

# NOTICE OF MEETING



## EXTRAORDINARY TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

An Extraordinary Transport and Infrastructure Advisory Committee Meeting of Byron Shire Council will be held as follows:

Venue	Skype Meeting, Mullumbimby
Date	Tuesday, 19 May 2020
Time	12:00pm

Phillip Holloway  
Director Infrastructure Services

I2020/742  
Distributed 12/05/20

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## CONFLICT OF INTERESTS

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**What is a “Conflict of Interests”** - A conflict of interests can be of two types:

**Pecuniary** - an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

**Non-pecuniary** – a private or personal interest that a Council official has that does not amount to a pecuniary interest as defined in the Code of Conduct for Councillors (eg. A friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

**Remoteness** – a person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to a matter or if the interest is of a kind specified in the Code of Conduct for Councillors.

**Who has a Pecuniary Interest?** - a person has a pecuniary interest in a matter if the pecuniary interest is the interest of the person, or another person with whom the person is associated (see below).

**Relatives, Partners** - a person is taken to have a pecuniary interest in a matter if:

- The person's spouse or de facto partner or a relative of the person has a pecuniary interest in the matter, or
- The person, or a nominee, partners or employer of the person, is a member of a company or other body that has a pecuniary interest in the matter.

N.B. “Relative”, in relation to a person means any of the following:

- (a) the parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descends or adopted child of the person or of the person's spouse;
- (b) the spouse or de facto partners of the person or of a person referred to in paragraph (a)

**No Interest in the Matter** - however, a person is not taken to have a pecuniary interest in a matter:

- If the person is unaware of the relevant pecuniary interest of the spouse, de facto partner, relative or company or other body, or
- Just because the person is a member of, or is employed by, the Council.
- Just because the person is a member of, or a delegate of the Council to, a company or other body that has a pecuniary interest in the matter provided that the person has no beneficial interest in any shares of the company or body.

### Disclosure and participation in meetings

- A Councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.
- The Councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
  - (a) at any time during which the matter is being considered or discussed by the Council or Committee, or
  - (b) at any time during which the Council or Committee is voting on any question in relation to the matter.

**No Knowledge** - a person does not breach this Clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

**Non-pecuniary Interests** - Must be disclosed in meetings.

There are a broad range of options available for managing conflicts & the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflicts of interests must be dealt with in at least one of the following ways:

- It may be appropriate that no action be taken where the potential for conflict is minimal. However, Councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. Participate in discussion but not in decision making or vice-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. Relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as of the provisions in the Code of Conduct (particularly if you have a significant non-pecuniary interest)

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## RECORDING OF VOTING ON PLANNING MATTERS

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### Clause 375A of the Local Government Act 1993 – Recording of voting on planning matters

- (1) In this section, **planning decision** means a decision made in the exercise of a function of a council under the Environmental Planning and Assessment Act 1979:
  - (a) including a decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but
  - (b) not including the making of an order under that Act.
- (2) The general manager is required to keep a register containing, for each planning decision made at a meeting of the council or a council committee, the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- (3) For the purpose of maintaining the register, a division is required to be called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- (4) Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document, and is to include the information required by the regulations.
- (5) This section extends to a meeting that is closed to the public.

**BYRON SHIRE COUNCIL**  
**EXTRAORDINARY TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING**

**BUSINESS OF MEETING**

- 1. APOLOGIES**
- 2. DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY**
- 3. ADOPTION OF MINUTES FROM PREVIOUS MEETINGS**

3.1 Transport and Infrastructure Advisory Committee Meeting held on 30 April 2020

**4. STAFF REPORTS**

**Infrastructure Services**

4.1 Byron Integrated Transport Strategy .....4

**STAFF REPORTS - INFRASTRUCTURE SERVICES****Report No. 4.1      Byron Integrated Transport Strategy****Directorate:** Infrastructure Services**Report Author:** Andrew Pearce, Traffic Engineer**File No:** I2020/736**Summary:**

The intent of this meeting is to:

- Provide an update on the Byron Integrated Transport Strategy
- Clarify any questions or concerns regarding the brief
- Clarify what additional work may be required to complete the brief
- Clarify the scope of works required to complete the regional context
- Clarify the 5 fact sheets GTA are able to provide that can be used to assist staff during the public exhibition phase.

**RECOMMENDATION:**

That TIAC advise GTA that the following items are to be included in the DRAFT Byron Integrated Transport Strategy:

1. Provide addition facts, data and evidence within the body of the strategy to help make it more robust and usable for grant applications.
2. Provide an Action Table at the end of the strategy with a 20 year horizon. The table is to outline recommended priorities in regards to (but not limited to) recommended works program; research, studies and investigations; future strategy and policy development; aligning existing programs, policies, masterplans and strategies.
3. Provide a section presenting the regional context of Byron Shire Council. This section is to include the following scope of works:-
  - a) Research into what adjoining regional councils, including Gold Coast City Council are proposing in regards to rail corridors and how Byron Shire Council may connect in with adjoining Councils.
  - b) A description of key transport corridors connecting to and through Byron Shire Council.
  - c) Supporting facts, data and evidence. This does not include the need to undertake detailed statistical analysis and data extrapolation.
4. That GTA prepare 5 Fact Sheets, as per the GTA tender submission, for the 30<sup>th</sup> July 2020 TIAC meeting. (The purpose of these facts sheets is to assist Staff in informing the public during the public exhibition phase.)

**Attachments:**

- 1 BITS Conditions of Contract - Signed - Extract only, E2020/35133 , page 6 [↓](#)



REPORT

The attachment is an extract from the RFQ showing:

- 5
  - a) The Brief developed by TIAC and issued as part of the RFQ
  - b) The GTA option 2 proposal which explains their methodology and proposed deliverables.

**STRATEGIC CONSIDERATIONS**

10 ***Community Strategic Plan and Operational Plan***

CSP Objective	L2	CSP Strategy	L3	DP Action	L4	OP Activity
<b>Community Objective 1: We have infrastructure, transport and services which meet our expectations</b>	<b>1.3</b>	Support, through partnership, a network of integrated sustainable transport options	<b>1.3.1</b>	Ensure an integrated and accessible transport network (SP)	<b>1.3.1.1</b>	Prepare an Integrated Transport and Movement Plan (ITMP)

Integrated Transport Management Strategy – Conditions of Contract



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## FORMAL INSTRUMENT OF AGREEMENT INTEGRATED TRANSPORT MANAGEMENT STRATEGY 2019.0033

Byron Shire Council (ABN 14 472 131 473) (**Principal**)

GTA Consultants (NSW) Pty Ltd (ABN 31 131 369 376) (**Contractor**)

Integrated Transport Management Strategy – Conditions of Contract

**SCHEDULE 1 – CONTRACT DETAILS**

Item 2	<b>Commencement Date</b>	19 September 2019	
Item 5	<b>Representatives</b>	<b>Contractor</b>	Name: Nick Buchanan Position: Associate Director Address: Level 16, 207 Kent Street, Sydney, NSW 2000 Email: Nick.Buchanan@gta.com.au Phone: 02 8448 1800
		<b>Council</b>	Name: Andrew Pearce Position: Traffic engineer Address: 70 – 90 Station Street MULLUMBIMBY NSW 2482 Email: apearce@byron.nsw.gov.au Phone: 02 6626 7112
Item 6	<b>Insurance</b>	Public liability insurance: \$20,000,000	
Item 7	<b>Sub-contracting</b>	N/A	
Item 10	<b>Frequency of Payment Claims</b>	Monthly	
Item 12	<b>Frequency of Review Meetings</b>	<p><b>Stage 1</b> – One joint meeting with Council's Project Manager, TIAC &amp; TSWG – inception meeting (in person) + series of workshops with other stakeholders on same visit</p> <p><b>Stage 4</b> – One joint meeting with Council staff, TIAC &amp; TSWG – consultation findings (in person)</p> <p><b>Stage 5</b> - One joint meeting with TSWG &amp; TIAC + one meeting with Councillors on same visit – draft ITMS (in person)</p> <p><b>Stage 6</b> - One joint meeting with TSWG &amp; TIAC + one meeting with Councillors on same visit – final ITMS (in person)</p> <p><b>Stage 1-6</b> – weekly project updates via phone / skype</p> <p>*TIAC = Transport &amp; Infrastructure Advisory Committee TSWG = Transport Strategy Working Group</p>	

Integrated Transport Management Strategy – Conditions of Contract

Special Conditions (note clause numbers refer to contract attached to brief – clause numbers have been updated in this contract as highlighted)

Area of non-conf.	Clause wording	Reason(s) for non-conformance	Proposed amendment to contract	GTA Comments 8/8/19	Council Comments 13/8/19
Clause 6.3 [Clause 5.3 of this contract]	6.3. ADDITIONAL INFORMATION Upon reasonable notice from time to time, the Principal may request that the Contractor supplement its reports by providing the Principal any other information relevant to the provision of the Goods and/or Services.	GTA would like Council to clarify how it is identified when such additional information becomes a variation?	No change – the supply of information will only be relevant to the provision of the Goods and/or Services.	Can Council clarify that this would only be in relation to the services in scope to goods and services in scope while the project is active?  E.g. when we have completed the contract, we are not expecting to provide additional information from time to time.	Confirmed – this will only be in relation to goods and services in scope while the project is active.
Clause 8.3 [Clause 7.3 of this contract]	8.3. RETURN OF CONFIDENTIAL INFORMATION The Contractor must deliver to the Principal or destroy, at the Principal's option, all documents and other materials in any medium in its possession or under its control which contain or refer to any Confidential Information on the earlier of demand by the Principal, expiry or termination of this Contract for any reason, or the time such documents and other materials are no longer required to provide the Goods and/or Services.	Please add to this clause: "... except for a file copy which the Contractor may retain for governance and internal compliance purposes."	Change Clause 8.3 to: "If required by the Principal, the Contractor will deliver to the Principal, or destroy, any Confidential Information belonging to the Principal on the expiry or termination of this Contract."	GTA's quality management policy requires that we keep copies of the material that go into the development of our products.  Can GTA retain a copy of the information that was used in creating the products in a restricted access / confidential folder?	Council has no issue with GTA retaining a copy of the material that goes into the development of the product. This Clause is included for the primary purpose of protecting personal information obtained through community correspondence and Council wish to reserve the right to request that such confidential information be returned or destroyed.

Integrated Transport Management Strategy – Conditions of Contract

<p>Clause 11 [Clause 9 of this contract]</p>	<p>11. INDEMNITY (a) The Contractor releases and indemnifies the Principal, their employees, consultants and agents from and against all actions, claims, proceedings and demands (including those brought by third parties) which may be brought against it or them, whether on their own or jointly with the Contractor and whether at common law, under tort (including negligence), in equity, pursuant to statute or otherwise, in respect of any loss, death, injury, illness or damage (whether personal or property, and whether direct or consequential, including consequential loss) arising out of: i. A breach of the Contractor's warranties or obligations contained in this Contract, or ii. The death of or personal injury to persons or property damage arising out of or in connection with the Goods and/or Services; or iii. The failure of any Personnel of the Contractor to use reasonable care in carrying out the Contractor's obligations under this Contract; iv. The breach of Intellectual Property rights of any person arising out of or in connection with the Goods and/or Services; and from and against all damages, reasonable costs and expenses incurred in defending or settling any such claim, proceeding or demand.</p>	<p>Under no circumstances will GTA be liable to the Principal in respect of any indirect, consequential or special losses (including loss of profit, loss of business opportunity and payment of liquidated sums or damages under any other agreement). GTA requests Council to amend the clause to make this clear.</p>	<p>Remove "and whether direct or consequential, including consequential loss?"</p>	<p>Thanks, agreed.</p>	<p>Agreed.</p>
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Integrated Transport Management Strategy – Conditions of Contract

<p>Clause 12.2b</p> <p>Clause 10.2 of this contract</p>	<p>12.2. GENERAL INSURANCE REQUIREMENTS</p> <p>All insurances required under this clause 12.2 (a) (exclusions): must not contain any unusual condition, exclusion, endorsement or alteration not usually included in policies of the relevant class provided by authorised insurers to a reasonably and commercially prudent contractor in respect of goods and/or services the same as or similar to the goods and/or services, in light of all relevant circumstances, including the Contractor's obligations under this Contract, unless it is first approved in writing by the Principal;</p> <p>(b) (named insured): in the case of public liability insurance referred to in clause 12.2(a) must name the Principal as named insured for its respective rights, interests and liabilities;</p>	<p>Due to the nature of our insurance (which is limited to consultancy services) we are unable to name any others as insured parties. GTA requests Council to therefore delete this clause. GTA can list the Principal as an interested party, and GTA has a Principal's Indemnity extension, which we trust will meet your requirements.</p>	<p>Delete Clause 12.2(b).</p>	<p>Thanks, agreed.</p>	<p>Agreed.</p>
<p>Clause 12.3(d)</p> <p>Removed from this contract</p>	<p>12.3. GENERAL INSURANCE OBLIGATIONS</p> <p>The Contractor must:</p> <p>(a) Not do or permit, or omit to do, anything which prejudices any insurance policy or recovery;</p> <p>(b) Rectify anything which might, if not rectified, prejudice any insurance policy or recovery;</p> <p>(c) Renotify any insurance policy if it lapses;</p> <p>(d) Not cancel, vary or allow any insurance to lapse without the prior written consent of the Principal;</p>	<p>It is not possible to allow external parties to control our insurance arrangements. GTA therefore requests this clause be deleted. GTA will hold our insurances for the periods and amounts previously discussed.</p>	<p>Change Clause 12.3. (d) to: "Not cancel, vary or allow to lapse any insurance required by this Contract."</p>	<p>Thanks, agreed.</p>	<p>Agreed.</p>

Integrated Transport Management Strategy – Conditions of Contract

<p>13.3. EFFECT OF TERMINATION</p> <p>(a) Without limiting any other rights or entitlements the Principal may have, if the Principal terminates this Contract under clause 13.1 or clause 13.2, any losses that have been incurred by the Principal may be recoverable from the Contractor;</p> <p>ii. The Principal may recover from the Contractor any sums paid for undelivered Goods and/or Services;</p> <p>iii. The Principal may engage an alternative supplier to fulfil its immediate requirements; and</p> <p>iv. The Principal will not be liable to pay compensation in any way for termination of this Contract.</p> <p>Clause 13.3</p> <p>[Clause 11.2 of this contract]</p>	<p>GTA would like Council to confirm that, no matter the reason for termination, GTA will be paid for services delivered up to the point of termination.</p>	<p>No change - There's no need to change the wording of clause 13.3 to deal with the query. The clause isn't saying the contractor won't be paid for work completed.</p>	<p>Thanks, agreed.</p>	<p>Agreed.</p>
<p>17.3. ASSIGNMENT</p> <p>(a) The Contractor's obligations under this Contract are personal and the Contractor must not assign any of its rights or obligations under this Contract without the Principal's prior written consent;</p> <p>(b) The Principal may assign its rights or obligations under this Contract provided it gives written notice to the Contractor as soon as practicable afterwards.</p> <p>Clause 17.3(b)</p> <p>[Clause 13.3 of this contract]</p>	<p>GTA requests Council to change this clause so that GTA should be at least informed, if not asked permission, prior to assignment.</p>	<p>Delete Clause 17.3(b).</p>	<p>Thanks, agreed.</p>	<p>Agreed.</p>

# BYRON SHIRE COUNCIL

## STAFF REPORTS - INFRASTRUCTURE SERVICES

## 4.1 - ATTACHMENT 1


Integrated Transport Management Strategy – Conditions of Contract

### EXECUTION PAGE

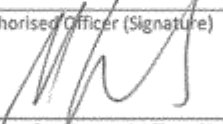
Executed as an agreement

Dated: 19 September 2019

Executed by Byron Shire Council by its duly authorised officer pursuant to delegation from Council and in the presence of:

Authorised Officer (Signature) 		
Name of Authorised Officer (Print name) Phillip Holloway		
Date 20/7/19		

Executed by GTA Consultants (NSW) Pty Ltd by its duly authorised officers:

Authorised Officer (Signature) 		
Name of Authorised Officer (Print name) Will Fooks		WILL FOOKS
Date 20/09/19		19/09/19



Integrated Transport Management Strategy – Conditions of Contract

**ANNEXURE 1 – THE OFFER**

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# LETTER

## Transport Planning

REF: N176800

DATE: 26 July 2019



Byron Shire Council  
PO Box 219  
MULLUMBIMBY NSW 2482

Attention: Mr. Daniel Strzina

Dear Daniel,

**RE: RESPONSE TO REQUEST FOR QUOTATION 2019.0033 BYRON SHIRE INTEGRATED TRANSPORT MANAGEMENT STRATEGY**

We are pleased to submit the enclosed response to the Request for Quotation for the Byron Shire Integrated Transport Management Strategy.

Given the complex history leading up to this project that you have articulated in the brief, we believe we can add value and help you prepare a transport strategy that is unique to the area but also cuts through on the challenges that you are facing.

To do this we bring the following to this engagement:

- The team that just delivered Moreland's Integrated Transport Strategy and Canada Bay's Integrated Transport Strategy. During these projects we have been able to develop a number of innovative processes which means that we will be able to devote more time to the development of a strategy that is specific to Byron Shire
- A best for project team, which has resulted in a 'two cities' approach that delivers you combined thinking from our two largest transport planning teams in Sydney and Melbourne
- An alternative methodology which is proven to engage stakeholders by working backwards from what you want to achieve
- Emphasis on narrative, visuals and tools to make the outputs meaningful; succinct and clear, and to deliver a set of tools and frameworks for ongoing testing and updating in subsequent years.

Naturally, should you have any questions or require any further information, please do not hesitate to contact me on (02) 8448 1800.

Yours sincerely

**GTA CONSULTANTS**

A handwritten signature in dark ink, appearing to read "W. Fooks", is positioned above the printed name.

**Will Fooks**  
Director

VIC | NSW | QLD | SA | WA  
Level 16, 207 Kent Street  
SYDNEY NSW 2000  
t/ +612 8448 1800  
ABN 31 131 369 376  
www.gta.com.au

# Byron Shire Integrated Transport Management Strategy

Quotation Number: 2019.0033  
Proposal for Services – Part B



Prepared by: GTA Consultants (NSW) Pty Ltd for Byron Shire Council  
on 26/07/19  
Reference: N176800  
Issue #: Final



# Byron Shire Integrated Transport Management Strategy

Quotation Number: 2019.0033

Proposal for Services – Part B

Client: Byron Shire Council

on 26/07/19

Reference: N175800

Issue #: Final

GTA Consultants (NSW) Pty Ltd

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# CONTENTS

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## Appendices

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- A. CVs
- B. Insights Papers
- C. Environmental Management

# 1. RETURNABLE SCHEDULES

01

Proponents must complete the following Returnable Schedules and include them with their Quotations.

The Proponent, having read, understood and fully informed itself of the contents, requirements and obligations of the Request for Quotation, submits this Quotation to supply the Goods and/ or Services to Byron Shire Council for the Quotation Price in accordance with the Quotation Documents and the Contract and confirms that each of the following documents which are required to be delivered as part of the Quotation are attached.

Schedule	Description of Document	Complete (please initial)
B1.1	<b>Compliance Assessment</b> Instrument of Quotation Conflicts of Interest Declaration	NB
B1.2	<b>Price</b>	NB
B1.3	<b>Capability Assessment</b> Profile and Relevant Experience Proposed Key Personnel Proposed Staff Proponent's and Proposed Subcontractor's Insurance Previous Relevant Experience Referees	NB
B1.4	<b>Sustainability Assessment</b>	NB

This Quotation remains open for acceptance for the Validity Period.

Signed by or on behalf of the Proponent:



Signature of authorised signatory

Nick Buchanan

Name of authorised signatory

Associate Director

Position of authorised signatory

26 July 2019

Date



N176800 // 26/07/19  
Proposal for Services – Part B // Issue: Final  
Byron Shire Integrated Transport Management Strategy,  
Quotation Number: 2019.0033

**1.1. Compliance Assessment**

**A. Instrument of Quotation**

Details of Proponent and Quotation	
Legal Name of Proponent	GTA Consultants (NSW) Pty Ltd
Trading Name(s)	GTA Consultants
Legal Capacity of Proponent	Company
ABN	31 131 369 376
Street Address	Level 16, 207 Kent Street SYDNEY NSW 2000
Postal Address	Level 16, 207 Kent Street SYDNEY NSW 2000
Email	sydney@gta.com.au
Phone	02 8448 1800
Contact	Nick Buchanan Phone: 02 8448 1819 Email: nick.buchanan@gta.com.au
License details/ details of membership of professional bodies	Not applicable



N176800 // 26/07/19  
 Proposal for Services – Part B // Issue: Final  
 Byron Shire Integrated Transport Management Strategy,  
 Quotation Number: 2019.0033



**B. Conflicts of Interest**

Byron Shire Council's employees, suppliers and customers are bound by Council's **Business Ethics Policy** when conducting all interaction. A copy of Council's Business Ethics Policy is available from its website at [www.byron.nsw.gov.au/files/publications/business\\_ethics\\_policy.pdf](http://www.byron.nsw.gov.au/files/publications/business_ethics_policy.pdf). This requires probity in all dealings including those conducted with prospective or successful suppliers. Council has adopted the Business Ethics Policy to ensure that functions are undertaken efficiently, impartially and with integrity. Conniving or inducing a breach of the Business Ethics Policy may constitute grounds for termination of the Contract.

Proponents must

- (a) Disclose any affiliation or associated with Byron Shire Council that could be deemed to constitute a conflict of interest; and
- (b) Include any other circumstances or relationships that will constitute a conflict, potential conflict or perceived conflict of interest if their Quotation is accepted:

If any conflict, whether actual, potential or perceived, exists, the Quotation should advise how it proposed to address and eliminate this conflict.

Council may terminate the Contract if it is shown that a successful Proponent has failed to disclose as part of its Quotation any conflict of interest. Council may reject any future Quotations from a Proponent who fails to disclose details of actual, potential or perceived conflicts of interest.

*No conflict of interest*

**C. Statement of Conformance**

Compliance with this Request for Quotation refers to all clauses in all Parts and means that, where applicable:

- i. The Proponent has noted and understood the clause;
- ii. The Quotation complies fully with the clause;
- iii. The Proponent has provided all information requested in the Clause.

- (a) List in the table below all areas of non-conformance with the Specification and the reason(s) for the non-conformance:

Area of non-conformance	Reason(s) for non-conformance
We have provided a conforming tender but have also proposed an alternative methodology for Council's consideration that may be deemed as non-conforming.	The alternative methodology allows for a more targeted response to the preparation of the Integrated Transport Management Study that is based on our experience with similar strategies such as the Moreland Integrated Transport Strategy.

- (b) List in the table below all areas of non-conformance with the Conditions of Contract as set out in Part A3.

Area of non-conformance	Reason(s) for non-conformance
Clause 6.3	GTA would like Council to clarify how is it identified when such supply of additional information becomes a variation?
Clause 8.3	Please add to this clause: "..., except for a file copy which the Contractor may retain for governance and internal compliance purposes."

Area of non-conformance	Reason(s) for non-conformance
Clause 11	Under no circumstances will GTA be liable to the Principal in respect of any indirect, consequential or special losses (including loss of profit, loss of business opportunity and payment of liquidated sums or damages under any other agreement).  GTA requests Council to amend the clause to make this clear.
Clause 12.2b	Due to the nature of our insurance (which is limited to consultancy services) we are unable to name any others as insured parties.  GTA requests Council to therefore delete this clause.  GTA can list the Principal as an interested party, and GTA has a Principal's Indemnity extension, which we trust will meet your requirements.
Clause 12.3(d)	It is not possible to allow external parties to control our insurance arrangements. GTA therefore requests this clause be deleted.  GTA will hold our insurances for the periods and amounts previously discussed.
Clause 13.3	GTA would like Council to confirm that, no matter the reason for termination, GTA will be paid for services delivered up to the point of termination.
Clause 17.3(b)	GTA requests Council to change this clause so that GTA should be at least informed, if not asked permission, prior to assignment.

(c) List in the table below any other non-conformances with this RFQ not mentioned above:

Area of non-conformance	Reason(s) for non-conformance
N/A	

Does the Proponent have any involvement with the construction or operation of the Carmichael mine or otherwise have ties to Adani?

No

(d) Does the Proponent gain any financial benefit from Australia's offshore detention centres?

No

#### D. Proponent's and Proposed Subcontractor's Insurances

- (a) Proponents must complete the following table setting out the details of current insurance held by the Proponent and any proposed subcontractor, applicable to the provision of the Goods and/ or Services under the Contract. Proponents must include copies of all related insurance certificates. Successful Proponents will be required to amend their public liability insurance policy to include Byron Shire Council as named insureds for their respective rights, interest and liabilities in connection with the Contract. Replicate table as required for each proposed subcontractor.

Insurance Type	Policy Number	Extent of Cover		Expiry Date	Name of Insurer
		Per Claim	Aggregate		
Workers Compensation	105130801	As required by law		30/06/20	Icare workers insurance
Public Liability (\$20 Million)	SPX011824408	\$20 Million	\$20 Million	30/06/20	Vero Insurance Ltd
Professional Indemnity	02PI001140	\$15 Million	\$30 Million	15/12/19	Chubb Insurance Australia Ltd

- (b) If you do not currently hold the required levels of insurance, please indicate below your willingness and ability to obtain the required insurances should you be awarded the contract.

Not applicable

## RETURNABLE SCHEDULES

## 1.2. Price

As outlined below in GTA's proposed delivery plan, GTA proposes **two approaches** to delivering the required programme of works. One involves adhering to Council's proposed project tasks and programme as detailed in the RFQ, while the other adopts an alternate approach based on GTA's experience in developing the *Moreland Integrated Transport Strategy*, which was listed as an exemplar project in the RFQ as well as other similar strategies. Accordingly, GTA submits two price schedules based on the two approaches, listed as Option 1 for the proposed tasks as listed in the RFQ and Option 2 for GTA's alternate approach.

## A. Price Schedule

Proponents must complete the pricing schedule below (**Pricing Schedule**) for the rate(s) or price(s) to supply the Goods and/or Services. Proponents must not alter the contents or formatting of the Pricing Schedule.

Rate(s) or price(s) included in the Pricing Schedule:

- (a) Must be listed as GST-exclusive;
- (b) Must include all overheads, profit and other expenses which the successful Proponent may incur in relation to the supply of the Goods and/or Services and performance of the successful Proponent's obligations under the Contract.
- (c) Will remain fixed for the term of the Contract. There is no provision for rate(s) or price(s) variations during the Term.

Table 1.1: Price Schedule for Option 1

Item Number	Description	Hours Required	Hourly rate (\$/hr)	Amount (ex GST)	Amount (inc GST)
Stage 1	Inception	36	\$220	\$7,920	\$8,712
Stage 2	Literature Review	132	\$220	\$29,040	\$31,944
Stage 3	Technical Analysis and Research	136	\$220	\$29,920	\$32,912
Stage 4	Consultation	232	\$220	\$51,040	\$56,144
Stage 5	Prepare Draft Strategy	204	\$220	\$44,880	\$49,368
Stage 6	Prepare Final Strategy	160	\$220	\$35,200	\$38,720
<b>TOTAL OF QUOTATION:</b>		<b>900</b>		<b>\$198,000</b>	<b>\$217,800</b>

Note: project management and travel is included in the above table.



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**RETURNABLE SCHEDULES**

Table 1.2: Price Schedule for Option 2

Item Number	Description	Hours Required	Hourly rate (\$/hr)	Amount (ex GST)	Amount (inc GST)
Stage 1	Immersion and consultation	120	\$245	\$29,400	\$32,340
Stage 2	Technical Analysis and Research (incl. literature review)	164	\$174	\$28,536	\$31,390
Stage 3	Consultation with External and Internal Parties	68	\$241	\$16,388	\$18,027
Stage 4	Prepare Draft Integrated Transport Management Strategy	132	\$185	\$24,420	\$26,862
Stage 5	Council Led Consultation			\$0	\$0
Stage 6	Prepare Final Integrated Transport Management Strategy	76	\$184	\$13,984	\$15,382
	Project Management	44	\$245	\$10,780	\$11,858
	Travel (upper limit capped fee)	N/A	N/A	\$10,000	\$11,000
	<b>TOTAL OF QUOTATION:</b>	<b>604</b>		<b>\$133,508</b>	<b>\$146,859</b>

**B. Additional Charges**

Please describe any additional charges that apply:

The additional cost to attend any on-site meeting, field trip, workshop or presentation beyond the scope of our methodology provided below is \$6,000 + GST per day, which comprises full-day attendance for two senior staff and associated travel costs.



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**RETURNABLE SCHEDULES**

**1.3. Capability Assessment**

**A. Profile and Relevant Experience**

**1. Proposed Key Personnel**

Key personnel are shown below. CVs of all staff are provided in Appendix A.

Staff member name	Position Held	Qualifications	Levels of Expertise	Responsibilities under the contract	% of time on the project
Will Fooks	Project Director	MSc, BUrbPlan & Dev.	17 years' experience	Overall organisational accountability.	10
Nick Buchanan	Project Manager	MA (1 <sup>st</sup> Class), BA (Hons)	15 years' experience	Main client contact, management responsibilities for the project team and review of all deliverables	40
Anthony Leung	Transport Planner	MPlan (Dist.), BSc	5 years' experience	Technical analysis, spatial analysis and mapping, research and reporting	70
Tom Kennedy	Transport Planner	ME (Dist.), BCom	5 years' experience	Technical analysis, research and reporting	70

**2. Proposed Staff**

Provide a list of all other staff who will be nominated to work on the project.

Staff member name	Position Held	Qualifications	Years Experience	Responsibilities under the contract
Zara Abbasi	Analyst	MA, BSc	3	Technical support and reporting

**3. Details of Subcontractors**

Estimate the total percentage of work under this Contract that will be undertaken by subcontractors: 0% None used.

## RETURNABLE SCHEDULES

Provide the following information for all subcontractors that you intend to use to service all or part of the Contract (replicate table as necessary to provide information for all subcontractors to be used).

Subcontractor Name	N/A
ABN	
Address	
Contact Name	
Telephone	
Type of work	
% of this type of work to be undertaken by this subcontractor	

Please describe any formal contractual arrangements you have in place with any of the above- named subcontractors.

Describe the procedures you have in place to ensure any subcontractors obtain and maintain the required insurances:

**RETURNABLE SCHEDULES**

**4. Previous Relevant Experience**

We present a selection of recent, relevant experience below.

Moreland Integrated Transport Strategy	
Company Name	Moreland City Council
Contact Name, Phone and Email	Alexander Sheko (Project Manager), (03) 9384 9214
Description of the Services Provided	<p>Located in Melbourne's inner north, the City of Moreland is experiencing rapid growth, ongoing urban development, major transport infrastructure proposals and escalating demand for people movement and mobility across a range of networks. As with broader Melbourne, Moreland is experiencing a shift in the way people experience their cities. The challenges and opportunities this evolution and growth bring are real and material and introduce increasing complexity and uncertainty in planning for the future.</p> <p>To tackle these challenges, GTA were engaged by Council to revise the Moreland Integrated Transport Strategy – Council's primary resource guiding decision-making and investment in transport the municipality. The revised Strategy is underpinned by research, technical expertise and extensive public and stakeholder engagement, including online engagement through the CrowdSpot platform. The Strategy focuses on high-impact, low-cost actions which drive a stronger shift towards sustainable travel modes and a push towards a zero-carbon-emission target by 2040.</p> <p>More broadly, the policies and actions are tangible and importantly, achievable by Council, allowing the City to take control and influence their future and create a Moreland which is vibrant, equitable, prosperous and improves the health and wellbeing of the community.</p>
Contract Value	<p>\$320,000</p> <p>Noting: Four rounds of community consultation undertaken by subcontractor, online survey, 24 month delivery timeframe and planning scheme changes included with legal advice</p>
Contract Period	2017-19



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Canada Bay Local Movement Strategy	
Company Name	City of Canada Bay Council
Contact Name, Phone and Email	Helen Wilkins, Senior Planner - LEP Projects T: 02 9911 6292; E.: <a href="mailto:Helen.Wilkins@canadabay.nsw.gov.au">Helen.Wilkins@canadabay.nsw.gov.au</a>
Description of the Services Provided	<p>GTA has partnered with Mecone to deliver the Local Movement Strategy (LMS) for the City of Canada Bay (Council) for the Canada Bay Local Government Area (LGA).</p> <p>The Local Movement Strategy will set out the 20-year vision for the LGA, which they key element is the development of the evidence base to support the amendments of LEP, DCP and Local Strategic Planning Statement (LSPS). Specifically, tasks have included:</p> <ul style="list-style-type: none"> <li>• Document review and policy mapping</li> <li>• Prepare stakeholder engagement plan</li> <li>• Develop goals and objectives</li> <li>• Undertake existing conditions assessment</li> <li>• Map 30-minute access</li> <li>• Future transport directions</li> <li>• Identify issues and opportunities and emerging technologies that impact movement</li> <li>• Undertake future assessment (2036)</li> <li>• Assess scenario of the impact of Sydney Metro West</li> <li>• Providing an understanding of the impact of increased population on transport and movement networks</li> <li>• Develop place-based solutions for identified corridors and centres</li> <li>• Identify infrastructure to support the actions</li> </ul>
Contract Value	\$149,600
Contract Period	November 2018 - Current



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**RETURNABLE SCHEDULES**

Campaspe Active Transport Strategy	
Company Name	Campaspe Shire Council
Contact Name, Phone and Email	Fraser Neele (Recreation Planner), (03) 5481 2301
Description of the Services Provided	<p>Located in northern regional Victoria, the Shire of Campaspe recognises the benefits and importance of prioritising planning for active transport modes in order to improve the health and wellbeing of its residents, improve social cohesion and create vibrant, prosperous communities.</p> <p>GTA is currently preparing the Campaspe Active Transport Strategy to guide Council's decision-making and investment in establishing active modes as viable forms of transport for the community and promoting a significant uplift in walking and cycling across the municipality. Our development of the strategy recognises that creating change requires multi-faceted approach, including achieving community support and fostering a culture for walking and cycling in the region.</p> <p>GTA has applied an innovative 'backwards by design' approach to preparing the strategy - leading with the vision and objectives for the municipality and working backwards to stringently stress-test the initiatives which can be justified to support the vision. The approach leverages a wealth of local and international 'best-practice' policies to fast-track the foundations of the strategy, allowing energy to be focussed on refining and fine-tuning the actions to ensure they are clear, measurable, tangible and will work to deliver the vision. The Strategy has been a collaborative project between Council's Internal Working Group, Councillors, GTA, CrowdSpot and the community. The result will be a clear, concise Strategy which will empower the community to adopt sustainable transport choices.</p>
Contract Value	\$70,000 – for core active travel strategy with subsequent variations for precinct planning and concepts
Contract Period	2018-19 (ongoing)



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**RETURNABLE SCHEDULES**

Byron Bay Town Centre Master Plan	
Company Name	McGregor Coxall on behalf of Byron Shire Council
Contact Name, Phone and Email	Michael Cowdy (McGregor Coxall) (02) 9188 7500
Description of the Services Provided	<p>GTA was part of the multidisciplinary McGregor Coxall team that prepared the master plan for Byron Bay Town Centre. GTA's involvement focused in contributing towards sustainable transport considerations as part of the plan, as well as providing specialist access and movement principles towards the development of the overall Vision and Strategy for the town centre.</p> <p>GTA investigated pedestrian flow patterns, car parking demand characteristics contributed in the development of a transport hub concept for the study area. Deficiencies in the current transport network and facilities were identified, and GTA provided strategic design advice to the multidisciplinary team in relation to streetscape cross section layouts, vehicle access and general vehicle circulation, loading, delivery and waste collection locations, shared zone locations, bicycle access and parking locations and pedestrian access and routes, as well as the potential future integrated transport hub understood to be considered for Railway Park and Butler Street Reserve.</p> <p>The inputs provided by GTA contributed to the development of the Access and Movement Strategy, comprising four sub-strategies which aim to guide the future direction for traffic, parking, public transport, cycle and pedestrian movement.</p>
Contract Value	\$15,000
Contract Period	2015



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**RETURNABLE SCHEDULES**

**5. Referees**

Proponents must provide details of no fewer than three client referees:

Company Name	City of Canada Bay Council
Contact Name	Helen Wilkins, Senior Planner - LEP Projects
Phone	02 9911 6292
Email	<a href="mailto:Helen.Wilkins@canadabay.nsw.gov.au">Helen.Wilkins@canadabay.nsw.gov.au</a>

Company Name	Moreland City Council
Contact Name	Alexander Sheko (Project Manager)
Phone	(03) 9384 9214
Email	<a href="mailto:asheko@moreland.vic.gov.au">asheko@moreland.vic.gov.au</a>

Company Name	Campaspe Shire Council
Contact Name	Fraser Neele (Recreation Planner)
Phone	(03) 5481 2301
Email	<a href="mailto:f.neele@campaspe.vic.gov.au">f.neele@campaspe.vic.gov.au</a>

## RETURNABLE SCHEDULES

As referenced in earlier sections, GTA proposes two approaches to delivering the required programme of works. One involves adhering to Council's proposed project tasks and programme as detailed in the RFQ, while the other adopts an alternate approach based on GTA's experience in developing the *Moreland Integrated Transport Strategy*.

We have provided two delivery plans that have a different methodology:

- **The first methodology** aligns directly with the Project Tasks outlined in Section 10 of the Brief and delivers outputs aligned to those tasks.
- **The second methodology** (the alternative approach) adopts a more compressed approach though GTA's Backwards by Design methodology. Though it broadly aligns with the Tasks outlined by Council, rather than being exhaustive, it focuses on the destination and working out how you get there.

## B. Delivery Plan (Option 1)

## 1. Proposed Program

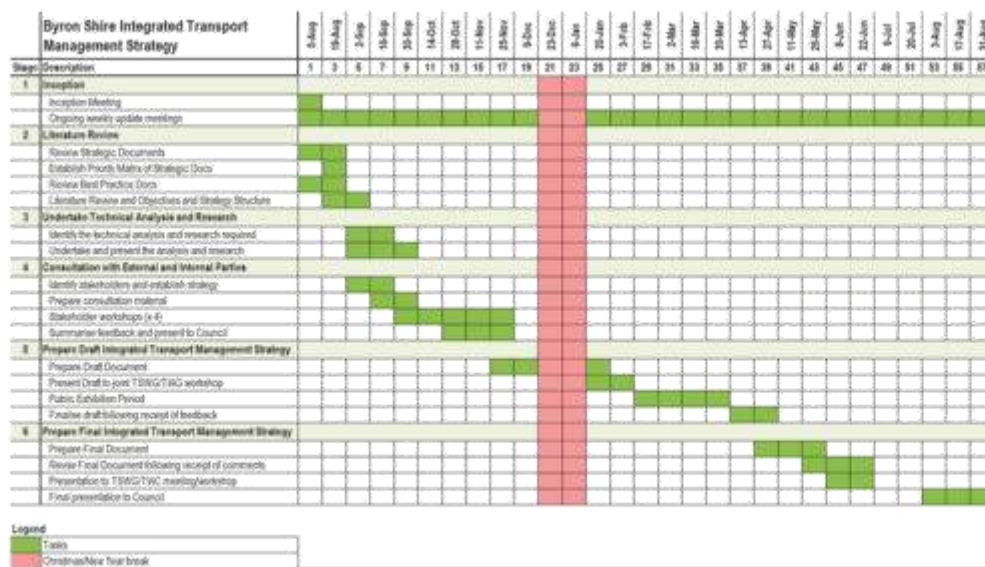
The table below outlines our proposed methodology based upon Council's proposed tasks and stages.

Project Task	Our key objective of this stage	What we will produce to quality	When will we do this (program)
Stage 1 – Inception	Understand the subtleties of your requirements and agree expectations.	Provide an agenda that is well-structured to set the tone for the future project direction, communication and engagement processes. We will confirm scope, communications, protocols, milestones and risks.	We will hold an inception meeting in Week 1, with an assumed start date in the first week of August 2019. Following the meeting we will submit minutes to the Project Manager within two days.
Stage 2 – Literature Review	Identify and prioritise the most relevant and significant strategic and statutory planning documents and assess their implications for the ITMS.	A concise and succinct literature review that examines the relevant documents, including case study integrated transport strategies or findings from other locations such as Moreland. The conclusion of the literature review will lead to the production of goals and objectives for the ITMS for Council's consideration.	To be completed by the end of Week 3 (around end of August 2019)
Stage 3 – Undertake Technical Analysis and Research	Identify critical data gaps that affect the ITMS' development and address these gaps through robust and targeted analysis and research.	A series of maps, graphs and technical notes that document the data gaps and the outcomes of any technical analyses and research carried out.	To be completed by the end of Week 8 (end of September 2019).
Stage 4 – Consultation with External and Internal Parties	Understand the key transport issues and 'pain points' as identified by external and internal stakeholders and their ideas for improvements.	A clear consolidation of the feedback received, including the evaluation of feedback with the view of incorporating the relevant feedback into the draft ITMS.	To be completed throughout weeks 4 to 12, with collation and analysis of feedback and presentation of results by week 16 (end of November 2019).
Stage 5 – Prepare Draft Integrated Transport Management Strategy	Articulate the key transport issues, define the outcomes sought and refine the objectives and actions required to realise the outcomes. All actions proposed will be able to be monitored or measured.	A concise strategic document that incorporates the required elements as outlined in our detailed methodology below that is robust, comprehensive and easy to communicate with a wide range of stakeholders, including public exhibition.	To be developed from Week 17 (December 2019) to Week 28 (end of February 2020), accounting for the Christmas/New Year break. Draft ITMS for public exhibition from Week 29 to Week 36 (March 2020 to April 2020)

RETURABLE SCHEDULES

Project Task	Our key objective of this stage	What we will produce to quality	When will we do this (program)
Stage 6 – Prepare Final Integrated Transport Management Strategy	Refinement of the Draft ITMS into a final version that incorporates relevant public feedback and that delivers on the Council's project objectives for the ITMS.	The final Byron Shire ITMS for presentation to Council staff, Councillors, stakeholders and the wider public.	To be developed from Week 37 to Week 44 (May 2020 to June 2020), with formal Council adoption and subsequent final presentation by end of August 2020.

The proposed hours of work required for each stage of the project have been identified earlier in the Price Schedule. A Gantt Chart is provided below indicating the delivery program detailed in the table above and the associated durations for each stage of work. Following the Gantt Chart, the proposed methodology for each task is explained in the subsequent section.



## 2. PROPOSED METHODOLOGY

### Introduction

#### We have experience in Byron Shire

GTA has previously provided strategic sustainable transport and access and movement advice for the Byron Bay Town Centre Master Plan. Through our involvement with this project, GTA has developed an understanding of the critical transport and movement issues in Byron Bay and has established an appreciation of the design elements and strategies required to make Byron Bay a safe, convenient and equitable town to move around using sustainable and space-efficient transport modes.

The prospect of leading the LGA-wide ITMS in partnership with Council would allow us to build upon our experience and extend our expertise to other locations, corridors and networks in Byron Shire.



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**And we know Transport**

We bring an experienced and dynamic team of transport planners that have recently delivered high quality Integrated Transport Strategies across Australia. The depth of our recent experience gives us a great understanding of what is working around the world and Australia in terms of transport and delivery of strategy, which we will adapt to suit the unique characteristics of the diverse Byron Shire's towns and communities.

**And we are genuinely interested in helping you solve your communities' issues**

We might not know the answer at the start of the process but through an exploratory process we foster partnership with our Clients to deliver great local outcomes.

The issues faced by many coastal and regional communities are extremely complex – they are nuanced, seasonal, embed in socio-economic change and often deeply emotive. We are experienced in navigating this space to help you create change.

**And we always have an eye for the future**

GTA is intimately cognisant of anticipated changes to the transport system brought about by the emergence of autonomous electric vehicles (AEVs) and the potential land use planning consequences from the proliferation of these vehicles. AEVs will likely emerge in both rural and urban settings and in both metropolitan and regional centres throughout the country and it is critical that transport strategies are future-thinking and account for the varying transport and land use scenarios that may result from AEVs becoming ubiquitous in the transport system. Enclosed in Appendix B is an Insights paper prepared by GTA that provides an overview of AEVs and how they might pan out in cities and towns throughout Australia.

GTA's proposed methodology is organised into the stages of work as outlined in the Council's RFQ, and these stages can be regarded as the proposed sequence of works. Within each stage, GTA's methodology is further explained.

**Our methodology**

Ongoing – Throughout All Stages

- Participate in weekly update meetings (phone/Skype) with Council's Project Manager.

**Stage 1 – Inception**

- Attend an inception meeting with Council's Project Manager and representatives from the Transport and Infrastructure Advisory Committee (TIAC) and the Integrated Transport Management Strategy Working Group (TSWG), to address the following agenda items:
  - Review and confirm the overall project requirements as contained in the RFQ and identify any required changes
  - Confirm GTA's methodology, project timelines and milestones, budgets and invoicing;
  - Confirm the data and information to be provided by Council and identify any data gaps;
- Confirm the anticipated requirements for consultation later in the project (Stage 4).

**Stage 2 – Literature Review**

The RFQ outlines a comprehensive list of Council-level and State-level strategic and statutory planning documents that have been recommended for the consultant to review in addition to 'international best practice documents' related to integrated transport planning. While it is likely that each of the documents cited would have some relevance and benefit to the development of the ITMS, it is likely they would have varying degrees of significance and relevance. In some cases, some of the documents cited may also have been superseded by more recent documents. In light of this situation, our proposed methodology is as follows:



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## RETURNABLE SCHEDULES

- Review the listed statutory and strategic planning documents outlined in Pages 12 and 13 of the RFQ, as well as other strategic documents that affect interregional and interstate travel that have relevance to the ITMS, and evaluate their relative significance to the development of ITMS and identify whether any documents have been superseded by or incorporated into other higher-level documents.
- Based on the above task, establish a priority matrix of strategic and statutory documents for review.
- Prepare a summary of the higher priority strategic and statutory planning documents with relevance to the ITMS and identify relevant points from lower priority documents.
- Undertake a review of relevant international and local Integrated Transport Planning practices and examples (e.g. the strategies listed in page 9 of the RFQ), and identify features, content and structures that could be used as examples for the ITMS.
- Prepare a summary document on the literature review completed, including the formulation of preliminary outcomes sought and objectives for Council's consideration as well as develop a draft structure for the ITMS.

### Stage 3 – Undertake Technical Analysis and Research

Following the completion of the preceding two stages, we will have gained a clear insight into the prevailing transport issues in Byron Shire, prospective transport and land use planning initiatives that will influence the management and planning of transport, as well as strategic and statutory changes that will shape the way transport is provided for throughout the Shire. Based on this insight, we will also identify to Council any information or data gaps that need to be addressed through technical analysis and research to assist with the development and completion of the draft ITMS. From our experience, potential gaps may include but not be limited to:

- Land use, population and employment projections;
- Traffic and transport projections (e.g. location and volume of future traffic flows by mode at a strategic level);
- Different scenario tests for the above two points, including sensitivity analysis.

The approach outlined above can be summarised into the following steps:

- Identify additional data analysis / information gathering necessary to assist in the development of the draft ITMS.
- In consultation with the Council, undertake the technical data analysis and information gathering required to support the ITMS and present this data in a clear manner in mixture of graphs, maps and written technical notes that spatially identify the locations in the Shire affected by the data gap(s).

As the amount of additional analysis that may be required is presently unclear, our fee proposal includes a lump sum allowance for this stage. Where it is identified any technical analysis(es) required may exceed this sum, this will be brought to the attention of the Council Project Manager immediately.

### Stage 4 – Consultation with External and Internal Parties

- In consultation with the Council, identify a list of external and internal stakeholders to be included in the consultation framework for the ITMS and outline the form(s) of consultation most appropriate to each type of stakeholder (e.g. stakeholder consultation workshop, online/e-mail, informal discussions, etc).
- Develop a consultation strategy with Council that is targeted at the different types of stakeholders identified in above (e.g. internal staff, Councillors, business associations, environmental groups, state government agencies, etc).
- Prepare consultation material (presentation, brochure, factsheet, online survey, displays, etc.) that outlines the integrated transport issues and opportunities in Byron Shire and the varying potential approaches to addressing these concerns, in a manner that allows the consultation audience to present their views on these matters. GTA would work with Council to make contact with the relevant stakeholders to inform them of the consultation period and through Council's appointment of a facilitator.



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- Present the consultation material as part of a wider discussion panel that includes Council staff at up to four stakeholder consultation workshops across the Shire.
- Review, summarise and analyse feedback from the consultation period including community submissions and recommendations, drop in sessions, intercept surveys, shopping centres displays, online surveys etc. We will evaluate and scrutinise this feedback with the view of incorporating the relevant submissions into the draft Strategy through refining initial findings established earlier in the project timeline.
- Consolidate all feedback received, update presentation with the summary of feedback and present findings to Council staff and representations from the TSWG and TIAC.

#### Stage 5 – Prepare Draft Integrated Transport Management Strategy

Based on the outcomes and findings of the preceding four stages, GTA will prepare the draft ITMS through the following steps:

- In terms of developing the draft ITMS, it is anticipated the following elements will be included in the document's overall structure (although this may be subject to change as progress is made through the sequential stages):
  - Executive Summary
  - Introduction
  - Strategic and statutory context
  - Integrated Transport Management Issues and Opportunities in Byron Shire
  - Desired Outcomes (including feedback gained from the consultation)
  - Objectives
  - Policies/Principles
  - Actions
  - Implementation Plan and Monitoring Framework, with clearly measurable deliverable items, that has temporal and spatial elements (e.g. staging, different actions for different locations, etc.).
- Prepare and deliver a presentation to a joint TSWG/TIAC workshop on the draft ITMS, collate feedback and incorporate into second version of the draft ITMS.
- Undertake up to two revisions of the draft ITMS following the receipt of two rounds of consolidated feedback from Council and the TSWG/TIAC representatives.

#### Stage 6 – Prepare Final Integrated Transport Management Strategy

- Assist Council with the public exhibition of the draft ITMS, through tasks such as preparing summary documents and maps.
- In consultation with Council, develop a final version of the ITMS that incorporates relevant feedback received from the public exhibition process, the collation of which would be Council's responsibility.
- Undertake up to two revisions of the final ITMS following the receipt of two rounds of consolidated feedback from Council and the TSWG/TIAC representatives.
- Attendance and presentation of the final Integrated Transport Management Strategy at a TSWG/TIAC meeting/workshop when revised.
- Prepare and deliver a presentation on the final ITMS to a meeting of Council's Strategic Planning Workshop following Council adoption.



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C. Delivery Plan (Option 2)

Based on our recent experience delivering several Integrated Transport Strategies, including the *Moreland Integrated Transport Strategy*, we also propose an alternative methodology to that outlined in the Brief.

**This alternative approach differs to the proposed tasks in the following ways:**

1. The program is far more 'intensive' at certain times allowing for the team to collaborate with stakeholders through a series of structured workshop that are change oriented – this approach is 'backward by design'
2. Though building on Council and stakeholder knowledge we spend time researching what matters
3. We have an expectation on Council (technically and administratively), which means that the ownership of the strategy gradually transfers from us to you during the engagement.

**As this is an alternative approach it is important that we are clear our approach does not:**


1. Do a literature review of all your past strategies
2. Present analysis of general data and extract trends or descriptions of current policy and the layout of roads/parking
3. Talk to stakeholders about what their issues and general concerns are (we are a very expensive therapy service!)
4. Deliver lengthy reports for Council.

**That said, we do:**

1. Draw on literature that will help us tackle the more difficult issues
2. Use data to explore specific issues
3. Create a specific conversation with stakeholders are policy change to deliver what you have already agreed
4. Work through the issues and draft concepts with Council
5. Deliver short reports that are focused on change
6. Create infographics and designed outputs.

It is worth noting that offering less words though the use of graphics sounds like it may take less time, but it is often harder. It takes time to simplify something and to explain it.

RETURABLE SCHEDULES



## BYRON SHIRE INTEGRATED TRANSPORT STRATEGY APPROACH

- ### 1. IMMERSE

**GTA**  
Intensive site visit to build an understanding of the area and transport functions. Host workshops to set the tone of the strategy and its objectives. Our approach is structured and immersive, we ask the difficult questions.

**COUNCIL**  
Provide insights into specific issues and opportunities, help build the context and open discussions with others in the community.
- ### 2. FOCUS

**GTA**  
With the context understood, start building the 'strategy', identifying specific focus areas and priorities for transport in the region. This process will be iterative to hone down the focus.

**COUNCIL**  
Continue to collaborate with GTA to develop priorities and focus areas.
- ### 3. EVIDENCE

**GTA**  
Support the strategy with evidence through data analysis, local case studies, community input, research and best practice transport principles. We draw on international experience.

**COUNCIL**  
Provide suitable data to support evidence building. Engage in ongoing conversations with GTA to understand appetite for different responses.
- ### 4. DRAW IT UP AND ENGAGE

**GTA**  
Build the narrative through issues, strategy and proposed responses. Discuss with Council and the community and refine so outputs address the issues that matter in a second immersive workshop.

**COUNCIL**  
Facilitate the conversation with Councilors and the community to build a sense of ownership and shared responsibility.
- ### 5. WRITE IT DOWN

**GTA**  
Prepare the draft strategy, incorporating the findings of the above. Infographics will be used to effectively communicate key ideas.

**COUNCIL**  
Lead internal review within Council to provide a single set of consolidated comments.
- ### 6. MAKE IT HAPPEN

**GTA**  
Incorporate community and Council feedback, produce a final report and transfer ownership to Council to deliver.

**COUNCIL**  
Take ownership of the strategy, publicise commitments, maintain momentum and continue to deliver. Celebrate wins.

GTA consultants



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Project Task	Our key objective of this stage	What we will produce to quality	When will we do this (program)
Stage 1 – Immersion	<p>'Immerse' the team in the issues and place</p> <p>Run a series of workshop and get stakeholders thinking about their role in likely solutions.</p> <p>Intensive site visit with Council to build an understanding of the area and transport functions.</p> <p>Set the tone.</p>	<p><b>Prior to the week</b> we have in Byron will meet over the phone to outline what is needed in this first week. Once done we will circulate proposed itinerary.</p> <p><b>During the week</b> we will:</p> <p>1/ Present the top objectives taken from existing policy as a 'given'</p> <p>2/ Work with Council officers to hold a series of workshops (as many as possible with the 4 days)</p> <p>3/ Deliver 'backwards by design' workshops</p> <p>4/ Travel the area with officers</p>	<p>Before we visit Byron Shire, we agree with you what is feasible for the first week.</p> <p>The team will then attend Byron Shire in week 2 or 3.</p>
<p>Stage 2 and 3 – Technical Analysis and Research (inc literature review)</p> <p><i>Note: these stages are combined as this approach sees literature as evidence for change</i></p>	<p>Though our backwards by design we will focus on literature review on the 'changes'. If you need more evidence on on-demand buses we will get it, if you need more evidence on parking then we will get it.</p> <p>Our objective is to evidence policy.</p> <p>Identify critical data gaps that affect the ITMS' development and address these gaps through robust and targeted analysis and research.</p>	<p>A list of policy changes/emphasis and the evidence that they will deliver the intended outcome.</p> <p>A high-quality series of infographics maps, graphs and technical notes that support any changes to policy.</p>	<p>Weeks 5 - 9</p>
Stage 4 – Consultation with External and Internal Parties	<p>Test the stakeholders on their willingness to actually deliver the 'vision and objectives' given evidence base (for example, more cycling will likely require less parking).</p>	<p>A series of Q&amp;A style workshops that talk to the changes to policy. The 'why' and 'what'.</p>	<p>Weeks 11 - 13</p>
Stage 5 – Prepare Draft Integrated Transport Management Strategy	<p>Articulate the key transport issues, define the outcomes sought and refine the objectives and actions required to realise the outcomes.</p>	<p>A concise strategic document that incorporates the required elements as outlined in our detailed methodology below that is robust, comprehensive and easy to communicate with a wide range of stakeholders, including public exhibition.</p>	<p>Week 13 – 29</p>
Stage 6 – Prepare Final Integrated Transport Management Strategy	<p>Refinement of the Draft ITMS into a final version that incorporates relevant public feedback and that delivers on the Council's project objectives for the ITMS.</p>	<p>Council led consultation.</p> <p>The final Byron Shire ITMS for presentation to Council staff, Councillors, stakeholders and the wider public.</p>	<p>Weeks 29 – 41</p> <p>Weeks 41 - 45</p>

Project outputs:

We have a national pool of graphic designers that we will call upon to deliver 'MITS' style outputs. Critically all outputs that are stakeholder facing will be succinct and highly visual.



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## RETURNABLE SCHEDULES

The key outputs that will be designed will be:

1. A high-quality series of infographics maps, graphs and technical notes that support any changes to policy (5 x fact sheets as per the MITS Fact Sheet) the presentation to inform the Q&A sessions in Stage 4. The example MITS fact sheets are attached alongside our insights pieces in Appendix B.
2. The Draft ITMS
3. The Final ITMS.

More detail on the process to develop Moreland's Integrated Transport Strategy (MITS) is provided in a GTA Insights piece which is included in Appendix B. It is worth noting that since developing MITS we have further developed our approach to consultation and refined how we go about designing a strategy in partnership with stakeholders and the client.

### Our Proven Approach to Developing Strategy (developed on the *Moreland Integrated Transport Strategy*)

In partnership with academia, GTA has developed an approach to preparing strategies called 'Backwards by Design'. 'Backwards by Design' is a two-step process:

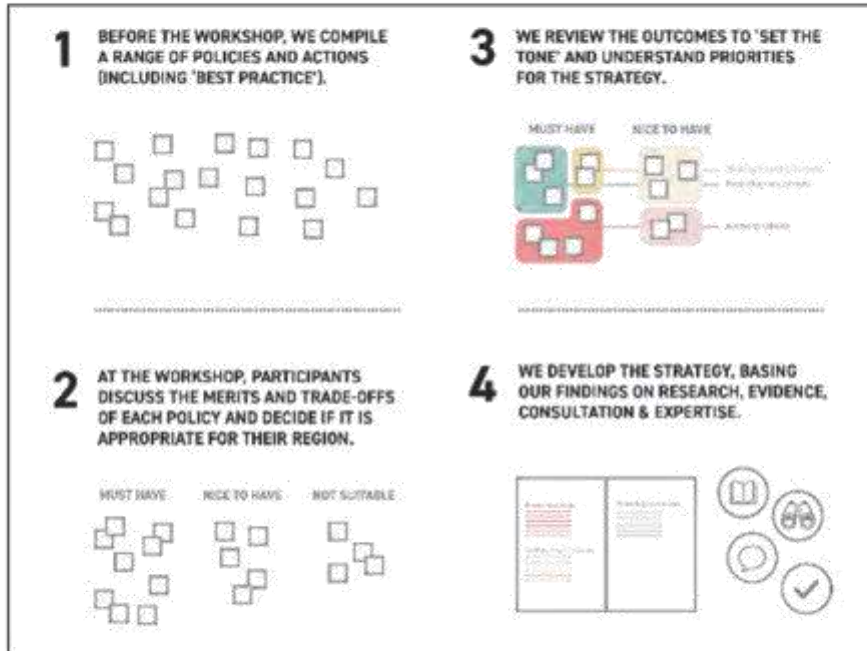
- Step 1 – develop a vision and supporting objectives for the region. Importantly these need to be measurable.
- Step 2 - work backwards to test the policy and initiatives that need to occur to achieve the overall vision within the given local context.

This approach is delivered through a series of interactive and collaborative workshops, leveraged off a wealth of local and international 'best-practice' policy approaches to fast-track the foundations of the Strategy. By considering a range of policy settings and identifying what might work best in the Byron Shire at the start of the project, it helps set the tone of the strategy and gain buy-in at the outset from key stakeholders, working towards a consistent aspiration.

This then allows for time and energy to be focussed on refining and fine-tuning the policy settings and initiatives to ensure they are clear, measurable, tangible and work towards the delivery of the overall vision.



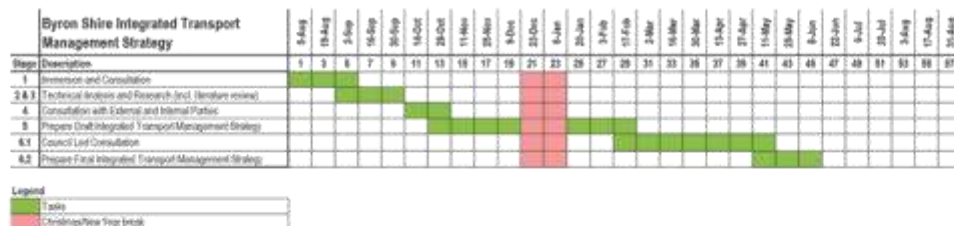
RETURNABLE SCHEDULES



To avoid delivering a strategy that 'sits off the shelf' we see this as a partnership. Our alternative approach places emphasis on this and transfers ownership to council, especially towards the end of the process. This has achieved a strategy that is 'owned' by the client and therefore implemented.

Proposed Program

Proponents are to submit a proposed program for carrying out the work under the Contract indicating the proposed hours of work and working days and a Gantt Chart or similar showing the major milestones and duration of the project. The program must contain such information as required by the Contract.



Approach to Project Management

Our approach is underpinned by robust project management so you know what is happening when. Our recent experience in this space means that we have appreciation of this complex area and the evolving requirements and technical definition (often driven by stakeholder consultation). We are responsive but also controlled. This approach allows the flexibility to respond to the brief and the needs of stakeholders as they evolve, underpinned by a robust project management approach to ensure that outputs are delivered to time, cost and quality. To support this, GTA will commit to:



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**RETURNABLE SCHEDULES**

- Developing a risk register to communicate understanding of risk and complexities of the project;
- Maintaining a 'data control' register to manage and communicate project inputs and outputs.;
- Progress meetings attended by our Project Manager Nick Buchanan'
- Maintain open communication lines; and
- Using the first week of immersive activities to form a working partnership.

**D. Sustainability Assessment**

Please refer to Appendix C for GTA's Environmental Management Practices.

**E. Exclusions**

The list of exclusions is provided as these items can generate significant cost if not framed correctly. Throughout the process we will work with you as the client to agree what is needed and when we will deliver it. The following activities are not included in this fee proposal without prior written agreement.

- Attendance at meetings or workshops other than outlined above. Noting in the alternative methodology the number of workshops is limited to the time in Council (3 days in each of Stage 1 and 4), during this time we will undertake as many meetings and workshops as possible
- Any traffic or car parking surveys or original data collection, including any transport modelling
- Preparation of any concept layouts or technical drawings
- Preparation of any cost-benefit analysis or business cases
- A detailed review or audit of infrastructure at specific locations (including gaps)
- Preparation of more than one iteration of the draft version of any output, except for the 'draft strategy' and 'final strategy' which is afforded two iterations, but also any interim deliverables. Comments and feedback on any deliverable must be consolidated into a single response, after which the deliverable will be deemed 'final'. Any changes to a finalised deliverable (for example, by Councillors prior to release for community engagement or adoption) will reflect a variation to the scope.
- More than one iteration of any mapping shapefiles or model outputs.
- Any marketing, publicity or preparation of supporting documentation (such as fact sheets) outside those that are included in the 'alternative' approach.
- Any further investigations or studies, such as corridor audits, road safety audits, feature and level surveys, technical investigations (such as geotechnical investigations)
- Completion of any additional analysis and associated written documentation resulting from revisions to scope, extend or level of detail
- Any other activities, or significant written material, not specifically identified in the nominated Scope of Works.

If required, GTA Consultants would be happy to complete these activities via an alternate fee proposal.



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Integrated Transport Management Strategy – Conditions of Contract

**ANNEXURE 2 – REQUEST FOR QUOTATION**

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2019.0033 – Byron Shire Integrated Transport Management Strategy



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## REQUEST FOR QUOTATION - CONSULTANCY

### 2019.0033 - BYRON SHIRE INTEGRATED TRANSPORT MANAGEMENT STRATEGY

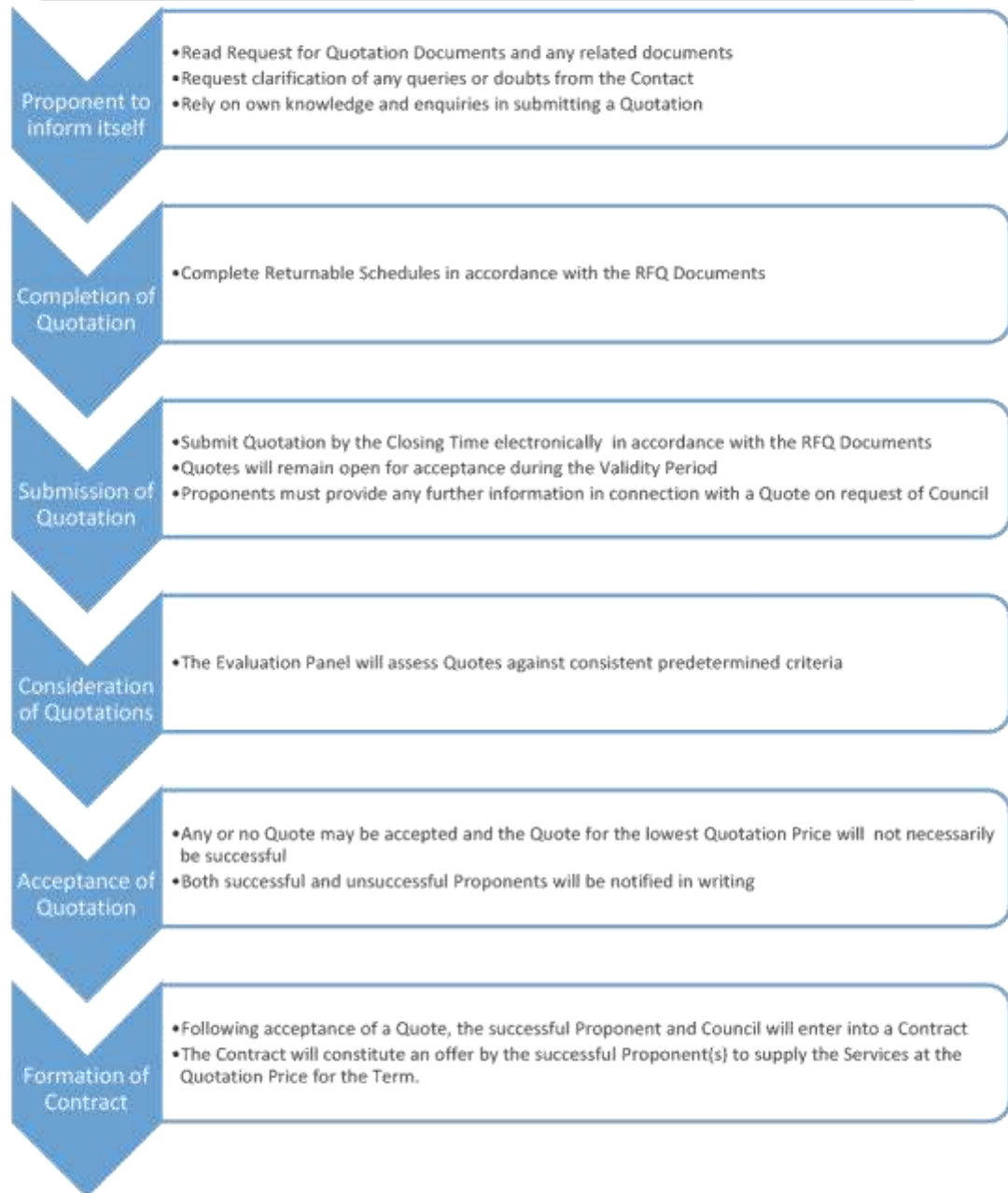
### 26 JUNE 2019

Deadline for lodgement of quotations:	2:00pm on Friday 26 July 2019	
Submit Quotations to:	<a href="http://www.tendersonline.com.au/byron">www.tendersonline.com.au/byron</a>	
Council's nominated contact person:	Name:	Daniel Strzina
	Email:	<a href="mailto:dstrzina@byron.nsw.gov.au">dstrzina@byron.nsw.gov.au</a>
CM9	E2019/45539	

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PART A1 – Information for Proponents – Read and keep this part

## PART A1 - INFORMATION FOR PROPONENTS

### 1. OVERVIEW OF QUOTATION PROCESS



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## 2. KEY INFORMATION ABOUT THIS REQUEST FOR QUOTATION

<b>Name of Project:</b>	Byron Shire Integrated Transport Management Strategy
<b>Quotation Number:</b>	2019.0033
<b>Quotation Validity Period:</b>	90 days
<b>How to Submit Quote</b>	<b>1. Electronic lodgement at <a href="https://tendersonline.com.au/byron">tendersonline.com.au/byron</a>:</b> <ul style="list-style-type: none"> <li>• Response Schedules</li> <li>• All attachments to be in separate files</li> <li>• Each file should be clearly labelled as to its contents</li> </ul>
<b>RFQ Documents</b>	<b>Part A – Information for Proponents (read and keep this Part)</b> <ol style="list-style-type: none"> <li>1. Information for Proponents</li> <li>2. Invitation to Quote</li> <li>3. Conditions of Contract</li> </ol> <b>Part B</b> <ol style="list-style-type: none"> <li>1 Returnable Schedules               <ol style="list-style-type: none"> <li>1.1 Compliance Assessment</li> <li>1.2 Price</li> <li>1.3 Capability Assessment</li> </ol> </li> </ol>
<b>Contract</b>	The general conditions of contract for this RFQ are set out in Part A3.

2019.0033 – Byron Shire Integrated Transport Management Strategy  
PART A2 – Invitation to Quote – Read and keep this part

## **PART A2 INVITATION TO QUOTE**

### **1. THE BRIEF**

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#### **1. INTRODUCTION**

This project is known as the Byron Shire Integrated Transport Management Strategy.

The Integrated Transport Management Strategy [the Strategy] will be Byron Shire Council's parent transport document; an overarching, policy-level strategic document that will act at high level to guide how Byron Shire Council (Council) proceeds with funding. It will provide a direction for the Byron Shire transport network through the next 20 years, and will identify priorities and have a coordinated set of actions that will be achieved within clearly identifiable five year goals.

It will be supported by Council's Bicycle Strategy and Action Plan (Bike Plan) and Pedestrian Access and Mobility Plan (PAMP), and will inform other Council plans and strategies, while also functioning as a mechanism by which to support projects and initiatives.

Council is seeking to engage a suitably qualified and highly experienced consultant to prepare an Integrated Transport Management Strategy, using the outcomes of Transport and Infrastructure Advisory Committee (TIAC) workshops and meetings to date as a foundation for the development of the Strategy. The ideal consultant will have expertise in the context and issues of Byron Shire, data collection and analysis, a degree of innovation, experience in presenting as an expert at workshops and a demonstrated track record in successfully delivering projects of similar nature.

It is considered that much of the information required for the development of the Strategy is already available and the successful consultant is expected to have sufficient knowledge and experience to bring all the relevant information, facts and figures together to develop an excellent strategic document with a clear action plan. However, it is acknowledged that some data gathering may be required, and indeed may become apparent during the process of community consultation.

The primary goal is to develop an integral consensus document; a strategic plan based on high quality data and research to ensure that it is effective in influencing Council; a strategy that is practical, focused and achievable, and one that incorporates the existing undertakings of Council and – most importantly – responds to the needs of community and transport providers alike.

For this key information to shape Byron Shire towards 2040 and beyond requires a high level of diligence. This is an excellent opportunity for the appropriate consultancy to develop a benchmark document that would be used by a number of organisations as example of best practice.

#### **2. PURPOSE**

The purpose of this project is to prepare an Integrated Transport Management Strategy, with a horizon of 2040, to provide a strong and clear direction to Council to address and improve transport in Byron Shire, and facilitate a coordinated approach by all relevant agencies to the planning, implementation and monitoring of transport programs and projects.

Provision of transport infrastructure and services is one of the most important needs of our community and is a vital support to our economy. Although funded by all levels of government and the private sector, local government plays a key coordinating role in planning and delivery of infrastructure and services. Increasingly, local government planning for transport infrastructure and services needs to be considered in the context of a range of pressing environmental, economic and social challenges.

Planning reforms in NSW require Council's to develop 10 year Community Strategic Plans that identify community needs and include long term asset management plans. Strategic transport planning provides the opportunity to give consideration to transport challenges so as to maximise the

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benefits and reduce the economic, environmental and social costs of an integrated transport network that meets the long term needs of the community.

### 3. PROJECT BACKGROUND

There is no current integrated plan for managing transport in Byron Shire. Separate processes are used to consider and prioritise road infrastructure upgrades, cycleways, pedestrian access, traffic, parking and public transport.

Between 1990 and 2003 Council received 16 reports regarding traffic and parking management in the Byron Bay area alone. Some of these reports are quite simple and provide limited factual information, while others are more comprehensive and have a strategic approach, recommending specific actions or works to improve traffic management.

In June 2006 Council considered a report (DM589879) recommending that Council adopt a recommended project scope for a Transport Management Study for the Byron Bay area (DM589880). It was envisaged that Council staff would then draft a project brief and seek expressions of interest.

At the Council meeting held 13 June 2006, the following was resolved (DM600947):

1. *That a review of the draft Transport Management Strategy project scope document (DM589880) take place at a workshop in August including key stakeholders, regional groups, representatives of councils represented by NOROC, the Northern Rivers Social Development Council, the Northern Rivers Regional Development Board and Northern Rivers Trains for the Future.*
2. *That the workshop considers the strategy as a shire wide document and the role of adjoining councils and state and federal government.*

The Byron Shire Transport Management Strategy Workshop was held Tuesday 29 August 2006. The workshop was attended by Councillors, staff, representatives from the Police, RTA, Ballina Council, Northern Rivers Trains for the Future and Council's Bikeway Committee. At the workshop a draft aim was developed for the Transport Management Strategy and the participants ranked objectives in order of perceived priority. The outcomes of this workshop were used to develop a Shire-wide Transport Strategy Project Scope (DM651408).

In 2008, Council resolved (08-776) to develop a strategic transport plan. Council's resolution referred to "core community concerns requiring consideration of specific actions in the development of a low carbon polluting transport network as part of a financially, ecologically and socially sustainable transport strategy".

In 2009, Council adopted the Strategic Transport Statement (aka Transport Policy, DM861019), the intention of which was to guide the development of a Transport Strategy. In January of 2019, Council reviewed for currency and adopted an amended version of this document (Transport Policy, E2019 10347).

Following the adoption of this policy, a Draft Transport Strategy Discussion Paper (DM1030717) was developed in 2010. The purpose of this document was to discuss the 'core community concerns' and identify an approach to 'specific actions' that may be appropriate to meet the aims of a shire-wide Transport Strategy.

Over the subsequent six years, the content of the Draft Transport Strategy was refined and developed by the Transport Project Reference Group, followed by the Transport Advisory Committee (TrAC), which has since become the Transport and Infrastructure Advisory Committee (TIAC).

The following reports detail the most recent history and relevant content generated by TIAC for the development of the Transport Strategy, now known and referred to in this document as the Integrated Transport Management Strategy:

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- 2016 03 10 - I2016 194 Report Transport Advisory Committee Proposed Development and Contents of a Council Transport Strategy
- 2016 08 16 - I2016 884 Report Transport Advisory Committee Development of a Shire-wide Transport Strategy
- 2018 03 15 - I2018 411 Report Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy
- 2018 04 20 - I2018 685 Report to TIAC on Development of a Shire-wide Transport Strategy
- 2018 06 22 - E2018 50848 Development of a Shire-wide Transport Strategy - TIAC Workshop 2 - Working Document
- 2018 06 22 - I2018 1107 Report Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy Extraordinary
- 2018 11 15 - I2018 2035 Report Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy
- 2019 03 08 - I2019 80 Report Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy (**Attachment 1**)

TIAC at its meeting on 15 March 2018 considered a report on Development of a Shire-wide Transport Strategy (I2018/411) that sought to establish a process to move forward with to develop a Shire-wide Transport Strategy with reference to resolution 16-516 as the basis of the framework for the strategy.

At its extraordinary meeting on 20 April 2018, TIAC considered a report (I2018/685) that identified any useful existing strategies developed by other councils, regional bodies and other sources of information relevant to the development of the Transport Strategy. This meeting became the first of three workshops, the outcomes of which are intended to be used by a consultant as the basis for the development of an Integrated Transport Management Strategy.

At its most recent meeting on the 8<sup>th</sup> of March 2019 TIAC considered a report (I2019/80 - **Attachment 1**) that summarised the agreed outcomes from previous workshops and recommended that a specialist consultant be engaged to complete the Strategy. TIAC endorsed the content of the report and opted to form an Integrated Transport Management Strategy Working Group (TSWG) to:

- a) Develop a RFQ for the engagement the engagement of a specialist consultant to undertake the preparation of the Shire-wide Transport Strategy (now ITMS);
- b) Consider the method of consultation, and;
- c) Meet as frequently as required.

Following the development of this RFQ, it is the intention that the TSWG will work with the successful consultant in the development of the ITMS.

#### **4. BASIS FOR DEVELOPMENT**

The following is a summary of the agreed outcomes from the most recent TIAC workshop (8<sup>th</sup> March 2019) on the subject matter:

##### Transport Strategy Scope and Context

1. Shire-wide.
2. Regional links.
3. Interregional and interstate links and influences (South East Queensland border, airports, freight, etc.)
4. Inform future transport use.
5. Write flexibility into strategy.
6. Consider technological change (drones, autonomous vehicles, electric vehicles, etc.).
7. Consider demographical change.

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### Vision

An integrated, innovative and equitable transport system, providing a range of sustainable, efficient, accessible and safe ways for people and goods to reach their destination.

### Purpose – How is this document used?

The purpose of this document is to:

1. Inform Council on how to implement the vision.
2. Support and integrate with existing and future planning documents e.g. Council strategies, Community Strategic Plan, DCP, LEP, etc.
3. Ensure infrastructure projects satisfy strategic goals.
4. Support funding applications and opportunities.
5. Support and promote general health and wellbeing.
6. Cultivate environmental stewardship.
7. Foster economic growth.
8. Encourage change in modes.
9. Coordinate with other Councils across the region.
10. Framework to be developed.

### Principles

1. Encourage transport options that meet the needs of both locals and visitors.
2. Prioritise our focus on moving people and goods rather than moving cars.
3. Provide infrastructure and services that are designed to give priority to pedestrians, cyclists, scooters and public transport over private cars.
4. Improve and promote the safety and amenity of pedestrians, cyclists and vulnerable road users in our transport infrastructure. (safety amenities vs behaviour)
5. Address peak time traffic congestion by reducing traffic rather than increasing road capacity.
6. Take advantage of changes in transportation technology.
7. Align transport options and usage with Council's Emission Reduction Strategy.
8. Design for, encourage and facilitate transport options that reduce the emissions produced by our community.
9. Recognise the need for transport options in rural areas and evoke a sense of equity within transport planning.
10. Integration – Strengthen connections between different forms of transport, land use and transport planning, and to regional and metropolitan networks.
11. Equity – Support a range of accessible and affordable transport options for all people, neighbourhoods and future generations.
12. Efficiency – Build a more reliable and effective transport system that supports skills development, business and employment growth and provides competitive alternatives to private car travel.
13. Encourage the use of ride sharing and car sharing services.
14. Encourage active transport and healthy transport options.
15. Promote behavioural change to improve safety.

### Challenges and Opportunities

1. Number of visitors.
2. Congestion at peak times.
3. Car dependence.

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- a. Sedentary issue.
  - b. Love affair with cars.
  - c. Fossil fuel and associated financial, environmental and sociological costs.
  - d. On demand transport.
4. Topography and climate.
5. Funding.
6. Shortfalls in services and infrastructure.
7. Public transport.
  - a. Affordability
  - b. Frequency
  - c. Coverage
  - d. Connectivity
  - e. Policy and advocacy
  - f. Tourism infrastructure
8. Regional, state and federal transport planning, including funding.
9. Demographics (large proportions of younger and older residents in Byron Shire).
10. Lack of population density due to the rural nature of Byron Shire.
11. Disruptive technology.
12. Advances in technology.
13. Distinguish differences between different sets of users (e.g. tourist, leisure, resident, commuter, commercial) and their different needs.
14. Internet as a way to avoid unnecessary transport.
15. Support of high speed broadband.

Population Dispersal Discussion

It was highlighted during the workshop that the primary distributors in Byron Shire (Pacific Hwy running North-South and Bangalow/Lismore Rd running East-West) present opportunities to be taken advantage of in preparing the Shire-wide Transport Strategy.

- Different sets of users (e.g. tourist, resident, commuter, business) have different needs.
- Acknowledge that there are different patterns (mapping and demand) for local, regional and interstate users.
- Behavioural aspects must be addressed for safety – e.g. dropping kids at school.

Targets and desired outcomes

1. Residents and workers of Byron Shire are able to go about their everyday business without having to be reliant on private vehicles.
2. The transport network is designed to facilitate and encourage an overall modal shift away from private car use towards more sustainable transport modes including walking, cycling, public transport, electric vehicles and motor scooters/cycles.
3. The transport system supports the preferred pattern of development including the local centres hierarchy, and is consistent with our planning scheme. (Note - add bike friendly and pedestrian friendly schemes)
4. Key regional destinations such as hospitals, airports and universities are readily accessible by public transport from Byron Shire.
5. All schools are safely and conveniently accessible by walking, cycling and public transport.
6. Parking is closely managed through effective controls.
7. There has been a change in behaviour by people in Byron with a reduction in the number choosing to drive and park cars in congested coastal areas.



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8. Park-and-Ride facilities have been provided to assist with managing visitor travel demand where supported by transport services.
9. The transport system supports the local lifestyle and also tourism by delivering both active and public transport infrastructure that meets the needs of locals and visitors.
10. Local public transport routes offer efficient and frequent services. (Note: frequency, connectivity etc. Include reference to regional and interregional networks)
11. Transport movement associated with events in line with strategies principles. Apply DTA standards.
12. Vehicles being flexible to meet emission targets.
13. On demand public transport including driverless vehicles.
14. Provision of multimodal HUBs with accessible infrastructure footpaths.
15. Road crossings and associated pedestrian networks are safe and accessible for mobility scooters, cyclists and pedestrians.
16. The community at all levels is educated about the costs and benefits of their travel choices, allowing people to make informed decisions.
17. Alternative transport is cost effective for users and providers as compared with private car use.
18. New technologies are being used in our transport solutions; transport initiatives result in significantly reduced greenhouse gas emissions.
19. Add point about the Electrification of transport and provision of renewable energy to match the growth.

Further information to be considered in the development of the ITMS is available in the report presented to the meeting (I2019/80 – **Attachment 1**). Of particular interest to the successful consultant are the Targets and Desired Outcomes of the Hobson's Bay Integrated Transport Plan (p10) considered by TIAC for inclusion in the ITMS and the comments/amendments made during their review.

Examples of desired document structure and relevant content:

- <https://www.moreland.vic.gov.au/globalassets/areas/transport/draft-mits.pdf>
- [https://www.noosa.qld.gov.au/documents/40217326/40227860/Noosa\\_Transport\\_Strategy.pdf](https://www.noosa.qld.gov.au/documents/40217326/40227860/Noosa_Transport_Strategy.pdf)
- [https://www.hobsonsabay.vic.gov.au/files/assets/public/documents/council/roads-etc/integrated-transport-plan-background-paper-january-2018\\_1.pdf](https://www.hobsonsabay.vic.gov.au/files/assets/public/documents/council/roads-etc/integrated-transport-plan-background-paper-january-2018_1.pdf)

## 8. CONSULTANCY OBJECTIVES

The consultancy objectives are to:

- Work closely with Council Project Manager, other relevant Council staff, and the TSWG/TIAC to plan, prepare and deliver the Integrated Transport Management Strategy in accordance with NSW legislation to co-ordinate the transport and traffic management priorities and actions that will deliver integrated management activities across all areas of council's operations under a continuous improvement approach.
- Undertake a literature review of best practice in the field of integrated transport.
- Review the project history and understand the context by which the information to date has been developed to ensure continuity and alignment with Council's vision.
- Prepare an Integrated Transport Management Strategy using the outcomes of TIAC workshops and meetings to date as a foundation for the development of the Strategy.
- Present on integrated transport matters at TSWG/TIAC and Stakeholder workshops.
- Attend staff, TSWG/TIAC meetings where required and also present and record outcomes.
- Participate in engagement processes with the community and stakeholders to inform and consult on the development of the strategy and gain feedback during delivery of the project.

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- Analyse, consolidate and present community and stakeholder feedback received, as well as outcomes and proposed next steps to the TSWG/TIAC.
- Use community and stakeholder feedback, data, and critical, professional analysis and expertise to prepare a draft Integrated Transport Management Strategy.
- Present the draft Integrated Transport Management Strategy to a TSWG/ TIAC workshop and revise as necessary to develop a final draft to be presented to Council for endorsement in May 2020 for public exhibition in June 2020.
- Analyse, consolidate and use community and stakeholder feedback received during the public exhibition of the draft Integrated Transport Management Strategy to develop a final Integrated Transport Management Strategy, to be presented to the TSWG/TIAC in August 2020 for Council adoption in September 2020.
- Present the final version of the draft Integrated Transport Management Strategy to Council at a Strategic Planning Workshop in October 2020.

## 9. PROJECT OBJECTIVES

The project objectives are:

- (a) To consider and expand where necessary on the prevailing issues and opportunities, together with other relevant data and information analysis, to create a comprehensive picture of current travel conditions in Byron Shire.
- (b) Review strategic fit and relationships with Council's other strategies, including the need for additional, separate or consolidated strategies.
- (c) To consolidate, analyse and present all community, stakeholders' and providers' feedback regarding issues and opportunities and use to inform the development of the draft Integrated Transport Management Strategy.
- (d) Prepare a draft Integrated Transport Management Strategy, based on data, information and community feedback.
- (e) To undertake community consultation on the draft Integrated Transport Management Strategy, as well as consolidate, analyse and present all community, stakeholders' and providers' feedback, and prepare a final Integrated Transport Management Strategy, which takes into account all feedback received during the consultation period.

The draft and final versions of the Integrated Transport Management Strategy shall at a minimum:

- Be resilient, robust and clear.
- Set out a clear implementation plan for the strategy.
- Provide early identification of further strategic planning work necessary, with particular reference to parking provisions. This will include: Identifying and detailing the necessary strategic planning work to effectively reduce high car dependency traditionally supported by high levels of parking provision. This can include, but is not limited to: planning scheme parking provisions for medium and high density residential development, cash in lieu parking waiver schemes.
- Be understandable and readable to the community, while containing information necessary for transport professionals to derive value from it.
- Consider high level degrees of feasibility (e.g. social and environmental, not just economics) to inform the priority of deliverables.
- Consider accessibility and users with restricted mobility, especially with respect to regulations imposed on transport providers to cater to this group of users.
- Be a reflection of best practice and based on a literature review on best international practice and also councils' philosophies, transport statements and strategies.

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- Take into account relevant State and regional level strategies and plans, as well as strategies and plans from bordering LGAs.
- Consider QLD State, regional and local strategies and plans that affect Byron Shire, including a focus on current and future transport across the boarder (Gold Coast Airport, freight, etc.).
- Provide a strong and clear direction for Council from now until 2040, both for working with other transport stakeholders and autonomously.
- Set clear vision and strategic objectives that flow down to corresponding policy direction and actions and also to all work undertaken by Council with regard to transport
- Note key strategic projects that will provide the most benefit, while also having actions anticipated to be reasonably achievable.
- Identify, rank and prioritise all opportunities to increase the level of modal shift from car dependent to all other sustainable modes of travel.
- Identify integrated transport issues and opportunities and assess importance of each to the overall transport network performance based on agreed criteria, and develop an action Strategy that addresses, including roles, responsibilities, budget and timeframes. Part of this will involve:
  - Identifying gaps in networks for each mode, and optimal opportunities to close these gaps (not discounting potential for purchase acquisition overlays).
  - Identifying top ten transport infrastructure priorities for Byron Shire, based on impact on overall network.
  - Identifying top ten quick and effective wins Council could directly achieve, with minimal reliance on stakeholder approval.
  - Identifying top ten programs or measures to address key desired behaviour changes.
  - Identifying key projects towards which developer contributions could be channelled.
  - Considering the impact of additional travel in Byron Shire due to development both within and surrounding the municipality.
  - All necessary maps, diagrams, images and graphs.
  - Specify actions within the action Strategy that are likely to need review in five years.
- Provide analysis of potential impacts and opportunities that could be realised through emerging trends including:
  - Public provision of charging for electric vehicles.
  - Autonomous vehicles.
  - Software and mobile applications.
  - Other emerging technologies.
- Benchmark Byron Shire against neighbouring councils in terms of travel behaviour, network connectivity, public transport supply etc.
- Incorporate measurable benchmarks and targets by which Council can track progress of the community's transport practices.
- Take into account the effects of major committed or likely future land-use and infrastructure projects in and affecting Byron Shire.
- Review the road classification hierarchy for non-arterial roads in Byron Shire, providing recommended changes where necessary.
- Reflect the community values by involving the community in the development and implementation of the Integrated Transport Management Strategy.
- Meaningfully engage the community in a process of consultation during the project and to instil the community with a feeling of ownership of the project.

## 10. PROJECT TASKS

It is envisaged that the project will require completion of the tasks described below. Alternative approaches to completing the project should be outlined in consultant submissions.

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**Stage 1 – Inception**

- a. Review and refinement of the project requirements as outlined in this Project Brief in consultation with Council's Project Manager.
- b. Prepare and finalise a Project Plan that sets out the proposed project methodology, timeline and payment schedule.
- c. 1 x 2 hour inception meeting with Council's Project Manager and the TSWG/TIAC.
- d. Register of base data information/data and review for adequacy.
- e. Assist with further development and implementation of the Communication and Engagement Plan.
- f. Review the consultation planned and assistance that is required.
- g. Participate in the engagement process to inform, consult and gain feedback during the development of the Strategy.
- h. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

**Stage 2 – Literature review**

- a. Review of international best practise in integrated transport planning.
- b. Review of existing Byron Shire Council Strategies, including (but not limited to):
  - Bike Strategy and Action Plan
  - Pedestrian Access and Mobility Plan
  - Locality Masterplans including Access and Movement Strategies (Byron Bay, Bangalow, Mullumbimby, Brunswick Heads)
  - Policy 09/004 – Strategic Transport Statement
  - Byron Shire .id Statistical and Demographic Data
  - MR525 Study
  - Multi Use of the Byron Shire Rail Corridor
  - Community Strategic Plan Delivery Program and Operations Plan
  - Disability Inclusion Access Plan
  - Northern Rivers Carpool
  - Northern Rivers Electric Vehicle Strategy
  - Net Zero Emissions Strategy for Council Operations 2025
  - Climate Change Strategic Planning Policy
  - Development Control Plan (2010 & 2014)
  - Byron Local Environment Plan (1988 & 2014)
  - Residential Strategy
  - Employment Lands Strategy
  - Economic Development Strategy
  - Rural Land Use Strategy
  - Byron Tourism Impact (2017)
  - Arts and Industrial Estate Precinct Plan
  - Strategic Asset Management Plan (2017)
  - Transport Asset Management Plan (2018)
  - Long Term Financial Plan
- c. Review of State and other non-Council sources including (but not limited to):
  - NSW - Future Transport Strategy 2056 (2018)
  - NSW - Long Term Transport Master Plan (2012)
  - NSW Connected and Automated Vehicles Plan
  - NSW Electric and Hybrid Vehicle Plan

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- NSW Older Persons Transport and Mobility Plan 2018-2022
  - NSW Freight and Ports Plan 2018-2023
  - NSW Tourism and Transport Plan
  - NSW Disability Inclusion Action Plan 2018-2022
  - NSW Fast Rail Project
  - Northern Rivers Regional Transport Plan (2013)
  - Northern Rivers Transport Mapping Project (2017)
  - Sustain Northern Rivers Transport Survey (2013)
  - Northern Rivers Freight and Supply Chain Report
  - NSW On Demand Transport EOI
  - NSW Autonomous Transport EOI
  - Lismore Regional City Action Plan
  - Northern Rivers Regional Economic Development Strategy
  - Cape Byron Preliminary Visitor Master Plan (2017)
  - DNC Destination Management Plan (2018)
  - NSW Regional Development Framework
  - State and federal funding streams
  - Australian Infrastructure Plan
  - Northern Rivers Unmet Aboriginal Transport Need
  - National Long Term Tourism Strategy
- d. Council's other strategic documents, neighbouring councils' transport strategies and other strategies or plans that affect transport into and out of the region, including relevant Queensland State, regional and local strategies, with a particular focus on transport across the border (e.g. Gold Coast Airport, freight, rail, etc.).

**Stage 3 – Undertake additional data analysis to build on the information supplied**

- a. Identify and undertake additional data analysis / information gathering necessary to assist in the development of the draft Integrated Transport Management Strategy.
- b. Present data in several formats - graphs and written.
- c. Identify and analyse locations impacting on overall network function.
- d. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

**Stage 4 – Consultation with external and internal parties**

- a. Present on integrated transport matters in Byron Shire (with PowerPoint you have prepared) and form part of a discussion panel at up to four (4) stakeholder consultation workshops. Before commencing this particular task, the approach taken to seeking information shall be discussed with and approved by the Project Manager. The Consultant will be required to assist with the compilation of a list of stakeholders for inclusion in the consultation. Stakeholder representatives are to be across a range of technologies and services, not just representing a business. Council will assist the appointed consultant in making contact with the relevant stakeholders and an appointed facilitator.
- b. Review, summarise and analyse feedback to all consultation including community submissions and recommendations, drop in sessions, intercept surveys, shopping centres displays, online surveys etc., with a view to develop the draft Strategy based on this.
- c. Update of PowerPoint presentation to include all findings from stakeholder, community and internal consultation.

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- d. Presentation on integrated transport matters including findings from community consultation (with PowerPoint you have prepared) and attendance at a post-consultation TSWG/TIAC meeting/workshop for additional feedback.
- e. Consolidate all information and related correspondence.
- f. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

**Stage 5 – Draft Integrated Transport Management Strategy**

- a. Preparation of Draft Integrated Transport Management Strategy (to be endorsed by Council in April 2020 for public exhibition in April/May 2020. See Objectives section about minimum inclusions in draft Integrated Transport Strategy.)
- b. Develop an implementation plan for the strategy, with clearly measurable deliverable items.
- c. Prior to the draft Strategy being presented to Council, presentation at a TSWG/TIAC workshop (in February 2020) and recording of all feedback from the workshop and related correspondence, as well as integration of feedback into the Draft Strategy as required.
- d. Consultants should provide for at least two revisions of the draft Strategy prior to public consultation to enable changes to be made prior to and following consideration of the Draft Strategy by the TSWG/TIAC.
- e. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

**Stage 6 - Final Integrated Transport Management Strategy**

- a. Assist with the public exhibition of the Draft Integrated Transport Management Strategy.
- b. Tabulate and analyse all feedback received regarding the Draft Integrated Transport Management Strategy.
- c. Develop final Integrated Transport Management Strategy in close consultation with the Project Manager that incorporates changes required following public consultation. This must be ready to be presented to the TSWG/TIAC in June 2020 for Council adoption in August 2020.
- d. Attendance and presentation of the final Integrated Transport Management Strategy at a TSWG/TIAC meeting/workshop when revised.
- e. Consultants should provide for at least two revisions of the final Integrated Transport Management Strategy and actions following consultation to enable changes to be made prior to and following considerations of the final report by the TSWG/TIAC.
- f. Presentation of the final Integrated Transport Management Strategy to a meeting of Council's Strategic Planning Workshop following Council adoption.
- g. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

**11. CLIENT AND STAKEHOLDERS**

Byron Shire Council will be the project client.

**Project Manager:** Daniel Strzina – Infrastructure Planning Project Engineer

**Council Stakeholders:** Councillors, Transport and Infrastructure Advisory Committee (TIAC), Transport Strategy Working Group (TSWG), the Local Traffic Committee and other Council planning project groups.