

ATTACHMENT 4

Ryde Civic Precinct Committee Minutes – 16 March 2010

Civic Precinct Committee

MINUTES OF MEETING NO. 1/10

Meeting Date: Tuesday 16 March 2010
Location: Level 5, Committee Room 2
Time: 6.16pm

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

Apologies: Councillor Campbell (Leave of Absence), Councillors Perram, Etmekdjian and Tagg

Staff Present: General Manager, Group Manager – Community Life, Group Manager - Corporate Services, Group Manager – Environment & Planning, Group Manager - Public Works, Manager Libraries, and Business Services Coordinator.

DISCLOSURES OF INTEREST

There were no disclosures of interest.

1 CONFIRMATION OF MINUTES - Meeting of 09 December 2008

RESOLUTION: (Moved by Councillors Maggio and Yedelian OAM)

That the Minutes of the Civic Precinct Committee No. 01/08 held on 09 December 2008, be confirmed.

Record of Voting

For the Motion: Unanimous

2 CIVIC PRECINCT UPDATE - Revised Model and Structure

RESOLUTION: (Moved by Councillors Petch and Yedelian OAM)

That Council:

- (a) Endorse the proposed structure and methodology outlined in this report, noting that further detail will be provided after the commencement of the Development Director.
- (b) Commence recruitment of a Development Director through a tender process.
- (c) Provide the allocation of \$2,577,150 funds from the Civic Precinct Reserve into the Management Plan 2010 - 2014, as outlined in the report.

Record of Voting

For the Motion: Unanimous

The meeting closed at 6.20pm.

CONFIRMED THIS DAY OF 2010

Chairperson

ATTACHMENT 5

Report to Council and Minutes Extract – 14 December 2010

ITEM 5 (continued)**5 PROVISION OF CONSULTANCY SERVICES OF AN URBAN DESIGNER / ARCHITECT AND COST PLANNER - Civic Precinct Project - COR-RFTs - 11/10 and 12/10**

Report prepared by: Project Manager, Ryde Town Centre; Development Director

Report dated: 2/12/2010

File No.: GRP/10/1/001/6 - BP10/728

Report Summary

This report is to advise Council of the outcomes of:

- Request for Tender COR-RFT-11/10 for the Provision of Consultancy Services of an Urban Designer/Architect to prepare concept master plans and supporting information for a mixed-use development in Ryde Civic Precinct.
- Request for Tender COR-RFT-12/10 for the Provision of Consultancy Services of a Cost Planner to prepare cost plans and provide sustainability and risk assessment advice for a mixed-use development in Ryde Civic Precinct.

It recommends acceptance of the tenders from:

- Hassell Limited as Urban Designer/Architect
- WT Partnership Australia Pty Ltd as Cost Planner

RECOMMENDATION

- (a) That Council resolve to progress to the next gateway of the Civic Precinct Redevelopment Project as outlined in this report.
- (b) That the tender from Hassell Limited at \$168,300 plus GST for the Provision of Consultancy Services – Urban Designer/Architect to prepare concept master plans and supporting information for a mixed-use development in Ryde Civic Precinct for the period January 2011 to December 2011, Phase Two of the project be accepted.
- (c) That the tender from WT Partnership, of \$190,000 plus GST for the Provision of Consultancy Services – Cost Planner to prepare cost plans and provide sustainability and risk assessment advice for a mixed-use development in Ryde Civic Precinct, for the period January 2011 to December 2011, Phase Two of the project be accepted.
- (d) That Council delegates to the General Manager the authority to appoint both tenderers as key members of the Civic Precinct Project team.

ATTACHMENTS

Circulated under separate cover - Confidential.

Report Prepared By:

Malcolm Harrild

Project Manager, Ryde Town Centre

ITEM 5 (continued)

Mitch Corn
Development Director

Report Approved By:
John Neish
General Manager

ITEM 5 (continued)**Background****The Need to redevelop the Civic Precinct**

To complete the Ryde Town Centre revitalisation vision adopted by Council in December 2005 Precinct 1 (Civic Precinct) must be redeveloped. Other precincts within the Ryde Town Centre have approached Council with a variety of redevelopment options however without the redevelopment of the Civic Centre site the full Town Centre revitalisation project will remain incomplete and will fail to meet its total planning objectives of satisfying community, business and social needs.

As Council is the only land holder within the Civic Precinct it is imperative for Council to recognise the need to complete the Ryde Town Centre Revitalisation Project as well as satisfy its financial obligations.

(Further explanation is provided below outlining Council's financial position).

As Council occupies the Civic Centre site the redevelopment process becomes a little more complex. Not only must Council consider completing the objectives of the town centre revitalisation project but they must also consider the operational and financial implications borne through the process and manage its risks.

The Council Civic office building, Hall and Library were built in the 1960s, and the complex has already outlived its life cycle. The inefficiencies, working environment and costs of maintaining the Council facilities are adding more pressure to the requirement to redevelop.

A recent staff culture survey ("*Have Your Say Day*") undertaken by Council demonstrated very negative results in relation to Council's staff environment and facilities. The facilities fall behind on providing effective work spaces for staff, Councillors and the community and this has implications for staff retention, productivity and morale. When asked the question:

"The buildings, grounds and facilities I use are in good condition", only 36% of staff agreed. Additionally when asked-

"The buildings, grounds and facilities I use are regularly updated", only 16% of staff agreed.

These results obviously reinforce the need to provide adequate staff facilities, the Civic Precinct redevelopment will provide the platform to provide such facilities and eliminate the issues outlined above.

The Council Civic building is extremely inefficient due to the extensive lift cores, services and staircases compared to the usable floor space. Comparing a modern commercial facility with the existing building

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demonstrates the Council building's poor design, where a quarter (25%) of each floor is dedicated to service areas rather than people. Current design practices aim to limit service space of a whole building to 10% or less of the overall space. Effective planning and use of the current facility is therefore very difficult.

Not only is the building highly inefficient but the operational and maintenance costs are extreme. To place this in context, the cost of running the building is \$150 per square metre (excluding statutory charges), which compares to \$50 per square metre for a modern commercial facility measured in the same way.

To explain in another simpler way, the Civic Centre building is 3 times more expensive to run than a modern commercial facility, costing Council an extra \$352,000 per annum. This cost is increasing as the building ages and exerts more pressure on Council's income sources (explained below, mainly rates income). The Civic Precinct complex is rapidly becoming unaffordable.

The City of Ryde has a number of financial business drivers that are pressuring the need to bring about balance between funds raised and asset renewal undertaken. The challenge posed by this financial position is in executing a financial reform strategy that does not impose excessive strain on the ratepayers of the City of Ryde.

Fundamental Issues

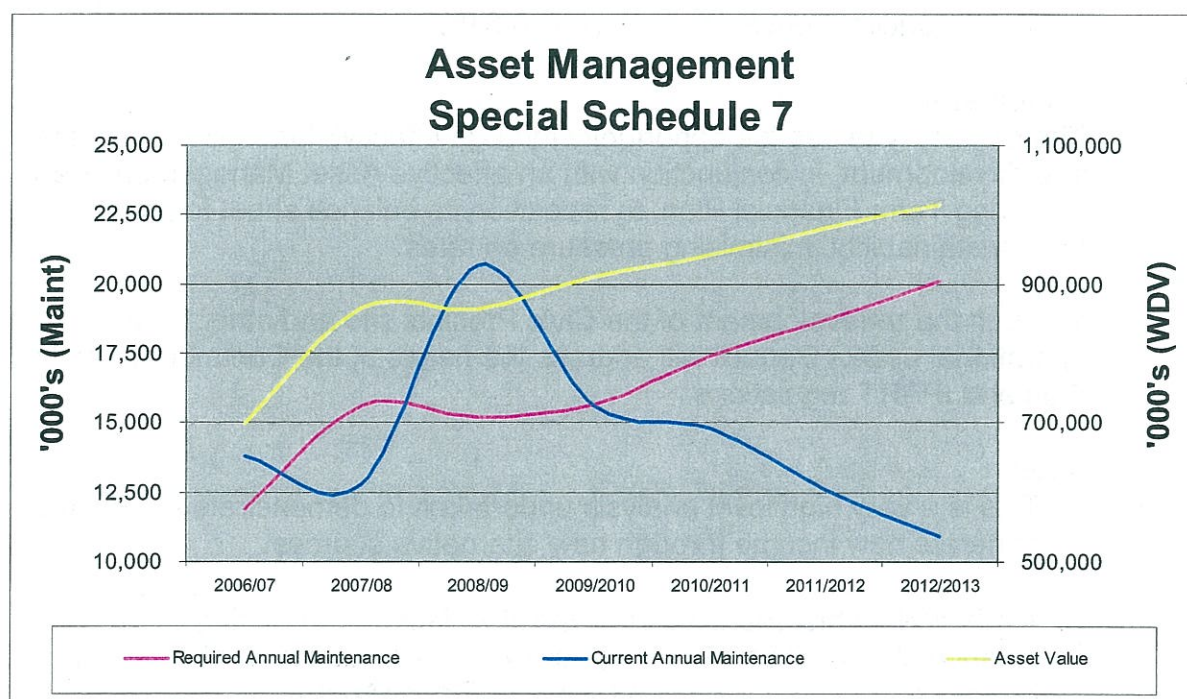
The following major issues are identified as affecting the Council's long term financial sustainability.

The Council has over \$2.5 billion of asset value, of which \$1.2 billion is land and the remaining \$1.3 billion is held in assets that require renewal.

- Currently there is a backlog of asset renewal required in infrastructure assets of over \$79 million.
- Council, as a minimum, needs to spend at least the equivalent of asset depreciation on its infrastructure asset renewal work each year on existing aged assets, (i.e. not assets built in the last financial year). For FY 2009/10 this was equal to \$11.6 million. In 2009/10 Council spent \$5.7 million on renewal, the difference between the required expenditure and actual spent further exacerbates the issue.
- In 2008/09 & 2009/10 Council supplemented its asset renewal program with Section 94 contributions (which had been held in reserves). Such contributions have now decreased (mainly due to the downturn in development work during the GFC) and remaining funds in reserves have been utilised.
- Council has received contributions of over \$70 million in assets over the last two years, which will add to the pressure of future asset renewal.

ITEM 5 (continued)

- The written down value of total assets is increasing over time, even with additional depreciation. This translates to a requirement to expend \$15.5 million per annum on renewal and maintenance to maintain Council's assets to their current condition.
- The Rates Coverage Ratio, when reviewing cash only is 62.5%, unless other/new revenue sources are created, ratepayers would be required to fund most, if not all, additional asset renewal.
- IPART (new government accounting regulations) have released a new revenue framework, which has set a number of financial Key Performance Indicators that must be met before Council can apply for additional rating income. When considering these new regulations, the main indicators that affect Council are the Asset Renewal Ratio, the Debt Service Ratio and the Unrestricted Current Ratio.



This graph shows the value of assets growing, the level of Asset Maintenance undertaken, (blue line) decreasing and the level of Asset Maintenance required (pink line) increasing.

The graph demonstrates that the level of required maintenance is growing, but the level of actual maintenance has been decreasing. If this trend continues and the gap between both indicators widens, the real value of

ITEM 5 (continued)

Council's assets will be undermined as they will become unserviceable due to lack of maintenance.

Combining these factors means Council has no option but to increase its revenue base to meet the increase in maintenance required, either through rate increases or through alternative revenue sources.

If Council continues to under spend on asset renewal at the same level as 2009/10 (an under-allocation \$5.9 million) then it would require an increase of Ordinary Rates of 14.7% in 2011/2012 to meet this requirement.

Foundation

- The Council has Working Capital of \$4.56 million, which is projected to reduce to \$3.78 million during 2010/11.
- The Council has \$25.3 million in internally restricted reserves (Property Investment Reserve & Civic Precinct Reserve) which is projected to reduce to \$22.0 million during 2010/2011
- The Council's Debt Service Ratio is 0.81%.

Conclusion

The City of Ryde has the opportunity through effective land utilization, sale and development, in conjunction with an effective Asset Management Plan and Long Term Financial Plan, to reposition its balance sheet to provide long term sustainability, minimising pressure on rates.

Through the redevelopment of the Civic Precinct site and other Council operational assets Council will address the needs of the Community Strategic Plan and IPART regulations.

Notes:

- This is a very high level analysis undertaken to demonstrate the need to generate new income through new alternative sources.
- A detailed, comprehensive analysis of all factors influencing Council's balance sheet will be required prior to Council's adoption of its Asset Management and Long Term Financial Plans (April 2011).

In The Civic Precinct Workshop dated 23 November 2010 an update of the Civic Precinct Project status was provided. The "Next Steps" outlined the need to engage a skilled team to progress the project and fulfil Council's planning and commercial obligations. To form this team a number of specialist consultants are required to be appointed to underpin the process and engage with the community and stakeholders to ensure Council is provided with critical information sufficient to enable it to make fully informed decisions. The required skilled consultants documentation is **CIRCULATED UNDER**

ITEM 5 (continued)

SEPARATE COVER – CONFIDENTIAL and the consultants are envisaged to be engaged during 2011 as required.

The high level stages of the Civic Precinct redevelopment project were outlined to Council during the Civic Precinct Redevelopment Workshop held on 23 November 2010 and are highlighted below for reference.

Phase	Aim	Deliverables
1. Establishment (July 2010 – Dec 2010)	Undertake appropriate planning to inform decision making, establish the project team and develop the detailed project plan.	Council approval for tender process for Civic Precinct Selection and commissioning of the consulting team, establishment of the initial internal team members and governance structure Review all existing documentation and identify gaps and risk assessment Development of key documentation, including project plan, phase 2 budget and internal communication plan Prepare draft project brief
Gateway - Exit Point ↓ Gateway - Exit Point		
2. Planning and Assessment of Options (Jan 2011 – Dec 2011)	To identify the most appropriate model for the Civic Precinct redevelopment from a commercial and community perspective.	Prepare indicative scope of councils current and future facility requirement Develop draft Master Plans, PPR and high level concept designs Undertake commercial analysis and feasibility testing Seek community/ Council approval to the Master Plan and high level concept designs Revisit planning controls and undertake associated public exhibition period Apply Planning permission for height control under S65 Recommend Council adopt the Model for developing the site that suits the brief
Gateway - Exit Point ↓ Gateway - Exit Point		
3. Tendering and Selection (Jan 2012 – Dec 2012)	To select a suitable tenderer through a formal Competitive Design process.	Obtain Planning height approval Formalise Councils requirements (staff amalgamation etc) Finalise scopes for Councils future facilities and assets (if preferred model) Finalise Project briefs and project plan (depending on preferred model) Finalise additional consultants to execute the approved project model Documentation of tender documents, including selection criteria

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ITEM 5 (continued)

		Competitive Tender process: call Expressions of Interest Competitive Tender process: call for tender Competitive Tender process: selection of tenderer Finalise contractual negotiations
<hr/>		
Gateway - Exit Point	↓	Gateway - Exit Point
4. Project Delivery (Jan 2013 – TBC)	Development of final design and undergo Development Application process ready to commence construction.	Appoint developer to prepare procurement strategy and program Appoint Developer and commence detailed designs Developer to prepare development application and lodge Design Consultants to be retained for Peer review Public exhibition Development consent issued Construction certificate obtained Commence construction
	Construction commences	

The tender recommendations **CIRCULATED UNDER SEPARATE COVER - CONFIDENTIAL** represent the first key consultants to be engaged.

Report

On 26 October 2010 the City of Ryde invited tenders for consultancy services from Urban Designer/Architects, COR-RFT-11/10, to prepare concept master plans and supporting information and Cost Planners, COR-RFT-12/10, to prepare cost plans and provide sustainability and risk assessment advice, both for a mixed-use development in Ryde Civic Precinct.

The tenderers were provided with a comprehensive portfolio of background information ranging from the Top Ryde Retail Precinct Transport Study and Master of 1998 through to the Top Ryde Shopping Centre Triple Bottom Line Assessment of 2006 by MacroPlan Australia, including maps of the Civic Centre Precinct and the Argyle Centre.

The tenderers were required to include in the submission, CV's of the staff nominated to be part of their teams, their approach and methodology for projects of the potential size of the Civic Precinct redevelopment, and to demonstrate the proven experience of their consultancy in relevant areas. The lump sum submitted by each tenderer was to cover their services for the period January 2011 to December 2011, the timeline of Phase 2 of the project in which the task is to identify the most appropriate model for the Civic Precinct redevelopment from a commercial and community perspective.

At the close of tenders, the outcomes were:

COR-RFT-11/10 Urban Designer/Architect

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ITEM 5 (continued)

Eleven (11) submissions were received.

The tendering companies were (in alphabetical order):

- a.BASTAS Architects Pty Ltd
- Coneybeare Morrison Pty Ltd
- Cox Richardson
- Francis Jones Moorehen Thorp Pty Ltd
- GM Urban Design Architecture Pty Ltd
- Guida Moseley Brown Pty Ltd
- Hassell
- LFA Pacific Pty Ltd
- Olsson Associates Architects
- PTW Architects
- Suters Architects Pty Ltd

COR-RFT-12/10 Cost Planner

Five (5) submissions were received.

The tendering companies were (in alphabetical order):

- Davis Langdon
- MBM
- Rider Levett Bucknall
- SJA Construction Services
- WT Partnership

The Tender Evaluation Panel for each tender consisted of four (4) Council officers. The Panel assessed all tenders against the following evaluation criteria, common to both tenders and which had been stated in each Request for Tender:

Price – Schedule of Rates	Tender Schedule 4.
Nominated project team individuals	Tender Schedule 6.
Demonstrated and proven experience of the consultancy.	Tender Schedule 7.
Approach and methodology of the respondent consultancy.	Tender Schedule 5.
Experience in similar projects with referees	Tender Schedule 8.
Insurances	Tender Schedule 9.
Occupational Health & Safety Systems.	Tender Schedule 10.
Response to Sustainability Questionnaire.	Tender Schedule 11.
Achieve timeframe.	Tender Schedule 12.
Conforming Tender.	Tender Schedules 1 to 13.

ITEM 5 (continued)

The Tender Evaluation Panel evaluated the tenders submitted for each Request for Tender to determine which would provide the most advantageous result for Council when compared against the evaluation criteria.

The outcome of the two (2) evaluations was:

- Hassell as Urban Designer/Architect
- WT Partnership as Cost Planner

A copy of each tender Evaluation Report is provided **UNDER SEPARATE COVER - CONFIDENTIAL** and is **ON FILE**.

Consultation

Internal Council business units consulted included:
Buildings & Property Unit.

Internal Workshops held:

- Not applicable

City of Ryde Advisory Committees consulted included:

- Not Applicable

External public consultation included:

- Not Applicable.

Comments

Nil.

Critical Dates

Not Applicable.

Financial Impact

The cost of both engagements will be funded from the Capital Works Budget, in which, as part of the Management Plan 2010 to 2014, \$1,080,000 has been allocated for the year 2010/11. It is projected a further \$1,900,000 will be required for the Civic Centre Precinct Redevelopment project for the year 2011/2012 which will be allocated from the Civic Precinct Redevelopment reserve which holds a 2010/2011 financial year operating balance of \$7,978,582.23, this is demonstrated in the table below-

	FY 2010/2011	FY 2011/2012
Budget	\$7,978,582	\$6,898,582
Project funding	\$1,080,000	\$1,900,000*
Remaining	\$6,898,582	\$4,998,582

**Pending Approval*

Agenda of the Council Meeting No. 19/10, dated Tuesday 14 December 2010.

ITEM 5 (continued)

All capital outlaid for the Civic Precinct Redevelopment Project will form part of the feasibility studies undertaken and will be absorbed in the total redevelopment budget. Therefore all capital allocated from the Civic Precinct Redevelopment Reserve will be recouped through the redevelopment process, if Council proceeds with redevelopment.

Policy Implications

Nil.

Other Options

Not Applicable.

Conclusion

The appointment of Hassell and WT Partnership as key members of the Civic Precinct Project team will bring to the project the services of highly rated, competent consultancies upon whom Council may rely to provide excellent support and authenticity to the development of design concepts and cost, sustainability and risk assessment master plans for the Civic Precinct site.

5 PROVISION OF CONSULTANCY SERVICES OF AN URBAN DESIGNER / ARCHITECT AND COST PLANNER - Civic Precinct Project - COR-RFTs - 11/10 and 12/10

Motion: (Moved by Councillors Maggio and Tagg)

- (a) That Council resolve to progress to the next gateway of the Civic Precinct Redevelopment Project as outlined in this report.
- (b) That the tender from Hassell Limited at \$168,300 plus GST for the Provision of Consultancy Services – Urban Designer/Architect to prepare concept master plans and supporting information for a mixed-use development in Ryde Civic Precinct for the period January 2011 to December 2011, Phase Two of the project be accepted.
- (c) That the tender from WT Partnership, of \$190,000 plus GST for the Provision of Consultancy Services – Cost Planner to prepare cost plans and provide sustainability and risk assessment advice for a mixed-use development in Ryde Civic Precinct, for the period January 2011 to December 2011, Phase Two of the project be accepted.
- (d) That Council delegates to the General Manager the authority to appoint both tenderers as key members of the Civic Precinct Project team.

Amendment: (Moved by Councillors Li and Yedelian OAM)

That this matter be deferred to be considered at the first Council Meeting in 2011.

Record of Voting

For the Amendment: Councillors Li, Petch and Yedelian OAM

Against the Amendment: The Mayor, Councillor Etmekdjian and Councillors Butterworth, Campbell, Maggio, O'Donnell, Perram, Salvestro-Martin and Tagg

On being put to the Meeting, the **AMENDMENT** was declared **LOST** with three (3) votes For and eight (8) Against. The **MOTION** was then **PUT**.

RESOLUTION: (Moved by Councillors Maggio and Tagg)

- (a) That Council resolve to progress to the next gateway of the Civic Precinct Redevelopment Project as outlined in this report.
- (b) That the tender from Hassell Limited at \$168,300 plus GST for the Provision of Consultancy Services – Urban Designer/Architect to prepare concept master plans and supporting information for a mixed-use development in Ryde Civic Precinct for the period January 2011 to December 2011, Phase Two of the project be accepted.

- (c) That the tender from WT Partnership, of \$190,000 plus GST for the Provision of Consultancy Services – Cost Planner to prepare cost plans and provide sustainability and risk assessment advice for a mixed-use development in Ryde Civic Precinct, for the period January 2011 to December 2011, Phase Two of the project be accepted.
- (d) That Council delegates to the General Manager the authority to appoint both tenderers as key members of the Civic Precinct Project team

Record of Voting

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

Against the Motion: Councillors Butterworth and Li

ATTACHMENT 6

Ryde Civic Precinct Committee Agenda – 11 May 2011

2 CIVIC PRECINCT REDEVELOPMENT COMMUNICATIONS AND ENGAGEMENT WITH THE COMMUNITY

Report prepared by: Project Manager, Ryde Town Centre; Development Director
Report dated: 2/05/2011 **File No.:** GRP/11/3/6/1 - BP11/330

Report Summary

This report is to provide the Civic Precinct Committee with an overview of the community consultation process for the redevelopment of the Civic Centre site. It recommends that the Civic Precinct Committee delegates to the General Manager authority to engage the community in a consultation process as set out in this report.

RECOMMENDATION:

That the Civic Precinct Committee delegates to the General Manager the authority to proceed with the Civic Precinct Communications and Engagement Plan and initiate the community communication process as set out in this report.

ATTACHMENTS

- 1 Civic Precinct Communications and Consultation Strategy - 3 May 2011

Report Prepared By:

Malcolm Harrild
Project Manager, Ryde Town Centre

Mitch Corn
Development Director

Report Approved By:

John Neish
General Manager

ITEM 2 (continued)**Background**

In 2005 Council unanimously adopted Local Environmental Plan (LEP) 143 which included building to heights of RL 115 for the Civic Precinct site. The purpose of this LEP was to revitalise Ryde's town centre.

2006 saw LEP 143 Ryde Town Centre Precincts Gazetted by NSW Government. This included a total floor space allocation of 100,000sqm for the Civic site however the height was reduced to a maximum of RL 91 for building heights.

The Beville Group commenced redevelopment of Top Ryde Shopping Centre in 2007.

In March 2010 Council agreed to recruit a Development Director to oversee the redevelopment of the Civic Precinct.

In August 2010 the Top Ryde City redevelopment was completed and formally opened.

In the meeting of 14 December 2010, Council delegated authority to the General Manager to appoint key members of the Civic Precinct Project team to progress to the next Gateway of the Civic Precinct Redevelopment Project. This Gateway, number 2, was described in the report to the Council as "Planning and Assessment of Options (Jan 2011 to Dec 2011), to identify the most appropriate model for the Civic precinct redevelopment from a commercial and community perspective".

Report

Gateways 1 and 2 of the program for the Civic Precinct Redevelopment Project included the following tasks:

- Engage the project team and develop a detailed project plan.
- Begin feasibility studies and financial modelling for the redevelopment of the Civic site.
- Investigate concept options for the site.
- Consult with internal stakeholders.

The Project Team has all these matters in hand and now needs to move to the next component:-

- Undertake preliminary consultation with the community and key stakeholders to understand any potential issues and concerns that they may have about the redevelopment of the site.

In 2005 the community was fully consulted on the Local Environmental Plan (LEP) for the redevelopment of Ryde Town Centre in a series of public meetings, surveys, interviews and written submissions, which included the proposed redevelopment of the Civic Precinct site. This consultation resulted in 95% support for the LEP.

ITEM 2 (continued)

Having now completed the first stage of works (Top Ryde City) and having now developed the feasible options for stage two (the Civic Precinct site), it is now appropriate to develop a Communications and Engagement Plan to further continue the consultation process begun in 2005.

The objectives of this Plan are to:-

- Highlight the community, financial and environmental benefits of redeveloping the Ryde Civic Precinct.
- Support the engagement of key stakeholders through effective, consistent and coordinated information about the project.
- Establish effective mechanisms to communicate with all stakeholders.
- Establish suitable mechanisms to respond to community queries and concerns about the project.
- Identify and manage project issues in a timely manner.
- Ensure consistent messages are being relayed to both internal and external stakeholders.
- Ease stakeholder concerns through the provision of detailed, transparent information.
- Identify and respond to any rumours about the redevelopment.
- Provide adequate and suitable opportunities for stakeholders to have input and provide comment on the concept plan and the amendment to the LEP 2011.
- Ensure feedback from the community and stakeholders is used to inform the concept design of the proposed Civic Precinct.
- Establish positive communication channels with neighbours and any community action groups.
- Position the project as strategically important in the ongoing prosperity of the Ryde economy and community.
- Build community support and understanding for the new Civic Precinct.

Key messages have now been developed for all communications during the engagement process to ensure consistency of understanding. These cover:-

- Key community benefits
- Community engagement processes
- Finance
- Design
- Planning process

The methodology to be employed in carrying out this engagement includes:-

Communications and Engagement

These activities will be delivered in two stages.

ITEM 2 (continued)

The first stage will be undertaken before formal public exhibition begins and will focus on building community awareness of the project and its planning framework including internal project briefings with City of Ryde Councillors and staff and the establishment of protocols for ongoing project communications.

The second stage will be the formal public exhibition period for the proposed amendment to the LEP and the preferred Concept Plan for the site involving internal and external communications and engagement such as briefings and workshops.

A dedicated media information program will support this aspect of the project from the initial stage through to the final approval.

Internal Briefings

It is critical that Councillors and staff are kept informed of the project and understand the overarching rationale for the project. Some will have frontline interaction with individuals, community groups and the broader community.

Councillor briefings will take place at important project milestones. Councillors will be briefed on the communications and engagement process, kept informed of the community's views on the proposal to amend the LEP and understand any potential issues the community may have with the concept plans.

Staff briefings will be part of regular internal communication activities by the project team, media/communications and HR Units. This will equip staff with information about the project and ensure they are aware of the necessary protocols to direct queries to the relevant member of the project team.

Consultation with adjacent residents

Early communication with landowners/tenants in close proximity to the Ryde Civic Precinct development (particularly in Parkes, Belmore, Blaxland, Samuel and Lee Streets) will be a critical component of the community engagement program.

An initial round of communication with local residents be undertaken to assist the project team identify potential issues and demonstrate Council's commitment to engaging with the community early in the process.

Key stakeholder briefing and workshops

Stakeholder workshops will be held with key user groups such as local community groups, major users of the existing facilities, the Chamber of Commerce, the Ryde business community and neighbouring residents.

The first round will be scheduled during development of the Concept Plan to provide information on the sites physical constraints and the key issues that need to be addressed.

The second round of workshops will coincide with the formal public exhibition of the amendment to the LEP and the preferred concept for the site.

ITEM 2 (continued)Community 'Have say days'

Widely promoted public 'Have a say days' will be held to coincide with the formal public exhibition period for the amendment to the LEP and will include a preferred concept for the site.

Media Plan

A proactive media plan will help set the future communications agenda, combat misconceptions about Council's plans for the site and provide an opportunity to disseminate accurate information to the broader community.

It will be important that Council commences a dialogue on the long term benefits that a new Civic Precinct will deliver, and how the new Civic Precinct will be consistent with the Top Ryde shopping centre development.

It is recommended that the Mayor and General Manager act as spokespersons to outline Council's key objectives for the Civic Precinct.

Although future concept plans for the project will be subject to a feasibility study to identify the most economically feasible option, it will be important that media activities demonstrate that Council is transparent about its plans and the LEP amendment. This includes outlining any inconsistencies in the current LEP and the physical constraints in developing the precinct.

Early media contact and activities should focus on the key project messages, and the timeframe for investigation. Media planning including a program of media opportunities linked to project milestones will be outlined further in the Media Sub-Plan.

It is proposed that the first step in the public engagement process is to carry out a program of activities with the community to cross check the principles being utilized to identify feasibility options for redeveloping the Civic Precinct site. These principles have been informed by earlier consultations held for the LEP and it is critical to validate their currency. The cross check would be undertaken in May and June, 2011, around the following site constraints and principles:-

- Community facilities
- Traffic management
- Urban design
- Requirements for civic activities
- Financial trade-offs
- How are we contributing to the revitalization of Ryde

Activities will include neighbour and stakeholder conversations and workshops. Through June and July 2011 the feasibility studies for developing the Civic Precinct site will be revised based on the feedback from the community.

ITEM 2 (continued)

A preferred option will be validated in July using the outcomes of the feasibility studies and incorporating the community feedback. This option will then be presented to Council for their recommendation and to move to the second stage of the community engagement, consulting the public on the preferred option and the formal public exhibition of the proposed LEP amendment.

The activities necessary to engage with the community during August and September will include workshops, feedback forms, telephone and email enquiry lines and "Have a say days".

Consultation

Internal Council business units consulted included:-

- Executive Team
- Community Life staff

Internal Workshops held:-

- A Workshop with the Council is to be held immediately prior to the review of this report by the Civic Precinct Committee

City of Ryde Advisory Committees consulted included:-

- Not Applicable

External public consultation included:-

- Not Applicable

Comments

Nil

Critical Dates

It is important to maintain the momentum of the Civic Precinct redevelopment project programme and the implementation plan of the Civic Precinct Communications and Engagement Strategy indicates that missing the mid-May (11 May) target would disrupt later program targets.

Financial Impact

This proposal to consult and engage with the community is provided for in the current Civic Precinct project budget for 2010/11.

Policy Implications

There are no policy implications through adoption of the recommendation

Other Options

Not Applicable

ITEM 2 (continued)**Conclusion**

On every analysis, Council's ability to continue its operations into the medium term from the existing Civic Building is not possible without either :-

1. significant expenditure on refurbishment at an additional cost to rate payers
or
2. redeveloping its site and delivering a new civic facility and council offices at no cost to rate payers

Earlier research identified that there was strong support for the new vision for Top Ryde as articulated in previous public consultations. However this took place several years ago and a new round of engagement is required.

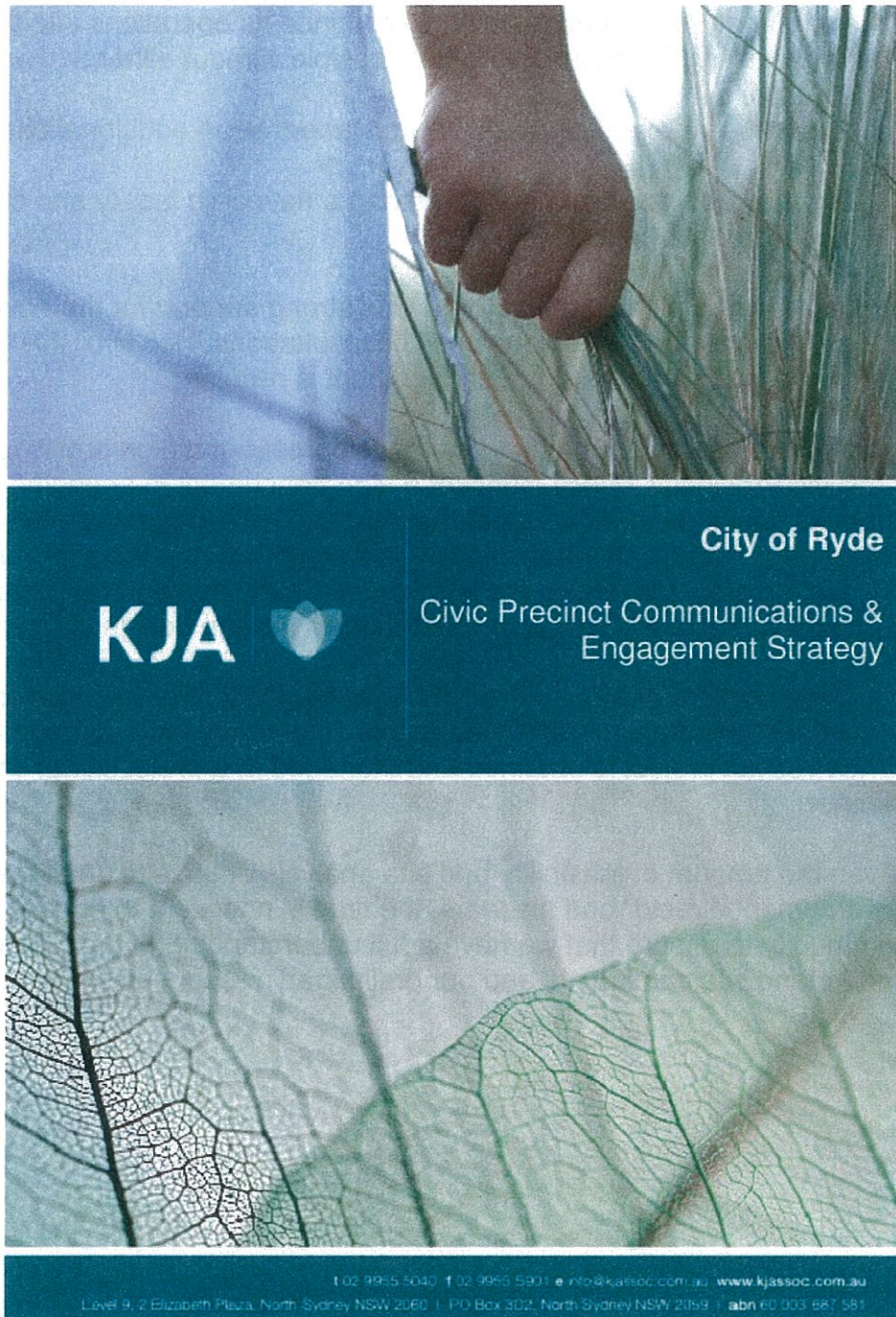
As a local authority undertaking the development of a high profile iconic site such as the Civic Precinct, Council must set a high benchmark in engaging with its community about its concepts to ensure that their hopes and concerns are fully understood and responded to as much as possible. It is also critical that the community understand the constraints under which the site can be developed and the limits that Council is prepared to impose on itself, to ensure quality urban design outcomes are achieved.

The development of a Civic Precinct Communications and Engagement Plan is a necessary tool to ensure that meaningful community engagement feedback on the Civic Precinct project is obtained and managed in a professional and consistent manner.

Given the amount of feasibility and site analysis of the site undertaken to date by the development director and his team, the time is now right to engage with the community to ensure that we have a full understanding of their views and that they understand site constraints and our preliminary responses to them.

ITEM 2 (continued)

ATTACHMENT 1



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**1 Introduction**

The City of Ryde is embarking on an ambitious plan to redevelop the Ryde Civic Centre site. The project is part of the City of Ryde's long held vision to deliver new community, civic and staff accommodation to replace its currently outdated and costly facilities.

A City of Ryde project team is developing feasibility studies to investigate and present options for the most appropriate uses for the site. The feasibility studies will include assessing Council's future requirements for the precinct, the preparation of draft high-level concept designs, and financial analysis. The framework for the studies has been developed based on the findings of previous consultation undertaken about the Ryde Civic Precinct.

As part of this process, Council may choose to formalise an application to amend the current planning controls to allow an increase in building height that will enhance the urban design potential for the site and offer a commercially viable outcome meeting Councils objectives.

Feasibility principles will be cross checked with key community groups between May and June 2011 to ensure the project team takes the latest communities views into consideration as they develop options for the site. The community will then be consulted on an amendment to the LEP 2011 during a formal public exhibition period at the end of 2011 which will include a preferred financial and design option for the site.

The redevelopment of the Ryde Civic Precinct provides a unique opportunity to create a new and dynamic civic hub that meets the current and future needs of the Ryde community. The realisation of the project will establish the City of Ryde as a leader in delivering community facilities that are economically, socially and environmentally sustainable.

Community support for the new facilities will be crucial to the success of this project. In order to achieve this, a strategic communication and community engagement program has been prepared. It sets out clear communication objectives for the project and highlights long-term community benefits. KJA will be working with Tony Abboud, a local stakeholder expert, to engage with the local community and seek its input about the project at regular stages to ensure the best outcome for the community of Ryde – economically, socially and environmentally.

KJA's strategic communications and community engagement program will be specifically tailored around project milestones and operate throughout each phase of the project including the feasibility investigation, the concept plan development phase and the formal public exhibition phase.

Monitoring and Review

The timing of communications activities will be subject to the exhibition of the preferred urban design and commercial model and public exhibition of the LEP amendment. Communications activities may also be subject to other factors that will affect the timing of the project. It is therefore critical that consultation and communications activities are reviewed on a regular basis to reflect changes to the project overtime.

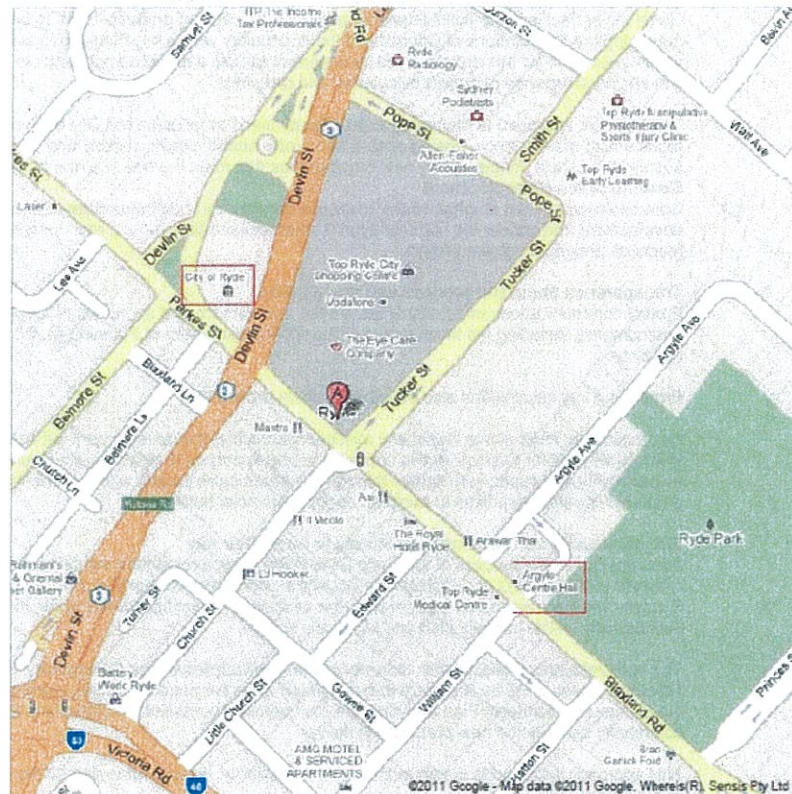
This communications strategy is current as at 3 May, 2011.

ITEM 2 (continued)

ATTACHMENT 1

**1.1 Civic Precinct Location**

The following map outlines the position of the current City of Ryde Civic Building on the corner of Devlin Street and Parkes Street and the Argyle Centre Hall the community facility on the corner of Blaxland Road and Argyle Ave. Feasibility studies of the Civic Building site are currently being undertaken to better understand the opportunities and constraints of the site.



ITEM 2 (continued)

ATTACHMENT 1

**2 Strategic Positioning and Approach**

The successful redevelopment of the Ryde Civic Precinct faces a number of key challenges. It is likely, the redevelopment will require an amendment to Ryde Council's LEP to allow potential increase in building heights that ensure the project is commercially viable and presents a more suitable urban design solution.

Timing of the release of public information should always be logical

Given the project is in the initial feasibility phase and a detailed proposal is yet to be confirmed, managing the expectations of Council and the community will be key challenges in achieving a positive outcome for this project. It will be important to take a proactive approach to keeping all stakeholders informed of project milestones and progress.

The strategic approach to managing expectations needs to focus on the City of Ryde's desire to replace high maintenance, ageing assets with a new economically, socially and environmentally sustainable assets, incorporating new civic facilities that meet the needs of the local Ryde community.

Benefits of the redevelopment

Communications must emphasise the long-term community and financial benefits of the new development and ensure the community and other stakeholders have a real opportunity to provide feedback and input into the project.

Transparency about the process and the benefits

Project communications must clearly set out the assessment and approvals process for the LEP amendments, including the involvement of the NSW Department of Planning as the approval authority.

Probity is a key issue which also must be carefully explained.

Key messages must aim to dispel any misconceptions that the development will deliver a significant financial windfall for Council. In this context it will be important to demonstrate Council's financial responsibility and capacity to deliver this major infrastructure project within its means, and that the proposed development aims to avoid an ongoing financial burden.

The community will have an opportunity to have their say

Fundamental to the success of the Ryde Civic Precinct redevelopment will be establishing a clear rationale for the project and highlighting Council's commitment to working with the community. Success will also depend on emphasising the various opportunities for the public to make submissions on the concept plan and LEP amendment.

The redevelopment aligns with the overarching principles of the Community Strategic Plan

From the outset, it will be important to strategically align the project with the overarching principles of the Community Strategic Plan and highlight the improved community facilities and the ongoing community benefits the new precinct will deliver.

This approach will need to continue through the feasibility, concept plan and public exhibition stages of the project.

ITEM 2 (continued)**ATTACHMENT 1****3 Objectives**

The objectives of this strategy are to:

- Highlight the community, financial and environmental benefits of redeveloping the Ryde Civic Precinct.
- Support the engagement of key stakeholders through effective, consistent and coordinated information about the project.
- Establish efficient and effective mechanisms to communicate with all stakeholders.
- Establish suitable mechanisms to respond to any community queries and concerns about the project.
- Identify and manage project issues in a timely manner.
- Ensure consistent messages are being relayed to both internal and external stakeholders.
- Ease stakeholder concerns through the provision of detailed, transparent information.
- Identify and respond to any rumours about the redevelopment.
- Provide adequate and suitable opportunities for stakeholders to have input and provide comment on the concept plan and the amendment to the LEP 2011.
- Ensure feedback from the community and stakeholders is used to inform the concept design of the proposed Civic Precinct
- Establish positive communication channels with neighbours and any community action groups.
- Position the project as strategically important in the ongoing prosperity of the Ryde economy and community.
- Build community support and understanding for the new Civic Precinct.

ITEM 2 (continued)

ATTACHMENT 1



4 Key Messages

The following key messages have been developed for use in internal and external communications to ensure consistency of understanding about the project.

The redevelopment of Ryde's Civic Precinct will help with the revitalisation of the Town Centre by providing improved civic facilities and other mixed uses. It will result in positive community, economic and urban design outcomes.

4.1 Key community benefits

- This project is the second stage of the revitalisation of Ryde's Town Centre and will complement and maintain the momentum begun by the Top Ryde City Shopping Centre.
- This is an opportunity to turn the current high-cost, outdated civic centre into a sustainable building that meets current and future community needs at no cost to Council.
- The cost of the project's performance space, civic facility and a new Council building must be covered by any commercial or residential development of the site.
- Council will reduce the mass of the buildings currently allowed in the LEP on the site to generate a better urban design outcome and limit over development in the future.
- The redevelopment will maintain the iconic status of this landmark site.
- Traffic entering and exiting the Civic Precinct site will be directed along State roads to ensure local roads are not adversely impacted by the redevelopment.

4.2 Community

- Council has demonstrated that they have a vision for the community's future and can deliver on that as they did with the Top Ryde City redevelopment.
- Council will continue to work with the community to ensure the best solution for the Civic Precinct is identified and delivered.
- A new community facility will be incorporated into the redevelopment to consolidate the current community facilities on the Civic Precinct site and the Argyle Centre facilities.
- The community will benefit from enhanced public facilities, including a new civic presence and a performing arts space to hold community events and special performances.
- The general amenity of the town centre will be improved and provide a community meeting place.

4.3 Financial

- Council has a responsibility to effectively plan and manage its assets for the community's benefit.
- The redevelopment of the Civic Precinct will transform an outdated, inefficient asset into an efficient quality asset.
- Council is committed to finding the most cost effective model for financing the redevelopment of the Civic Precinct so as not to place an ongoing burden on Council's finances.
- The development will result in lower operating costs for Council's civic building once completed.
- The current Civic Building is three times more expensive to maintain and run than a modern commercial building and this cost is increasing as the building ages.
- The existing building is inefficient due to the extensive lift cores, services and stair cases compared to the usable floor space. 25% of each floor of the existing building is taken up for these services whereas current design practices aim to have just 10% of the whole building being used for these services.

4.4 Design

- Council is seeking the most effective design solution for the Civic Precinct site. A strong civic and community presence will be retained.
- The redevelopment of the Civic Precinct will embrace sustainable design principles.
- The site and its relationship to the Top Ryde City development allows for consideration to be given to increased heights.
- The existing Civic building does not provide an effective workspace for Council staff and Councillors which has an adverse impact on staff retention, productivity and morale.

ITEM 2 (continued)**ATTACHMENT 1**

- Design parameters include consideration of view corridors and options for integrating civic, residential, commercial, retail and community facilities. The design must also be commercially viable.
- The design will utilise infrastructure already provided such as tunnel access and pedestrian bridges.
- The design will provide suitable transport links with other local transport nodes including a drop off point.

4.5 Planning Process

- A probity advisor has already been engaged as part of the project team to ensure an open and transparent planning process is followed. The probity advisor must also ensure that Council is impartial in preparing its planning proposal for the civic site.
- The Department of Planning is the approval authority for proposed amendments to the LEP.
- Council is currently undertaking a feasibility study of the site to better understand its opportunities and constraints.
- Environmental issues will be addressed in the preliminary planning phases of the project and the community will have an opportunity to provide input about any environmental concerns they may have.
- As part of the feasibility study the project team will develop a series of concepts for the site. The most feasible concept will then be discussed with stakeholders including the community in order to refine the concept for the best community outcome.
- This is a planning proposal not a development application. Council will ensure the outcome of the site will be in keeping with the proposal enforcing strict design parameters.
- Council will work with the new State Government to deliver this project.

ITEM 2 (continued)**ATTACHMENT 1****Ryde Town Centre Revitalisation**

The following diagram provides a brief overview of the journey to the revitalisation of Ryde's Town Centre so far and where we are headed.

- | | |
|--------------------------------|--|
| 2005 | <ul style="list-style-type: none"> • Council unanimously adopted LEP 143 which included building to heights of RL 115 for the Civic Precinct site. The purpose of this LEP was to revitalise Ryde's town centre. |
| 2006 | <ul style="list-style-type: none"> • LEP 143 Ryde Town Centre Precincts Gazetted by NSW Government. This included a total floor space allocation of 100,000sqm for the Civic site however the height was reduced to RL 91 for the site. |
| 2007 | <ul style="list-style-type: none"> • Top Ryde Shopping Centre redevelopment commences. |
| MAR 2010 | <ul style="list-style-type: none"> • The Civic Precinct Committee Report was produced and Council agreed to recruit a Development Director to oversee the redevelopment of the Civic Precinct |
| AUG 2010 | <ul style="list-style-type: none"> • Top Ryde Redevelopment completed |
| DEC 2010 -
APR 2011 | <ul style="list-style-type: none"> • Engage the project team and develop a detailed project plan • Begin feasibility studies and financial modelling for the redevelopment of the Civic site. • Investigate concept options for the site • Consult with internal stakeholders. |
| MAY - JUN
2011 | <ul style="list-style-type: none"> • Undertake preliminary consultation with the community and key stakeholders to cross check the feasibility principles being investigated and to better understand potential issues and concerns about the redevelopment of the site. |
| JUL - DEC
2011 | <ul style="list-style-type: none"> • Review feedback from the community and refine a draft concept. • Formal public exhibition of the proposed amendment to LEP 2011 including community consultation. • Submit amendment to LEP 2011 for the Civic Precinct to the Department of Planning for consideration. |
| EARLY 2012 | <ul style="list-style-type: none"> • Commence tendering process for the delivery of the Civic Precinct Redevelopment meeting council's objectives. |

ITEM 2 (continued)

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5 Key Stakeholders

5.1 Internal stakeholders and key messages

Stakeholder Group	Communications and Engagement Tools	Key Messages
Councillors		
Cr Nicole Campbell	<ul style="list-style-type: none">• Councillor workshop• Targeted briefings and periodic updates on results of engagement activities via an internal update• Q and A	<ul style="list-style-type: none">• This project is part of the revitalisation of Ryde's Town Centre and will complement the recent redevelopment of the Top Ryde City Shopping Centre.• Council is committed to working with the community to find the best solutions for the Civic Precinct.• A probity advisor has been engaged and is ensuring Council is following a robust probity process.
Cr Bill Pickering		
Cr Jeff Salvestro-Martin		
Cr Sarkis Yedelian OAM		
Cr Roy Maggio		
Cr Gabrielle O'Donnell		
Cr Ivan Petch – Deputy Mayor		
Cr Vic Tagg		
Cr Michael Butterworth		
Cr Artin Etmekdjian – Mayor		
Cr Justin Li		
Cr Terry Perram		
Council Staff		
Civic Centre Customer Service staff	<ul style="list-style-type: none">• Internal staff briefings• Internal staff notifications• Q and A• Project flyer• Distribution of Communications Protocols for managing community enquiries and complaints	<ul style="list-style-type: none">• We have an opportunity to turn a high-cost, outdated civic centre into a sustainable building that meets current and future community needs.• As part of this project, Council offices will be amalgamated making council more efficient
Executive Team		
Civic Centre Administration staff		

5.2 External stakeholders and key messages

Stakeholder Group	Communications and Engagement Tools	Key Messages
State Member for Ryde		<ul style="list-style-type: none">The redevelopment will maintain the iconic status of this landmark site into the future.The project team will be working closely with the community to find the best outcome for this site.
Mr Victor Dominello, MP	<ul style="list-style-type: none">One-to-one briefingLetter	
State Member for Lane Cove		
Mr Anthony Roberts, MP	<ul style="list-style-type: none">One-to-one briefingLetter	
State Member for Epping		
Mr Greg Smith, MP	<ul style="list-style-type: none">One-to-one briefingLetter	
Federal Member for Bennelong		
John Alexander OAM, MP	<ul style="list-style-type: none">One-to-one briefingLetter	

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Stakeholder Group	Communications and Engagement Tools	Key Messages
Adjacent Residents		
Parkes Street	<ul style="list-style-type: none">One-to-one consultation with landowners and tenants closest to the site either through a targeted mail out or door knockingDedicated project webpage on Council's websiteStakeholder workshopProject flyer1800 project information lineDedicated project emailFeedback form	<ul style="list-style-type: none">A program of community consultation will be undertaken to ensure the community has a say in the future of the Civic Precinct.Traffic entering and exiting the Civic Precinct site will be directed along state roads to ensure local roads are not adversely impacted by the redevelopment.
Blaxland Road		
Blaxland Lane		
Devlin Street		
Samuel Street		
Dunbar Street		
Belmore Street		
Belmore Lane		
Church Lane		
Lee Avenue		
Business		
Ryde Business Forum	<ul style="list-style-type: none">Stakeholder workshopProject flyer1800 project information lineDedicated project emailWebsite	<ul style="list-style-type: none">The visual amenity of the town centre will be improved and provide a community meeting place which will attract people to Ryde for leisure, business and living.
Ryde Chamber of Commerce		
Eastwood Chamber of Commerce		
West Ryde Chamber of Commerce		
North Ryde / Macquarie Park Chamber of Commerce		
Local businesses along Blaxland Road		
State Government Departments and Agencies		
Department of Premier and Cabinet	<ul style="list-style-type: none">Stakeholder workshopTargeted letters	<ul style="list-style-type: none">State Government will be kept informed of opportunities to provide input and feedback into the concept design for the redevelopment of the Civic Precinct.
Department of Planning and Infrastructure		
Department of Transport		
Roads and Traffic Authority		
State Transit Authority		
Police and Emergency Services		
Office of Environment and Heritage		
Sydney Water		
Energy Australia		
Centrelink – Ryde Office		
NSW Dept of Community Services, Epping CSC		
Meadowbank TAFE		
Department of Housing		
Ryde Community		
Argyle Community Hall users	<ul style="list-style-type: none">Project flyerProject webpage'Have a Say Day'1800 information line	<ul style="list-style-type: none">A new community facility and performance space will be incorporated into the redevelopment of the Civic Precinct to replace the outdated
Top Ryde Shopping Centre users		
Residents Against Inappropriate Developments (R.A.I.D)		

ITEM 2 (continued)

ATTACHMENT 1



Stakeholder Group	Communications and Engagement Tools	Key Messages
The Eastwood Club	<ul style="list-style-type: none"> Dedicated project email Feedback form 	<ul style="list-style-type: none"> and underutilised Argyle Centre. The community will benefit from enhanced public facilities, including new Council Chambers which will provide greater accessibility to Council staff and Councillors.
Eastwood Leagues Club		
Ryde Ex-Services Club		
Chinese community groups		
Korean community groups		
Benevolent Society		
Intensive Family Support Options		
Sikh Kirtan Prachar Mission		
Indonesian Welfare Association		
Sisters of St Joseph		
Armenian Community Welfare Centre		
Home Care		
Sydney Korean Women's Welfare Centre		
HKG Community Aged Disabled Transport Service Inc		
Macquarie Community College		
Ryde Aged Care & Rehab. Service		
Ryde/Hunters Hill Community Transport Assoc Inc		
Saturday School of Community Languages Curriculum K-12 Directorate		
Schools		
Meadowbank Public School	<ul style="list-style-type: none"> Project flyer Project webpage 1800 information line Dedicated project email Feedback form Targeted letter 	(Same as community messages)
Eastwood Heights Public School		
Eastwood Public School		
Kent Road Public School		
North Ryde Public School		
Ryde East Public School		
Truscott Street Public School		
Ryde Public School		
St Michael's Primary School		
Holy Spirit Primary School		
St Therese's Primary School		
St Kevin's Primary School		
Northcross Christian School		
Marsden High School		
Marist College Eastwood		
Melrose Public School		
St Charles Primary School		
Epping Boys High School		

ITEM 2 (continued)

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Stakeholder Group	Communications Engagement Tools and	Key Messages
Ryde Secondary College		
Holy Cross College		
Marist Sisters College		
Local Media		
The Weekly Times	<ul style="list-style-type: none">• Media advertisements• Media releases• Media sub plan will outline a program of media opportunities and risks to manage	<ul style="list-style-type: none">• Media will be kept informed through releases and briefings of the projects progress and milestone events.
Cumberland Times		
Ryde Connector		
City View (Council publication)		
2RRR		
2SER		

ITEM 2 (continued)

ATTACHMENT 1

**6 Questions and Answers**

Likely questions to arise during the preliminary planning stage of the redevelopment of the Civic Precinct have been identified below. Proposed responses have been prepared to ensure consistent responses.

Where is the Civic Precinct?

The Civic Precinct site is where the current Council Chambers are located bordered by Devlin Street and Parkes Street.

How large is the site?

The site is approximately 16,000sqm in area however over 4,000sqm is unusable due to a number of constraints on the site including a large sewer main, telecommunications infrastructure and roads.

Can the existing Council building continue to operate as is?

Council does not have the option of doing nothing. The current building is outdated, inefficient and is a financial burden on Council due to high maintenance costs. The maintenance costs will only increase as the building ages.

What consultation has occurred to date?

The community were consulted in 2005 about the redevelopment of Ryde's Town Centre which included both Top Ryde City and the Civic Precinct site. The results of the consultation undertaken at this time have been used to develop a set of feasibility principles which are being used to develop concept options for the site.

What opportunities will the community have to provide input into the planning process?

The community will have two further opportunities to provide input into the planning process. Firstly key stakeholders and community groups will be asked to cross check the feasibility principles to ensure nothing has been missed and later this year the community will be asked to comment on a preferred concept for the site.

Why doesn't Council include the changes to the LEP for the Civic Precinct in the public exhibition of LEP 2011?

Council believes the proposed amendment to the LEP has such significance that it should not be incorporated immediately into the city wide planning instrument. It warrants separate consideration and community input including dedicated consultation and opportunity for comment.

How is Council ensuring it treats this project impartially?

An independent probity advisor has been appointed to the Project Team and Council is being vigilant about following a robust probity process. The probity advisor ensures Council is unbiased and fair as it prepares an amendment to the LEP for the Civic Precinct.

Will future redevelopment of the site result in overshadowing of neighbouring properties?

Council is committed to achieving the best urban design outcome for the Civic Precinct. Detailed studies will be undertaken and overshadowing will be considered during the concept planning phase.

What is being done to ensure the site is not overdeveloped?

The project team is undertaking a feasibility study to better understand the opportunities and constraints of the site. Currently the LEP allows for 100,000sq of floor space and up to a height of RL 91. This would result in large floor plates and a box-like structure. Council is considering ways to reduce the overall floor space of the allowable site and find a better design outcome, which is likely to result in an increase in building heights.

What control will Council have over the design standard of the building?

As landowner, Council will embed design performance criteria as a condition of the site's redevelopment. The design performance criteria will be used to encourage innovative and future focused designs that have consideration for environmental sustainability.

ITEM 2 (continued)**ATTACHMENT 1****What kinds of community facilities will be included on the Civic Precinct site?**

A flexible, multi-purpose space for community meetings and performances is currently being considered. The community will be further consulted about the details of the facilities they would like to see at the Civic Precinct.

What will happen to the community facilities at the Argyle Centre?

The upper storey of the Argyle Centre is currently unusable and investigations are being carried out to consolidate community facilities on the Civic Precinct site.

What will be the cost to ratepayers and will the redevelopment result in a rate rise?

Council will use the most cost effective model for the redevelopment of the Civic Precinct to ensure there is no ongoing burden on Council's finances. Council is currently undertaking feasibility studies on options for how best to finance the redevelopment of the Civic Precinct.

What is being done to address potential increases in traffic in and around the site?

Council has already been preparing for the future redevelopment of the Civic Precinct and adopted an Integrated Traffic Solution which includes two underground access options into the site and one underground option out of the site. There are two pedestrian links and significant changes to the road network which have already been made. Council is investigating traffic entering and exiting the site via State roads, to minimise impacts on local roads.

What environmental considerations are being included in the redevelopment?

The redevelopment of the Civic Precinct will embrace sustainable design principles.

ITEM 2 (continued)**ATTACHMENT 1****7 Methodology****7.1 Communications and Engagement**

Communications and engagement activities will be delivered in two key stages. The first stage will focus on building broad community awareness of the project and the planning framework for its assessment. This will include engaging with key stakeholders to provide information on the opportunities and constraints of the site and to seek their feedback in refining a preferred concept for the site. The first stage of communications will also include coordinating internal project briefings with City of Ryde Councillors and staff to establish the protocols for ongoing project communications and develop internal buy-in to the project.

The second stage of communications and engagement will coincide with the formal public exhibition period for the proposed amendment to the LEP and the preferred Concept Plan for the site. Key activities include both internal and external communications and engagement such as briefings, workshops, 'Have a say days' and other feedback mechanisms.

A dedicated media information program will support the communications and engagement aspect of the project from the initial stage through to the final approval.

A detailed Implementation Plan has been developed in Section 11 of this strategy which outlines the communications and engagement program for the project.

7.2 Internal staff briefings

Frontline staff have direct interaction with individuals, community groups and the broader community. Council staff will be relocated as part of the project and are therefore directly impacted. It will therefore be critical that staff are kept informed of the project and understand the overarching rationale for the project.

Staff briefings will be included as part of regular internal communication activities by the project team, media/communications and HR Units. This will equip staff with information about the project and ensure they are aware of the necessary protocols to direct queries to the relevant member of the project team.

The distribution of internal staff notifications will also support the information relayed during staff briefings to ensure the most current information on the progress of the project is known across the organisation.

Councillor briefings will take place at important project milestones. It is important that the Councillors are briefed on the communications and engagement process, kept informed of the community's views on the proposal to amend the LEP and understand any potential issues the community may have with the concept plans.

7.3 Consultation with adjacent residents

Early communication with landowners/tenants in close proximity to the Ryde Civic Precinct development (particularly in Parkes, Belmore, Blaxland, Samuel and Lee Streets) will be a critical component of the community engagement program. Residents/landowners in this area are the most likely to be impacted or opposed to any large scale development.

An initial round of communication with local residents be undertaken to assist the project team identify potential issues, minimise adverse community reactions and demonstrate Council's commitment to engaging with the community early in the process.

Workshops with adjacent residents are also proposed for both stages of communications.

7.4 Key stakeholder briefing and workshops

Stakeholder workshops will be held with key user groups such as local community groups, major users of the existing facilities, the Chamber of Commerce, the Ryde business community and neighbouring residents.

ITEM 2 (continued)**ATTACHMENT 1**

The first round of stakeholder workshops will be scheduled during development of the Concept Plan to provide information on the sites physical constraints and the key issues that need to be addressed. The workshop agenda will include an overview of the project, and an interactive session where participants can explore options for the site and identify opportunities for the cultural facilities.

A second round of stakeholder workshops will coincide with the formal public exhibition of the amendment to the LEP and the preferred concept for the site.

7.5 Community 'Have say days'

The community 'Have a say days' will be held to coincide with the formal public exhibition period for the amendment to the LEP and will include a preferred concept for the site.

The 'Have a say days' will be open to the public and will be held on both weekday evenings and weekends. The 'Have a say days' will be widely promoted, and will be supported with information boards, project flyers, Q and As and feedback forms to provide information to the community and seek feedback on the proposal.

7.6 Media Plan

A proactive media strategy can help set the future communications agenda, combat misconceptions about Council's plans for the site and provide an opportunity to disseminate accurate information to the broader community.

Given that recent media about the project has focused on the lack of information about the height of the proposed Civic Precinct, it will be important that Council forms a position about its future plans for the site, emphasises the high maintenance costs of its current ageing premises and the key challenges in developing the site.

It will be important that Council commences a dialogue on the long term benefits that a new Civic precinct will deliver, and how the new civic precinct is consistent with the approved residential component of the Top Ryde shopping centre development.

It is recommended that the Mayor or General Manager act as spokesperson to outline Council's key objectives for the Civic Precinct.

Although future concept plans for the project will be subject to a feasibility study to identify the most economically feasible option, it will be important that media activities demonstrate that Council is transparent about its plans and the LEP amendment. This includes outlining the inconsistency in the allowable 100,000sqm floor space and the building heights approved in the current LEP and the physical constraints in developing the precinct.

Early media contact and activities should focus on the key project messages, and the timeframe for investigation.

It will also be important to anticipate a level of unfavourable media, (given recent media on the project) and ensure the key messages outlined in this strategy are used when responding to media enquiries.

Media planning including a program of media opportunities based around project milestones will be outlined further in the Media Sub-Plan.

ITEM 2 (continued)**ATTACHMENT 1****8 Communication and Engagement Tools****8.1 1800 project information line**

Establishment of a free call 1800 number will provide a central point of contact for enquiries and will be included on all communications collateral. The number will be established from the initial communications roll out and will operate during business hours. To ensure a coordinated approach to all project communications it is proposed that calls in relation to the Civic Precinct received by Council reception or call centre are directed to the 1800 number.

8.2 Project email address

Coinciding with the initial roll out of communications a dedicated email address will be established (utilising a City of Ryde email address) to provide an opportunity for interested stakeholders and the community to find out about the project, contact the project team, ask questions and be included in the project database to receive regular project information. The project email will be included on printed and online collateral.

8.3 Stakeholder database

A stakeholder database established (in Microsoft Excel) and managed by KJA will be developed to capture requests for information responses, and feedback from the community.

Information recorded in the database will include name, property address, contact details and key area of interest, whether the relevant stakeholder is an owner, tenant or business and will assist in identifying the key themes emerging from communication and consultation.

8.4 Online communications - Project website

A project website (to be established and hosted on Ryde Council's website) will provide a cost effective tool in providing regular information to stakeholders and the broader community. The website will also be used as a place to upload relevant planning reports and other documents. The site will be updated so information remains current throughout each stage of the approvals process and will provide contact information for the 1800 number and email address for any enquiries.

8.5 Media advertisements and media releases

Advertisements will be prepared for local newspapers at key consultation periods to inform the community about the proposal, including the date(s) and timing of the community information sessions or 'Have a Say' days.

Media releases will be prepared according to the Media Management sub-plan (See Appendix 1).

8.6 Council publications

Ryde Council's 'Ryde City View' will be a key tool in providing regular, cost effective project updates to the broader community at key stages of the project. An article on the Civic Precinct incorporating key messages is proposed as part of the initial communications roll-out and will be coordinated through Council's communications unit. A schedule of regular updates will also be coordinated when project timeframes have been confirmed.

8.7 Project flyer

A project information flyer will be prepared to provide information to stakeholders and the community about the proposed amendment to the LEP for the Civic Precinct, the planning process to be undertaken, the key features and details of where to go for more information.

8.8 Feedback forms

Feedback forms will be prepared to seek the community's feedback on the Concept Plan for the site. These will be made available at Council's front service desk, online via Council's project webpage and at community 'Have a Say Days'.

ITEM 2 (continued)**ATTACHMENT 1****8.9 Project boards**

Project signage at Ryde Council's offices and/or other locations will provide a primary means of providing onsite communications and will be one of the most visual and effective methods of informing the community of the Civic Precinct project. Project boards will also be used during the 'Have a Say Days'.

8.10 Project Question and Answer Sheet

A project Question and Answer sheet will provide an overview of the project and be a means of providing information to people with a particular interest in the project (see Section 6). The Question and Answer sheet will be placed on the project webpage as a separate download.

8.11 Production of a Project DVD

A DVD could be developed as a communications tool to provide context for the project, outline the planning process and highlight the community benefits.

A high profile spokesperson could narrate the DVD outlining the vision and challenges that need to be overcome. It would be a useful tool to be played prior to community and stakeholder workshops and could be uploaded onto Council's website. The production of a DVD would require some planning including the development of a production plan which may include a framework for the DVD, script writing, permissions for location shots, management of film editing and consideration for how the DVD will be published.

ITEM 2 (continued)

ATTACHMENT 1



9 Communications Protocols

9.1 Complaint and Enquiry Management

KJA has established a toll free project information line (1800 252 040) which operates during business hours (9am – 5pm) Monday to Friday and will be used throughout the life of the project to manage enquiries and complaints.

Should Council's customer service staff receive a call regarding the project, the calls can be transferred to this number.

Details of all complaints/enquiries will be entered into a project database.

A dedicated project email will be used throughout the project at civicprecinct@ryde.nsw.gov.au and an automatic forward to KJA will be established. KJA will be given a City of Ryde email account (restricted to one address) which will allow KJA to respond to email enquiries and complaints from civicprecinct@ryde.nsw.gov.au

9.2 Complaint Handling

All calls to the project information line will be acknowledged. Complaint calls will be handled immediately and resolved and closed out within 24 hours, where possible.

Protocol:

- Complaint received by KJA and recorded on database
- Corrective action taken or escalated to Council where necessary
- Complainant provided with actions to resolve complaint
- Response updated on database
- Complaint closed out

9.3 Complaint escalation and dispute resolution

When a complaint is received by KJA, there may be occasion where a satisfactory resolution cannot be immediately agreed with the complainant. If this happens, KJA will liaise with Council and agree a complaint escalation process. All complaints handling, complaints escalation and dispute resolution processes will be in accordance with best practice.

9.4 Enquiry handling

All calls to the community information line and emails to the project email will be acknowledged by close of business, or the following business day.

If a KJA representative cannot answer the particular enquiry immediately, the KJA representative will obtain the caller's details and follow up with Council about the appropriate response to the enquiry. The enquirer's call will be returned once an appropriate response can be provided.

Protocol:

- Enquiry received by KJA and registered in database, along with contact details
- Response provided by KJA or a request for additional information sent to Council
- Additional information to enquiry provided by KJA where required
- Enquiry resolved and actions recorded in database

ITEM 2 (continued)

ATTACHMENT 1

10 Implementation Plan

This program of communications and engagement activities is a working document and will be updated on a regular basis. It will also be used to assist with reporting on the activities undertaken.

Date	Activity	Details	Responsibility
29 March	Project inception meeting	Discussed development of communication plan, program and protocols.	KJA
5 April	Meeting to discuss planning process	Draft communications strategy by 5.4.11 Meet with probly consultant and planner to discuss planning process to ensure key messages are accurate	KJA
5 April	Draft communications strategy	Provide a framework for the communications strategy including key messages, methodology and protocols	KJA
12 April	Present draft communications strategy	Provide draft communications and engagement strategy to the project team for their input and feedback	KJA
15 April	Finalise communications and engagement strategy	Incorporate feedback from project team, finalise strategy and distribute to project team.	KJA
Stage 1 Communications and Consultation Program			
28 April	Opening of Council Library at Top Ryde	KJA invited to attend	KJA
29 April	Establish 1800 information line and project email	Establish 1800 line and dedicated project email	KJA and Council
29 April	Draft Q and A to be prepared for approval	Develop a set of Q and As which can be distributed internally following the briefing to Councilors.	KJA
11 May	Councillor briefing	Councillor briefing on feasibility options and communications and consultation approach. Also seek feedback on Q & As.	Mitchell Corn
12 May TBC	Media briefing	Prepare media release outlining overarching project messages to coincide with Councillor briefings	KJA
12 May TBC	Distribute Media release		
12 May TBC	Internal staff notification	Distribute agreed set of Q and As and communication protocols to staff following the Councillor briefing.	Council
12 May	Project webpage live	Project webpage to be established on Council's website including a link from the homepage. Include key messages, overview of planning process and next steps	KJA and Council
12 May	Project flyer	Prepare and produce project information flyer explaining concept options for the site, Planning Proposal process and where to find more information	KJA

Civic Precinct Communications and Consultation Strategy © KJA Pty Ltd

ITEM 2 (continued)

ATTACHMENT 1

Date	Activity	Details	Responsibility
w/c 16 May	Brief local State and Federal Members	KJA to prepare a letter offering a briefing. MC to brief the State and Federal Members.	Council
Mid May	Targeted letter notification to adjacent residents	Provide information on upcoming consultation opportunities, 1800 information line, project email and webpage	KJA
Mid May	Door knock	Door knock neighbouring residents impacted by proposed road changes between Belmore Street and Lee Ave	KJA
End May	Public Exhibition of LEP 2011	TBC	
Early June	First round of stakeholder workshops	Workshops with key stakeholders including adjacent residents, major user groups of existing community facilities, Chamber of Commerce and business community	KJA
End June- Early July	Distribute Media release	Council approval of preferred concept	KJA
Stage 2 Communications and Consultation (Normal Public Exhibition)			
18 July - 7 September	Formal public exhibition period		Council
18 July	Feedback forms	To be made available online via Council's website and also produced in hard copy for use at 'Have a say days'	KJA
18 July	Website update	Update website to include information on preferred concept option	KJA to prepare copy
18 July	Media briefing	Provide briefing to local media on preferred concept option and the community consultation activities	KJA and Council
18 July - 7 September	4 x Have a say days	Open community days to find out more about the project and to provide feedback on the preferred concept	KJA
18 July - 7 September	6 x stakeholder briefings	Seek input on preferred concept option	KJA
7 September - 16 September	Review feedback from exhibition and report	Review submissions and analyse the results from stakeholder workshops and community consultation activities. Prepare consultation report.	KJA
7 September - 16 September	Respond to submissions	Prepare responses and seek approval from Council to submissions made.	KJA
16 September - 25 October	Amend LEP following feedback		Council
TBC	Media release	Detail Amendment to LEP	KJA

ATTACHMENT 7

Ryde Civic Precinct Committee Minutes – 11 May 2011

Civic Precinct Committee

MINUTES OF MEETING NO. 1/11

Meeting Date: Wednesday 11 May 2011

Location: Committee Room 2, Level 5, Civic Centre, 1 Devlin Street, Ryde

Time: 7.30pm

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

Apologies: Councillors Butterworth, Li, Perram, Pickering and Tagg.

Staff Present: General Manager, Manager – Governance, Development Director – Civic Precinct Project, Project Manager – Ryde Town Centre.

ADJOURNMENT OF MEETING

In accordance with Clause 2.5.1 of the Code of Meeting Practice, The Mayor, Councillor Etmekdjian adjourned the Civic Precinct Committee Meeting as a quorum was not present, the time being 7.30pm. The Civic Precinct Committee Meeting was adjourned to:

*Wednesday, 11 May 2011 at 8.15pm
Committee Room 2, Level 5, Civic Centre.*

The following Councillors were present at the time: The Mayor, Councillor Etmekdjian and Councillors Campbell, Maggio, O'Donnell, Petch and Salvestro-Martin.

Apologies had been received from Councillors Butterworth, Li, Perram, Pickering. Tagg and Yedelian OAM.

MEETING RESUMED

Upon the arrival of Councillor Yedelian OAM, the Meeting resumed at 8.22pm in Committee Room 2, Level 5 of the Civic Centre, 1 Devlin Street, Ryde.

The following Councillors were present at the time: The Mayor, Councillor Etmekdjian and Councillors Campbell, Maggio, O'Donnell, Petch, Salvestro-Martin and Yedelian OAM.

DISCLOSURES OF INTEREST

There were no disclosures of interest.

1 CONFIRMATION OF MINUTES - Civic Precinct Committee Meeting held on 16 March 2010

RESOLUTION: (Moved by Councillors Petch and Maggio)

That the Minutes of the Civic Precinct Committee Meeting 1/10, held on Tuesday 16 March 2010, be confirmed.

Record of Voting:

For the Motion: Unanimous.

2 CIVIC PRECINCT REDEVELOPMENT COMMUNICATIONS AND ENGAGEMENT WITH THE COMMUNITY

Note: Cathy Jones made a presentation to Council in relation to this Item.

RESOLUTION: (Moved by Councillors Petch and Maggio)

That the Civic Precinct Committee delegates to the General Manager the authority to proceed with the Civic Precinct Communications and Engagement Plan and initiate the community communication process as set out in this report.

Record of Voting:

For the Motion: Unanimous.

The meeting closed at 8.25pm.

CONFIRMED THIS DAY OF 2011.

Chairperson

ATTACHMENT 8

Michael Collins & Associates Report (Peer review analysis summary)

3 August 2011

Mr Mitch Corn
Development Director
City of Ryde
Operations Centre,
1 Constitution Road
Meadowbank NSW 2112

By email: mcorn@ryde.nsw.gov.au

Dear Sir,

**Ryde Civic Centre Precinct Redevelopment
Quantitative Analysis and Advisory Services**

1.0 BACKGROUND

Ryde Council has worked over the past six years to define a vision for the future of the Civic Centre Precinct at Top Ryde. Council wishes to leverage off its significant landholdings at the Civic Precinct to deliver community benefit both in the form of new community facilities, while retaining an asset potentially for Council staff. To achieve these, Council sees merit in redeveloping the Civic Centre Precinct site, to not only keep pace with the development of Top Ryde City shopping centre across the road, but to complete the revitalisation of the Ryde Town Centre.

Council is now nearing the position where it can formalise changes to the planning controls for the site in anticipation of approaching the community with a new vision for the Civic Precinct and Argyle Centre.

To guide this process, Council's project team has examined a number of appropriate land use and development options for the site. The commercial viability of each of these development options has been tested as Council, as landowner, must also consider the financial ramifications of each development option upon its own budget.

In carrying out this work, the project team has worked within a framework established by the Council's Development Director. The project team has included extensive external skill sets drawn from the various development industry fields – quantity surveying, planning, architecture and urban design, legal, financial modelling, quantitative analysis and advisory services, as well as independent probity advice.

2.0 CONSULTANT FOR QUANTATIVE ANALYSIS AND ADVISORY SERVICES

In March 2011, Council issued a public e-tender invitation for quotations (Ref: COR-RFQ-05/11) for Consultants to supply services to the City of Ryde for Quantitative Analysis and Advisory Services.

MCA submitted a quotation in conformance with the e-tender requirements and was selected by Council to undertake this role. MCA commenced its work in early April 2011 and has been working closely with the project team since appointment.

3.0 SCOPE OF WORK

MCA's task, as the Quantative Analysis and Advisory Services Consultant, has been to provide ongoing in-depth development quantitative analysis and advice to the project team during the evolution of the various development options, which led to four final development schemes being chosen for final reporting.

In carrying out this role, MCA has worked closely with the project team, in particular, the Development Director, the financial modeller and Council's legal advisor, to review and critique the work of the project team to ensure that the financial feasibility analysis for each development option conforms to industry standards.

The various development feasibility options were tested in an attempt to find the development option that best suits the development brief. Various iterations of the options were produced throughout the development process with the final suggested option being presented to Council for its consideration based on the most effective development envelope.

On completion of the assignment, the Consultant is to produce a summary report detailing all the changes/recommendations the Consultant has suggested, with justified reason. The report is to include summary pages highlighting the key cost/ revenue inputs and variables with an overall land valuation for each of the four final development schemes chosen for final reporting.

4.0 METHODOLOGY

The feasibility modelling has involved the detailed analysis of four options, with the outcome of the modelling producing four alternative development schemes. The feasibility modelling was carried out by Council's appointed feasibility modeller, Ampersand Pty Ltd (Nathan Campbell), with various inputs to the modelling provided by Council's quantity surveying consultant (WT Partnership), Council's urban design consultant (Hassell) and Council's legal advisor (Maddocks).

The feasibility testing of four development options initially required the construction of a Base feasibility model, which was then used to reflect the various development options. MCA worked closely with the Council's feasibility modeller to understand the basis of assumptions made, constructively critique the Base Model by way of a professionally conducted peer review and agree any recommended changes to the Base Model, or alternatively, confirm the adequacy of the Base Model.

An appropriate financial modelling framework was agreed and created against each of these development scenarios from which the resultant economies were measured and assessed.

This assessment process identified and quantified the potential revenue sources available from each development option, prescribed an estimate of relevant project costs, funding, and development profit and delivered an estimate of residual land value to determine levels of viability.

The analysis of four development schemes represented a sound basis for comparing alternative development outcomes and ensured that the emerging preferred scenario is well researched, sound and certain to be the best outcome. Testing covered a range of issues including:

- Urban design and built environment quality
- Assessment of flexibility, timing and staging
- Market strength and demand, rents, yields, letting allowances, etc
- Identification of risk, rentals and returns
- Implications of internal roads and open space
- Preliminary construction, car parking, and landscape costs
- Tenant requirements and site management

During the exploration of the development options and the feasibility modelling, MCA used its experience and expertise to critique the development schemes, provide valuation advice and form, in conjunction with the project team, the various project delivery methods appropriate to the Council.

MCA satisfied itself that the Base Model (an Excel program) prepared by the Council's financial modeller meets Council's requirements. MCA also analysed the inputs and suggested various amendments to the inputs to assist in ensuring the model outcomes are as accurate and realistic as possible. MCA's analysis included, but was not limited to, checking revenue inputs, incentives, rates (statutory), cost and program impacts.

For each model tested a residual land value was established for each of the final four development schemes. As a result of the discovery of these residual land values, a preferred development scheme was chosen by the project team for recommendation to the Council. As a check of the feasibility modeller's modelling, MCA produced an independent static feasibility summary which was then compared to the modelling and found to be consistent in terms of feasibility outcomes. This summary is attached as **Annexure A**.

5.0 COMMENTS AND ADVICE

MCA provides the following particular comments and advice in relation to the feasibility modelling.

Feasibility Revenues

MCA reviewed and provided advice on the residential, commercial and retail revenues used in each development option and feasibility study. This included reviewing and confirming the fundamental market drivers of supply, demand, price and take-up, to ensure that these revenues appropriately reflected the current and likely state of the market for these products. The revenue rates adopted conform to those applicable within the Ryde LGA. Review of the retail and commercial revenues included confirmation of ongoing vacancy allowances and capitalisation rates.

Feasibility Costs

MCA reviewed and provided advice on the range of costs and the quantum of each cost in relation to the feasibility undertaken. Construction costs and construction contingency allowances for each development option were provided by Council quantity surveyor consultant, WT Partnership.

Other costs were itemised and quantified – including professional fees, development management costs, project management costs, marketing costs, tenant incentives, holding costs, finance costs and GST treatment.

Returns on Development

MCA reviewed and provided advice on the level of development return that would be expected by the market place for a project of this description. A development margin of 17.5% on costs was agreed and an internal rate of return of 12% per annum (after finance) was selected as appropriate having regard to the product and location. In choosing these benchmarks it is noted that the feasibility models reflect 'today's' revenues and costs – with neither of these items being escalated in value over the life of the project. This is an appropriate approach to the feasibility modelling at this stage, having regard to the preliminary nature of the modelling.

Land Value

The feasibility modelling approach for each development option results in a residual land value which reflects the financial site value of each option to Council as landowner. From a purely financial perspective, the larger the residual land value, the better off Council will be financially.

The residual land value is arrived at by firstly, hypothetically developing the site and selling the completed product, then secondly, by deducting all development costs, then thirdly, by allowing an appropriate development margin, to arrive at a residual land value.

The outcomes of the final four development options can be summarised as follows:

Development Option	Option 5.1.2	Option 5.2.2	Option 5.3.2	Option 5.5
Description of Development Option	Civic facilities 445 apartments Retail No Council admin No commercial	Civic facilities 429 apartments Retail Council admin No commercial	Civic facilities 285 apartments Retail Council admin commercial	Civic facilities 533 apartments No retail No Council admin No commercial
Revenues	\$313,728,513	\$301,333,774	\$244,369,950	\$341,054,188
Development Costs	\$267,319,739	\$258,024,045	\$209,111,750	\$288,036,863
Development Margin	\$46,408,744	\$43,309,729	\$35,258,200	\$53,017,325
Residual Land Value	\$38,000,000	\$43,000,000	\$21,000,000	\$51,000,000
- taken as cash	\$9,025,814	-\$26,535,466	-\$50,287,080	\$21,799,606
- taken as works-in-kind	\$28,974,186	\$69,535,466	\$71,287,080	\$29,200,394

The four development options each explore varying degrees of retaining a Council presence on the site. All four options require Civic Facilities to be rebuilt on the site and this would become a developer requirement as part of the sale of the site. The cost of these facilities to the developer is judged to be approximately \$29m (see Options 5.1.2 and 5.5) and this represents that part of the land value that is "taken as works-in-kind". The balance of the land value under these two options is available to be "taken as cash" to fund Council's relocation of its administrative headquarters to another location off site. In Option 5.1.2 the available cash is \$9m and in Option 5.5 it is \$21.8.

Conversely, Options 5.2.2 and 5.3.2 explore retaining a full Council presence on site, that is, both Civic Facilities and Council's administrative headquarters. The cost of these combined facilities to the developer is judged to be approximately \$70m, and as this cost exceeds the site's land value, the Council would be required to contribute cash to make these options viable to the developer. In Option 5.2.2 the cash contributed is \$26.5m and in Option 5.3.2 it is \$50.3m.

The feasibilities demonstrate that for the Council to retain a full presence on the Civic Centre site in the future – that is, Civic Facilities and Council's administrative headquarters - a substantial cost contribution is likely to be required of Council. In this sense, Options 5.2.2 and 5.3.2 do not deliver an optimum financial outcome for the Council.

It can be seen that Option 5.5 presents the optimum financial outcome for Council, in that it delivers Council a land value of \$51m, with some \$21.8m of this being available to partially fund the relocation of Council's administrative headquarters to another location.

6.0 IMPACT UPON COUNCIL'S GLOBAL SITUATION

The project team has undertaken a high level assessment to demonstrate the likely affect upon Council's global situation as regards the sale of the Civic Centre site under the various options. A summary of this is provided below.

Development Option	Option 5.1.2	Option 5.2.2	Option 5.3.2	Option 5.5
Description of Development Option	Civic facilities 445 apartments Retail No Council admin No commercial	Civic facilities 429 apartments Retail Council admin No commercial	Civic facilities 285 apartments Retail Council admin commercial	Civic facilities 533 apartments No retail No Council admin No commercial
GLOBAL REVENUES:				
Civic Centre land value	\$38,000,000	\$43,000,000	\$21,000,000	\$51,000,000
Other project revenues	\$11,258,000	\$11,069,000	\$10,323,000	\$11,807,000
	\$49,258,000	\$54,069,000	\$31,323,000	\$62,807,000
GLOBAL COSTS:				
Works-in-kind	\$28,974,186	\$69,535,466	\$71,287,080	\$29,200,394
New headquarters	\$26,000,000			\$26,000,000
Other project costs	\$7,650,000	\$12,430,000	\$12,430,000	\$7,650,000
	\$62,624,186	\$81,965,466	\$83,717,080	\$62,850,394
SURPLUS/DEFICIT:	-\$13,366,186	-\$27,896,466	-\$52,394,080	-\$43,394

In relation to the above assessments, it is acknowledged that the assessments are at a very high level at this stage and further work will be required as part of the next stage to more precisely ascertain the nature of, and the location of, Council's relocation of its administrative headquarters. The timing of such a move has the potential to impact upon the residual site value and will need to be carefully managed.

Consideration will also need to be given in due course to the impact of the disposal of the Civic Centre Precinct site and the establishment of new Council premises, upon the Council's balance sheet.

Notwithstanding this, the conclusion from a financial perspective is that Option 5.5 is the optimum option investigated by the project team as this option delivers the highest level of land value to the Council and this enables the Council to deliver its global relocation in a cost neutral financial environment.

7.0 CONCLUSION

MCA has worked closely with the project team to ensure that the financial and feasibility analysis reflects industry standards and the operation of the broad market place. This has been a harmonious process with the project team showing a keen interest in, and commitment to, ensuring that the project feasibilities are competent and reflect market norms.

MCA is satisfied that the project feasibilities display land values that Council can consider as reasonable estimates of the financial worth of the Civic Centre precinct site to Council.

Should you have any queries or wish to discuss any aspect, please do not hesitate to contact me.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Mike Collins', is positioned above the printed name and title.

Mike Collins
Director

ATTACHMENT 9

KJA Consultation Report



KJA



City of Ryde

Ryde Civic Precinct
Community
Consultation Report



t 02 9955 5040 f 02 9955 5901 e info@kjassoc.com.au www.kjassoc.com.au
Level 9, 2 Elizabeth Plaza, North Sydney NSW 2060 | PO Box 302, North Sydney NSW 2059 | abn 60 903 687 581



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1 Introduction

KJA was engaged by the City of Ryde in April 2011 to develop and conduct a program of communication and consultation to support a feasibility study and subsequent Planning Proposal for the Ryde Civic Precinct site on Devlin Street Ryde.

The Planning Proposal aimed to change the current planning controls through an amendment to the Local Environment Plan (LEP).

The communication and consultation program was guided by an overarching strategy that identified key stakeholder groups, along with a program of activities to engage and inform the wider community on the key objectives of the Planning Proposal.

Given the technical process required to amend the LEP, it was important that communication provided key stakeholders and the wider community with information in a clear and easy to understand format.

Consultation activities were broken into two stages. The first stage focused on engaging with regular users of Council's existing facilities along with community groups, local businesses and neighbouring residents, to cross check the Feasibility Principles that had been established to guide development of the Planning Proposal.

The second stage of consultation was supported by an extensive communication program, which coincided with public exhibition over six weeks between 10 August and 21 September 2011. The primary aim of the second stage of communication and consultation was to ensure that key stakeholders and the wider community were not only aware of the Planning Proposal, but also understood what was being proposed and how to make a formal submission.

Throughout the exhibition period, communication materials were distributed to over 38,000, households. More than 167 people attended the community information day or drop-in sessions, and at least 84 people attended project briefings. The project team also doorknocked over 270 local residents.

Details of the community and stakeholder consultation program and a summary of feedback received are provided in the following consultation report.

Note: *Given the Planning Proposal has been subject to a formal period of Public Exhibition, the communication and consultation program identified in this report was not designed to provide a statistical analysis of support or objections, nor should it be interpreted as representing the full range of views from all stakeholders.*



2 About the Ryde Civic Precinct

In 2011 the City of Ryde engaged consultants to complete a feasibility study for the Ryde Civic Centre site on Devlin Street. The studies included investigation and assessment of the following:

1. The future maintenance costs for the current Civic Centre
2. The costs of upgrading Council's existing community facilities at the Civic Centre and Argyle Centre along with consolidating all of Council's administration staff into one location over the long term.
3. Investigation of best options for the potential redevelopment of the Civic Centre site, including its partial sale, which would fund new community facilities, Council Chambers, as well as consolidating Council administration staff into one location.

The findings of the feasibility studies identified that Item 1 would cost in excess of \$12.5 million over the next five years; Item 2 would cost at least \$58 million over the next 20 years.

Given the substantial debt that Council would incur to finance the first two items, the City of Ryde has developed a Planning Proposal that would enable the partial sale of the Civic Centre site, which would yield in excess of \$60 million to fund new Council and community facilities, without incurring a significant debt.

A key aim of the Proposal is to amend the current planning controls, approved in 2005, which allow a maximum floor space of 100,000m², while limiting development to the height of the current building. The changes proposed would reduce the overall floor space allowed in the current LEP to 60,000m², while increasing the height limit to enable a maximum of 24 storeys on the site.

The Planning Proposal is the most appropriate means of achieving the future redevelopment of the site. It would provide a more environmentally sustainable built form and restrict any potential overdevelopment of the site, as well as providing a balanced outcome for Council and the community.

It should be noted that the Planning Proposal is only the first step towards the City of Ryde's long-held vision to complete revitalisation of the Ryde Town Centre. Any future development of the site would be the subject of a separate and detailed Development Application which would include public exhibition and community consultation.



3 Civic Precinct Feasibility Principles

To guide investigation of the Planning Proposal, five key Feasibility Principles were developed. These included:

- **Community Benefit** - Provide community benefits through a multi-purpose performance space, which meets the needs of the local community now and into the future.
- **Revitalisation** - Contributes to the revitalisation of the Ryde Town Centre and complements the recently completed Top Ryde City shopping centre.
- **Design** – Be environmentally sustainable, appropriate for the site, have a better design outcome than is currently allowed under the LEP.
- **Financial viability** - The redevelopment should be financially sustainable and viable and not place an ongoing burden on Council or ratepayers. The aim is for the cost of the new facilities to be met through a potential partial land sale.
- **Traffic** – Ensure there is no additional traffic on local roads as a result of this redevelopment. Traffic to be directed on to state, not local, roads.



4 Communication and consultation objectives

The main objectives of the communication and consultation program were to:

- Demonstrate Council's commitment to engagement with the community and stakeholders openly and transparently
- Outline the overarching rationale for investigating redevelopment of site
- Provide an overview of the options that have been investigated
- Cross check the Feasibility Principles with neighbouring residents, key users, community groups, schools and local businesses
- Assist the project team to understand community attitudes towards future redevelopment and identify potential issues and constraints
- Establish efficient and effective mechanisms to communicate with all stakeholders
- Create broad awareness of the Civic Precinct Planning Proposal among key user groups, neighbouring residents and the wider Ryde community.
- Provide a range of opportunities for engagement between the project team and community groups, neighbouring residents, hall users, local business groups and the wider community
- Ensure accurate and consistent information about the Planning Proposal
- Outline the assessment and approval process
- Highlight the process for making a submission.



5 Key stakeholders

The City of Ryde has a diverse population of more than 104,000 people living in some 38,000 households across the Local Government Area (LGA). In addition to communicating with the broader community, consultation activities focused on engaging with key stakeholders who were most likely to have a high level of interest in the Civic Precinct. Key stakeholders targeted for specific consultation included:

- Neighbouring residents – including households in Parkes Street (between the Civic Centre and Ryde TAFE), Dunbar Street, Samuel Street, Colston Street, Hinkler Ave, Lee Ave, Nicoll Ave, Allan Ave and parts of Blaxland Road (behind the Civic Centre), Belmore Street and Addington Ave.
- Regular hirers and users of Council's existing facilities – including the Argyle Centre and Ryde Civic Hall
- Community groups - including Culturally And Linguistically Diverse (CALD) groups
- Local businesses / Chambers of Commerce
- Schools across the LGA.



6 Communication and Consultation Stage 1

Preliminary consultation commenced in early June 2011 and was undertaken prior to the development of the Planning Proposal and indicative concept design. The purpose of this early round of consultation was to outline the rationale for investigating redevelopment of the site, cross check the Feasibility Principals with key stakeholder groups and to provide an overview of the preliminary investigations undertaken.

6.1 Project email and 1800 number

A project email (civicprecinct@ryde.nsw.gov.au) and free call 1800 community information line (1800 252 040) were established to provide a central point of contact for all enquiries and to provide information.

General information and a Frequently Asked Questions (FAQ) sheet was also posted on the City of Ryde website.

6.2 Stakeholder workshops

Key stakeholder groups were invited to an initial round of workshops in June 2011.

Invitations were distributed via letter drop to 270 neighbouring residents, adjacent to the Civic Precinct and 87 invitations were sent via mail to local community group representatives, business representatives, schools within the LGA, hall hirers and regular users of the Argyle Centre and Ryde Civic Hall. A list of groups/individuals invited to attend is provided at attachment A.

To ensure workshop participation was manageable, participants were asked to RSVP via the 1800 number or project email address. Initially six workshops were scheduled, with project staff following up via email and phone to encourage participation (predominantly with community groups, businesses, schools, hall hirers and regular users of facilities). However due to a low response rate, some workshops were combined and the number reduced to three.

- Workshop one was held at 6pm on 16 June at the Ryde Civic Centre and was attended by 9 neighbouring residents.
- Workshop two was held at 6:30pm on 22 June at the Ryde Library and was attended by 14 community group representatives.
- Workshop three was held on 6pm on 23 June at the Ryde Library and was attended by 5 business and community group representatives.

Feedback and comment from each workshop is provided at attachment B.



7 Feedback Stage 1

The various groups and individuals who participated during the initial consultation period expressed a broad range of views about the Civic Precinct Planning Proposal. The feedback below represents a summary of the comments and key issues raised.

7.1 General feedback from the initial round of workshops

Despite the relatively low number of people who attended the first round of workshops, most participants appeared supportive of the proposal to replace the current community facilities with a new multi-purpose performance space.

While there was a variety of views expressed, and some concern, over why the current building had been allowed to become rundown, the majority of participants agreed with the Feasibility Principles developed to guide future redevelopment. There also appeared to be a good understanding that the current Civic Centre had passed its 'use-by date' and that the ongoing costs to maintain the building were excessive.

7.2 Feedback on Feasibility Principles

7.2.1 Community benefit

Community benefit was cited as the number one principle by people who prioritised the Feasibility Principles at the workshops. The main sentiment expressed was that facilities should not just be designed for current uses, but designed to accommodate additional and more varied future uses.

The project was also appreciated as a 'once in a lifetime' opportunity, by participants who were supportive of new facilities. A number of people expressed the view that if part of the land is sold to a developer, Council will not be in a position to undertake this project again in the future. It would therefore be critical to identify the best options now and plan to accommodate growth.

7.2.2 Revitalisation

There was general agreement that revitalisation was good for Ryde, although at least two residents commented that Top Ryde City Shopping Centre was not a quality development that contributed to the revitalisation of Ryde Town Centre. One resident suggested that complementing the Top Ryde City Shopping Centre development set a low benchmark in terms of design and Council should aim for a better design outcome.

7.2.3 Design

There was broad agreement that the design should focus on a quality, sustainable development. Given the location of the site (at the highest point of the surrounding area), future development of the precinct should embrace an iconic design and be aesthetically pleasing.

A number of people stated that the final design should ensure that the bulk and scale of any future development does not create a 'canyon effect' along Devlin Street.

7.2.4 Financial viability

The discussion around the financial viability principle included a variety of different views. While the majority of participants considered financial viability important, two neighbouring residents rated financial viability (in terms of being cost neutral to Council) as being the least important of the Feasibility Principles and considered it more important to retain the land in community hands. They did not feel the project needed to be cost neutral and it should not be given a higher priority than the provision of facilities, nor did they feel the land needed to be sold to renew community facilities or fund a performance space. This is best summed up



in their comment that “We expect Council to be responsible and provide facilities for its residents. The community expects to pay for buildings”.

In contrast, a number of other participants were more circumspect and considered the ongoing financial viability of the Council and the project as the most important Feasibility Principle. One participant stated that the “project should not be too ambitious, otherwise Council would still be talking about this project in 10 years time”.

7.2.5 Traffic

Traffic (which included comments about parking, pedestrian access and public transport) was raised as a key issue, particularly by neighbouring residents. It was considered important that current traffic and future vehicle access to and from the Civic Precinct site should not impact local roads, with the primary route through the tunnels in Devlin Street.

There was also some concern that existing public transport and services do not adequately cope with the current residential population and additional infrastructure is required before more residential development occurred.

While not directly associated with the Civic Precinct redevelopment proposal, several residents raised ongoing issues with the pedestrian bridges and the connection between the Civic Precinct and Top Ryde Shopping Centre.



8 Communication and Consultation Stage 2

The second stage of communication and consultation was scheduled over six weeks between 10 August and 21 September 2011 and coincided with the formal public exhibition period.

In addition to the statutory notification for public exhibition, an extensive program of consultation and communication was undertaken to ensure key stakeholders and the wider community were aware of, and understood, key aspects of the Planning Proposal and the process for making a submission.

Communication and consultation activities included:

8.1 Project displays and model

Project displays, including 6 x A1 project boards and planning documents, were set up at the Ryde Customer Service Centre and at Ryde Planning and Business Centre. A copy of the display materials is provided at attachment C.

A model of the indicative Concept Plan was produced and displayed at the Ryde Planning and Business Centre. Planning documents were also available at West Ryde Library.

8.2 Media

Media played an important role in disseminating information to the wider Ryde community.

To promote the exhibition period, an initial briefing was provided to Northern District Times, The Weekly Times and 2RRR on 8 August 2011. The briefing included details of the Planning Proposal, the consultation activities, public exhibition dates, information on how to make a submission (via mail and email), and contact details for general enquiries.

The briefing received extensive coverage and appeared as front page stories in both the Northern District Times and The Weekly Times on Wednesday 10 August 2011.

A second media briefing to provide an update of consultation activities and encourage community involvement was conducted on 29 August 2011. Stories appeared in both the Northern District Times and The Weekly Times on Wednesday 31 August 2011. Information was also provided on a regular basis in the Mayoral Column.

Media releases and clips that appeared throughout the consultation period are provided at attachment D.

8.3 Advertisements

Display advertisements were placed in the Northern District Times and The Weekly Times on 10 August, 17 August, 7 September and 14 September 2011. The advertisements included an overview of the Planning Proposal and information on how to make a submission. Advertisements were also used to promote the community drop-in sessions that had been scheduled along with the 1800 community information line number for any general enquiries or further information.

A copy of the advertisements is provided in attachment E.

8.4 Project flyer (and CityView)

A four page brochure was produced, with details about the Planning Proposal, an artist's impression of the indicative concept design and information on how to make a submission.

The brochure was included as a four page supplement in the 17 August 2011 edition of the Ryde CityView and distributed to 38,000 households across the Ryde LGA.



An additional 500 flyers were letterbox dropped to neighbouring residents. Brochures were also available at the Ryde Planning and Business Centre, the Ryde Customer Service Centre and at the drop-in sessions and community information day.

A copy of the flyer is provided at attachment F.

8.5 Website

The dedicated Civic Precinct web page (hosted on the City of Ryde website) was updated with information on the Planning Proposal from the beginning of the exhibition period. This included an overview of the Planning Proposal, answers to Frequently Asked Questions (FAQ sheet), information on how to make a submission and a link to download the Planning Proposal documents.

The website had received 138 unique visits at the time of writing this report.

8.6 Email and 1800 community information line

An email address was established for general enquiries and to provide more information throughout the exhibition period.

29 emails were received throughout the consultation period. Of these 23 were about attending the briefing session or administrative matters. Two emails were received as submissions and forwarded to the Council's Planning Unit.

The community information line received more than 50 calls. At least 35 of these were about attendance at the community drop-in sessions or stakeholder briefings.

8.7 Doorknocking

The project team doorknocked neighbouring residents on Monday 15 August, Tuesday 16 August and on the afternoon of Wednesday 17 August 2011. The purpose of visiting neighbouring residents was to provide a copy of the four page brochure, to answer questions about the Proposal and explain how to make a submission.

The doorknock covered approximately 270 properties in Parkes Street (between the Civic Centre and Ryde TAFE), Dunbar Street, Samuel Street, Colston Street, Hinkler Ave, Lee Ave, Nicoll Ave, Allan Ave and parts of Blaxland Road (behind the Civic Centre), Belmore Street and Addington Ave.

Approximately 130 people were contacted, 139 people were not home or wouldn't answer the door. The project brochure and a 'Sorry We Missed You' slip with the name of a project team member and the 1800 number was left, so people could call the community information line for further information.

An additional letterbox drop of the brochure was undertaken on Belmore Street on Friday 19 and Saturday 20 August to include any home units not covered previously.

General feedback from the doorknock is included under section 9.3 of this report.

8.8 Community information day and drop-in sessions

Three community drop-in sessions were held during the public exhibition period and provided an opportunity for members of the project team to speak directly with interested community members and answer questions or provide more information.

The drop-in sessions were held at the Ryde Planning and Business Centre on Thursday 18 August from 6pm to 8pm, Saturday August 20 from 12 noon to 2pm and on Thursday 8 September from 4pm to 6pm. More than 42 people attended across the three sessions.

A Community Information Day was held at Top Ryde City Shopping Centre on Saturday 27 August 2011 between 11am and 2pm.



The purpose of the day was to facilitate interaction with a wider cross section of the Ryde community.

A marquee was set up in the outdoor Piazza area to display the project panels and the model of the indicative concept design. Six members of the Civic Precinct Project Team attended the Information Day, which attracted more than 120 people.

8.9 Residents briefing

Approximately 550 letters were distributed via letterbox drop on Monday 28 August, inviting neighbouring residents to a briefing on the Planning Proposal.

The invitation was also sent via email to community members who attended the initial briefing in June 2011.

42 people registered for the briefing, with 38 people attending.

The briefing was held at 6pm on Tuesday 6 September in the Ryde Civic Hall and included a presentation on the Civic Precinct Planning Proposal, an overview of the feasibility studies undertaken and a question and answer session.

Key issues and comments from the briefing are provided in attachment G of this report, with a summary of feedback from consultation with neighbouring residents provided under section 9.1.

8.10 Community groups, hall hirers and business briefing

An invitation to a briefing was sent via mail or email as appropriate to 76 local community group representatives, business representatives, CALD groups, hall hirers and regular users of the Argyle Centre and Ryde Civic Hall. Many were followed up via phone or email on Friday 26 August. A list of groups invited to the briefing is provided at attachment H.

Twenty-seven people responded, 16 of whom said they would attend.

The briefing was at 6pm on 30 August 2011 in the Wallumatta Room of the Ryde Library. Eleven people attended.

The briefing included a presentation on the Civic Precinct Planning Proposal, an overview of the feasibility studies undertaken and a question and answer session.

Key issues and comments from the briefing is provided at attachment I of this report, with a summary of feedback from consultation with neighbouring residents included under section 9.2 of this report.

8.11 Chamber of Commerce briefing

A briefing to the Ryde Chamber of Commerce was provided at 6pm on Wednesday 17 August 2011. Approximately 35 people including representatives from the West Ryde Chamber of Commerce, North Ryde Chamber of Commerce, Eastwood Chamber of Commerce and Ryde Business Forum attended the briefing.

General feedback and comments by attendees is provided in section 9.2 of this report.



9 Feedback Stage 2

The feedback summarised below is based on discussions, comments and general feedback received from the various consultation activities undertaken by the project team throughout the six week exhibition period.

Feedback has been categorised under three groups: neighbouring residents; hall hirers, community groups and businesses; and the wider community.

Note: As the exhibition period for the Civic Precinct Planning Proposal included a process for formal submissions, the feedback below is not a statistical analysis of all feedback, or an exhaustive report on the full range of views held by all people within the Ryde LGA.

9.1 Neighbouring residents

Neighbouring residents were a key group targeted for consultation during the public exhibition period. From the feedback gained during doorknocking in August, the residents briefing on 6 September and the various community drop-in sessions/information day, it is clear that neighbouring residents have the strongest views about plans for the future of the Civic Precinct site. The key themes to emerge from consultation with neighbouring residents are summarised below.

Height

The plan to amend the height controls for the Civic Precinct site (to a maximum of 24-storeys) was the issue raised most by neighbouring residents who were opposed to the Planning Proposal. Many people said that buildings of this height would impact on their amenity and they considered 24-storeys to be 'over development'. However, negative views about the potential 24-storey height were not necessarily universal,

A number of people said they appreciated the need to replace the current Civic Centre and were not necessarily opposed to redevelopment, but questioned why 'a balanced option' such as a 'lower height' and 'Council accepting a level of debt' had not been considered.

Financial

The issue of financing a new development as opposed to maintaining the current facilities was a key theme among neighbouring residents. Several people suggested the community should be consulted on whether they would accept a level of Council debt to fund new facilities and they asked if this had been tested.

A small number of people said they would prefer development on the site in preference to Council incurring debt that 'would increase their rates'.

Some residents, particularly at the briefing, questioned why Council had allowed the current Civic Centre to become rundown, which now required significant funding for maintenance.

A number of people expressed the view that the land should remain in public ownership as a matter of principle and should not be sold off.

Traffic

Along with the proposal to amend the planning controls, traffic was one of the main issues raised by neighbouring residents. Some people appeared sceptical that future development would not have a negative impact on traffic.

A number of issues were raised about existing traffic conditions, which were not directly related to the Planning proposal. These included the lane configuration of Blaxland Road at the Devlin Street intersection, and the increase of commuter parking that takes up space in residential streets.

A majority of people were supportive of the changes to Parkes Street, proposed in the Integrated Traffic Solution.



Community Facilities and Council Administration Offices

Interest in the provision of a new multipurpose performance space and associated facilities by neighbouring residents was generally lower than that of other people consulted.

The feedback shows that neighbouring residents are more concerned with the impact of future development at the Civic Precinct than the provision of new facilities.

Other issues/comments

Comments from some neighbouring residents during the consultation period highlighted a number of existing issues that were not directly related to the Civic Precinct Planning Proposal.

Various residents raised issues about the pedestrian bridges and loss of a pedestrian crossing on Devlin Street. Many of these residents mentioned that the lift in the pedestrian bridge often breaks down, which effectively limits access across Devlin Street.

A small number of people who raised concern about the pedestrian bridges were critical of Council in general and felt that they had not been supported in seeking to have the pedestrian crossing reinstated. Some of these residents raised an issue of 'lack of trust with Council'.

9.2 Hall hirers, users, community groups and business

Local community groups, businesses and users of Council's facilities contacted or consulted included Chambers of Commerce throughout the LGA, dance groups, representatives from Ryde Eisteddfod and a number of CALD groups, particularly from the Chinese and Korean community.

A summary of the key themes listed below is based on discussions and comments from telephone conversations or briefing sessions.

Financial

The financial viability of Council in delivering community facilities (including a multi-purpose performance space) appeared to be an important consideration from the majority of people from these groups.

Hall hirers and users of existing facilities were particularly interested in the future hire cost of any new facilities. They thought that Council should consider the overall benefit of providing facilities for community use and should not just consider them as a commercial operation.

Anecdotal comments from several people who attended the Chambers of Commerce briefing were that the Planning Proposal is a financially prudent method of funding community facilities and providing staff accommodation, without incurring a significant level of debt to rate payers.

Height

The various hall hirers/users, businesses and other groups consulted were not as focused on the proposed amendment to the LEP which would enable an increase the heights as neighbouring residents.

Although positive comments about height were not necessarily unanimous, general feedback suggests that increasing the building height at the Civic Precinct was not a key issue. There appeared to be a general view that the Civic Precinct development would provide a balance to the current development above the Top Ryde City shopping centre.

At least one view expressed during the Chambers of Commerce briefing was that building height is not as important as the design.

Community facilities

The provision of new facilities was seen as the most important component of the Planning Proposal by hall hirers and regular users of Council's existing facilities.



Although the Planning Proposal and indicative concept design provided only a general overview of the proposed multi-purpose performance space, current users expressed a high level of interest in ensuring the design would meet future needs. This included ensuring adequate loading facilities, 'back of house' facilities and storage space, as well as ease of access for performers, the elderly and people with a disability and bus groups.

9.3 General community

The majority of feedback from the wider community was captured during drop-in sessions and the community open day. The following summary is based on discussions and comments from more than 167 people who attended these events.

Financial

Comments from people who identified themselves as residing in the broader Ryde LGA, or who only had a passing interest in the Planning Proposal, suggest that they support Council's aim to not incur a substantial debt burden on rate payers to replace the existing council building or fund new facilities.

Although a small number of people did not support replacing the current Civic Centre building, overall there was a high level of agreement that the ongoing cost to maintain the existing Civic Centre building was unsustainable.

A high proportion of people who attended the drop-in sessions or community information day commented that investing significant funding (in the form of debt) to upgrade the existing facilities was not the best use of Council's finances.

There was general comment about the process currently being undertaken, and support for Council carrying out financial modelling and investigate options prior to committing to any further work.

Building heights

Comments about the proposed height of any future development on the site were mixed. Some people thought that the potential for 24 stories was 'too high'. Others thought that a design 'which should be iconic' was a more critical factor. A small number of people said the height was a positive aspect of the Planning Proposal and would identify 'Top Ryde as a progressive city centre'.

Some people thought that taller and high density residential developments were inevitable due to Sydney's growing population and it was preferable to have high density in the town centre rather than throughout residential suburbs.

Traffic

Traffic was a recurring theme throughout the consultation period across all groups. Although details of the Integrated Traffic Solution were included in the communication materials for the Planning Proposal, some people thought traffic would only 'get worse' as result of any future development. This view was most prevalent among people who already thought traffic in Top Ryde was congested, particular at the intersection of Devlin Street and Blaxland Road.

Despite a general view that traffic in Ryde was already unacceptable, a significant number of people supported the forethought that had been put into 'building the access ramps and tunnels' during the Top Ryde shopping centre development, to enable access to the Civic Precinct.

Community Facilities and Council Administration Offices

Community facilities and the future location of Council's administration offices did not raise the same level of interest as the other aspects of the Planning Proposal. However general comments suggest some people are interested in where Council's administration would be located.



While there did not appear to be strongly held views, the majority of people who sought information on the future location of Council's administration commented that they would like to see it retained in Top Ryde.



10 Summary of consultation activities

Stage 1.

270 neighbouring residents were invited to the letterbox drop

- 9 people attended

87 groups or individuals were invited to the hall users/community/business group workshops

- 20 people attended

Stage 2

Brochures

39,000 brochures were distributed across the LGA

- 38,000 brochures were distributed with the 17 August edition of City News
- 500 brochure were distributed via letter box drop
- 500 brochures were distributed at the drop in sessions, information day

Doorknock

The project team door knocked 270 households in Parkes Street (between the Civic Centre and Ryde TAFE), Dunbar Street, Samuel Street, Colston Street, Hinkler Ave, Lee Ave, Nicoll Ave, Allan Ave and parts of Blaxland Road (behind the Civic Centre), Belmore Street, and Addington Ave.

- The project team spoke to 131 people (including 2 by phone)
- 139 people were not home or would not answer the door

Community drop in session and community information day

At least 187 people attended the drop in sessions or community day

- 15 attended on 18 August
- 20 attended 20 August
- More than 120 people attended the community information day on 27 August
- 12 attended on 8 September

Briefings

Invitations were distributed to over 550 neighbouring residents via letterbox drop. The invitation was distributed via letter box drop to households in Parkes Street (between the Civic Centre and Ryde TAFE), Dunbar Street, Samuel Street, Colston Street, Hinkler Ave, Lee Ave, Nicoll Ave, Allan Ave, Blaxland Road (behind Civic Centre), Belmore Street, Addington Ave, Anderson Ave, Shepherd Street and Bowden Street.

- 43 people responded to RSVP (38 people attended)

77 individuals or community group representatives, hall hirers/users, businesses and representatives of CALD groups were contacted via mail, email or phone to attend a briefing.

- 27 people responded, 16 people said they would attend and 11 people did attend).

More than 35 people attended the Chambers of commerce briefing.

1800 number

More than 45 calls have been received on the community information line, including approximately 28 calls to RSVP to community briefings and 18 calls for details about the drop in session or where to find further information.

Project email

The project email address received 29 emails. These have predominantly related to people registering their interest in the community / residents briefings.

Web

Civic Precinct Planning Proposal web pages (on City of Ryde) website site received 138 page views.



11 Summary of feedback

Feedback throughout the consultation period provided a range of different views. Although a small number of people did not support replacing the current Civic Centre building, overall there was a high level of agreement that the ongoing cost to maintain the existing Civic Centre building was unsustainable.

Comments about the proposed height of any future development on the site were mixed. While the majority of neighbouring residents in close proximity to the Civic Precinct site were predominantly concerned about the potential impact of 24-storey towers on their visual amenity, feedback received during drop-in sessions and the community information, provided a broader range of views.

Various people (particularly from the community information day) were more concerned about the potential debt Council would incur to maintain or upgrade the current facilities, which they thought would impact on the delivery of other services. Some people expressed a view that the development was preferable to Council incurring a large debt.

There were also contrasting comments between different groups about traffic and parking. Neighbouring residents were primarily concerned about the potential impact on residential streets. Hall users, businesses and community organisations had a greater focus on site accessibility for private buses and public transport, parking and the provision of adequate loading dock facilities.

The provision of new community facilities received relatively little comments from the majority of neighbouring residents. This differs from the views expressed by hall users, community organisations, and businesses who had a greater interest in facilities and services, and on ensuring the design was 'future proofed' to accommodate increased demand over the long term.

General comments about the potential relocation of Council's administration offices, to a different location, suggests there is a preference for Council's offices to remain in Top Ryde, although this did not appear to be a strongly held view.

Despite a range of different views about the Planning Proposal and the future of the Civic Precinct, a large majority of people made positive comments about the level of consultation that City of Ryde had undertaken.



12 Attachments

See separate document