSydney eNewsletter and on the Sydney Startup Network platform.

# Communication

## ACTIVITY

**Building up the knowledge base on Macquarie Park and ensuring a consistent delivery of promotional stories and connections to key audiences through a mix of media.**

Improved intelligence on Macquarie Park facilities, activities, achievements and business benefits is necessary to provide a key marketing resource for promoting the Macquarie Park story. This content will be delivered in a programmed manner through appropriate channels.

## HOW?

Better Information - Key to success is the collection and management of better information on Macquarie Park, its community and its business and innovation benefits.

This information can be collected by surveys and online research. Information needs include:

- More details on businesses, their employment profiles and activities at Macquarie Park.
- Case studies and testimonials from Macquarie Park businesses and organisations.
- Data on all the social amenities (existing and planned) at Macquarie Park.

The information collected can be processed to produce useful marketing content for use in various media channels.

### City of Ryde Media Channels:

- City of Ryde Council website - Macquarie Park pages
- Macquarie Park Facebook page
- Macquarie Park LinkedIn page
- Council YouTube Channel
- eDM (email marketing)
- Public Relations (PR)

### Partner Media Channels:

- Websites & Blogs
- eDM (including Newsletters)
- PR
- Social - Twitter, Instagram, Facebook, LinkedIn

**Events** - a key objective is to get potential investors, businesses and tech entrepreneurs to visit Macquarie Park to see it for themselves.

Therefore, events held at Macquarie Park are an effective way to engage with them on site.

Include specific investor focused events and workshops as well as supporting events being delivered by partner stakeholders such as the Venture Café, MPID, MP Incubator etc.

**Content Pillars** - the main content pillars and associated themes for the communications activities are as follows:

### Innovation & Collaboration:

- New technologies and smart ways of doing things
- Smart ways of working together
- Key tech trends and research

### Business Success & Growth:

- Business origin and growth stories
- News affecting business growth
- The business benefits of Macquarie Park

### People & Community:

- Testimonials for Macquarie Park
- People of Macquarie Park - achievements & successes
- What's On - events for the diary

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

“Macquarie University has a long history in establishing partnerships with businesses in the Macquarie Park district. As an example, Cochlear was one of our first flagship partnerships. This allowed Cochlear to access onsite research academics, and Macquarie University in return was able to increase its research funding income due to the ongoing partnership. Additionally, Cochlear has been able to continuously develop and improve its hearing implants.

Another successful partnership that was launched in 2016 is the Optus Macquarie University Cyber Security Hub. The joint partnership allowed Optus to conduct cross-cutting research with our academics across multiple disciplines including; computing, engineering, business, criminology, law and psychology, to tackle cyber security issues.

Our business partnerships within Macquarie Park plays a vital role in what we do.”

Professor David Wilkinson, Deputy Vice-Chancellor  
(Engagement), Macquarie University

20 Quote



**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

# Action plan

The Marketing Plan will be delivered by the City of Ryde's Economic Development Coordinator (EDC) who will be working in close collaboration with a range of internal and external partners, including City Activation, Communications Team, Macquarie Park Forum, Venture Café, MPID, Connect, and Ryde Riverside Business Chamber.

The delivery of the Marketing Plan requires an Agile Approach to teamwork and project management with a focus on planning, executing and learning in short iterative sprint cycles – teamworking that prioritises, executes and improves (through feedback) over defined work cycles. This will be the most effective way for the EDC to maintain the necessary level of delivery momentum and secure close collaborative support from stakeholders. This Agile Approach will also help the Marketing Plan activities sit efficiently within the current varied workload of the EDC.

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

# Timeline

Economic development is a progressive process and the four-year program of the Marketing Plan provides opportunity for an evolving program to secure positive outcomes.

| 2019-20  | 2020-21  | 2021-22  | 2022-23  |
|--|--|--|--|
| <b>BUILD &amp; EARLY WINS</b>  | <b>TEST &amp; LEARN: BUILD ON YEAR 1</b>   | <b>SHOWCASE: BUILD ON YEAR 1 &amp; 2</b>   | <b>REVIEW &amp; RENEW: BUILD ON YEAR 1, 2, &amp; 3</b>   |
| Build up information resources and marketing materials; set up media channels; nurture existing relationships; make new contacts; support inward investment enquiries. | Support inward investment enquiries; pro-active inward investment marketing based on technology opportunities; new contacts; maintain & nurture strategic relationships. | Support inward investment enquiries; pro-active inward investment marketing based on technology opportunities; new contacts; maintain & nurture strategic relationships. | Support inward investment enquiries; pro-active inward investment marketing based on technology opportunities; new contacts; maintain & nurture strategic relationships. |
| Annual "Get Connected" event.  | Annual "Get Connected" event.  | Innovation Summit at Macquarie Park.   | Annual "Get Connected" event.  |
| Support partner events.  | Support partner events.  | Annual "Get Connected" event.  | Support partner events.  |
|  |  | Support partner events.  | Review of Marketing Plan performance and renew as appropriate.   |

ITEM 5 (continued)

ATTACHMENT 1

Macquarie Park Marketing Plan

## Action plan

| ACTIVITY  | STRATEGY  | DELIVERY                    | TIMELINE  | OUTCOMES  |
|---|---|-----------------------------|---|---|
| <p><b>Relationship Building &amp; Maintaining</b></p> <ul style="list-style-type: none"> <li>– Meetings</li> <li>– Establishing Shared Interests</li> <li>– Undertaking Projects Together</li> <li>– Joint Marketing</li> </ul> <p>Wide range of stakeholders including Austrade, NSW Investment, TechSydney, MP Forum, Venture Café, MP Incubator, Land Owners &amp; Developers, Sydney Property Agents etc.</p> | <p>Connections<br/>Collaboration<br/>Communication</p> <p>Employers<br/>Investment<br/>Start-Ups/Tech</p> | EDC                         | Continuous – review activity & outputs every quarter    | <p>Improve Connections<br/>Develop Shared Vision<br/>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions<br/>Improve Amenities<br/>EDC “Go-To-Person” Status</p> |
| <p><b>Events – Get Connected</b></p> <p>SME business event for local networking, education and inspiration.</p>   | <p>Collaboration<br/>Communication</p> <p>Employees<br/>Employers<br/>Start-Ups/Tech</p>                  | EDC & Optus                 | Annual  | <p>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions<br/>Improve Connections</p>   |
| <p><b>Events – Innovation Summit</b></p> <p>Business event to showcase inward investment and business innovation at Macquarie Park.</p>   | <p>Collaboration<br/>Communication</p> <p>Employees<br/>Employers<br/>Investment<br/>Start-Ups/Tech</p>   | EDC & Partners              | 2021 (review outputs in 2022)                           | <p>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions<br/>Improve Connections<br/>Develop Shared Vision</p>   |
| <p><b>Events – Supporting Stakeholders’ Events and Workshops</b></p> <p>Supporting events delivered by Stakeholders. Providing funding, marketing, premises and content assistance as appropriate.</p>  | <p>Collaboration<br/>Communication</p> <p>Employees<br/>Employers<br/>Start-Ups/Tech</p>                  | Partners (with EDC support) | Ad hoc – dependent on appropriate opportunities arising | <p>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions<br/>Improve Connections</p>   |
| <p><b>Hosting Visits</b></p> <p>Providing a welcome service to business and investment visitors to Macquarie Park.</p> <ul style="list-style-type: none"> <li>– Hosting Visitors</li> <li>– Guided Tours</li> <li>– Introductions to MP Businesses &amp; Organisations</li> <li>– Presentations on the business benefits of Macquarie Park.</li> </ul>  | <p>Collaboration<br/>Communication</p> <p>Investment<br/>Start-Ups/Tech</p>                               | EDC & Partners              | Continuous – review activity & outputs every quarter    | <p>Improve Awareness<br/>Improve Perceptions<br/>Improve Connections<br/>EDC “Go-To-Person” Status</p>  |

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

## Action plan (cont.)

|  |  |                  |  |   |
|--|--|------------------|--|---|
| <p><b>Materials – Data Collection &amp; Processing</b><br/>           Gathering information on Macquarie Park, its business community and its business and innovation benefits. This information then needs to be processed to produce useful marketing content.</p>   | Communication<br>Employees<br>Employers  | EDC - Outsource  | 2019                                   | Improve Awareness<br>Improve Perceptions  |
| <p><b>Materials – Web Site</b><br/>           Create and maintain promotional content for Macquarie Park landing pages on the City of Ryde Council website.</p>  | Communication<br>Employees<br>Employers<br>Investment<br>Start-Ups/Tech                  | EDC & Comms Team | 2019: update quarterly                 | Raise Visibility<br>Improve Awareness<br>Improve Perceptions<br>EDC "Go-To-Person" Status |
| <p><b>Materials – Macquarie Park Social Media Presence</b><br/>           Development and management of Macquarie Park's social media profile.</p>   | Communication<br>Employees<br>Employers  | EDC & Comms Team | 2019: update continually               | Raise Visibility<br>Improve Awareness<br>Improve Perceptions<br>Improve Connections       |
| <p><b>Materials – Meet Macquarie Park</b><br/>           Production of a foldable Macquarie Park Map to provide a guide on key features and services available to employees, employers, residents, visitors.<br/><br/>           Able to include useful information, statistics and contacts on the other side of the map.</p> | Communication<br>Employees<br>Employers  | EDC & Comms Team | 2019: update annually                  | Improve Awareness<br>Improve Perceptions<br>Improve Connections                           |
| <p><b>Materials – News, Case Studies &amp; Testimonials</b><br/>           Collection of latest positive news from Employers and Organisations at Macquarie Park.<br/><br/>           Production of success case studies and support testimonials for Macquarie Park as a place to do business/be innovative.</p>              | Collaboration<br>Communication<br>Employees<br>Employers<br>Investment<br>Start-Ups/Tech | EDC & Employers  | Continuous; review and update annually | Raise Visibility<br>Improve Awareness<br>Improve Perceptions<br>Improve Connections       |

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

## Action plan (cont.)

|   |  |                  |  |  |
|---|--|------------------|--|--|
| <p><b>Materials – Video Content</b><br/>Production of video content to support promotional messaging and feed key media sources.</p> <p>Focus on Content Pillars:<br/>           – Innovation &amp; Collaboration<br/>           – Business Success &amp; Growth<br/>           – People &amp; Community</p>  | <p>Communication<br/>Employees<br/>Employers<br/>Investment<br/>Start-Ups/Tech</p>                   | EDC & Comms Team | Continuous; review and update annually                                   | <p>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions<br/>Improve Connections</p>                                      |
| <p><b>Materials – Investment Fact Sheets</b><br/>Production of A4 word docs detailing the key selling points of Macquarie Park. One- or two-pages comprising text, statistics and info graphics that can be used by marketing partners in their presentation documents.</p>   | <p>Communication<br/>Investment<br/>Start-Ups/Tech</p>   | EDC – Outsource  | 2019; update annually  | <p>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions</p>  |
| <p><b>Materials – Value Propositions</b><br/>Preparing promotional materials for pro-active marketing of particular strengths/opportunities available at Macquarie Park.</p> <p>Most likely to be based on particular technology strengths and assets that are attractive to the market. To be produced in partnership with marketing partners Austrade and NSW Investment.</p>   | <p>Collaboration<br/>Communication<br/>Employers<br/>Investment<br/>Start-Ups/Tech</p>               | EDC & Partners   | Ad hoc – dependent on appropriate opportunities arising; update annually | <p>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions<br/>Improve Connections</p>                                      |
| <p><b>Media – Story Distribution</b><br/>Programmed distribution of appropriate marketing materials and stories on Macquarie Park to a variety of own and partner media, including:<br/>           – Facebook<br/>           – Web Site<br/>           – LinkedIn<br/>           – YouTube<br/>           – Twitter<br/>           – Instagram<br/>           – eDM<br/>           – Events</p> <p>Organised by Content Pillars:<br/>           – Innovation &amp; Collaboration<br/>           – Business Success &amp; Growth<br/>           – People &amp; Community</p> | <p>Collaboration<br/>Communication<br/>Employees<br/>Employers<br/>Investment<br/>Start-Ups/Tech</p> | EDC & Comms Team | Continuous   | <p>Raise Visibility<br/>Improve Awareness<br/>Improve Perceptions<br/>More Clarity on Role of MP<br/>EDC “Go-To-Person” Status</p> |

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

“Venture Café Sydney is a tech community growth initiative – hosted by Macquarie University, its partner organisations and all tiers of government – designed to accelerate Macquarie Park’s transformation into a successful innovation district attracting entrepreneurs from far and wide.

This Macquarie Park venue provides a connection for our students, startups, entrepreneurs, corporates, investors, and other organisations through face-to-face informal weekly gatherings, sharing tech ideas and building business relationships.”

Zara Crichton, Executive Director,  
Venture Café Sydney

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**ITEM 5 (continued)**

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Macquarie Park Marketing Plan

# Connecting —

Macquarie Park is an ecosystem  
of progress and possibilities.

# — & industry

# — ideas



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**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

# Contact

For enquiries regarding the  
Macquarie Park Marketing Plan  
and activation opportunities,  
please contact:

Jan Bouhali  
Economic Development Coordinator

URBAN STRATEGY  
City of Ryde Council  
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M 0466 474 354  
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# Appendices

Macquarie Park Marketing Plan

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Macquarie Park Marketing Plan

## Budget

The development of the Marketing Plan has taken into consideration the budget resource available to the EDC on an annual basis. The Marketing Implementation Plan is funded through the Macquarie Park Special Levy with \$75-\$80k allocated in the Four-Year Delivery Plan 2019-23. Additional funds for specific projects may also be available.

| ITEM                                    | INDICATIVE BUDGET (\$) | YEAR(S) OF SPEND |
|---|------------------------|------------------|
| Website Copy & Maintenance              | \$10,000               | Annually         |
| Video Production                        | \$20,000               | Annually         |
| Marketing Materials Copy, Design, Print | \$30,000               | Annually         |
| Own Events                              | \$10,000               | Annually         |
| Supporting Partner Events               | \$10,000               | Annually         |
| Research & Data Processing              | \$10,000               | 2019 only        |
| Innovation Summit                       | \$50,000               | 2021 only        |

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

## Performance Indicators

Performance measures are the means by which we can monitor what is happening at Macquarie Park and track the progress of the Marketing Plan activities. As the precinct operates within a highly complex and volatile economic and property ecosystem, we are not pursuing targets year-to-year with these measures,

but rather ensuring that the precinct's performance is positive in the context of the prevailing conditions and priorities. The measures are reported to the Macquarie Park Forum on an annual basis.

| AUDIENCE/ACTIVITY        | MEASURE   |
|--------------------------|---|
| Employer Collaboration   | Delivery of the annual flagship SME business event "Get Connected".<br>Measure: number of businesses attending.<br>Baseline: 200-300 registrations; 100 attendees.  |
| Employer Connections     | Creating new connections and enhancing existing connections.<br>Measure: target of one formal one-to-one conversation with a new or existing contact per quarter.   |
| Employer Collaboration   | Collecting published stories for promotion.<br>Measure: target of theming one particular Content Pillar per quarter for stakeholders (e.g. Macquarie Park Forum) to collect their appropriate stories content for publication.                    |
| Employee Communication   | Employee participation at Macquarie Park Events.<br>Measure: numbers of employees attending all Macquarie Park events (e.g. Venture Café events).<br>Baseline: 100 attendees for major events.  |
| Employee Communication   | Employee use of Macquarie Park marketing collateral.<br>Measure: the take-up of marketing collateral by employers at Macquarie Park.  |
| Employee Communication   | Use of Facebook as a communication channel.<br>Measure: number of followers on Macquarie Park Facebook page.  |
| Investment Collaboration | Project collaboration with investment stakeholders. Monitored via a projects spreadsheet managed by the EDC.<br>Measures: number of investment enquiries received; number of visits to Macquarie Park handled; number of investment project wins. |
| Investment Communication | Production and distribution of investment marketing materials and messaging to investment stakeholders.<br>Measure: number of fact sheets, value propositions, other promotional materials produced for stakeholder collaboration.                |

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**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

## Performance Indicators (cont.)

| AUDIENCE/ACTIVITY        | MEASURE   |
|--------------------------|---|
| Investment Collaboration | Delivery of Innovation Summit.<br>Measures: numbers of attendees; number of enquiries received post-event.  |
| Start-Ups Connections    | Engaging with the Start-Up ecosystem. Creating new connections and enhancing existing connections.<br>Measure: number of appointments/discussions with tech organisations.  |
| Start-Ups Communication  | Engagement with the Start-Up ecosystem. Monitored via a projects spreadsheet managed by the EDC.<br>Measures: number of Start-Up enquiries received; number of visits to Macquarie Park; number of investment projects won. |
| Start-Ups Communication  | Raising the profile of Macquarie Park to the tech ecosystem.<br>Measure: coverage of Macquarie Park in tech media.  |

## Revealing the Future

Over the lifetime of this Marketing Plan new features and benefits will be provided at Macquarie Park through a range of forthcoming developments:

### **More residents – more local employees; more local services.**

The State Government's Urban Activation Precincts adjacent to the commercial core have the capacity to deliver over 14,000 new dwellings. This will bring more residents to the Macquarie Park community and offer an opportunity for people to live closer to work, reducing commuting. The increased local resident population will also attract a better supply of local services such as convenience stores and food and beverage outlets. There will be more local demand for a night-time economy.

### **More open space and amenities – a better environment for all.**

Macquarie Park's setting adjacent to the Lane Cove National Park brings unique green amenity benefits to the area and this amenity provision is being further enhanced. One example is the public realm improvements along Waterloo Road to improve its appeal and facilities for civic uses. Another project is Shrimptons Creek Precinct Activation to connect parkland and open space along the Shrimptons Creek Corridor.

A further place making project will deliver a Linear Park and network of public spaces through Macquarie Park; encouraging active uses and opportunities for retail and leisure.

### **Better public transport connectivity – easier to get to and around.**

The introduction of the Sydney Metro Northwest services to Macquarie Park during 2019 will be a step change in terms of improving public transport connectivity. It will provide much more services – operating at every 4 minutes peak and 10 minutes off-peak. This brings a "just-turn-up-and-go" experience for travellers.

Other public transport improvements include the planned construction of a new bus interchange connecting Macquarie University and the Macquarie Centre. The interchange will result in faster and smoother transitions between buses, trains and taxis. Also, a Bus Priority Infrastructure Program focused on Lane Cove Road, Herring Road, Epping Road and Waterloo Road will help increase the reliability and efficiency of bus services, while easing congestion for all road users.

### **Continued evolution and development of Macquarie Park as a recognised entertainment and leisure destination.**

Macquarie Centre is currently undergoing a \$1billion redevelopment which will provide more retail, leisure and entertainment space, and 5,000 square metres of dedicated community space, including a library and public creative hub.

Other commercial developments in the pipeline that will also change the way Macquarie Park is perceived, includes:

Technology Park (Stockland) development – will provide a state-of-the-art technology hub, conference facility and co-working areas overlooking a central green space.

43–61 Waterloo Road (John Holland) development – with Transport for NSW becoming an anchor tenant; will include a new park, providing additional open space to gather, connect or relax.

Macquarie Exchange (Frasers Property Australia and Winten Property Group) development – will deliver a vibrant Community Business District located at the entrance to the new Metro Station on the corner of Waterloo and Lane Cove Roads.

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

## Consultees

Hoyne and the City of Ryde Council would like to thank all those who contributed to the Macquarie Park Marketing Plan, including the following:

| NAME                      | ORGANISATION                    |
|---------------------------|---------------------------------|
| Cameron Jackson           | Frasers Property                |
| Nathan Moulds             | Macquarie University            |
| Liz Berger                | City of Ryde                    |
| Jan Bouhali               | City of Ryde                    |
| John Brown                | City of Ryde                    |
| Councillor Penny Pedersen | City of Ryde                    |
| Denys Bizinger            | JLL                             |
| Tony Abboud               | Ryde Riverside Business Chamber |
| John Asquith              | Oracle                          |
| Zara Crichton             | Venture Café                    |
| Nathan Plummer            | MPID                            |
| Margaret Hudson           | MPID                            |
| Joe So                    | City of Ryde                    |
| Andrew Parker             | Optus                           |
| Penny Dillon              | Optus                           |
| Cameron Kline             | Macquarie University            |
| Theresa Collignon         | Macquarie Community College     |

| NAME             | ORGANISATION                 |
|------------------|------------------------------|
| Scott Nargar     | Hyundai                      |
| Martin Keetels   | Konica Minolta               |
| Geoff Anderson   | Sonic Sight                  |
| Waminda Parker   | Metro Trains Sydney Research |
| Kath McLachlan   | Macquarie University         |
| Bede Moore       | TechSydney                   |
| Matthew Williams | NSW Department of Industry   |
| Corrie Germin    | NSW Department of Industry   |
| Sid Rallapalli   | NSW Department of Industry   |
| Anthony Yarrow   | NSW Department of Industry   |
| Michael Watson   | Microsoft Reactor            |
| Victoria Moxey   | City of Sydney               |
| Wendy Carroll    | Jobs for NSW                 |
| Josh Flannery    | Sydney Startup Hub           |
| Bob Dunnet       | Pirasta                      |
| Craig Lenarduzzi | Stockland                    |
| Rania Zahab      | Transport for NSW            |

## SWOT Analysis



### STRENGTHS

- Large concentration of businesses on site
- Major presence of multinational tech
- Several clusters of growth sectors
- Concentrations of corporates from particular geographies e.g. Japan
- Different uses on site – HQ, sales, R&D, manufacturing, retail
- One of Sydney's leading business parks with available space
- Mix of user types – businesses, employees, students, residents, retailers, healthcare, government
- Huge concentration of highly skilled knowledge workers
- Multicultural workforce
- Central location in Sydney's Global Economic Arc
- Well connected re: road e.g. M2 connection
- Data & communications infrastructure on site e.g. cluster of data centres
- Presence of Macquarie University and Macquarie University Hospital
- Presence of Macquarie Park Shopping Centre
- Protected commercial core via current planning status
- Current availability of various sized commercial properties
- Expansion potential and plans for more commercial space e.g. Stockland Tech Campus
- Good value of property – large floorplates at lower costs
- Natural amenity of the site and surrounds e.g. Lane Cove National Park
- Development of the Metro services – 2019 for Northwest; 2024 – City and Southwest
- Active community organisations including Macquarie Park Forum, MPID/Venture Café, Connect, Ryde Riverside Business Chamber



### WEAKNESSES

- No long term vision for Macquarie Park
- Lack of clarity on the purpose/role of Macquarie Park
- Perception that the site is difficult to get to/from Sydney CBD, particularly by public transport
- Dominance of car transport to work and traffic congestion on site
- Car parking costs and availability of spaces on site
- Current under-supply of public transport infrastructure (including current closure of all 3 rail stations serving the site)
- Huge scale of the site – not human scale with large walking distances and lack of pedestrian infrastructure
- Limited public realm
- Limited supply of food & beverage and other social amenities/services
- Most of the buildings are insular closed environments – don't connect with each other
- Lack of evening/night time activity on site
- Lack of awareness of what is happening at Macquarie Park
- Limited visibility of Macquarie Park amongst external audiences



### OPPORTUNITIES

- Development of a long term vision for Macquarie Park
- Development of a stronger identity for Macquarie Park clearly defining its purpose and value add
- More human-scale development (micro spaces) on site
- Provision of accessible street level services including more F&B
- More night time activities at Macquarie Park
- Better pedestrian and cycling infrastructure on site
- Better public transport services to and within the site
- Join up various parts of the site to get a more cohesive CBD environment
- City of Ryde planning controls to influence provision of facilities
- Development of clean and green infrastructure on site, including renewable energy
- Roll out of 5G in 2019/20
- Become a Living Lab for Sydney's tech companies – a place to trial tech and services amongst diverse audiences in a controlled environment
- Build on data centres cluster
- Build on sectoral strengths e.g. cyber security, hearing healthcare
- Use of under-used space and facilities at Macquarie Park for tech start-ups
- Mentoring support for tech start-ups from major tech corporates at Macquarie Park
- Partnership marketing with Austrade and NSW Investment Team
- Partnerships with other Sydney growth hubs such as Westmead Precinct, Sydney CBD, Olympic Park
- Promote Macquarie Park people – "stars" of their industry
- Host more events from Sydney's many festivals e.g. Vivid, Sydney Visiting Entrepreneur Program
- With current availability of property, Macquarie Park offers a "now product" for inward investors



### THREATS

- Too much residential development destroying critical mass of the commercial centre of the site
- Many of the major corporates relocate elsewhere e.g. to Sydney CBD
- Development and rental costs become prohibitively expensive
- Development of other Innovation Districts and Business Parks in Greater Sydney

The Marketing Plan strategy is based on an analysis of challenges and opportunities highlighted through consultation with various Macquarie Park stakeholders

and people engaged in attracting investment to Sydney and growing the city's tech ecosystem.

## Employee Survey

### ENGAGEMENT PURPOSE

The purpose of the community engagement for the City of Ryde Marketing Plan was to set a benchmark for success for the roll out of the updated Marketing Plan.

### ONLINE SURVEY

The online survey was hosted on SurveyMonkey and was completed by 161 people. Of those that identified their gender, 76 were male and 49 were female. The age range with the most respondents was 35-44.

Over 90% of the respondents have worked at the Macquarie Park Precinct for over a year, with a quarter of the respondents having worked at Macquarie Park for over 10 years.

### FINDINGS

#### Modes of transport

The main modes of transport to travel to work were Private Car (55.28%) and Bus (36.65%). 3 respondents stated that they traveled to MPP using Keoride and 8 used a ride share service. 13% of respondents either walked or biked to the Precinct, well above the Sydney average.

#### Amenities and facilities

Of the options offered, Infrastructure and access to and from the precinct was rated 'Very Important' by the most respondents followed by Infrastructure and access within the precinct. Streetscape was rated 'Very Important' by the least amount.

The weighted average for all options was evenly spread from 4.78 (Infrastructure and access) to 3.41 (Man-made elements).

Respondents were most satisfied with 'Safety and Security During the Day', closely followed by 'Safety and Security During the Night'. They were least satisfied with 'Infrastructure and Access to and from the Precinct' (the option they rated as the most important in the previous question).

#### Satisfaction with working at Macquarie Park Precinct

The majority (65.58%) of the respondents were either 'Satisfied' or 'Somewhat Satisfied' with working at Macquarie Park.

Of those that were 'Dissatisfied' the majority of reasons behind this response were down to traffic congestion and accessibility.

Despite the majority of the respondents being 'Satisfied' or 'Somewhat Satisfied' with working at Macquarie Park, 27% of respondents would not recommend working at Macquarie Park Precinct to a friend. Just under 50% would be Likely or Somewhat Likely.

The majority of suggestions on how to improve the MPP were centered around easing traffic congestion, improving walkability, amenities, facilities and parking to support the growing residential and commercial population; and reducing development.

NB – Given the small number of respondents compared to the number of actual workers in the MPP, the results aren't statistically relevant enough to draw any conclusions or provide a valid benchmark.

55.28%

TRAVEL TO WORK BY PRIVATE CAR

36.65%

TRAVEL TO WORK BY BUS

13%

EITHER WALKED OR BIKED TO WORK



ITEM 5 (continued)

ATTACHMENT 1

Macquarie Park Marketing Plan

## Technology Opportunities for Macquarie Park

From a technology perspective, healthcare and information and communication technologies are two of the most dynamic growth industries. Macquarie Park has an exciting technology-led future where capturing market demand and commercialising new technologies and services can bring significant economic development benefit.

Due to the diversity and particular mix of productive assets at Macquarie Park there are several areas of potential opportunity that could be promoted through the Marketing Plan. These are opportunities that require further investigation by the EDC and partner stakeholders.

### 5G

Currently a hot topic of discussion in the tech and business media and expected to be made available by 2020. 5G is a combination of several new and emerging technologies applied together to provide mobile telecom services offering significant bandwidths and transmission speeds, 10-100 times faster than current services.

Improved bandwidth, speeds and latency has benefits for a variety of use cases, including:

- Autonomous driving
- Immersive media (such as Virtual Reality and Augmented Reality)
- Remote operation, for example robotic surgery and other forms of remote health service delivery
- The Internet of Things, including Connected Energy
- Cloud-based processing from Data Centres
- Government-to-Consumer (G-2-C) services

There is an opportunity to trial use cases with telecom operators and tech partners to build an ecosystem for businesses to prepare for scale-up when 5G is launched. These new services will need multiple parties to work together to test deployment and will likely take a few iterations before they can be scaled up for full commercialisation.

### Data Centres

Macquarie Park is an established location for Data Centres which are a critical component of infrastructure for the information economy. There are at least 6 data centres at Macquarie Park (c.10% of Sydney's total Data Centres stock) including Macquarie Telecom Group's Intellicentre 2 which is the most certified data centre in Australia. There are plans for an Intellicentre 3 to be built to extend the Macquarie Park capabilities.

Data Centres are the factories of the 21st Century and their presence brings connectivity, bandwidth and latency benefits to businesses at Macquarie Park. However, Data Centres have a low employment yield and provide limited on-street activation. As such, supply should be monitored to ensure they do not preclude other valuable land uses and remain a supporting feature of the precinct within the wider mix of land uses.

### Cyber Security

The Optus Macquarie University Cyber Security Hub at Macquarie Park is a \$10 million joint investment that promotes an interdisciplinary approach to tackle real-world challenges in cyber security. It conducts cross-cutting research across several disciplines: computing, engineering, business, criminology, law and psychology. It is training the next generation of cybersecurity specialists as well as developing the skills of the existing workforce. Data 61 and CSIRO are strategic partners of this centre of excellence.



**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

## Technology Opportunities for Macquarie Park (cont.)

### Healthcare

Various areas of medicine and health sciences including hearing, health informatics, health systems and safety, oncology, neurosurgery, robotics.

MQ Health at Macquarie Park, is the first university-led integrated health campus in Australia. It integrates Macquarie University Hospital and a variety of specialist clinics, Macquarie University's Faculty of Medicine and Health Sciences, Macquarie University Clinical Associates and clinical components of the Faculty of Human Sciences. It brings together clinical care, teaching and research to provide an integrated approach to holistic patient treatment, discovery and continuous learning.

The Australian Institute of Health Innovation (AIHI) at Macquarie Park conducts multidisciplinary research into health sector practices, organisation and management.

### Sydney's Living Lab

Macquarie Park offers a place to trial new tech and services amongst diverse audience groups (businesses, residents, students, retailers and shoppers, healthcare providers and hospital patients, government departments) in a fairly compact controlled environment. There are few places in Sydney where this opportunity is available. For example, testing 5G use cases is one such opportunity, utilising the location's urban density, data centres, telecom companies, roads and street infrastructure, university expertise (e.g. cybersecurity, natural language understanding, robotics) and varied user groups.

## Inward Investment Materials

The main inward investment materials that need to be produced are:

### A4 One Page Facts & Figures

The City of Ryde is operating within an inward investment promotion hierarchy, with Austrade promoting the national offer; NSW Investment promoting the regional offer, with Sydney as the lead brand; and the City of Ryde is putting forward a locational option – Macquarie Park.

In order to win investment projects for Macquarie Park, City of Ryde should provide the latest and most positive statistics and stories for Macquarie Park for use by these marketing partners. Both Austrade and NSW Investment are handling a continuous pipeline of investor enquiries and need to put forward the best offers possible to win the investment projects. City of Ryde can assist them with this.

Rather than produce a general Invest in Macquarie Park brochure which will be too generic and will date quickly, it is much more useful if the focus is on producing flexible information sheets covering a variety of key locational considerations

which can be used by the marketing partners in their responses to their clients. These should be one- or two-page word documents comprising text, statistics and info graphics that can be used by the partners in their presentation documents.

Information sheets should cover topics such as:

- Labour supply catchment and availability
- Labour costs
- Labour recruitment and retention
- Labour skills and productivity
- Presence of companies and key industries in the area
- Site location, market reach, strategic accessibility (incl. strategic map)
- Properties available & costs
- Site infrastructure – public transport services, digital connectivity; energy supply sources and resilience; energy costs
- Ease of doing business features
- Innovation ecosystem and supports
- Business growth support from City of Ryde and partners
- Case studies of successes at Macquarie Park

### Case Studies and Testimonials

Inward investors always want to know what businesses are already in an area and how they are performing, and so positive case studies and testimonials from Macquarie Park businesses and organisations will provide a powerful communication tool for this.

The EDC and City of Ryde Communications Team should seek to produce a portfolio of case studies/testimonials to cover all the key issues considered by businesses and investors, such as market accessibility, labour skills, productivity, recruitment and retention, accessibility and connectivity, ease of doing business, innovation support etc. These promotional assets can be used on the web site and in presentation materials for clients and for use by partners. Short videos in particular, are an effective way of telling these powerful supportive stories, and can be used across a variety of different social media.

### Value Propositions

Investment projects can be won pro-actively by offering compelling value propositions to potential inward investors. An investment prospectus provides a promise of value to be delivered – detailing how a location and its particular blend of assets and capabilities can address a company's particular business needs. A value proposition outlines what specific benefits the location will deliver and demonstrates why it is better than any other location.

For Macquarie Park there are a variety of technology opportunities currently available and/or emerging (as discussed in the previous Appendix) that could provide sufficient substance and investment potential to justify the production of value proposition documents by the EDC and investment stakeholders. To take this option forward, these technology opportunities need to be reviewed in more detail by the investment stakeholders and assessed in the context of current and emerging investor demand.

**ITEM 5 (continued)**

**ATTACHMENT 1**

Macquarie Park Marketing Plan

# Contact

For enquiries regarding the  
Macquarie Park Marketing Plan  
and activation opportunities,  
please contact:

Jan Bouhali  
Economic Development Coordinator

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## 6 CITY OF RYDE TENNIS COURT FACILITIES

**Report prepared by:** Parks Officer

**File No.:** GRP/09/3/17 - BP19/536

### REPORT SUMMARY

Council owns five tennis facilities at different locations within the City of Ryde which it leases or licences to community and commercial organisations. The management agreements for two of these centres are due for renewal, two of the other agreements are ending in 2019 and one is on a long term lease agreement. The relevant details regarding the five agreements are outlined in the below table:

| Park/Facility               | Current Tenant  | Agreement Type | Agreement Expiration Date |
|-----------------------------|---|----------------|---------------------------|
| Olympic Park                | North-Western Suburbs Tennis Association              | Lease          | 31 December 2018          |
| Kotara Park                 | Rod Fahey Tennis School                               | Lease          | 31 May 2019               |
| Kings Park                  | Denistone East Community Tennis Courts Committee Inc. | Licence        | 30 June 2019              |
| Meadowbank Park             | North-Western Suburbs Tennis Association              | Licence        | 18 December 2019          |
| Ryde Aquatic Leisure Centre | Next Gen Ryde   | Lease          | 31 Aug 2051               |

With four of the Centres up for renewal at a similar time, Council has an opportunity to review its approach of the future management of these community recreational facilities. This will be done as per the recommendations outlined in the recently commissioned *Tennis Court Supply & Utilisation Study*. Council resolved in November 2018 to note the findings of this Study which outlines that, while there is a current over supply of tennis courts, the existing number of courts will be required for the expected demand by 2036, and that future Requests for Proposals to manage CoR tennis facilities include a requirement that submissions allow for a range of multipurpose uses. This would include tennis, futsal, netball basketball and other modified sports as appropriate.

Therefore this report recommends that Council undertakes a Request for Proposal process for the Olympic Park, Kotara Park and Meadowbank Park tennis centres, giving respondents the option to tender for one or more of the centres. Council will be seeking submissions focusing on operational outcomes that will maximise community benefit, usage (including multipurpose options), engagement and overall venue sustainability.

**ITEM 6 (continued)**

Additionally, this report recommends that the existing arrangements for the Kings Park tennis centre are extended based on the details outlined in the body of this report. The Kings Park facility does not have floodlit courts and as such is not deemed as financially viable as the other three facilities.

No action is recommended in this report for the tennis facility currently operated by Next Gen Ryde at the Ryde Aquatic Leisure Centre as it is currently on a long term lease, expiring in 2051.

Council have met with the existing tenants with the four expired/expiring agreements and advised that the matter will be reported to Council with the below recommendations.

**RECOMMENDATION:**

- (a) That Council advertise Request for Proposals, seeking submissions from suitable organisations for the management and operation of Olympic Park, Kotara Park and Meadowbank Park tennis centres.
- (b) That Council advise the tenants currently managing these facilities of the process and encourage them to apply.
- (c) That a further report be submitted to Council following an Expression of Interest/Request for Proposals process.
- (d) That Council extends the licence agreement for the Kings Park tennis centre to Denistone East Community Tennis Courts Committee Inc for an additional 5 years, under the same terms and conditions.
- (e) That the General Manager be given delegated authority to execute all relevant documents for the Kings Park tennis centre licence agreement.

**ATTACHMENTS**

There are no attachments for this report.

Report Prepared By:

**Dale Fillingham**  
**Parks Officer**

Report Approved By:

**Geoff Frost**  
**Coordinator - Parks Operations**

**Simon James**  
**Manager - Parks**

**Wayne Rylands**  
**Director - City Works**

**ITEM 6 (continued)****Background**

Council currently leases or licences five tennis centres to community and commercial organisations. The management agreements for two of these centres are due for renewal, two of the other agreements are due to expire throughout 2019 and one is on a long term lease agreement due to expire in 2051. A summary of the existing arrangements is outlined below.

Olympic Park Tennis Centre

Olympic Park Tennis Centre is located at Olympic Park, Ryde, adjacent to the Ryde Aquatic Leisure Centre. The facility consists of eight synthetic grass tennis courts with floodlighting, a number of shelters, amenities block containing clubroom, storeroom and a small shop area. A local level playground is situated next to the centre in Olympic Park. North Western Suburbs Tennis Association Inc. (NWSTA) currently manages the centre and they contract the tennis professional to co-ordinate booking enquiries, court hire, provide coaching services and undertake general cleaning and maintenance duties.

The lease agreement between Council and NWSTA commenced on 1 January 2014 with a tenure of 5 years. The agreement expired on 31 December 2018 and is currently on a monthly holdover arrangement under the same terms and conditions of the current agreement. This agreement outlines that Council receives an annual rent and the Association is responsible for capital upgrades, maintenance of all courts, fittings and equipment associated with the facility.

The Association have indicated to Council officers that they are interested in continuing their management of the centre.

The Association also manage Council's Meadowbank Park Tennis Centre.

Meadowbank Park Tennis Centre

Meadowbank Park Tennis Centre is located in Meadowbank Park, Meadowbank. The facility consists of eight synthetic grass tennis courts with floodlighting, a number of shelters, amenities block containing clubroom, storeroom and a small shop area. NWSTA currently manages the centre and they contract the tennis professional to co-ordinate booking enquiries, court hire, provide coaching services and undertake general cleaning and maintenance duties.

**ITEM 6 (continued)**

The licence agreement between Council and NWSTA commenced on 19 December 2004 for 5 years with two 5 year options. Both options were agreed to and as a result, the existing agreement will expire on 18 December 2019 and will enter into a monthly holdover arrangement after this date under the same terms and conditions of the current agreement. This agreement outlines that Council receives an annual rent and the Association is responsible for, maintenance of all courts, fittings and equipment associated with the facility.

The Association have indicated to Council officers that they are interested in continuing their management of the centre.

The Association also manage Council's Olympic Park Tennis Centre.

Kotara Park Tennis Centre

Kotara Park Tennis Centre is located in Kotara Park at Marsfield. The facility consists of eight synthetic grass tennis courts with floodlighting, an amenities block containing clubroom, storeroom and a small shop area. A recently upgraded neighbourhood level playground is situated in Kotara Park next to the centre. Rod Fahey Tennis School (RFTS) currently manages the centre and they utilise an online booking system called 'Ready Set Book Me' found on the Rod Fahey Tennis School website to coordinate booking enquiries, hire courts and provide coaching services.

The lease agreement between Council and RFTS commenced on 1 June 2014 for 5 years. The agreement expires on 31 May 2019 and will enter into a monthly holdover arrangement after this date under the same terms and conditions of the existing agreement. This agreement outlines that Council receives an annual base rental and 20% of net income above a certain amount as outlined in the lease agreement. RFTS is responsible for capital upgrades, maintenance of all courts, fittings and equipment associated with the facility.

RFTS manage and operate other Council owned tennis centres within the Sydney Metropolitan area with similar infrastructure and amenities to the Kotara Park centre. They have indicated to Council officers that they are interested in continuing their management of the centre.

Kings Park Tennis Centre

Kings Park Tennis Centre is located at Kings Park in Denistone East. The facility consists of 2 synthetic grass tennis courts and an amenities block including toilet, clubroom and storeroom. Denistone East Community Tennis Courts Committee Inc (DECTCC) currently manages Kings Park Tennis Courts. The courts are managed by a tennis professional who co-ordinates bookings and booking enquiries, court hire, coaching services and undertakes general cleaning and maintenance duties.



**ITEM 6 (continued)**

The licence agreement between Council and DECTCC for Kings Park commenced on 1 June 2014 for 5 years following an expression of interest process. The agreement expires on 30 June 2019 and will enter into a monthly holdover arrangement after this date under the same terms and conditions of the existing agreement. This agreement outlines that Council receives a rent and the Committee is responsible for maintenance of all courts, fittings and equipment associated with the facility. The Committee has indicated to Council officers their willingness to extend the current agreement.

**Next Gen Tennis Centre (RALC)**

The tennis centre at Ryde Aquatic Leisure Centre (RALC) is currently under a long term lease agreement with Next Gen Ryde, due to expire in 2051. As such there is no recommendations in this report that effect the current agreement.

**Discussion**

The findings of the *Tennis Court Supply and Utilisation Study* was that there is a current over-supply of courts but that this over-supply will diminish over time and reach equilibrium by 2036 (through the increased participation associated with forecast population growth).

At its Works and Community Committee meeting on 13 November 2018, Council resolved:

- (a) *That Council note the findings of the Tennis Court Supply and Utilisation Study which outlines there is a current over supply of tennis courts, however the existing number of courts will be required for the expected demand by 2036.*
- (b) *That Council, due to this current oversupply, in future Requests for Proposals to manage CoR tennis facilities include a requirement that proponents allow for a range of adaptive uses as outlined in the body of this report.*
- (c) *That Council recognise the importance of catering for a diversity of sports in the City of Ryde and that a minimum number of tennis courts be retained, sufficient to meet the identified demand.*
- (d) *That Council investigate and assess opportunities for additional indoor sports courts on other sites as part of the Recreation Needs Study to be undertaken in 2019-20 year.*

**ITEM 6 (continued)**

In accordance with the above resolution, the recommendations of this report include to proceed with a Request For Proposals (RFP) process for three of the four centres with expired/expiring agreements, with an aim to improve the management and utilisation of existing tennis centres and to consider short-term adaptive options for multipurpose uses.

Olympic Park, Kotara Park and Meadowbank Park Tennis Centres

All three centres have eight floodlit tennis courts with suitable associated facilities to be commercially viable. The Kotara Park Tennis Centre has been managed and operated by its Rod Fahey Tennis School for the past five years, while the Olympic Park and Meadowbank Park Tennis Centres have been managed and operated by the North-Western Suburbs Tennis Association for the past fifteen and over twenty years respectively.

Due to the fact that all three agreements will have expired by the end of 2019, Council is provided with an opportunity to have all three facilities out to market concurrently, offering an opportunity to have a consistent approach to management of Council's facilities. A transparent and competitive process will aim to ensure that a high quality and modern tennis service is offered from Council's facilities for the community. It will allow Council to seek submissions that meet the recommendations outlined in the *Tennis Court Supply & Utilisation Study*, in particular, Council will seek submissions that demonstrate how court utilisation will be maximised. They will be encouraged to consider alternate uses for the courts during underutilised periods while still committing to tennis being the primary use of the courts. Respondents will be provided the opportunity to tender for individual tennis centres or up to all three as a whole operation.

It is recommended for Council to undertake an RFP process for these three tennis centres consistent with the Local Government Act 1993. After the completion of the RFP process, the existing arrangements for the management and operation of the tennis centres will cease, subject to the outcome of the RFP results.

Kings Park Tennis Centre

It has been identified that in order for a tennis centre to be commercially viable, a minimum of six floodlit courts with associated facilities are required.

As outlined previously, Kings Park Tennis Centre is a small facility with two courts and no floodlighting; this severely limits any opportunity to make the centre commercially viable. It should be noted that Council recently adopted the Kings Park Masterplan which does not include the expansion of the tennis centre, or installation of floodlighting.

**ITEM 6 (continued)**

Due to this, the recommendation is to extend the existing licence for the Denistone East Community Tennis Courts Committee Inc for an additional five years.

**Financial Implications**

There are no financial implications for Council should they adopt the recommendations outlined in this report. It is anticipated that Council will be able to achieve a higher financial return as a result of undertaking the RFP process for Olympic Park, Kotara Park and Meadowbank Park tennis centres which allows for additional uses. Additionally, it is anticipated that community benefit, usage, engagement and overall venue sustainability will increase as a key requirement for respondents in their tender submissions.

**Policy Implications**

The process of RFP and any agreements will be in accordance with the requirements of the Local Government Act 1993. Any future agreement must be expressly authorised in the relevant Plan of Management for the land the tennis centres are located on.

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## 7 SPORTSGROUND ALLOCATION POLICY COMMUNITY FEEDBACK

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**Report prepared by:** Sportsground Liaison Officer, Sportsgrounds and Recreation  
**File No.:** GRP/09/3/17 - BP19/414

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### REPORT SUMMARY

On 12 December 2017, Council resolved that a review of the existing Sportsground Allocation Policy be undertaken. On 13 November 2018 Council resolved that the draft Sportsground Allocation Policy be placed on public exhibition for a period of 28 days and that should submissions be made objecting to the policy a further report be prepared for Council's consideration.

Through the public exhibition period three submissions from community user groups were received providing feedback on the draft policy. A fourth late submission was received with this feedback included for consideration. A summary of the feedback has been outlined in **Table 1** within the body of this report. Details of the full submissions have been provided as **ATTACHMENT 1**.

Of the submissions received, three of the four made comment on the inclusion of the 'Current hours allocated per member' scoring component within the priority matrix (the matrix used to determine field allocation in the event of competing requests). Of the feedback received, one submission requested that Council 'expand' this component to consider the potential number of participants based on the nature of the proposed activity, the second submission supported this component in its current format and the third submission requested Council remove this from the policy, concerned that it would disadvantage activities such as cricket. Given this range of feedback, staff consider an appropriate balance has been achieved with no changes proposed to this component of the policy.

Based on the feedback received three changes to the policy are proposed –

1. Under 'Historical use of facilities' component of the priority matrix - updating the policy from 'club' to the broader term 'user group' to recognise historical use of Council's sportsgrounds by sporting associations and other groups.
2. Revision of guideline 1.6 to address concerns that the construction of new synthetic sports fields could result in clubs/associations losing access to their 'home' venue.

Current –

*Where Council constructs new synthetic playing surfaces, historical use of the facility will not be considered in the initial allocation process.*

**ITEM 7 (continued)**

Revised –

*Where Council constructs new synthetic playing surfaces, historical use of the facility will not be the primary consideration in the initial allocation process.*

3. Revision of guideline 1.8 to make the intent of this guideline clearer.

Current –

*New applications for grassroots sports will be prioritised over any representative sport application when training space becomes available and there is less than 30 hours per week use of the field*

Revised –

*When considering competing applications where no historical use exists, grassroots sports will receive priority over representative sport applications.*

An amended copy of the draft Sportsground Allocation Policy has been provided as **ATTACHMENT 2**. This report seeks Council's endorsement to adopt the amended draft Sportsground Allocation Policy.

**RECOMMENDATION:**

That Council adopts the draft Sportsground Allocation Policy.

**ATTACHMENTS**

- 1 Results - Draft Sportsground Allocation Policy Exhibition
- 2 Amended Sportsground Allocation Policy for Adoption

Report Prepared By:

**Stephen Alderton**  
**Sportsground Liaison Officer, Sportsgrounds and Recreation**

Report Approved By:

**Simon James**  
**Manager - Parks**

**Wayne Rylands**  
**Director - City Works**

**ITEM 7 (continued)****Discussion**

On 12 December 2017, Council resolved in part:

- (a) *That the Acting General Manager review the existing Sportsground Allocation Policy with a focus on:*
- *Ensuring a diversity of sports and residents have access to City of Ryde sporting fields.*
  - *Determining a priority of allocation between grass roots sports and representative pathway programs.*
  - *The role that commercial providers have in delivering sports activities to the community.*

On 24 April 2018, Council also resolved, in part:

- (b) *That, following consultation with the sporting community, Council amend its Sportsground Allocation Policy so that use of any newly constructed synthetic sports field is not restricted to only the historical sporting group user.*

Council officers reviewed the Sports Ground Allocation Policy by taking into consideration:

- The points raised in the above Notice of Motions
- Recent instances where the policy has been applied
- How the policy worked with other City of Ryde policies and procedures.

A draft policy was then endorsed by the Sport and Recreation and Wheeled Sports Advisory Committee in their meeting on 8 August 2018. On 13 November 2018, the Works and Community Committee in accordance with the Committee's delegated powers resolved:

- (a) *That Council place the draft Sports Ground Allocation Policy on public exhibition for a period of 28 days.*
- (b) *That should no objections be received during the public exhibition period Council adopt the policy.*
- (c) *That should any submissions be made objecting to the policy during the public exhibition period, a further report be prepared for Council's consideration.*

**ITEM 7 (continued)**

Throughout the 28 day exhibition period a total of three (3) submissions containing feedback were received by Council with two submissions received from West Ryde Rovers Sports Club (WRRSC) representatives and the third on behalf of the Gladesville Hornsby Football Association (GHFA). Following closure of the exhibition period on 27 February 2019 a fourth submission containing feedback with respect to the Sports Ground Allocation Policy was received on 6 March 2019 on behalf of the Northern District Cricket Association (NDCA). As the submission received from the NDCA contained feedback relevant to the exhibition of this document it was considered suitable to for inclusion and subsequent consideration by Council Officers. A summary of the feedback provided within the four submissions can be found in **Table** below.

**Table 1**

| <b>User Group (Resident)</b> | <b>Feedback Provided</b>  | <b>Comment/Action</b>  |
|------------------------------|---|--|
| West Ryde Rovers Sports Club | <ul style="list-style-type: none"> <li>Request that Council do not move or change L.H Waud [as] it has a history to [the] club and club president.</li> </ul>   | <ul style="list-style-type: none"> <li>No impact on allocation policy. Feedback forwarded to Meadowbank Park Masterplan project team for consideration.</li> </ul>   |
| West Ryde Rovers Sports Club | <ul style="list-style-type: none"> <li>Proposes length of winter season be extended to cover 1<sup>st</sup> April to 31<sup>st</sup> August inclusive.</li> </ul>   | <ul style="list-style-type: none"> <li>Feedback noted. Current season lengths are consistent with neighbouring Council's within Sydney. Season length allows two-week changeover period for completion of necessary sports field maintenance.</li> </ul> |
|                              | <ul style="list-style-type: none"> <li>Request that Council modifies the 'current hours allocated per member' component of the allocation policy matrix to an 'average members per field per day' ratio.</li> </ul> | <ul style="list-style-type: none"> <li>Feedback noted. Based on all feedback received through exhibition no change proposed.</li> </ul>  |
|                              | <ul style="list-style-type: none"> <li>Request that the 'Access and Equity' component of the existing allocation policy matrix be reinstated in the updated policy.</li> </ul>                                      | <ul style="list-style-type: none"> <li>Council is committing to providing a diversity of sporting activities under guideline 1.4 of the proposed policy. This</li> </ul>   |

**ITEM 7 (continued)**

| <b>User Group<br/>(Resident)</b>                  | <b>Feedback Provided</b>   | <b>Comment/Action</b>   |
|---|--|---|
|   |  | adequately replaces the previous 'Access and Equity' component of the priority matrix in the existing policy.   |
|   | <ul style="list-style-type: none"> <li>Requests the inclusion of a guideline to address the issue of block booking.</li> </ul>   | <ul style="list-style-type: none"> <li>Covered under guideline 1.15 of the proposed policy.</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>Proposes the inclusion of a commitment from Council to prove quality, fit for purpose facilities for the sporting community.</li> </ul>   | <ul style="list-style-type: none"> <li>Council has committed to this through various strategic documents including the Sport &amp; Recreation Strategy 2016-2026 and the Integrated Open Space Plan.</li> </ul>                       |
| Gladesville<br>Hornsby<br>Football<br>Association | <ul style="list-style-type: none"> <li>Supports the continued use of the priority matrix in determining allocations.</li> </ul>  | <ul style="list-style-type: none"> <li>Feedback noted.</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Views the inclusion of the 'current hours allocated per member' component of the allocation policy matrix as a positive.</li> </ul>   | <ul style="list-style-type: none"> <li>Feedback noted. Based on all feedback received through exhibition no change proposed.</li> </ul>   |
|   | <ul style="list-style-type: none"> <li>Objects to the wording of guideline 1.6 and suggests that the intent of the guideline is made clearer to ensure that historical user groups have assurance that continued access will be provided following construction of a synthetic field.</li> </ul> | <ul style="list-style-type: none"> <li>Feedback noted with guideline 1.6 updated to ensure that the value of historical allocations is not fully lost following the conversion of a sports field into a synthetic surface.</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Suggests a revision of guideline 1.8 to make the intent clearer.</li> </ul>   | <ul style="list-style-type: none"> <li>Definitions for grassroots and representative sport can be found within the policy. Wording of guideline slightly revised.</li> </ul>  |



**ITEM 7 (continued)**

| User Group<br>(Resident)              | Feedback Provided  | Comment/Action   |
|---------------------------------------|--|--|
|                                       | <ul style="list-style-type: none"> <li>Requests that the 'historical use of facilities' component of the allocation policy matrix be revised to also recognise associations as historical users of sporting facilities.</li> </ul>   | <ul style="list-style-type: none"> <li>Feedback noted with guideline updated to recognise associations as historical users.</li> </ul>               |
| Northern District Cricket Association | <ul style="list-style-type: none"> <li>Objects to the inclusion of a 'current hours allocated per member' component within the allocation policy matrix due to concerns that this discriminates against the structure of the game of cricket (smaller team numbers + longer game format) in comparison to other sports.</li> </ul> | <ul style="list-style-type: none"> <li>Feedback noted. Based on all feedback received through exhibition no change proposed.</li> </ul>              |
|                                       | <ul style="list-style-type: none"> <li>Raised concerns of Council's fee structure for synthetic sports fields.</li> </ul>  | <ul style="list-style-type: none"> <li>No impact on allocation policy. Council Officers to contact Mr Gray to discuss this issue further.</li> </ul> |

Three of the four submissions received through the exhibition process made reference to the inclusion of the 'Current hours allocated per member' addition to the priority matrix. Under the proposed policy, the portion of the priority matrix is applied to calculate the 'need' of each user group by calculating a ratio of the participant per existing allocations of Council's sportsgrounds. User groups with a higher ratio (i.e. more participants/less existing allocated space) will score higher and have an increased chance of securing the allocation vs. a user group with a lower ratio (i.e. less participants/more existing allocated space). The purpose of this component of the priority matrix is to give preference to user group who accommodate greater numbers of participants in less existing space and encouraging efficient use of Council's assets. Feedback received in relation to this portion of the policy fell into the following categories:

- One submission requesting this component of the priority matrix be 'expanded' to consider the potential number of participants per field if the nature of the activity allows for multiple games concurrently.
- One submission supporting this component of the priority matrix in its proposed form.

**ITEM 7 (continued)**

- One submission requesting this component of the priority matrix be removed sighting concerns that it discriminates against activities that are long in nature and do not allow for multiple concurrent games by participants.

Given the above spread of feedback it is deemed that an appropriate balance has been achieved and no changes are suggested to this portion of the priority matrix.

Of the remaining feedback received through the exhibition, no common comments were made across the four submissions. Staff have amended the policy as outlined in Table 1 above and noted in the comments / action section. An amended copy of the Sportsground Allocation Policy has been included in this report as **ATTACHMENT 2.**

Staff have contacted all sporting club representatives who made submissions throughout the exhibition process to provide the feedback noted above. A copy of the updated policy was also provided for their information.

**Financial Implications**

Adoption of the recommendation will have no financial impact.

**ITEM 7 (continued)**

**ATTACHMENT 1**

|  |
|--|
| <b>NAME:</b><br>Michelle Prasad  |
| <b>ORGANISATION:</b><br>West Ryde Rovers Sports Club   |
| <b>COMMENT:</b><br>Please do not move or change L.H Waud - it has a history to my club and and Club president.   |
|  |
| <b>NAME:</b><br>Chris Goddard  |
| <b>ORGANISATION:</b><br>West Ryde Rovers Sports Club   |
| <b>COMMENT:</b><br>Hi Stephen,<br><br>Please see below some consolidated comments.<br><br>Overall: Having a transparent, documented system is a positive. This is welcomed even if we believe requires a bit of tweaking.<br><br>Seasons: The winter season should be for all of April to August. You seem to be proposing the 2nd weekend in April as a start. Even Apr-August puts 5 months in winter, 7 in summer, an unfair split especially given the relative volume of members who utilise it |

**ITEM 7 (continued)**

**ATTACHMENT 1**

per day of soccer v per day of cricket

Points: Current Hours allocated per member. This should also be extended to take into account if it's the same members hour after hour or if it's turning over. eg as it stands, a sport that had 14 people per hour but a new team each hour, could have over 100 members enjoying the ground, whilst another sport with 20 per hour may go for 8 hours so only 20 people enjoy the ground for the day.

Recommendation: That Council modify this measure or add a new one along the lines of Average total members per field per day, with the explanatory criteria: The average number of members participating from the activity on one field over a day. (MEA 4 in winter would be  $3 \times 4 \times 12 + 30 \times 3 = 234$ , whereas MEA4 in winter would be 48 if there's a junior then senior game of cricket )

Points: Access and Equity. We note this has been deleted from the current policy. It doesn't have a big impact on football, but it's something we should support.

Block booking. At the tail end of cricket AND football, fields are often fully booked but barely used at exactly the other sport is looking to run trials. There has to be a better way and we think this is the chance to address it. Suggestion: Unused fields in block bookings: Associations with block bookings must advise council in advance if all fields booked are not required, eg during an end-of-season finals period. Off season sports have very limited opportunity to conduct trials and pre-season preparation, so early notification would allow better field preparation and utilisation, benefiting all users.

Further: There is no mention about providing quality facilities, fit for purpose for the sporting community nor any mention about dealing with the chronic parking issue or access for patrons.

We are happy to discuss any or all of this.

Thanks  
CG

**ITEM 7 (continued)**

**ATTACHMENT 1**

|   |
|---|
|   |
| <b>NAME:</b><br>Mark Lockie   |
| <b>ORGANISATION:</b><br>Gladesville Hornsby Football Association  |
| <b>COMMENT:</b><br>Gladesville Hornsby Football Association provides the following comments in regards to the Draft Sports Ground Allocation Policy.<br><br>1. We support the continued use of the Priority Matrix as it promotes contributions from community associations and clubs to the development of facilities and note the inclusion of the principle of current hours per member is a positive step.<br><br>2. We have objections to paragraph 1.6 where it states historical use will be disregarded in the initial allocation for new synthetic fields. <ul style="list-style-type: none"><li>• We understand the rationale for expanding access to synthetic fields as they can cope with more use, but the wording of this suggests the historical users will have no rights to access.</li><li>• If our interpretation of this is incorrect, then we suggest others will similarly misunderstand the intent of this policy, especially once time passes and the original understanding of the policy is lost. We suggest that the intent of this policy is made clearer so that historical users can have some assurance that their access to the field will not be lost entirely.</li><li>• If the intention is that historical users may lose access entirely, then GHFA would strongly object as relocation of clubs from their historical base would undermine their viability.</li></ul><br>3. The intent of paragraph 1.8 is not clear and needs to be re-worded - e.g. we presume this only applies to grass fields?<br><br>Kind regards, |

**ITEM 7 (continued)**

**ATTACHMENT 1**

|  |
|--|
| Mark Lockie<br>General Manager   |
| <b>NAME:</b><br>Kelvin Gray  |
| <b>ORGANISATION:</b><br>Northern District Cricket Association  |
| <b>COMMENT:</b><br>Good afternoon,<br><br>I realise that the date for submissions has passed , but, I am hoping to have my comments & thoughts added for discussion.<br><br>I would like to propose some amendments to the draft that discriminates against the Northern District Cricket Association that has been a long-time hirer of Ryde grounds & facilities. I am referring in particular to the "Priority Matrix"<br><ul style="list-style-type: none"><li>· <b>"The historical use of facilities" refers only to Clubs and not Associations.</b> Given the nature of cricket and how your grounds are booked means that no individual cricket club hires the ground. It is hired at an Association level and while certain Clubs have used these grounds throughout each season for many years, the individual clubs do not have a home ground. The wording of this matrix does not take this into consideration. This matrix is not a true reflection of the long-time standing that the N.D.C.A has had with Ryde City Council. Cricket will score very low while winter sports will score very high.</li><li>· <b>"Current hours allocated per member"</b>. Under the current structure of pricing Associations/Clubs hire ground on an hourly fee, so our cricketing members are paying a much higher price per person per season than a sport such as soccer. The points that are suggested also discriminates against cricket. The nature f the game is that you can only have 11 fielders &amp; 2 batsmen on the field at any one time. Cricket is a traditional game that has been around for over a hundred years and is</li></ul> |

**ITEM 7 (continued)**

**ATTACHMENT 1**

seen as Australia's nation game, yet by the nature of how the game is played we are being discriminated against. This is completely unfair. Your proposal does nothing to take this into consideration.

Under your Draft Sports Allocation Policy it could become a real situation that if other sports that have a high per hour participation rate that have a home ground and decide to play summer competitions and apply for these grounds could potentially force cricket off these grounds. Under the matrix system, cricket will score poorly when compared with other sports.

This draft favours winter sports and in particular discriminates against the very nature of the game of cricket and the NDCA which has been running cricket in the area since 1908.

I have also included below how cricket is impacted by the cost of synthetic grounds in the Ryde area.

- While NDCA fully support the introduction of fully synthetic grounds to improve the access and quality of grounds for all sports, we find the financial impost to cricket as unsustainable. The high ground hire fees for cricket (on a cost per player basis) are adversely impacting the Council's worthy objectives to promote community access to grounds.
- A level 2 cricket ground (astro-turf wicket) cost \$2,725.50 per season (assuming 23 weeks @ \$11.85 x 10 hrs), the full synthetic ground costs \$10,120 (assuming 23 weeks @ \$44 x 10 hrs), this is a massive difference of \$7,394.50 per season.
- The main driving force for these new fully synthetic grounds are the winter sports, soccer in particular. A sport such as cricket, that hands back the grounds we use back at the end of the summer sport in excellent condition is being punished, the same definitely cannot be said for soccer. Cricket is a low impact sport to the condition of the grounds. Yet the cost for hire is the same. While I appreciate that Ryde Council have invested millions of \$ in these upgrades let me highlight the cost to the individual player of each sport and the impost to them.
- I have compiled some figures that show the cost for an individual cricket player in comparison to an individual soccer player.

|                     | <i>Cost per hour</i> | <i>Hours used</i> | <i>Number of weeks hired</i> | <i>Total Cost for the season</i> | <i>Number of games during hire</i> | <i>Number of players in each match</i> | <i>Total number of players during hire</i> | <i>Cost per player for the season</i> |
|---------------------|----------------------|-------------------|------------------------------|----------------------------------|------------------------------------|--|--|---------------------------------------|
| <b>Cricket Turf</b> | \$52                 | 5                 | 23                           | \$5,980                          | 1                                  | 22                                     | 22   | <b>\$271.82</b>                       |

**ITEM 7 (continued)**

**ATTACHMENT 1**

|   |         |    |    |          |   |    |     |                |
|---|---------|----|----|----------|---|----|-----|----------------|
| <i>wicket – ELS No.3</i>                      |         |    |    |          |   |    |     |                |
| <b>Cricket Level 2 ground – Meadowbank 10</b> | \$11.80 | 10 | 23 | \$2714   | 2 | 22 | 44  | <b>\$61.68</b> |
| <b>Cricket ELS - Full Synthetic Hall No.1</b> | \$44    | 10 | 23 | \$10,120 | 2 | 22 | 44  | <b>\$230</b>   |
| <b>Soccer ELS Hall No.1</b>                   | \$44    | 10 | 23 | \$10,120 | 6 | 30 | 180 | <b>\$56.22</b> |

- As you can see from the figures above cricket as a low impact sport is still required to pay much more per user to use all of the Ryde grounds. The NDCA is not asking to have the Level 2 hire costs reduced, we are just asking that a more reasonable hire rate be considered for cricket, that is sustainable.
- On a cost per player comparison, this equates to a 310% increase on cricket players fees compared to soccer. Cricket is a game played over a longer period as that's the nature of the game. The ground hire fees are unintentionally penalising the nature of cricket. I'm sure that is not the Council's intent to charge 310% more families that play cricket. All sports are healthy and should be actively encouraged through ground hire policies that are fair and socially equitably no matter what sport they play.
- I know that Ryde Council promotes and encourages participation in sport and recreation, but, these figures do little to make it manageable for families as these costs must be passed onto players.
- When you consider the additional costs that Cricket Associations & Clubs must pass on which include, Insurance, new Ball cost, Umpires & uniforms and then costs to parents of cricket bats, shoes and protective gear it does have an impact on whether families can afford to have their children play cricket. We accept that it does cost more to play cricket given the time frames involved, but, as our national game we must do everything to at least keep it affordable to players.
- While the new synthetic ground may be considered as a premium playing surface for soccer the same cannot be said for cricket. The fields are excessively hot in summer as they retain the heat. The characteristics when cricket ball lands in the outfield are not conducive to scoring runs. Yet the fees for these grounds are almost as much as turf wicket that requires a fully prepared turf wicket by ground staff that is considered a premium playing facility.



**ITEM 7 (continued)**

**ATTACHMENT 1**

The Executive of the Northern District Cricket Association see it as our duty to raise this matter on behalf of its members and the survival of the game within the Ryde City Council area.

Regards,

**Kelvin Gray**  
**NDCA Senior Vice President**



**ITEM 7 (continued)**

**ATTACHMENT 2**

## Sportsground Allocation Policy

**Scope**

This policy applies to sportsgrounds located in the City of Ryde that are owned or managed by the Council. The policy must be adhered to by all current seasonal and casual hire groups wishing to use any sportsground. Broadly the goal of the policy is to ensure the sustainable and equitable use of Council's sporting fields and provides the guiding principles for how use of those facilities will be managed.

While the policy will largely be applicable to seasonal sporting clubs, associations and schools, it will also apply to other community groups, private and commercial organisations who wish to apply for allocated use of a sportsground and/or associated facilities.

This policy does not apply to special events or activities booked as an event function. Special event organisers must complete a special event form and comply with all the requirements on that form. The policy also does not apply to any sportsground or amenity building that is occupied by a user group under a licence agreement.

**Purpose**

The introduction of this policy aims to assist Council in managing the increasing and competing demands from sporting user groups and the wider community to access the City of Ryde's sporting grounds. The development of this document will also help in determining Council's position on a number of different sportsground use and management issues. Specifically Council intends to achieve the following:

- To provide a responsible, consistent, transparent and equitable process for the use of Council sportsgrounds and associated facilities.
- To provide agreed principles to prioritise use and management of the sportsgrounds and associated facilities.
- To assist Council in the allocation of Sportsgrounds when competing requests are submitted.
- To provide a Policy that is consistent with other Council policies, relevant local laws and other relevant legislation.

The City of Ryde has a number of operational documents that are used to manage sportsground allocation. These include but are not limited to:-

- Application for Casual or Pre-season Use of Sporting Facilities Form
- Seasonal Use of Sporting Fields Form
- Application for Regular use of Sportsground for Schools Form
- Major Event Application for Booking Form
- Social Recreation Application Form

| City of Ryde Sportsground Allocation Policy |                         |   |
|---|-------------------------|---|
| Owner: Parks                                | Accountability: Parks   | Policy Number: #CLO001                  |
| Trim Reference: D19/*****                   | Review date: 07/05/2019 | Endorsed: **/**/****<br>Council Meeting |

**ITEM 7 (continued)**

**ATTACHMENT 2**

**Guidelines / Procedures**

Sportsground allocation is the process which Council undertakes to hire out its sportsgrounds to a variety of community and commercial user groups. Council has identified the following principles to guide them in meeting the objectives outlined in this policy:-

- 1.1 Seasonal bookings have priority over casual bookings.
- 1.2 City of Ryde based user groups will have priority over out of area user groups.
- 1.3 In the event that there is a need to prioritise contested use of sportsgrounds, the applications will be considered utilising the Priority Matrix (see attachment A) as the method for determining priority.
- 1.4 The City of Ryde is committed to ensuring a diverse range of sporting activities are welcome and catered for within our community. As such, any existing City of Ryde based organised sporting code requesting an allocation in-season will always have access to a minimum of one allocation.
- 1.5 Council recognises the heavy demand for use of its sportsgrounds and the impact this has on maintaining a sustainable and fit for purpose playing surface. As such, Council will not allocate natural turf fields beyond a threshold of 30 hours use per week unless historically they have been booked beyond that amount. In this instance Council will work with the schools and sporting community to reduce the allocation on those fields on an equitable basis.
- 1.6 Where Council constructs new synthetic playing surfaces, historical use of the facility will not be the primary consideration in the initial allocation process.
- 1.7 Allocation requests from commercial providers will only be considered where no community user group is contesting the allocation and where there is less than 30 hours per week use of the field.
- 1.8 When considering competing applications where no historical use exists, grassroots sports will receive priority over representative sport applications.
- 1.9 Seasonal sportsground hirers will be required to provide Council with an official membership list confirming the residential suburb details of its members. This information is to be submitted by the user groups each year and Council may ask for this information to be verified.

| City of Ryde Sportsground Allocation Policy |                         |   |
|---|-------------------------|---|
| Owner: Parks                                | Accountability: Parks   | Policy Number: #CLO001                  |
| Trim Reference: D19/*****                   | Review date: 07/05/2019 | Endorsed: **/**/****<br>Council Meeting |

**ITEM 7 (continued)**

**ATTACHMENT 2**

- 1.10 Council will arrange for a meeting of the relevant user groups prior to finalising the seasonal ground allocations. This policy will guide Councils approach to those discussions.
- 1.11 All requests for bookings must be made on the relevant Application Form. Requests for seasonal bookings must be made by the due date specified by Council. Bookings are not confirmed until the user group receives a permit from Council. All applicants must comply with the terms and conditions outlined on the application form.
- 1.12 Casual bookings and bookings made by user group from out of the area will only be considered where there is no existing booking request.
- 1.13 Casual bookings will not be confirmed until payment is received.
- 1.14 Council will only consider an application if the ground is in a satisfactory condition, which will be determined after consultation with the relevant Council maintenance staff.
- 1.15 Season draws must be provided to Council once confirmed by the sporting associations to allow Council to hire out unused sports fields. Blanket bookings are not permitted and associations must ensure every effort is made to notify Council of any unused dates in advance.

**DEFINITIONS**

- Application Form** The 'Application for Hire Form' provided by Council Officers for user groups to complete.
- Casual Bookings** Irregular one off booking for a sportsground(s) made by a user group.
- City of Ryde Based** Organisation must be named or based in a suburb within the Ryde Local Government Area and/or or plays in a competition which is centred in the City of Ryde Area.  
  
Out of the area user groups – Does not meet the criteria detailed above.
- Grassroots Sport** Organised sport practiced by amateur sportspeople in the lowest available level of local competition.
- In Season Sports** *Winter codes are:* Football (Soccer), Netball, Rugby

| City of Ryde Sportsground Allocation Policy |                         |   |
|---|-------------------------|---|
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**ITEM 7 (continued)**

**ATTACHMENT 2**



League, Rugby Union, Australian Rules Football, and Hockey.

*Summer codes are:* Athletics, Baseball, Cricket, Ultimate Frisbee, Oz Tag, and Touch Football.

**No Allocation**

No booking for the use of a sportsground is provided to the applying organisation or individual.

**Representative Sport**

Organised sport participated in at a higher level of competition than is readily available at the local level.

**Seasonal Bookings**

Booking for a sportsground(s) made for a summer or winter period and can relate to training or competition use by a user group.

**Season Draws**

Official competition draws provided by the relevant governing association for that particular sport. These competition draws will cover the period that the booking is requested.

**Summer Season\***

2<sup>nd</sup> weekend in September to the 2<sup>nd</sup> last weekend of March

**Winter Season\***

2<sup>nd</sup> weekend in April to the 2<sup>nd</sup> last weekend of August

\*Exemption may be made by Council, giving consideration to level of competition and competitions played across multiple areas.

**References - Legislation**

Updating of this policy is required to be done in consultation with representatives of the City of Ryde Sporting Group community.

**Review Process and Endorsement**

This Policy should be reviewed biennially.

**Attachments**

| <i>Title</i>                      | <i>Trim Reference</i> |
|-----------------------------------|-----------------------|
| Priority Matrix                   | Attached              |
| Sportsgrounds in the City of Ryde | Attached              |

| <b>City of Ryde Sportsground Allocation Policy</b> |                         |   |
|--|-------------------------|---|
| Owner: Parks                                       | Accountability: Parks   | Policy Number: #CLO001                  |
| Trim Reference: D19/*****                          | Review date: 07/05/2019 | Endorsed: **/**/****<br>Council Meeting |

ITEM 7 (continued)

ATTACHMENT 2

Priority Matrix

The total playing membership of the club or association will form a major consideration when making ground allocations. In the first instance, the allocation of sportsgrounds will be made based on the need of the sporting group and the membership numbers within that group. Where there is a change in membership numbers (either an increase or a decrease) and this can be substantiated by Council, this will be reflected in the field allocation made.

Where two or more user groups have applied for an available sportsground and Council officers are unable to facilitate shared use, the following assessment criteria shall be used. The highest scoring user group will be given the priority allocation. An application will not be considered for allocation where a user group's application receives a 'no allocation' score.

| Principle                    | Scoring | Assessment Guide  | Specific Criteria   | Strategy   |
|------------------------------|---------|---|---|--|
| Historical use of facilities | 10      | Historical home ground of CoR based user group (i.e. no other club/association has ever been based there) | Recognition of the social and cultural importance of a user groups historical connection with a home ground and will give priority to a home ground application over a non-home ground application.<br><br>Club/associations base determined as per the definitions provided in the 'Sportsground Allocation Policy.' | Council will give preference to CoR based user groups over non-CoR user groups.<br><br>The length of a user groups past tenure of a sportsground will be considered when assessing an application. |
|                              | 5       | CoR home based user group for more than 5 years   |   |  |
|                              | 3       | CoR home based user group for less than 5 years   |   |  |
|                              | 1       | Non-CoR home based user group for over 5 years  |   |  |
|                              | 0       | All other groups  |   |  |

| City of Ryde Sportsground Allocation Policy |                         |   |
|---|-------------------------|---|
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| Trim Reference: D19/*****                   | Review date: 07/05/2019 | Endorsed: **/**/****<br>Council Meeting |

ITEM 7 (continued)

ATTACHMENT 2

|                                    |               |  |   |  |
|------------------------------------|---------------|--|---|--|
| Current hours allocated per member | 10            | Over 35 members per field per hour   | The ratio of registered participants to existing allocated hours.   | Council will give preference to user groups who currently accommodate a greater number of participants into their existing allocated hours. This will ensure the most efficient use of Council's sportsgrounds |
|                                    | 5             | Between 25 - 35 members per field per hour   |   |  |
|                                    | 3             | Between 15 - 25 members per field per hour   |   |  |
|                                    | 1             | Less than 15 members per field per hour  |   |  |
| Tenancy Record                     | 5             | Good Record – no breaches in the previous 5 years                                    | Council will take into account the pattern, number and severity of tenancy breaches, unpaid or late payments of fees to Council and upheld complaints over the previous five years when assessing seasonal allocation applications. | Council recognises the social and cultural importance of a user group having a good relationship with Council, co-tenants and the local community.   |
|                                    | 3             | Fair Record – no breaches in the previous 2 years                                    |   |  |
|                                    | No Allocation | Where there has been non-compliance with 3 or more of Council's terms and conditions |   |  |

| City of Ryde Sportsground Allocation Policy |                         |  |
|---|-------------------------|--|
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| Trim Reference: D19/*****                   | Review date: 07/05/2019 | Endorsed: **/**/*****<br>Council Meeting |

ITEM 7 (continued)

ATTACHMENT 2

|   |               |   |  |  |
|---|---------------|---|--|--|
| Division of Sports Season                   | 5             | In-season application   | <p>The definition for 'in-season sports' as outlined in the Councils 'Sportsground Allocation Policy'.</p> <p>In the absence of an application from an in-season sport, Council may consider an 'out of season' application where there is sufficient sportsground capacity.</p> | Ensuring a diverse range of activities is available and use is not dominated by one activity.  |
|   | 3             | Out of season application with no in-season user group application contesting the allocation. |  |  |
|   | No allocation | Out of season application against an existing in-season sport booking.                        |  |  |
| Contribution Towards Council Infrastructure | 10            | Capital investment over \$50,001  | <p>Recognition of organisations who have contributed toward facility improvements at the sportsground in question within the last 10 years and the resulting benefits to other facility users.</p>   | <p>Providing incentive and recognition to sport and recreation organisations to contribute toward facility upgrades.</p> <p><i>Note. Council will 'cap' use of sportsgrounds by allocated users where appropriate.</i></p> |
|   | 6             | Capital investment between \$30,001 and \$50,000  |  |  |
|   | 2             | Capital Investment between \$10,001 and \$30,000  |  |  |
|   | 1             | Capital investment under \$10,000.  |  |  |

| City of Ryde Sportsground Allocation Policy |                         |   |
|---|-------------------------|---|
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ITEM 7 (continued)

ATTACHMENT 2

|                                |   |  |  |  |
|--------------------------------|---|--|--|--|
| Club / Association Development | 5 | User groups with documented policies, and initiatives to support volunteers. | Recognition of organisations that develop and implement best practice RM practices.  | Council Working in partnership with users to ensure good risk management (RM) principles are incorporated into sports development and initiatives to ensure a safe environment for all participants. |
|                                | 3 | Policies in development.   | Examples are established policies for member/child protection, anti-harassment, facility management, succession planning, constitutional review etc. |  |
|                                | 0 | No documented policies or plans score in place.                              |  |  |
| <b>TOTAL</b>                   |   |  |  |  |

\*Winter codes are: Football (Soccer), Netball, Rugby League, Rugby Union, Australian Rules Football, Hockey.

\*Summer codes are: Athletics, Baseball, Cricket, Oz Tag, and Touch Football.

| City of Ryde Sportsground Allocation Policy |                         |  |
|---|-------------------------|--|
| Owner: Parks                                | Accountability: Parks   | Policy Number: #CLO001                   |
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ITEM 7 (continued)

ATTACHMENT 2

**SPORTSGROUNDS IN THE CITY OF RYDE**

| Park                      | Address                      | Oval                       | (April – August)                                   | (Sept – March)   |
|---------------------------|------------------------------|----------------------------|--|--|
|                           |                              |                            | Winter Usage                                       | Summer Usage   |
| <b>BILL MITCHELL</b>      | Morrison Road Tennyson Point | 1<br>2                     | Soccer<br>Soccer                                   | Cricket – Synthetic Wicket<br>Cricket - Junior Synthetic |
| <b>BRUSH FARM Oval</b>    | Lawson Street Eastwood       | Oval                       | Netball – 14 grass courts<br>Dog Training (Sunday) | Cricket – Synthetic Wicket<br>Dog Training (Sunday)      |
| <b>BRUSH FARM Netball</b> |                              | Oval                       |  |  |
| <b>BREMNER</b>            |                              | Morrison Road Gladesville  | 1  | Soccer   |
| <b>CHRISTIE</b>           | Christie Road Macquarie Park | 1                          | Synthetic Field                                    | Synthetic Field  |
| <b>CLEEVES</b>            |                              | Douglas Street Gladesville | 2  | Synthetic Field  |
| <b>DARVALL</b>            | Chatham Road West Ryde       | 1                          | NIL  | Cricket – Junior Synthetic                               |
| <b>EASTWOOD</b>           | Lakeside Ave Eastwood        | 1                          | Soccer   | Cricket – Junior Synthetic                               |
| <b>E.L.S. HALL</b>        | Kent Road North Ryde         | Upper                      | Soccer   | Cricket – Turf Wicket                                    |
|                           |                              | Lower                      | Soccer   | Community Use  |
|                           |                              | 1                          | Synthetic Field                                    | Synthetic Field  |
|                           |                              | 2                          | Soccer   | Baseball   |
|                           |                              | 3                          | AFL  | Cricket – Turf Wicket                                    |
| <b>FONTENOY</b>           | Fontenoy Road North Ryde     | 1                          | Mini Soccer  | Community Use  |
| <b>GANNAN</b>             | Buna Street Ryde             | 1                          | Baseball   | Cricket – Synthetic Wicket                               |

| City of Ryde Sportsground Allocation Policy |                         |  |
|---|-------------------------|--|
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| Trim Reference: D19/*****                   | Review date: 07/05/2019 | Endorsed: *****/*****<br>Council Meeting |

ITEM 7 (continued)

ATTACHMENT 2

| Park                | Address  | Oval  | Winter Usage  | Summer Usage  |
|---------------------|--|---|---|---|
| <b>MAGDALA</b>      | Magdala Road North Ryde  | 1<br>2  | Soccer<br>Soccer  | Baseball<br>Baseball  |
| <b>MARSFIELD</b>    | Vimiera Road Marsfield<br><i>Cricket Wicket in the middle of Nos. 1 &amp; 2 Ovals</i>  | 1<br>2  | Rugby Union, Soccer,<br>Oztag<br>Rugby Union, Soccer,<br>Oztag  | Cricket – Turf Wicket<br>Oztag<br>Cricket – Turf Wicket<br>Oztag  |
| <b>MEADOWBANK</b>   | Constitution Road Meadowbank – <b>MAIN ENTRANCE</b><br><br>ENTRANCE in Ross Smith Avenue<br>" " "<br>MAIN ENTRANCE in Constitution Rd<br>" " "<br>" " "<br>" " "<br>ENTRANCE in Adelaide Street<br>ENTRANCE in Andrew Street | 2<br>3<br>4<br>5<br>6<br>7<br>8<br>9<br>10<br>12<br>13<br>Netball | Soccer<br>Soccer<br>Soccer<br>Soccer – Mini Oval<br>Soccer – Mini Oval<br>Soccer<br>Soccer<br>Soccer<br>Soccer<br>Hockey<br>Hockey<br>Netball – 27 Courts | Cricket – Synthetic Wicket<br>Cricket – Synthetic Wicket<br>Oztag<br>Community Use<br>Community Use<br>Cricket – Synthetic Wicket<br>Cricket – Synthetic Wicket<br>Cricket – Synthetic Wicket<br>Ultimate Frisbee<br>Cricket – Synthetic Wicket<br>Cricket – Synthetic Wicket<br>Community Use<br>Netball – 27 Courts |
| <b>MONASH</b>       | Cnr Ryde Road & Westminster Road Gladesville   | 1   | Soccer  | Cricket – Synthetic Wicket  |
| <b>MORRISON BAY</b> | Morrison Road Putney   | 1<br>2<br>3<br>4<br>5<br>6  | Soccer - Mini Field<br>Soccer<br>Soccer<br>Soccer<br>Soccer – Mini Field<br>Soccer  | All Fields Soccer and Touch<br>Football<br><br>2/3 Cricket Synthetic Wicket<br>4/5 Cricket Synthetic Wicket<br>Cricket – Synthetic wicket   |
| <b>NORTH RYDE</b>   | Cnr Pittwater Road & Cressy Road North Ryde  | 1   | Soccer  | Cricket – Synthetic Wicket  |
| <b>PEEL</b>         | Morrison Road Gladesville (Near Stanbury Street)   | 1   | Soccer  | Community Use   |

| City of Ryde Sportsground Allocation Policy |                         |  |
|---|-------------------------|--|
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| Trim Reference: D19/*****                   | Review date: 07/05/2019 | Endorsed: *****/*****<br>Council Meeting |

**ITEM 7 (continued)**

**ATTACHMENT 2**

| Park               | Address  | Oval           | Winter Usage               | Summer Usage                           |
|--------------------|--|----------------|----------------------------|--|
| <b>PIDDING</b>     | Cnr Cressy Road & Wellington Rd Ryde                 | 1              | Soccer                     | Cricket<br>Soccer                      |
| <b>PIONEER</b>     | Balaclava Road Marsfield                             | 1              | Baseball                   | Baseball                               |
| <b>RYDE</b>        | Cnr Princes Street & Blaxland Road Ryde              | 1<br>3         | Rugby Union<br>Rugby Union | Cricket – Turf Wicket<br>Community Use |
| <b>SANTA ROSA</b>  | Quarry Rd / Bridge Rd Denistone East ( 2 ENTRANCES ) | 1<br>2         | Soccer<br>Mini Soccer      | Cricket – Synthetic Wicket             |
| <b>SMALLS ROAD</b> | Smalls Road Ryde                                     | Lower<br>Upper | Soccer<br>Soccer           | Cricket – Synthetic Wicket<br>Soccer   |
| <b>TUCKWELL</b>    | Cnr Fontenoy & Lane Cove Roads North Ryde            | 1              | Soccer                     | Cricket – Synthetic Wicket             |
| <b>TYAGRAH</b>     | Tyagrah Street Ryde                                  | 1              | Soccer                     | Cricket – Junior Synthetic             |
| <b>WATERLOO</b>    | Waterloo Road Marsfield                              | 1              | Soccer                     | Baseball<br>Soccer                     |
| <b>WESTMINSTER</b> | Cnr Ryde Road and Westminster Rd Gladesville         | 1              | Soccer                     | Cricket – Synthetic Wicket             |

| City of Ryde Sportsground Allocation Policy |                         |  |
|---|-------------------------|--|
| Owner: Parks                                | Accountability: Parks   | Policy Number: #CLO001                   |
| Trim Reference: D19/*****                   | Review date: 07/05/2019 | Endorsed: *****/*****<br>Council Meeting |

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## 8 COUNCIL PERMIT PARKING POLICY

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**Report prepared by:** Traffic Engineer, Traffic Transport & Development  
**File No.:** GRP/09/3/17 - BP19/519

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### REPORT SUMMARY

Council's current "*Permit Parking Policy, City of Ryde October 2006*" must be amended to reflect the Roads and Maritime Services (RMS) Permit Parking policy document which was recently updated in October 2018.

Parking authorities (local councils and declared organisations) are under no obligation to establish any parking schemes in their area. However, if they propose to establish a permit parking scheme, it must comply with the Regulation and the mandatory guidelines – namely the RMS document "*Permit Parking Guidelines Version 4.0*".

A review of Council's 2006 Policy identified the following areas of difference which need to be addressed:

- Council's 2006 Policy generally complies with the current statutory requirements, with only minor adjustments required, which could also incorporate the following opportunities:-
  - adjusting the Parking Permit validity duration;
  - provide Parking Permits to secondary dwellings.
  - the ability for existing zones to have the opportunity to apply for up to three resident permits, minus their available off street parking provisions and having vehicle ownership.
- There have been a number of issues associated with the implementation of Council's current policy, most notably:-
  - Existing on-site parking provision was not previously considered, resulting in a significant number of Resident Parking Permits being issued contrary to the current parking policy;

To move towards complying with the RMS Policy, staff are seeking the Council's endorsement to:

- issuing all new Parking Permits in strict accordance with Council's 2006 Policy until Council's new Parking Policy is adopted; and
- notifying all properties in existing Permit Parking Schemes of the above changes, as detailed in the report.

**ITEM 8 (continued)**

To update the Policy to meet current statutory requirements and utilise the identified opportunities, a new Permit Parking Policy has been drafted for Council's consideration. It is recommended that the *Draft Permit Parking Policy* be placed on public exhibition, so that resident feedback can be considered.

**RECOMMENDATION:**

- (a) That Council endorses to place the attached *Draft Permit Parking Policy* on Public Exhibition, with feedback to be reported back to Council.
- (b) That Council endorses that the following criteria be adopted before a street becomes part of a resident parking scheme:
  - i. On-street parking utilisation rate must be greater than 85% (of the available on-street parking spaces on both sides of the road or street);
  - ii. That surveys to identify this utilisation rate are undertaken at three (3) times periods (morning, lunchtime, afternoon) on any three (3) days of a normal week (does not include holidays and special event periods) to gauge the parking demand along a local road or street;
  - iii. A minimum of 51% of properties surveyed must be in support of the proposed scheme.

**ATTACHMENTS**

- 1 Draft Permit Parking Policy 2019
- 2 RMS Permit Parking Guidelines Version 4.0 - October 2018
- 3 Resident Parking Scheme Zone Boundaries Maps

Report Prepared By:

**John Begley**  
Traffic Engineer, Traffic Transport & Development

Report Approved By:

**Wayne Rylands**  
Director - City Works

## ITEM 8 (continued)

### Introduction

Council adopted its *Permit Parking Policy 2006* at the Committee of the Whole meeting held on 19 September 2006. Following a twelve-month review of Council's *Permit Parking Policy 2006*, Council adopted a *Procedure to Introduce a Resident Parking Scheme* at the Council meeting held on 16 October 2007.

Permit Parking Schemes allow Parking Authorities, including Councils, to install timed parking controls and issue permits to grant exemptions to specific users.

The issuing of all parking permits is now governed by the NSW Roads and Maritime Services (RMS) document, entitled "*Permit Parking Guidelines Version 4.0*" dated 26 October 2018. The "Guidelines" are now mandatory and are governed by the following legislation, namely Road Transport (General) Regulation 2013 (RTGA) and Road Transport Act 2013 (RTGR).

Previously the RMS permit parking document was not binding on Council, however all aspects associated with the creation, installation and management of permit parking schemes are now governed by the above legislation, with a mandatory requirement on Council to adhere to them.

Due to the need for Council to meet the mandatory requirements for the implementation of a Resident Parking Scheme and the criteria for the issuing of permits, Council is amending its policy to reflect the current changes that occurred in October 2018. The new Policy will ensure that Council will continue to comply with the mandatory guidelines as issued by Roads and Maritime Services (RMS).

Currently Council has adopted nine Resident Parking Scheme zones, each containing a number of roads and adjacent properties, which were introduced across the City of Ryde to prioritise access to on-street parking for residents, who either have limited or no access to off street parking over other road users.

Council receives many requests for streets to be included into a resident parking scheme. It is considered prudent that Council endorses a defined set of criteria for a street to be included into a resident parking scheme. This criteria would be based on existing parking occupancy rates, with surveys to be undertaken on 3 separate days during 3 distinct time periods. Days when surveys would be undertaken would be representative of a normal week. A minimum of 51% of properties in the street would be required to support the proposed scheme in their street before it would be introduced.

For residents to be eligible for a Resident Parking Permit the criteria set by RMS requires an assessment of a property's off street parking availability and documented car ownership.

**ITEM 8 (continued)**

Under RMS mandatory Guidelines, the maximum number of Resident Parking Permits is 2 per property, where it can be established that the property has no access to off street parking. There is however, the ability to issue an additional Resident Permit under 'exceptional' circumstances.

In response to resident concerns about the need for additional permits as they have a number of registered vehicles at their property, Council has reviewed car ownership within the City of Ryde and compared this to vehicle ownership in neighbouring Council areas and Sydney as a whole.

A review of car ownership indicated that the locations within the City of Ryde where resident parking schemes currently operate, have a higher than average rate of car ownership. It is therefore proposed, that Council allows residents with three or more vehicles the opportunity to apply for up to three resident parking permits. However residents would have to prove that there are three vehicles registered to the property, and the number of Resident Permits would be subject to an assessment of their available off street parking. It should be noted that all households in a resident parking scheme are also eligible for 1 visitor parking permit, which can be used on any vehicle that the resident chooses.

**Current Parking Permits**

Until Council adopts its new permit parking policy the following interim arrangements are being made as follows:-

Permanent Resident Parking Schemes

Letters have been sent out to all permit holders who are located in an established zone, advising them that their existing permits will be valid until 30 June 2020.

Temporary Resident Parking Schemes

Due to the Epping to Chatswood rail shutdown which commenced in September 2018, affected residents were issued temporary 12 month permits which are due to expiry on 30 September 2019.

Residents were advised that when the rail service recommenced that they would be consulted again to determine if they were in support of retaining the scheme in their street permanently.

As the rail service is now operational, Council is now seeking resident's feedback on whether they support a permanent Resident Parking Scheme in their street.

This feedback will be provided back to Council in September 2019.



**ITEM 8 (continued)**
**Comparison Table**

| <b>Existing Permit Parking Policy 2006</b>  | <b>Draft Permit Parking Policy</b>  |
|---|---|
| <p>The content of Council's Policy specified the relevant RMS Guidelines for the implementation of a Resident Parking Scheme and the criteria for the issuing of permits. Whilst accurate at the time that the Policy was created, subsequent updates made over the years also required Council's policy to be updated.</p> | <p>The Draft Policy is less descriptive and refers back to the current RMS Permit Parking Guidelines for specific details and definitions. This will ensure that the Policy will always meet the mandatory requirements set by RMS, regardless of changes and updates which are made from time to time.</p> |
| <p>Maximum 2 Resident Permits per property subject to compliance with the RMS criteria.</p>   | <p>Maximum 3 Resident Parking Permits per property subject to compliance with the RMS criteria.</p>   |
| <p>All permits valid for a 12 month period.</p>   | <p>Permits to be valid for;</p> <ul style="list-style-type: none"> <li>• Resident Permit - 2 years</li> <li>• Visitor Permit - 1 year</li> </ul>  |
| <p>No reference made to secondary dwellings being eligible for permits.</p>   | <p>Ability to issue permits to residents in secondary dwellings who comply with the criteria.</p>   |

**Financial Implications**

To discourage the misuse of Visitor Permits, a fee for replacement permits has been added to the 2019/2020 draft fees and charges. The first replacement per year is free with subsequent requests charged at \$100 each (Pensioners are exempt from this fee).

**ITEM 8 (continued)**

**ATTACHMENT 1**

**PERMIT PARKING POLICY**



Lifestyle and opportunity  
@ your doorstep



**Scope**

City of Ryde has established Permit Parking Schemes in the municipality which are required to comply with the current governing legislation, Road Transport (General) Regulation. This policy is bound by all aspects of Council as outlined in the mandatory guideline. Permit Parking Guidelines as issued from time to time by the relevant NSW State Agency.

Attached to this policy are maps that indicate the current Permit Parking Scheme zones. Should Council resolve to make any changes to zones, the attached maps will be updated accordingly.

**Purpose**

This policy provides the framework for the implementation and management of Permit Parking Schemes in the City of Ryde. Such schemes help to improve amenity for particular classes of road users in locations where there is insufficient off-street parking and/or where on-street parking is restricted. Permit parking also helps balance the needs of the local community with those of the broader community in high demand areas.

The objective of this policy is to:-

1. Reinstate the residential amenity by discouraging non-residents & private vehicle users to park all day in residential areas.
2. Enhance on street parking access to residents who have limited or no off-street parking.
3. Support regional transport objectives and strategies.
4. Increase public transport usage by converting those unrestricted kerbside parking spaces in residential areas into restricted parking spaces.

**Guidelines / Procedures**

- i. Permit Parking Procedure
- ii. Introducing a Resident Parking Scheme

| Title of Policy      |                 |   |
|----------------------|-----------------|---|
| Owner: Service Unit  | Accountability: | Policy Number: #<br><i>Provided by Governance</i> |
| Trim Reference: D19/ | Review date:    | Endorsed: Date and Authority                      |

**ITEM 8 (continued)**

**ATTACHMENT 1**

**PERMIT PARKING POLICY**

**MAXIMUM NUMBER OF PERMITS PER HOUSEHOLD**

**Resident parking permits**

Council will consider providing zones a maximum of three (3) resident parking permits per household subject to the other provisions of the Permit Parking Guidelines.

**Resident's visitor parking permits**

A maximum of one (1) permit per household subject to the other provisions of the Permit Parking Guidelines.

**LIFE OF PERMIT**

1. Resident parking permits will be renewed every two (2) years.
2. Resident's visitor permits will be renewed every 12 months.

**PERMIT FEE**

All relevant fees for Permits shall apply as listed in Council's Four Year Delivery Plan (Fees and Charges).

**References - Legislation**

Road Transport (General) Regulation 2013, Division 1 Parking permits  
Road and Maritime Services Permit Parking Guidelines, 26 October 2018, Issue 4.0.

**Review Process and Endorsement**

This Policy will be reviewed as required. Any changes to the zones attached to this policy will be made administratively subject to a resolution of Council.

**Attachments**

| <i>Title</i>                           | <i>Trim Reference</i> |
|--|-----------------------|
| Permanent Resident Parking Scheme Maps | D19/78020             |
| Temporary Parking Scheme Area Map 1    | D19/46918             |
| Temporary Parking Scheme Area Map 2    | D19/46920             |
| Temporary Parking Scheme Area Map 3    | D19/46921             |

| <b>Title of Policy</b> |                 |   |
|------------------------|-----------------|---|
| Owner: Service Unit    | Accountability: | Policy Number: #<br><i>Provided by Governance</i> |
| Trim Reference: D19/   | Review date:    | Endorsed: Date and Authority                      |

**ITEM 8 (continued)**

**ATTACHMENT 2**

# Permit parking guidelines

Roads and Maritime Services | 26 October 2018

Document No. | RMS 16.117 | Issue no.4.0



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**ATTACHMENT 2**

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**ITEM 8 (continued)**

**ATTACHMENT 2**

Permit Parking Guidelines

**About this release**

|                         |   |
|-------------------------|---|
| <b>Title:</b>           | <b>Permit Parking Guidelines</b>  |
| <b>Document Number:</b> | RMS 16.117  |
| <b>Author:</b>          | Lyndall Johnson, Research Officer   |
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| <b>Authorised by:</b>   | Chris Zito, Head of Sydney Planning   |

| Issue | Date          | Revision description   |
|-------|---------------|--|
| 2.0   | August 2001   |  |
| 2.1   | April 2005    | Page 12: Section 9.6 – updated.  |
| 2.2   | June 2010     | Page 10: Section 9.3 - Number of permits that can be issued expanded to include more than three, subject to RTA approval.  |
| 3.0   | November 2012 | Corporate identity and branding updated.<br>Legislative references updated.<br>Page 8: Section 6.5 added.<br>Page 22: Section 12 about interstate registered vehicles added. |
| 3.1   | January 2014  | Various: Legislative references updated<br>Page 2: Definition of Business included<br>Page 13: Section 9.5 clarified   |
| 3.2   | February 2014 | Page 12: Section 9.4 corrected to reflect earlier versions.<br>Page 22: Section 12 corrected to reflect earlier versions.  |

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**ATTACHMENT 2**

Permit Parking Guidelines

| Issue | Date         | Revision description   |
|-------|--------------|--|
| 3.3   | March 2015   | Page 1 & 3: Update legislative references.<br>Page 12, 16 & 23: Sections 9.4, 10.4 and 15.0 updated to provide councils with discretion to issue Resident Parking Permits to residents with boat trailers.   |
| 3.4   | March 2016   | Page 1-2: An Operating policy for Permit Parking Guidelines<br>Various: Clarify mandatory and guidance aspects of the Guidelines and the role of the Local Traffic Committee in applying the Guidelines  |
| 4.0   | October 2018 | Corporate branding updated.<br>Duplication within the document and with Austroads guidelines removed.<br>Car share operations and visiting trades included in business parking permits.<br>Short term rental accommodation included in resident's visitor parking permits. |

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Permit Parking Guidelines

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### Permit Parking Guidelines

## Introduction

Permit parking schemes help to improve amenity for particular classes of road users in locations where there is insufficient off-street parking and where on-street parking is restricted. Permit parking also helps to balance the needs of the local community with those of the broader community in high demand areas.

There are six classes of permit parking scheme prescribed in clause 95 of the Road Transport (General) Regulation 2013:

- Business
- Commuter
- Resident
- Resident's visitor
- Special event
- Declared organisation.

Parking authorities (local councils and declared organisations) are under no obligation to establish any or all of these permit parking schemes in their areas of operations. However, if they do propose to establish a permit parking scheme, it must comply with the Regulation and this mandatory guideline.

## Legislation

The following legislation provides the framework for permit parking schemes:

|   |   |
|---|---|
| <b>Transport Administration Act 1988</b>                  | Section 50 gives RMS the authority to delegate functions to an authorised person.   |
| <b>Transport Administration (General) Regulation 2013</b> | Clause 87 prescribes additional classes of people to whom RMS may delegate functions. (Refer also to RMS' Delegation to Councils: Regulation of Traffic.)   |
| <b>Road Transport Act 2013</b>                            | Sections 121 to 126 set out the requirements relating to traffic control devices and the authority for installing, displaying or removing them.   |
| <b>Road Transport (General) Regulation 2013</b>           | Clauses 94 to 116 prescribe the regulations relating to special event, permit parking and mobility parking schemes.<br>Clauses 145 and 146 provide offence provisions for failing to comply with requirements or giving false or misleading information, eg misuse of permits.<br>Schedule 2 lists declared organisations.<br>Schedule 4 prescribes authorised officers for the purposes of the Regulation.<br>Schedule 5 prescribes penalty notice offences for the purposes of the Act. |
| <b>NSW Road Rules 2014</b>                                | Rules 204 to 207-9, 317 and 318 describe the application of signs and driver responsibilities relating to permissive parking signs and fees.  |

## Definitions and abbreviations used in this manual

|                           |  |
|---------------------------|--|
| <b>Area of operations</b> | a) A council's local government area.<br>b) A declared organisation's area of operations as specified in Schedule 2 of the Road Transport (General) Regulation 2013. |
|---------------------------|--|

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Permit Parking Guidelines

|                                  |   |
|----------------------------------|---|
| <b>Authorised officer</b>        | A police officer or a person employed by a parking authority as an enforcement officer as specified in Schedule 4 of the Road Transport (General) Regulation 2013.  |
| <b>Business</b>                  | Commercial or retail organisation, including institutions.  |
| <b>Business services</b>         | Tradespeople or other essential services that visit businesses from time to time.   |
| <b>Car share operations</b>      | <p>Car share schemes may operate on the basis of fixed parking spaces or non-fixed parking spaces, or a mixture of both. In order to comply with regulations, fixed and non-fixed parking spaces are administered differently:</p> <ul style="list-style-type: none"> <li>• Fixed space – vehicle is picked up from and returned to the same designated car space. Parking is administered by signage (refer to TDT 2018/xxx).</li> <li>• Non-fixed space – operates without designated parking spaces. Depending on the terms and conditions of the scheme, vehicles may have to be returned to a designated neighbourhood or they may be used for one way journeys. Parking is administered within a permit parking scheme.</li> </ul> <p>A parking authority may choose to allow a car share vehicle to park in fixed and non-fixed parking spaces. In these cases, the vehicle must be both authorised and part of a permit parking scheme.</p> |
| <b>Classified road</b>           | Roads declared under Part 5 of the Roads Act 1993 and published from time to time on the RMS website.   |
| <b>Commuter</b>                  | A person who drives to and parks close to public transport for the purpose of using the public transport.   |
| <b>Council</b>                   | Local government authority.   |
| <b>Declared organisation</b>     | An organisation that has been declared the parking authority for an area of operations in Schedule 2 of the Road Transport (General) Regulation 2013.   |
| <b>Electronic parking permit</b> | A parking permit issued in electronic form.   |
| <b>Household</b>                 | A house, home-unit, flat or apartment where one person resides alone or a group of people reside together. A hotel is not considered a household.   |
| <b>Motor vehicle</b>             | A vehicle (other than a bicycle) that is built to be propelled by a motor that forms part of the vehicle.   |
| <b>Park, parking or parked</b>   | To stop and allow the vehicle to stay (whether or not the driver leaves the vehicle).   |
| <b>Parking area</b>              | A pay parking area, permissive parking area or a special event parking area.  |
| <b>Parking authority</b>         | A council or declared organisation.   |
| <b>Parking permit</b>            | A parking permit may be an electronic or other database that contains all relevant information about the permit, permit holder and vehicle. A permit might be issued in printed or electronic form.   |
| <b>Pay parking area</b>          | A coupon, metered, ticket or phone parking area.  |
| <b>Permissive parking area</b>   | The part of a road to which a permissive parking sign applies.  |
| <b>Permissive parking sign</b>   | A traffic sign that permits parking for a specified period of time - as referred to in rule 204 of the NSW Road Rules 2014.   |

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### Permit Parking Guidelines

|                                   |  |
|-----------------------------------|--|
| <b>Printed parking permit</b>     | A parking permit issued in printed form.   |
| <b>RMS</b>                        | Roads and Maritime Services  |
| <b>Road and road related area</b> | Has the same meaning as rules 12 and 13 of the NSW Road Rules 2014. References to a road also include a road related area unless otherwise stated. |
| <b>The Regulation</b>             | The Road Transport (General) Regulation 2013   |
| <b>Trailer</b>                    | A vehicle that is built to be towed, or is towed, by a motor vehicle, but does not include a motor vehicle that is being towed.                    |
| <b>Truck</b>                      | A motor vehicle with a GVM over 4.5 tonnes, except a bus, tram or tractor.   |

## Parking permits

For the purposes of this guideline, a parking permit may be a virtual product held in an electronic or other database that contains all relevant information about the permit, permit holder and vehicle (eg class of permit, applicant's name, residential or business address, vehicle registration, area or road to which the permit applies, expiry date, unique alpha-numeric code, any other relevant information, terms or conditions of use).

There is no requirement in law to issue printed permits. Parking authorities may choose to administer parking permits electronically if satisfied that permit users can easily understand the terms and conditions of use and how the scheme applies to them, and if the scheme can be enforced effectively.

RMS notes however that printed permits may provide a layer of assurance, may assist in enforcement and may avert possible discontent from non-permit holders who are issued with a penalty notice.

If a permit is printed, it does not have to include all the information in the permit database. However, it must include enough information to ensure it can be readily understood by the user of the permit and enforced effectively.

Long term parking permits may be issued under all permit parking schemes. They are appropriate when the length of stay and/or frequency of use are expected to be very high. Refer to Figure 1 for examples of printed long-term permits.

Short term parking permits may also be issued under all permit parking schemes. They are appropriate for casual or one-off uses, for durations of a few hours to a maximum of 30 days. At the discretion of the parking authority, short term permits may be issued directly to a user or in bulk to a resident or business who can, in turn, issue them to their visitors or business services respectively as required. Refer to Figure 2 for an example of a short term permit.

Note: Under clause 95(4)(b) of the Regulation, the vehicle registration number must be specified in all permits other than resident's visitor permits. This means, for printed short term permits, the vehicle registration number must be written on the permit when it is used. For electronic permits, the vehicle registration number must be able to be entered into the parking authority's electronic system when the permit is used.

## Terms and conditions

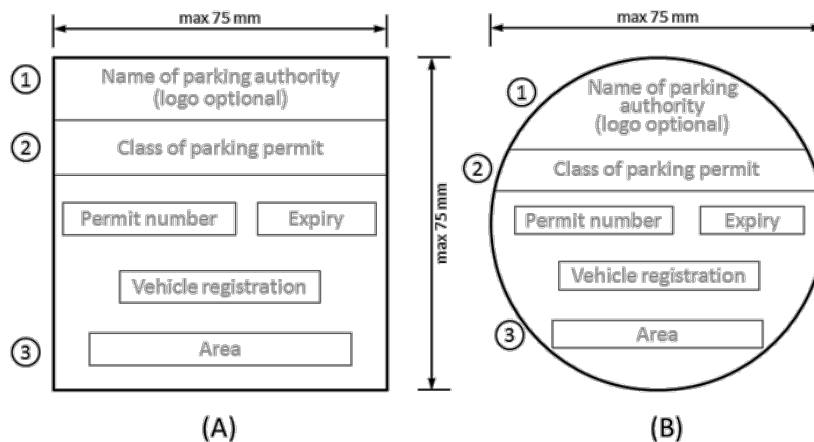
Instructions and conditions of use must be made available to the permit holder, for instance by printing on the rear of a printed permit or communicated by some other suitable means. Terms and conditions should include but are not limited to:

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Permit Parking Guidelines

- Eligibility requirements for participating in a permit parking scheme
- Requirements for displaying printed permits, eg inside the front left windscreen of a car, in a special holder for motorcycles
- How to use the permit
- Printed permits must be clearly visible from outside the vehicle
- A valid permit exempts a vehicle from time restrictions and parking fees only when parked in an area to which the permit applies
- A parking permit does not guarantee a parking space within a permit parking area
- A parking permit does not provide exemptions from other parking restrictions or laws, for example bus zone, loading zone, no stopping, no parking
- Printed permits are not transferrable
- Onus is on the driver/rider to ensure the permit is valid and used correctly. If circumstances change and the permit holder no longer meets the eligibility criteria, the permit is no longer valid and must be returned to the parking authority
- Misuse of the permit is an offence
- A description of what will occur when the permit expires, eg whether the parking authority will issue renewal notices or whether the onus is on the user to renew.



**Notes:**

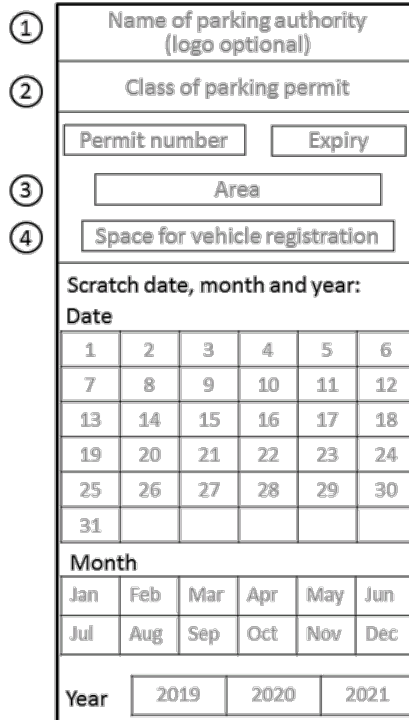
- ① The parking authority is responsible for the final design, layout and colour of the permit. The colour should be different from the registration label (still required on some vehicles), which follows a 6 year cycle: orange – blue – red – purple – brown – green. The permit may be either a label or a card.
- ② Class of permit, ie business, resident, resident’s visitor, commuter, special event or declared organisation.
- ③ Area identifier/s may be preceded by an alphabetic code to identify the parking authority.

Figure 1. Examples of long term printed permit parking labels.

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Permit Parking Guidelines



The diagram shows a permit parking card layout with the following sections:

- 1** Name of parking authority (logo optional)
- 2** Class of parking permit
- Permit number and Expiry
- 3** Area
- 4** Space for vehicle registration
- Scratch date, month and year:
 

| Date  |      |      |     |     |     |
|-------|------|------|-----|-----|-----|
| 1     | 2    | 3    | 4   | 5   | 6   |
| 7     | 8    | 9    | 10  | 11  | 12  |
| 13    | 14   | 15   | 16  | 17  | 18  |
| 19    | 20   | 21   | 22  | 23  | 24  |
| 25    | 26   | 27   | 28  | 29  | 30  |
| 31    |      |      |     |     |     |
| Month |      |      |     |     |     |
| Jan   | Feb  | Mar  | Apr | May | Jun |
| Jul   | Aug  | Sep  | Oct | Nov | Dec |
| Year  |      |      |     |     |     |
| 2019  | 2020 | 2021 |     |     |     |

Notes:

- ① The parking authority is responsible for the final design, layout and colour of the permit.
- ② Class of permit, ie business, resident, resident’s visitor, commuter, special event or declared organisation. OR a generic term, eg Visitor Permit, Temporary Permit, as long as the class of permit is recorded in the permit database.
- ③ Area identifier/s may be preceded by an alphabetic code to identify the parking authority.
- ④ A blank space may be provided so the vehicle registration can be written on the permit as required for all permits other than resident’s visitor permits.

Figure 2. Example of a short term printed permit parking card

## Roads and Maritime’s responsibilities

Councils or declared organisations must obtain RMS approval for permit parking schemes on classified roads.

In any other case, RMS will provide advice on matters relating to traffic management, traffic efficiency and road safety, including proposals involving parking schemes on roads and road related areas. Parking authorities may engage with RMS either directly or through the local traffic committee.

## Councils’ responsibilities

In accordance with RMS’ Delegation to Councils and these guidelines, councils are responsible for:

- Referring all proposed permit parking schemes to the local traffic committee for consideration

**ITEM 8 (continued)****ATTACHMENT 2**Permit Parking Guidelines

- Establishing and operating permit parking schemes on roads and road related areas within their area of operations, except on classified roads unless approved by RMS
- Developing a parking strategy that includes proposed permit parking schemes, supported by parking studies and community consultation
- Installing and maintaining parking control signs associated with the permit parking scheme
- Installing parking control signs associated with declared organisations' permit parking schemes, if and as required.
- All installation, maintenance, enforcement and other administrative costs associated with the permit parking scheme.
- Keeping records of the types of traffic control devices installed, time and date of installation, and display, alteration or removal of signs.

For more information on RMS' delegation to councils and the operation of traffic committees, refer to A Guide to the Delegation to Councils for the Regulation of Traffic.

## Declared organisations' responsibilities

Declared organisations are listed in Schedule 2 of the Regulation. As parking authorities, declared organisations are able to issue all classes of parking permits in accordance with the Regulation and this guideline. However, declared organisations are not delegated the authority to install, display, alter or remove prescribed traffic control devices, so they must work with local council/s or RMS to implement a permit parking scheme in their area of operations.

Declared organisations are responsible for:

- Establishing and operating permit parking schemes on roads and road related areas within their area of operations, except on classified roads unless approved by RMS
- Developing a parking strategy that includes proposed permit parking schemes, supported by parking studies and community consultation
- Liaising with local council/s to install and maintain parking control signs associated with the permit parking scheme. This will involve referral to the local traffic committee.
- Bearing all installation, maintenance, enforcement and other administrative costs associated with the permit parking scheme.
- Keeping records of the types of traffic control devices installed, time and date of installation, and display, alteration or removal of signs.

## Parking strategies

Key to the NSW government's congestion management, urban planning and liveability strategies are the promotion of enhanced public transport usage and the encouragement of walking and cycling as a form of transport. A well developed parking strategy is one of the tools available to local authorities to help realise these objectives, balanced with the local community's needs for mobility, access and equity.

Parking authorities should develop their parking strategies to align with state government and other planning and transport strategies, and with reference to Australian Standard 2890: Parking facilities, the Austroads Guide to Traffic Management Part 11: Parking, RMS supplements to the Australian Standard and Austroads Guide, and in consultation with all relevant stakeholders.

In developing parking strategies, councils and declared organisations are strongly encouraged to work together where car share operations may benefit from cross boundary policies.

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Permit Parking Guidelines

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Parking authorities and car share operators may be required from time to time to share parking information with Roads and Maritime Services and/or Transport for NSW. This will help the NSW Government develop evidence-based traffic and transport plans and strategies.

## Fees

A parking authority may charge fees for its permit parking schemes at its own discretion. Pricing should be based on cost recovery, eg for administration of the scheme/s and the provision of infrastructure, taking into account the parking authority's return on investment policy (if it has one).

Fees levied by councils should be fixed by a council resolution.

Fees levied by declared organisations may be subject to review by RMS.

## Enforcement

Parking authorities are responsible for the enforcement of permit parking schemes in their areas of operation and should not rely on the NSW Police for enforcement.

Schedule 4 of the Regulation sets out the relevant classes of officers that are authorised by councils and declared organisations as enforcement officers.

## Eligibility criteria and other features common to all permit parking schemes

- High demand for parking in the area
- Inadequate off-street parking and no potential to modify premises or create off-street parking
- Little or no unrestricted on-street parking close by
- Vehicle is not a truck, bus, tram, tractor or trailer (boat or caravan)
- Vehicle is registered in NSW or classified as a vehicle temporarily in NSW under clause 9 of Schedule 1 of the Road Transport (Vehicle Registration) Regulation 2017
- In NSW, there are no areas set aside exclusively for permit parking
- Parking authorities have discretion over the total number of permits issued in their area of operations and how they will distribute these permits across the relevant classes of permit parking schemes
- Permit parking schemes that only operate within a single council's or declared organisation's area of operations must be distinct from other parking authorities' schemes
- Permit parking schemes that cross council or declared organisation boundaries may have a common identification code across all areas of operation, but must be distinct from other permit parking schemes
- Permit parking schemes must be established and administered so users can readily identify which scheme applies to them or to their vehicle
- Scheme identification codes must be displayed on permissive or pay parking signs. More than one scheme identification code may be displayed if different schemes overlap.
- Under clause 95(4)(b) of the Regulation, all permits other than resident's visitor permits must specify the vehicle registration to which they relate (note: it is sufficient for an electronic parking permit to specify the vehicle registration number electronically, whether held in a central database or otherwise).

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## ATTACHMENT 2

### Permit Parking Guidelines

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## Classes of parking permits

### Business parking permits

Business parking permits are issued to businesses that are located or operate within a parking authority's area of operations. Business parking permits may be issued to:

- Business principals and employees
- Car share operations, eg for vehicles that do not have a fixed on-street car share parking space or for vehicles that do have a fixed on-street parking space but may need to park elsewhere because someone has illegally parked in their designated space. Refer to technical direction TTD 2018/001 for information about fixed space car share parking. Note, some car share vehicles may be covered by resident parking permits.
- Short term permits for essential business services, eg tradespeople

### Commuter parking permits

Commuter parking schemes are established to encourage people to use public transport. They can only be established after a 12 month commuter parking trial. Refer to Appendix A for more information about commuter parking trials.

Commuter parking permits may be issued as follows:

- Applicants must be able to demonstrate to the satisfaction of the parking authority that they are legitimate commuters
- Commuters do not have to reside in the area of operations
- Vehicle does not have to be registered to the commuter, but the commuter should be able to demonstrate to the parking authority's satisfaction that the vehicle is normally used by the commuter
- One permit per commuter
- The parking authority should ensure there is a reasonable chance the commuter will find a parking space within the commuter permit parking area.

### Resident parking permits

- Applicants must be able to demonstrate to the satisfaction of the parking authority that they are legitimate residents
- Vehicle does not have to be registered to the resident, but the resident should be able to demonstrate to the satisfaction of the parking authority that the vehicle is normally used by the resident, eg company car
- The number of permits issued for an area should not exceed the number of available on-street parking spaces in the area
- A maximum of one permit per bedroom in a boarding house, or two permits per household. In exceptional circumstances, the number of permits may be increased
- When issuing permits to eligible residents who have off-street parking, the number of permits which may be issued is the difference between the maximum number per household in the scheme and the number of off-street spaces available to the household



## ITEM 8 (continued)

## ATTACHMENT 2

### Permit Parking Guidelines

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- Where the number of requests for permits exceeds the number of available on-street parking spaces, only residents who do not have access to unrestricted parking along their kerbside are eligible to apply for a resident parking permit. Applications should be prioritised as follows:
  - No off-street parking space
  - One off-street car space
  - Two or more off-street car spaces.

Note: a car share vehicle that is adequately covered by a resident parking permit scheme does not require a separate parking permit.

### Resident's visitor parking permits

Residents may apply for visitor parking permits so their visitors can park within the permit area without time or fee restrictions.

- Applicants must be able to demonstrate to the satisfaction of the parking authority that they are legitimate residents
- Where a property is permitted to be leased for short term rental accommodation (STRA) and complies with relevant State Government policies and codes of conduct for STRA, applicants for parking permits must be able to demonstrate to the satisfaction of the parking authority that they are the legitimate resident or the owner of the property
- There is no off-street visitor parking at the resident's address
- There are no unrestricted on-street parking spaces in front of the residence or along the kerbside
- The parking authority may offer long term and/or short term visitor parking permits

Note: when a carer requires a resident's visitor permit and the resident is unable to apply, the carer may apply directly to the parking authority with the following supporting documentation:

- Written consent of the resident or their representative
- The resident's address
- Expected duration and frequency of use of the permit.

### Special event parking permits

Special event parking permits may be issued to residents or businesses that are affected by special event traffic management. They can be issued for individual events and the permit must include the date/s and location of the special event. Alternately, they may be issued as an annual permit for areas where there are a large number of special events, eg Homebush near Sydney Olympic Park.

### Declared organisation parking permits

Declared organisation parking permits may be issued to people who require access to the area of operations on a frequent basis, eg hospital staff, and where suitable parking alternatives are not available. As a parking authority, a declared organisation may issue other classes of parking permit in accordance with these guidelines.

**ITEM 8 (continued)**

**ATTACHMENT 2**

Permit Parking Guidelines

**Parking signs**

Permissive parking signs as prescribed in clause 32 of the Regulation and rule 204 of the NSW Road Rules 2014 must be used in the implementation of permissive parking, permit parking and pay parking schemes.

For all new permit parking schemes, the permissive parking signs must have the words PERMIT HOLDERS EXCEPTED and an area identifier - to allow permit holders to be excepted from the period restrictions or charges for parking.

For existing resident parking schemes and where a resident's visitor parking scheme is being introduced to an existing resident parking scheme, permissive parking signs displaying the words AUTHORISED RESIDENTS VEHICLES EXCEPTED may be retained as the Regulation provides for their continued use.

While these old AUTHORISED RESIDENTS VEHICLES EXCEPTED parking signs remain enforceable, they should be replaced through normal maintenance practice with new signs using the words PERMIT HOLDERS EXCEPTED. Refer to Figure 3 for examples of permissive parking signs.

The class of permit, eg resident, is not shown on the parking sign but will be identified on the permit. The parking sign will show the area identifier. This must correspond with the area identifier shown on the permit.

The exception is that a special event parking sign will include the words SPECIAL EVENT PARKING AREA. Refer to Figure 4 for examples of special event parking signs.

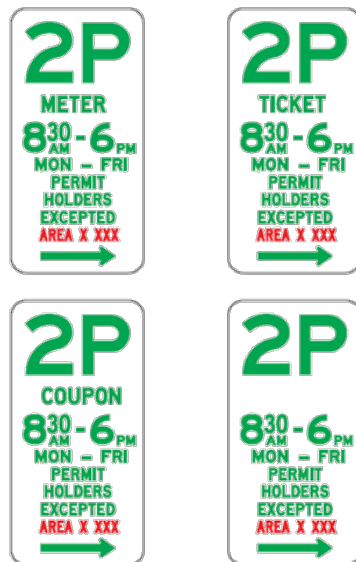


Figure 3. Examples of permissive parking signs

ITEM 8 (continued)

ATTACHMENT 2

Permit Parking Guidelines

| SIGN | NUMBER    | USE                                     |
|------|-----------|---|
|      | R5-60-4   | ENTRANCE TO SCHEME FROM MAJOR ARTERIALS |
|      | R5-61-4   | ALL OTHER ENTRANCES TO SCHEME           |
|      | R5-207-1B |   |
|      | R5-62-4   | INTERNAL OR REPEATER, WITHIN SCHEME     |
|      | R5-207-1A |   |
|      | R5-63-4   | EXIT FROM SCHEME                        |

NOTES: ① TIME PANELS ARE REMOVABLE TO SUIT EVENT AND TO DISPLAY 'NOT CURRENTLY IN USE' PANEL. SAMPLES ONLY

Figure 4. Examples of special event parking signs

References

- Australian Standard 2890: Parking facilities
- Australian Standard 1742: Manual of uniform traffic control devices
- Austrroads Guide to Traffic Management Part 11: Parking
- RMS Supplement to AS 2890
- RMS Supplement to AS 1742
- RMS Supplement to the Austrroads Guide to Traffic Management Part 11
- TTD 2018/001 Guidelines for on-street car share parking

## ITEM 8 (continued)

## ATTACHMENT 2

### Permit Parking Guidelines

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## Appendix A – Commuter parking trials

Parking authorities can only introduce commuter parking schemes after a 12 months trial. It is important to assess the public transport usage prior to the trial and monitor the scheme during the trial period. At the end of nine months, market research is to be carried out to assess the impacts the commuter parking scheme has on public transport usage, commuters and local residents. Final evaluation should be carried out at the end of the trial period with RMS being advised of the results of the evaluation.

The parking authority must consider carrying out all the preliminary work, including a parking study of the areas where commuter parking is planned to be introduced and discussions with various stakeholders, eg RMS, Transport for NSW, NSW Police Force, adjoining parking authorities, and local residents and commuter groups if appropriate.

This appendix provides the details that the parking authority must submit to RMS prior to implementing a commuter parking trial and criteria to be used in its evaluation.

- Purpose of the scheme
- How the scheme is expected to influence modal split and increase public transport usage
- Extent of the scheme, length of kerbside to be changed from unrestricted parking to period parking, meter parking or pay parking
- Total number of parking spaces available within the scheme and the maximum number of parking permits to be issued
- Estimate of the number of parking permits to be issued to motorists working in the nearby areas versus the number of motorists using public transport to get to their work place
- Sample of the actual parking permit (including whether it is long-term or short-term,).
- Eligibility criteria
- How and where the parking permits are to be obtained
- How the trial is going to be monitored and evaluated
- Benefits to the community.

RMS' criteria for evaluation of the trial commuter parking scheme(s) will include:

- Ease of use of the parking permits
- Ease of understanding of the scheme by motorists
- Ease of display of the parking permit on or inside a vehicle
- Ease of enforcement
- Fraud proof features
- Administrative simplicity
- Impacts on the public transport
- Benefits to the community.

**ITEM 8 (continued)**

**ATTACHMENT 2**



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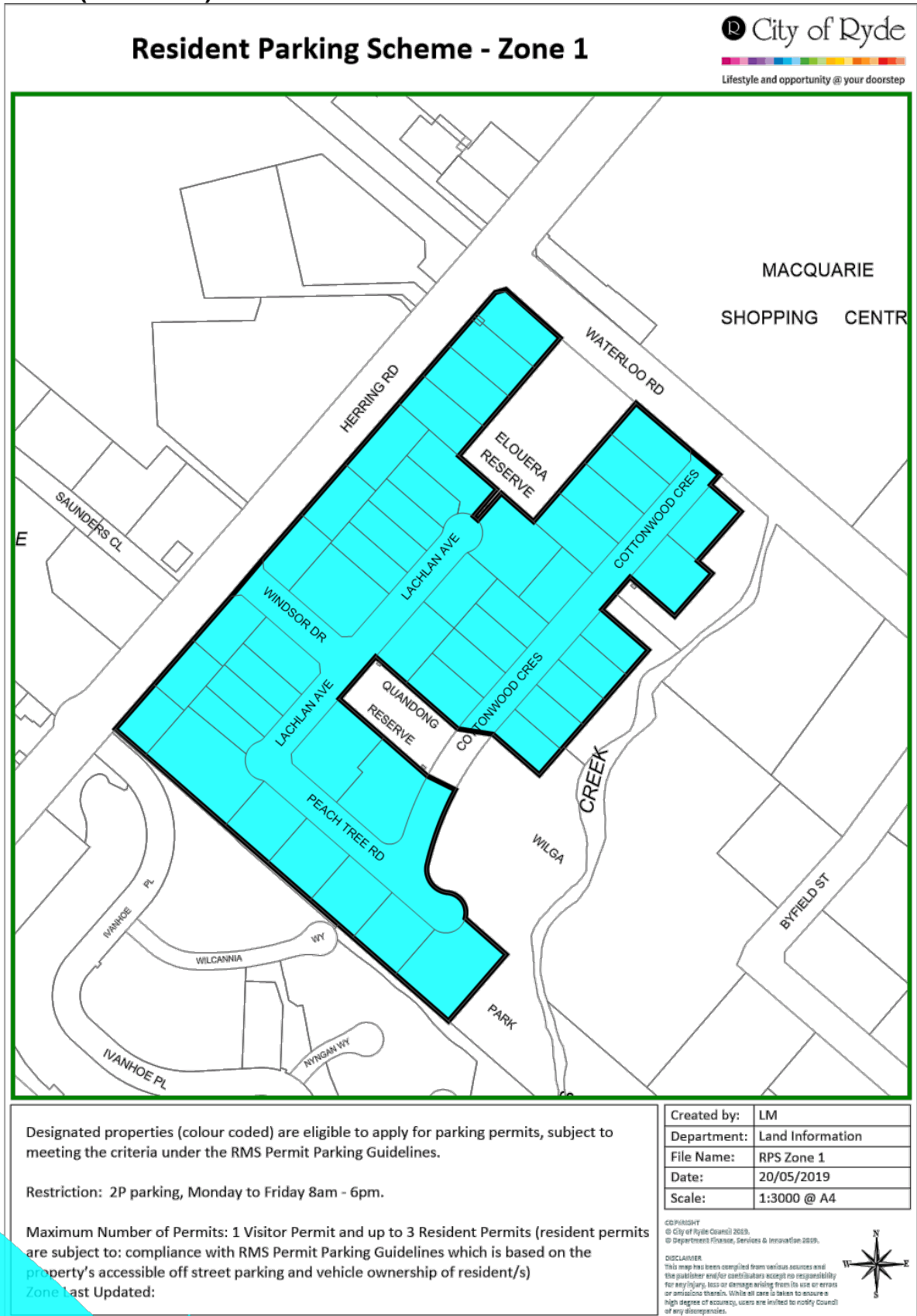


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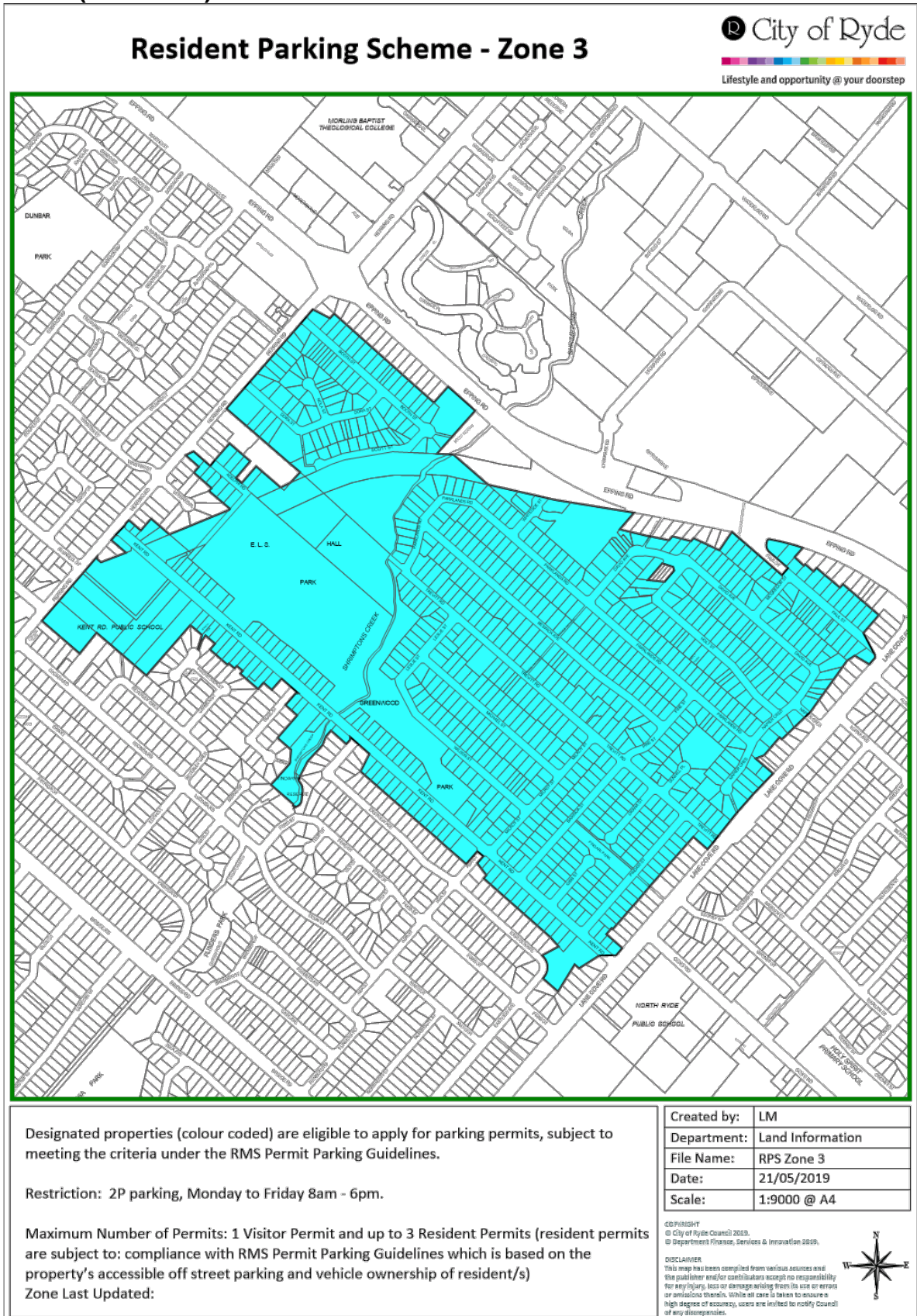
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**ATTACHMENT 3**



**ITEM 8 (continued)**

**ATTACHMENT 3**



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**ATTACHMENT 3**





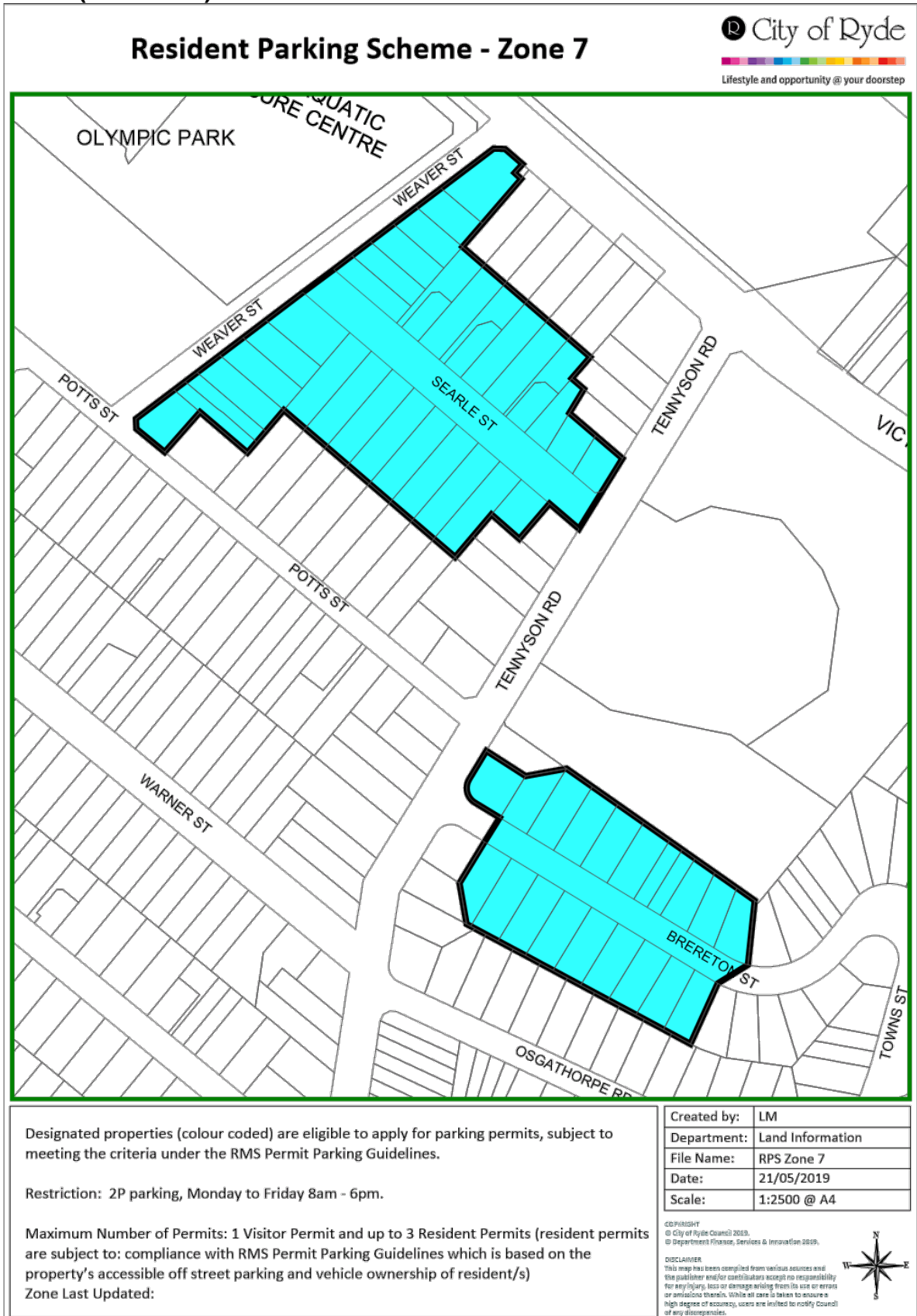
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**ATTACHMENT 3**



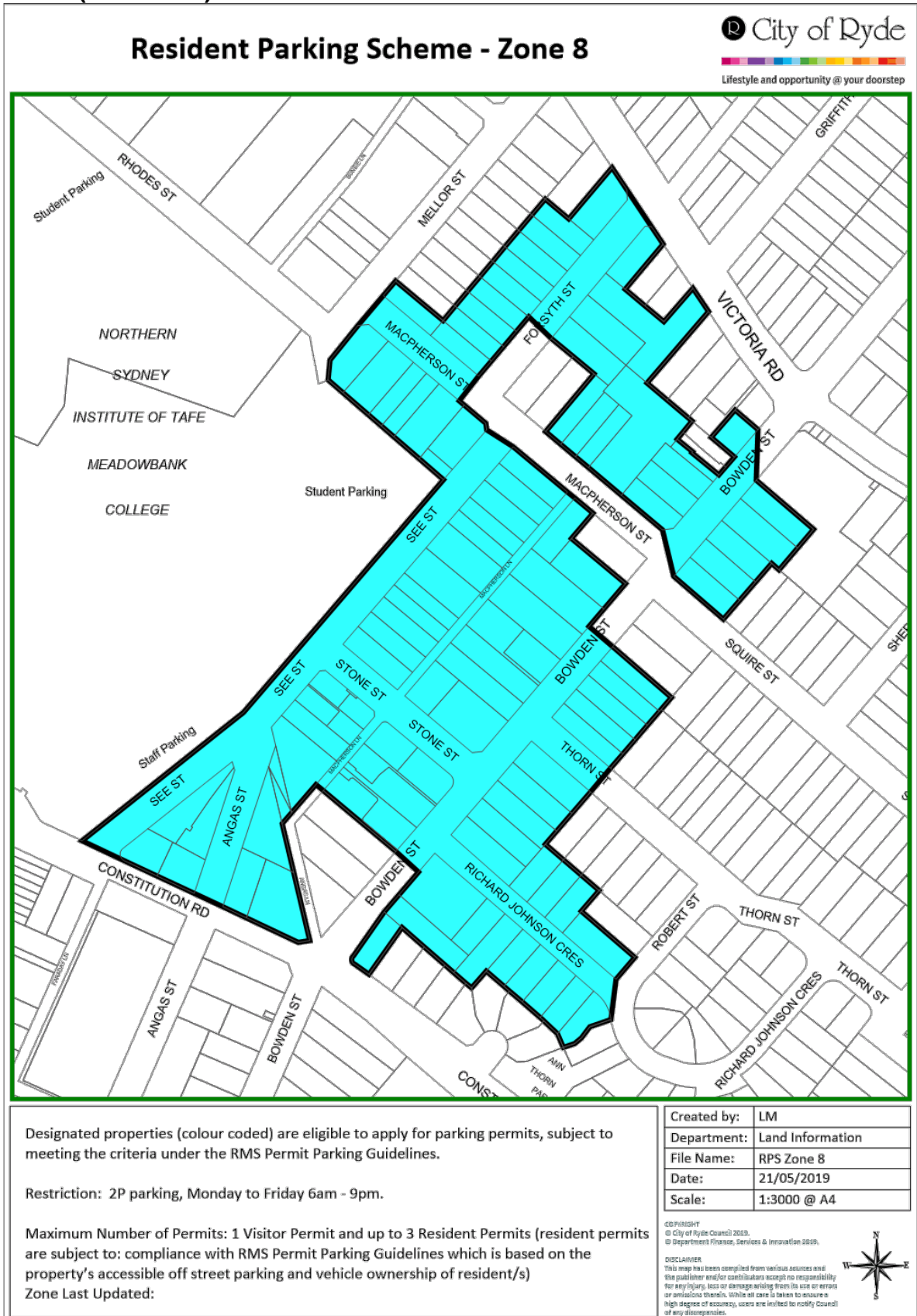
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**ATTACHMENT 3**



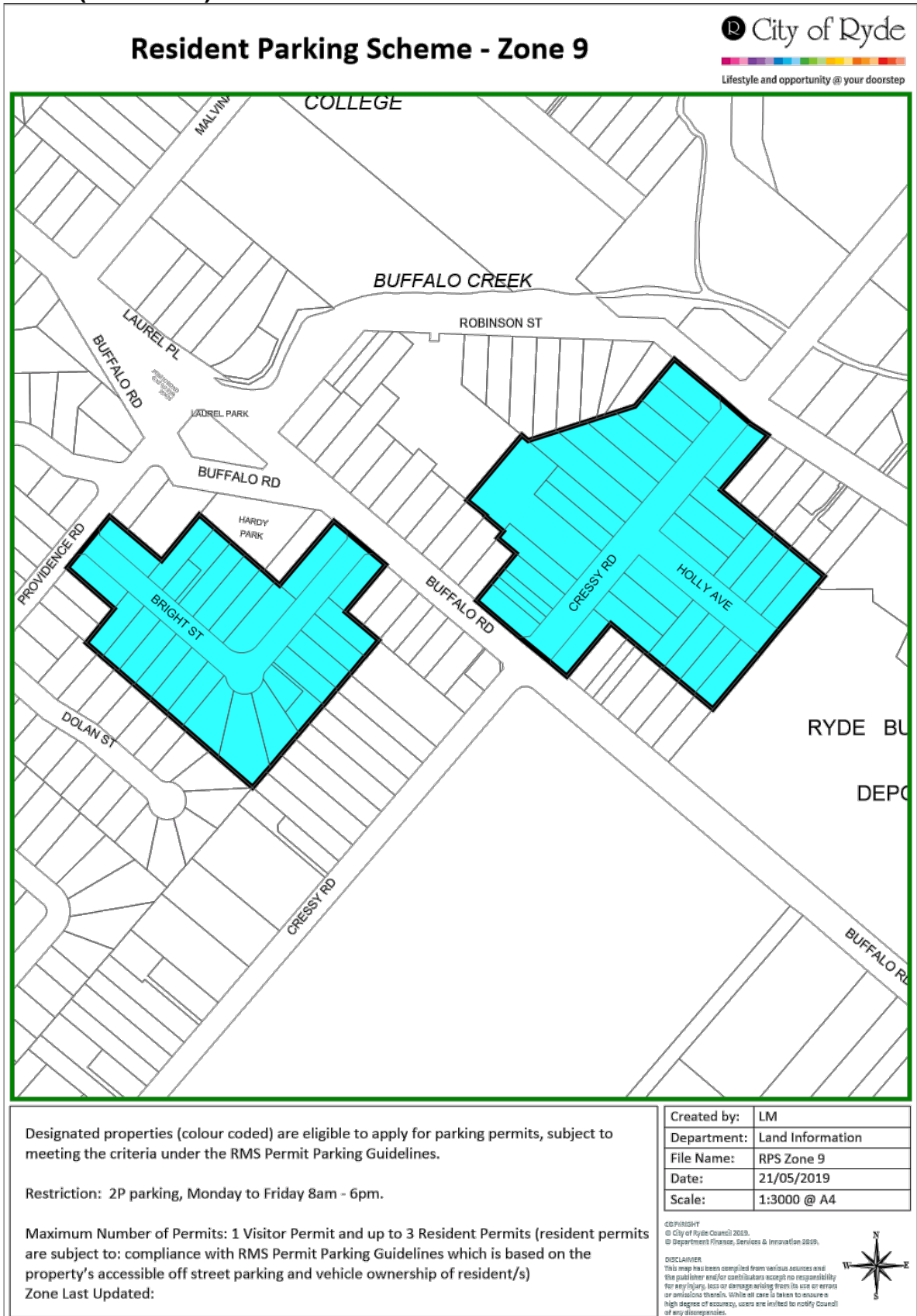
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**ATTACHMENT 3**



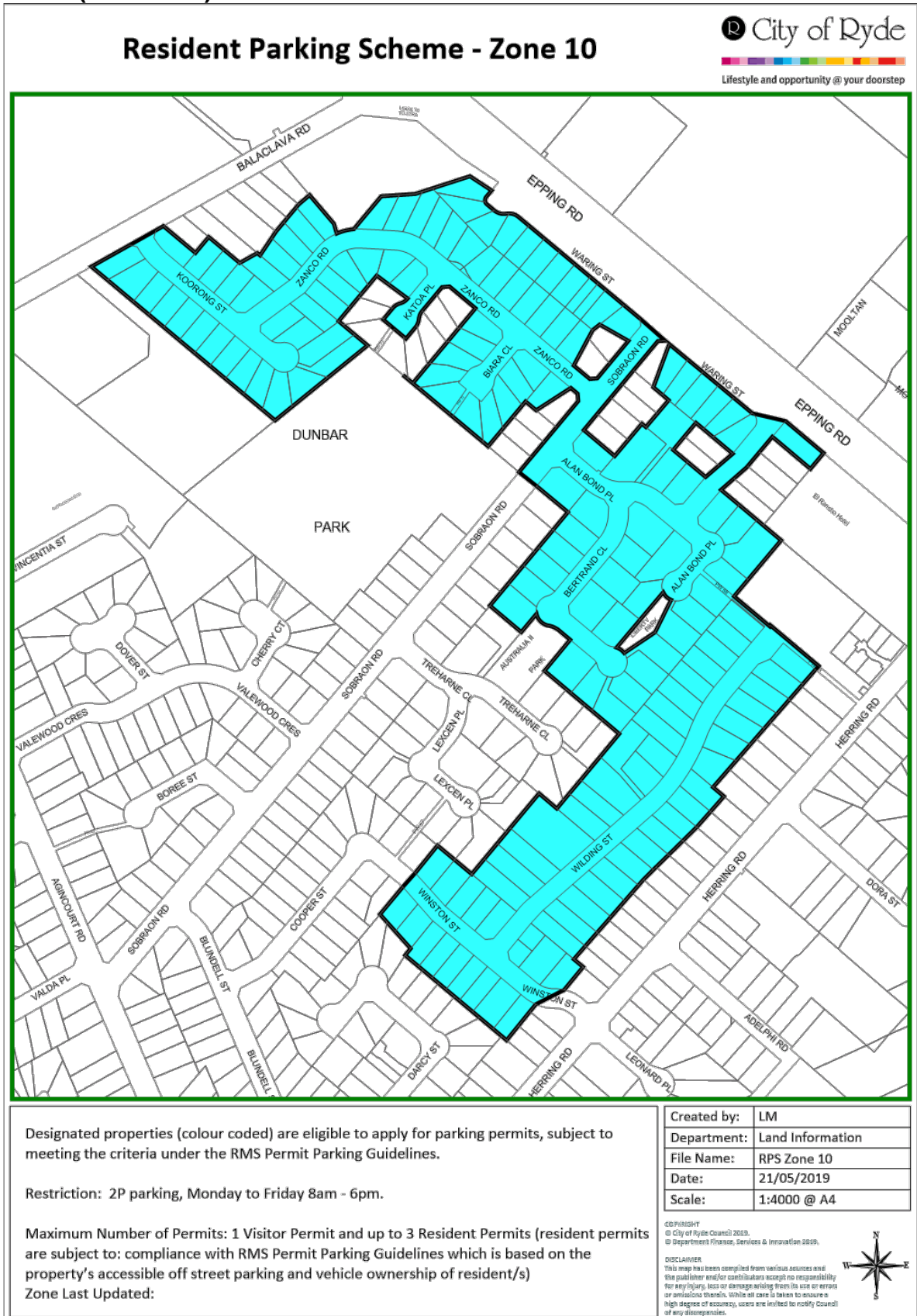
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