

# LOT 12

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bayshore drive.

# ACKNOWLEDGEMENT OF COUNTRY

We would like to begin by acknowledging and paying our respects to the Arakwal Bunjalung people, the Traditional Custodians of the land on which we are planning. We pay our respects to their Elders, past, present and emerging.

We further recognise and respect that the Arakwal Bundjalung peoples have for millennia had a deep and intrinsic connection to these lands and respect their ongoing right to maintain that connection both spiritually and culturally.

# CHAPTERS

## 01 INTRODUCTION



Addressing the key issues raised in Council meeting held 26th November 2020

## 02 THE VISION



A refined vision for Lot 12 that builds on the principles established in Council's EOI.

## 03 MASTERPLAN



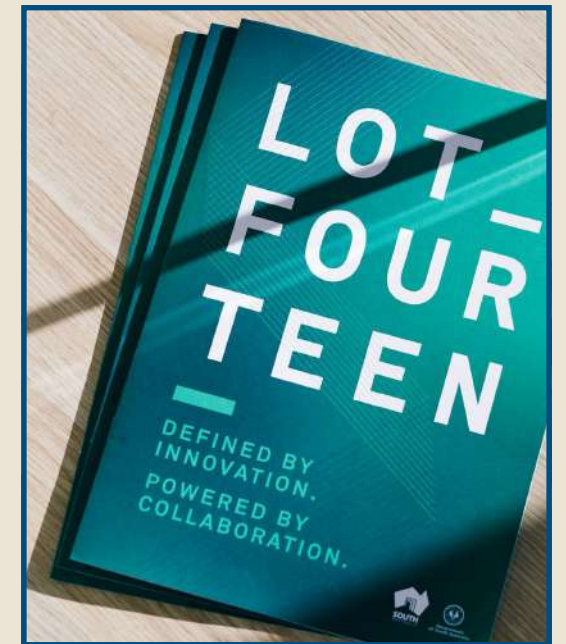
A revised masterplan that delivers a better outcome for all parties.

## 04 PROTOCOLS



Ensuring a continued commitment to the protocols set out in the original EOI.

## 05 GOVERNANCE



Establishing strategies for maintaining the vision in perpetuity.

# 01 INTRODUCTION

At the Byron Shire Council Ordinary Meeting held 26th November 2020, Council authorised the General Manager to enter into direct negotiations with Creative Capital as the preferred EOI proponent for Lot 12. These negotiations sought to refine the Creative Capital proposal for Lot 12 and address a number of specific issues raised by the Councillors. A summary of each issue and how it has been addressed can be found below. The pages that follow provide an overview of the refined vision, plus more detailed plans which demonstrate a continued commitment to the specific protocols established within the original EOI.

## A. LAND-USE

**Council Comment:** *'mix of land uses to align more strongly with overall vision - review quantity of retail and residential'*

**Creative Capital Response:** Straight retail is not proposed for Lot 12. A combination of Light Industrial with a modest retail outlet and Specialise Retail (Bulky Goods) is proposed as a ground floor use in select buildings.

Traditional residential is not proposed for Lot 12. A variety of Live / Work (caretaker) residences are proposed within certain buildings - we feel it is imperative to the success of the development and Byron as a whole to include these uses within Lot 12. Refer **pages 22 - 26** for further details.

## B. COUNCIL LOTS

**Council Comment:** *'structure and land uses on proposed council lots to be defined by council'*

**Creative Capital Response:** The new proposal ensures the Council land has frontage to Bayshore Drive, as well as more rationally proportioned Lots. The revised concept ensures a more equitable split of the land. Refer **page 10** for further details.

## C. SITE ACCESS

**Council Comment:** *'site access, frontage and entry to better prioritise pedestrian and cyclist movement, including a revision of the traffic study to consider all options (not just the roundabout)'*

**Creative Capital Response:** The two lane roundabout in the original EOI proposal was taken directly from the EOI documentation provided by Council. The revised proposal opts for a more appropriately scaled 4-way intersection that prioritises people + bikes over cars. Note: Intersection requires further investigation and detailed design.

## D. EXISTING VEGETATION

**Council Comment:** *'proposed subdivision and masterplan to respond accurately to the extent of existing vegetation'*

**Creative Capital Response:** The new layout results in a larger Lot for the environment and an improved interface with this land. This approach ensures the best possible outcome for the ecologically sensitive wetlands to the West.

## E. GOVERNANCE

**Council Comment:** *'clarify and confirm governance title arrangements (i.e community title with central management body)'*

**Creative Capital Response:** To ensure the vision is held in perpetuity, it is proposed that there is a site specific DCP and inclusion of a set of guiding principles for Governance similar to those adopted for Lot 14 Adelaide. Refer **pages 33 - 34** for further details.

## F. DELIVERY OF TAFE

**Council Comment:** *'timing of main infrastructure to accommodate delivery of TAFE by 2022'*

**Creative Capital Response:** The revised masterplan and 3 Lot subdivision provides a simplified framework to enable Council to achieve TAFE's programme.

## G. LAND VALUATION

**Council Comment:** *'independent review of quantity surveyor and land valuation reports to be provided as part of document'*

**Creative Capital Response:** We submit that the Council should independently obtain quantity surveyor and land valuation reports which take into account any changes occasioned by proposed LEP amendments and benchmarked the value to the original EOI submission date of October 2020.





# 02

# THE VISION

EDUCATE | INNOVATE | INCUBATE

Our vision for Lot 12 is both pragmatic and ambitious. We've provided relatively detailed planning for what we think can be achieved right now, but we've also considered what Council should be looking to achieve over the long term, like the next 20 years or so.

A site of this importance demands a long-term vision. The world we live in today will be radically different to the one we inhabit in a decade or two. Factors like population growth, remote working, driverless cars and the effects of climate change are becoming an ever-increasing reality, but they're not things we can design for in detail right now. We can, however, make provision for them.

To that end, the plans we've provided are future-ready and will allow the precinct to evolve over time. They include specific ideas, like potentially converting underground carparks into water storage reserves once personal car ownership becomes obsolete. We've also left open space, because who knows what organisations will be attracted here, and how others will grow.

We also feel it's important Council retain the capacity to take advantage of funding opportunities that may arise in the future. Opportunities that could enable once in a lifetime, moonshot projects that necessitate a scale of development not considered (or possible) at this point in time.

Finally, to realise the potential for Lot 12, it's imperative an employment precinct of this significance provides an opportunity for attainable Live / Work accommodation; ones specifically tailored towards those wishing to live and work all in one place.

*'A precinct that is home to the brightest minds and inspirational ventures, all creating positive change on a global, national and local level.'*



# 2.1 SITE OBJECTIVES

## PRODUCTIVITY

- Growth of technology-based and creative industries.
- Diverse and resilient employment community.
- Layered economy that includes large and small businesses, start-ups and supportive businesses such as cafés and service providers that create community and destinations.
- Focal point for development of industry clusters, including opportunity for collaboration between educational institutions and industry.
- Strong site brand focused on innovation and clean technology.

## ACTIVE

- Vibrant, safe and integrated mixed use community with a diverse range of business and employment opportunities, focusing on creative industries, digital economy, education, research and training.
- Well connected community both internally (pedestrians, cycles and public transport) and to the surroundings (Byron Town Centre, Cavanbah Centre, rail, beach, etc.).
- Seamless management of the interfaces between adjacent land uses: a workable and consistent mix.

## SUSTAINABLE

- Best practice sustainability at precinct and building site levels.
- High level of resource efficiency with great environmental outcomes and new business models utilising smart technology.
- Flexibility for adaption to changes in market conditions and technological advances.
- Minimisation of waste and maximisation of water and energy efficiency.

## PLACE

- Distinctive, recognisable and marketable 'sense of place'.
- A well-designed public realm that favours pedestrian use over vehicles and active transport links over private car use.
- An active public realm both during the day and at night.
- Built form and public realm that work together.
- Integrated and site-specific public art.

## 1+1=5

- Diverse and inclusive community.
- Collection of like-minded businesses and organisations, aligned with the visions for Lot 12
- Local actions, global solutions
- Seek a mix of Government, not-for-profit and profit-with-purpose organisations.
- Aspire to positively impact the world.



## 2.2 DIVERSITY

Realising Council's vision for Lot 12 is going to involve substantial and sustained investment.

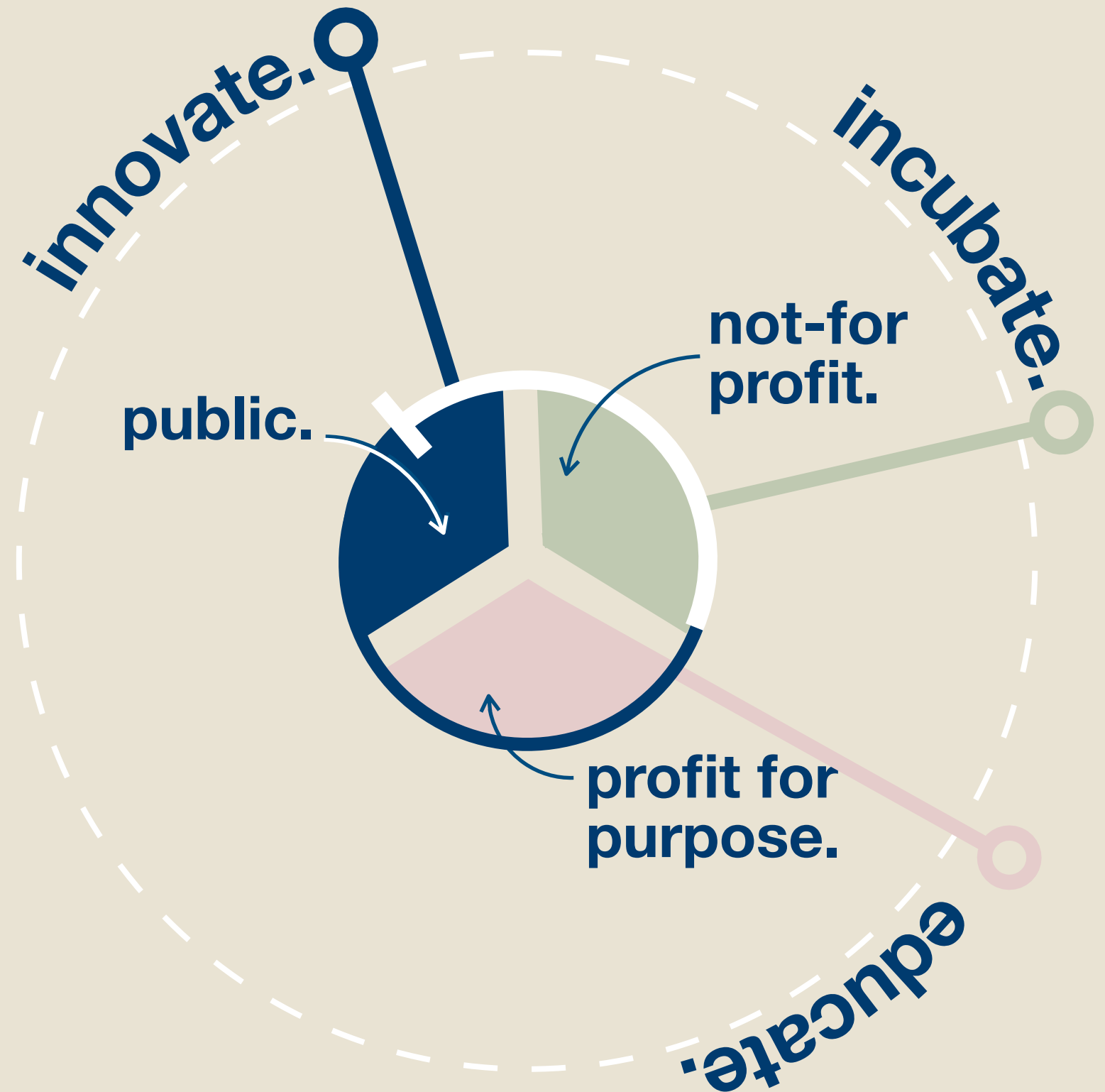
To unlock this level of funding, council need to partner with organisations across the public, not-for-profit and private/profit-with-purpose sector who will, in turn, access funds that would not otherwise be available. Council need to partner with organisations that will access the necessary funding through a combination of grants, philanthropy and traditional bank funding that would not otherwise be available to a local government authority.

To achieve this, Council need to think beyond leasehold tenure. They need to offer a variety of tenure options so organisations and entities of all kinds are able to raise the capital required. Put simply, while TAFE and other public sector organisation may be happy to build on leasehold land, most NGO's and private/profit-with-purpose will need to acquire land to secure the necessary development finance.

Additionally, there will be lots of smaller organisations (particularly in the not-for-profit sector) who only require small premises, located within a precinct of like-minded ventures. Solving the needs of these organisations will require a sympathetic developer prepared to build a campus within a campus, where appropriate space can be offered by way of lease – right down to the level of a single desk within a structured co-working/incubator space available on a month-to-month basis.

Therefore, restricting the property to leasehold tenure could potentially ensure the long term failure of the precinct. Restricting land tenure to leasehold only could have a devastating effect on the diversity of organisations that might otherwise get involved.

In short, for Lot 12 to succeed, it needs to provide opportunities for organisations large and small across the public, private and not-for-profit sector to be located within a campus where the sheer act of co-location will enable opportunities that would otherwise not arise. And for this to happen Council need to be open to a variety of tenure options.





# 2.3 TENURE

## OCCUPANT DIVERSITY

It's the curation of uses and users that make a precinct. The buildings matter, but it will be the people inside that make or break the precinct.

For Lot 12 to meet its full potential, to become the vibrant centre of excellence envisaged, it must facilitate the constructive co-location of like-minded and complimentary organisations across the public/private spectrum.

To achieve this at the scale intended, Council need to provide opportunities for organisations that simply require space, ones that need infrastructure built to a very specific brief, and those that want to rent more traditional premises, but co-located with shared facilities like meeting rooms, conference facilities and studio space.

## BUILT TO BRIEF

Some enterprises need purpose-built infrastructure of a very specific nature and simply can't be housed in any old building. For example:

### TAFE

Offering over 1200 courses, TAFE needs a flexible campus with state-of-the-art classrooms, access to modern facilities, and common areas for students to connect.

### LIVING SCHOOL

A progressive school that believes aesthetics and green space benefit health and wellbeing, Living School demands sustainable structures that are both inspirational and adaptable.

### YELLAMUNDIE

A mentoring and artist-in-residence programme for emerging Aboriginal and Torres Strait Islander artists, Yellamundie requires a customised studio, workshop, gallery and retail space.

## "I JUST NEED SPACE"

Today, some of the most transformative ideas in the world can be initiated with a desk and laptop computer. But even though some start-ups typically don't need much infrastructure, they tend to congregate in environments that provide:

### FLEXIBLE SPACES

So they can scale up and down with relative ease which generally requires access to short term lease arrangements.

### CO-LOCATION

Being around symbiotic ventures fosters cooperation and the sharing of ideas and resources.

### SHARED AMENITIES

Having access to meeting rooms is key, plus good coffee, so they have a place to catch up and collaborate.

## FLEXIBILITY + GROWTH

To better understand the variety of built form and tenure that will be required at Lot 12 please consider the following (future) case study.

### IDEA

Inspired by her studies at one of the education providers on Lot 12, Lucy comes up with a world changing idea.

### LAUNCH

Armed with nothing more than her laptop, Lucy rents a desk in one of the incubator programmes and begins working on her idea.

### PILOT

After successfully pitching her idea, one of the accelerator programmes helps Lucy get access to funding, she makes her first hire, and moves into a small office.

### GROWTH

With her idea taking off, Lucy's able to scale up by moving into a larger, stand alone space, grow her team, and start selling her idea locally, across the country, and around the world.

### BEYOND

Having changed the world, Lucy's now CEO of a mature organisation, which goes on to establish headquarters in the region, spreading jobs and the new economy.

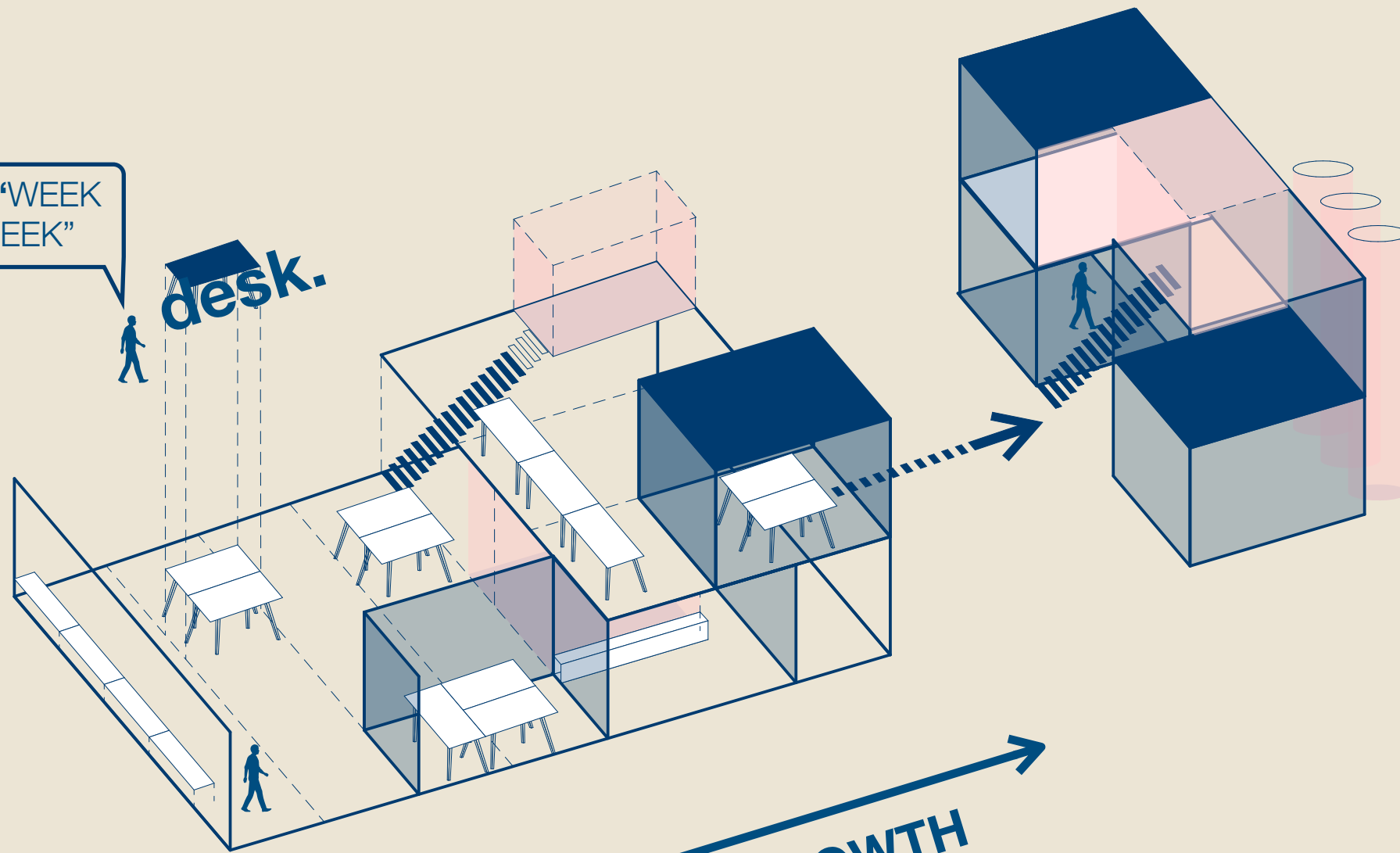
It's a pretty simple formula, but one that has to be at the centre of planning for the site.

## 2.4 TENURE

**“I JUST NEED  
SPACE”**

RENT “WEEK  
TO WEEK”

desk.



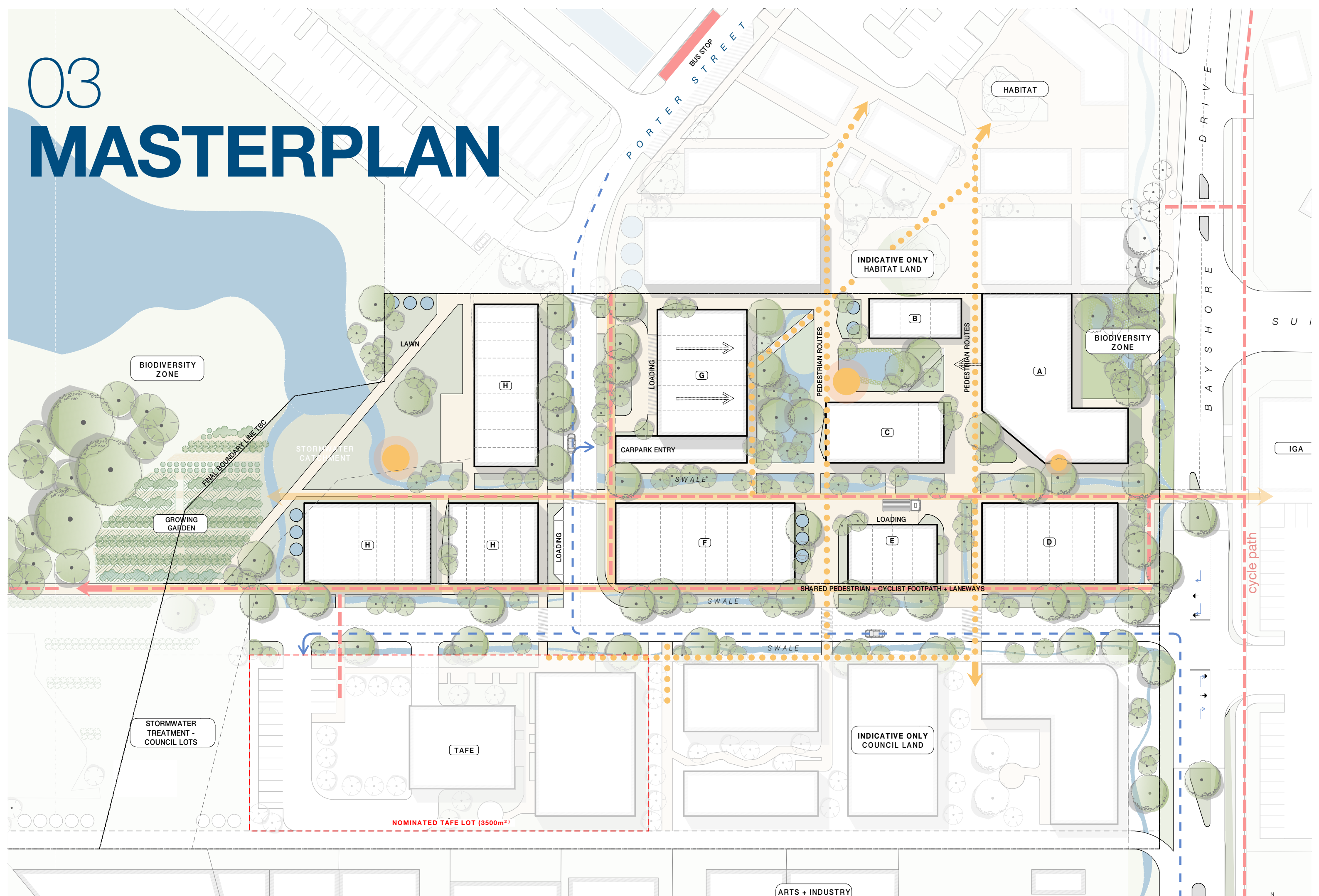
CAN I INVEST?

**“BUILT TO BRIEF”**

**FLEXIBILITY + GROWTH**



# 03 MASTERPLAN

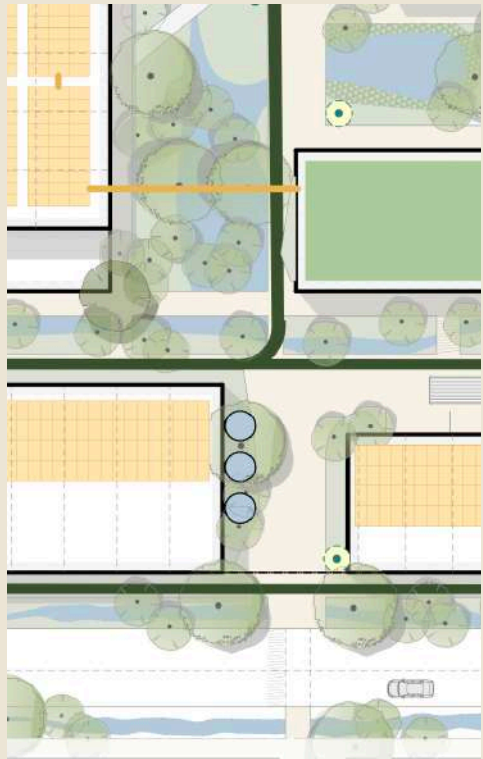


ARTS + INDUSTRY



# 04 PROTOCOLS

01



## environmental.

Lot 12 will provide an inclusive, healthy and environmentally conscious community. The community will ensure best practice in low carbon development, setting a new benchmark in urban design and community place planning.

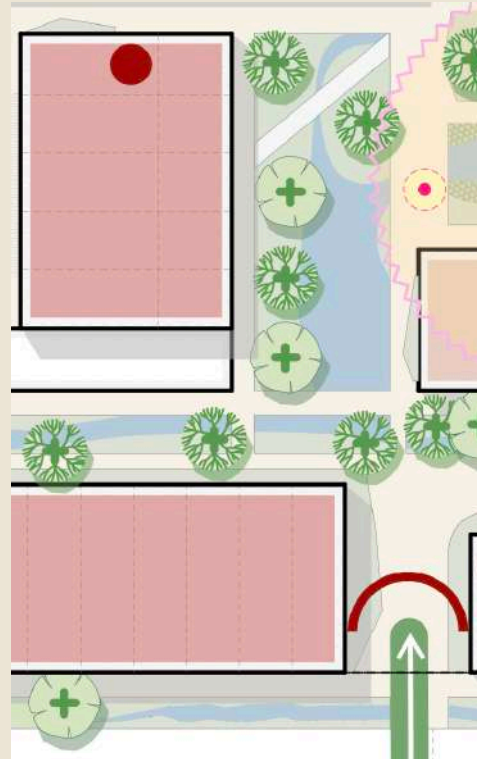
02



## public realm.

Public realm design focuses on the needs of the people who use Lot 12 - students, workers and visitors, connecting people and places, and facilitating commerce, education and recreation.

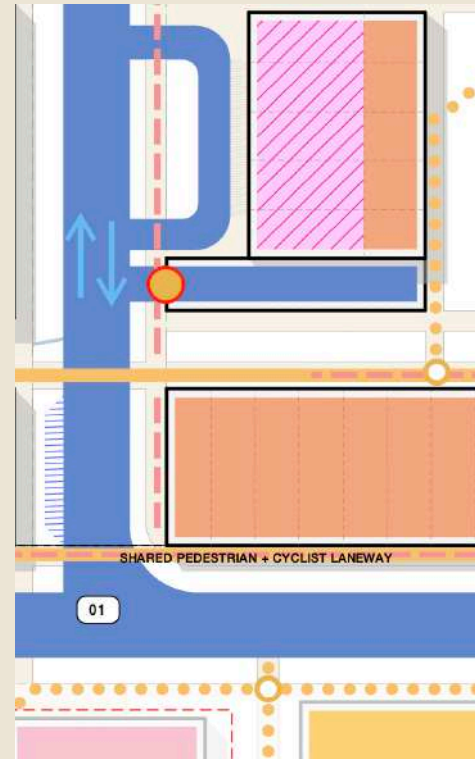
03



## built form.

Lot 12 development offers adaptable and flexible building stock, providing a diverse range of uses and efficiency in the use of public infrastructure. Users include students, workers and visitors attracted to the site by a range of employment, creative/digital industries, commercial, educational and community opportunities.

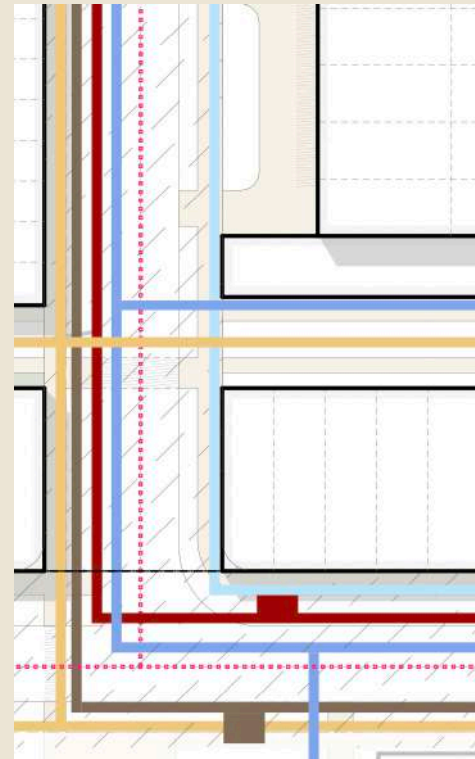
04



## access + movement.

Lot 12 will be an identifiable unified precinct, with strong active connections to surrounding land uses and pedestrian and cycle networks. Lot 12 contains a well-designed public realm that favours pedestrian use over vehicles and active transport links over private car use. The priority for pedestrian and active movement solutions is implemented for access both into and within the site.

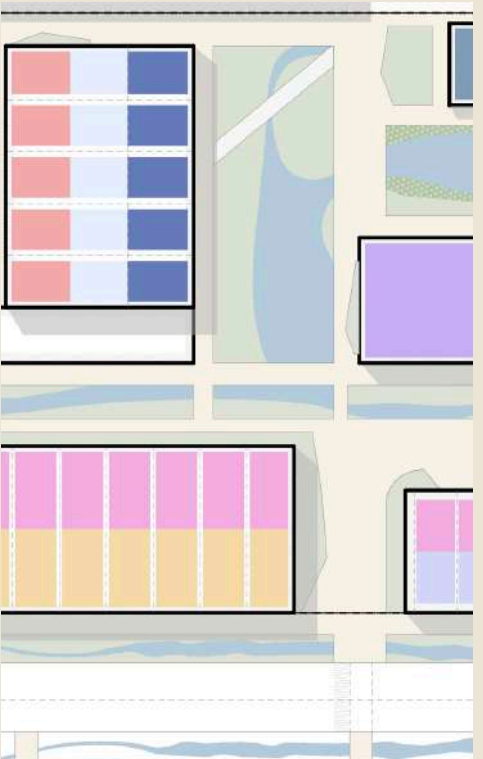
05



## infrastructure.

The digital future of Lot 12 is supported with robust and resilient infrastructure. Where possible, service corridors locate infrastructure services as part of the overall site organisation and general arrangement of built form, internal site movement and the public realm. Delivering the most rational infrastructural solution for Lot 12 requires further investigation and detailed design.

06

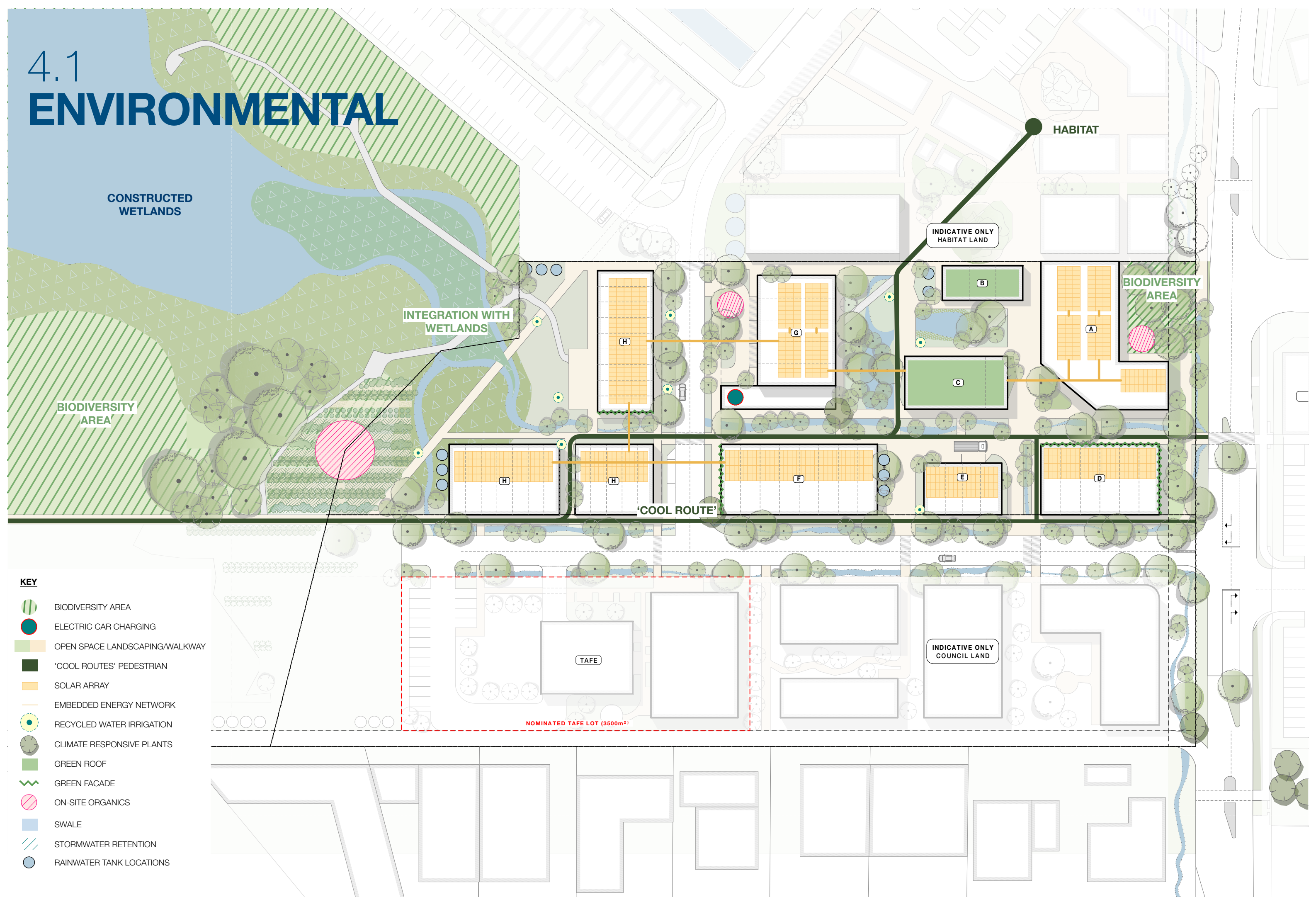


## use + users.

Lot 12 will support a diverse mix of complementary Uses and Users. Lot 12 acknowledges and responds to the varied tenure needs of different businesses and organisations. Lot 12 will create a vibrant and inspiring environment for ideas to flourish. Users typically fall under one of three categories - educate, incubate and innovate.



# 4.1 ENVIRONMENTAL



- KEY**
- BIODIVERSITY AREA
  - ELECTRIC CAR CHARGING
  - OPEN SPACE LANDSCAPING/WALKWAY
  - 'COOL ROUTES' PEDESTRIAN
  - SOLAR ARRAY
  - EMBEDDED ENERGY NETWORK
  - RECYCLED WATER IRRIGATION
  - CLIMATE RESPONSIVE PLANTS
  - GREEN ROOF
  - GREEN FACADE
  - ON-SITE ORGANICS
  - SWALE
  - STORMWATER RETENTION
  - RAINWATER TANK LOCATIONS

# 4.2

## ENVIRONMENTAL - SUSTAINABILITY STRATEGY

### MEMO - SUSTAINABILITY STRATEGY

Delivering on the vision for sustainability for Lot 12 requires an integrated and holistic approach, co-delivered by both Creative Capital and Council. Sustainability principles and commitments have been embedded into the proposal from the outset, ensuring genuine integration from design right through to operation.

The preliminary Sustainability Strategy put to Council as part of the initial EOI process was predicated on a mandatory 6 Star Green Star Communities rating for the development. Creative Capital's initial proposal was also based on Lot 12 as a whole and all stakeholders including the TAFE and Council within the project 'boundary' – collectively delivering on elements of a shared masterplan.

Following recent discussions with Council and the now proposed alternative strategy to subdivide the land into three lots, the pursuit of a 6-star rating Green Star rating may be limited in value. This is because:

- Several Green Star aspects relied on in the initial proposal looking at the site as a single proposal;
- The diversity of uses is reduced and therefore there is reduced flexibility in what can be delivered by Creative Capital alone;
- The biodiversity zone is excised under the alternative subdivision arrangements, creating reduced ability on the Creative Capital land to demonstrate ecology benefit; and
- The cost of pursuing the Green Star rating places an increased commercial burden on Creative Capital and Council.

Given the above, we propose that a detailed Sustainability Strategy be developed by Creative Capital as part of the early planning stage. This will ensure an accountable mechanism for sustainability remains a core driver of design and operation, but to allow time to further consider whether a 6 Star Green Star Communities Rating is really the best pathway to deliver it. This pause is appropriate, as it allows Council time to consider their own position and refine the set of uses, sustainability criteria and timeframe for development of its land.

The detailed Sustainability Strategy will:

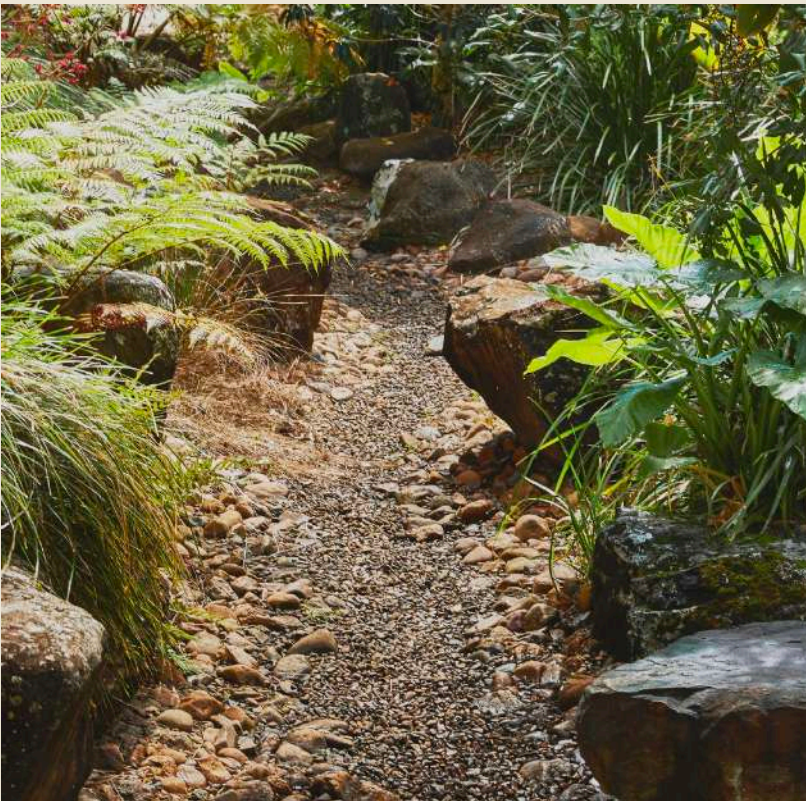
- Retain all the ambition and breadth of the preliminary Sustainability Strategy that supported the EOI Submission;
- Confirm sustainability initiatives to be pursued and the parcels of land to which they apply (i.e. Creative Capital land, Council land, TAFE land, environmental land or across the entirety of Lot 12);
- Confirm how these initiatives would be delivered and who would lead their delivery;
- Confirm how sustainability outcomes would be maintained over time, including governance arrangements relating to the operational phase; and
- Confirm if a rating certification should be pursued (Green Star or otherwise) and the land that it would apply to.

Creative Capital maintains its commitment to deliver a climate resilient precinct, to deliver zero carbon in operation and to deliver future ready, shared sustainable infrastructure to support the new community.



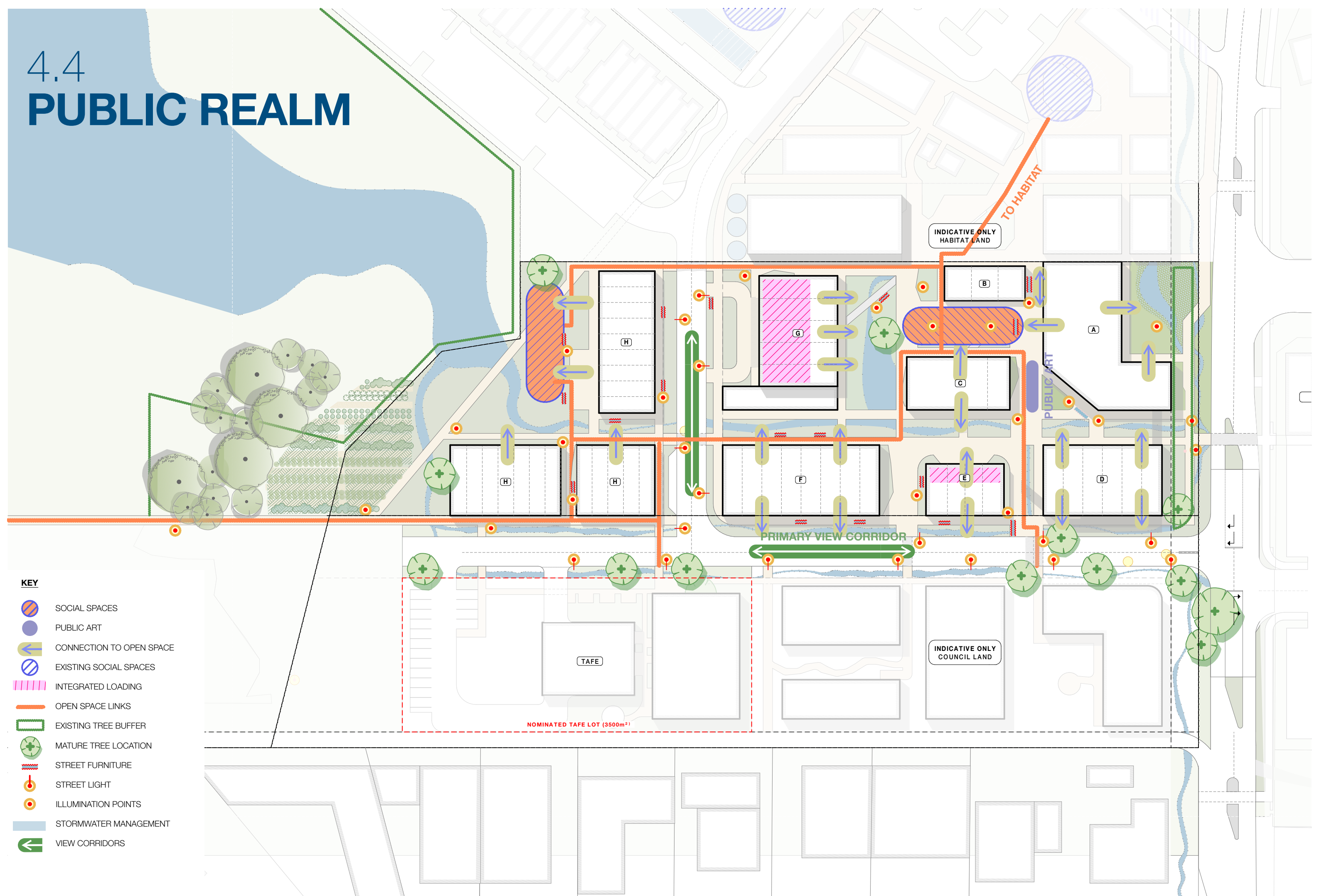
# 4.3 ENVIRONMENTAL

ecology.





# 4.4 PUBLIC REALM



- KEY**
- SOCIAL SPACES
  - PUBLIC ART
  - CONNECTION TO OPEN SPACE
  - EXISTING SOCIAL SPACES
  - INTEGRATED LOADING
  - OPEN SPACE LINKS
  - EXISTING TREE BUFFER
  - MATURE TREE LOCATION
  - STREET FURNITURE
  - STREET LIGHT
  - ILLUMINATION POINTS
  - STORMWATER MANAGEMENT
  - VIEW CORRIDORS



# 4.5 PUBLIC REALM

people + environment.



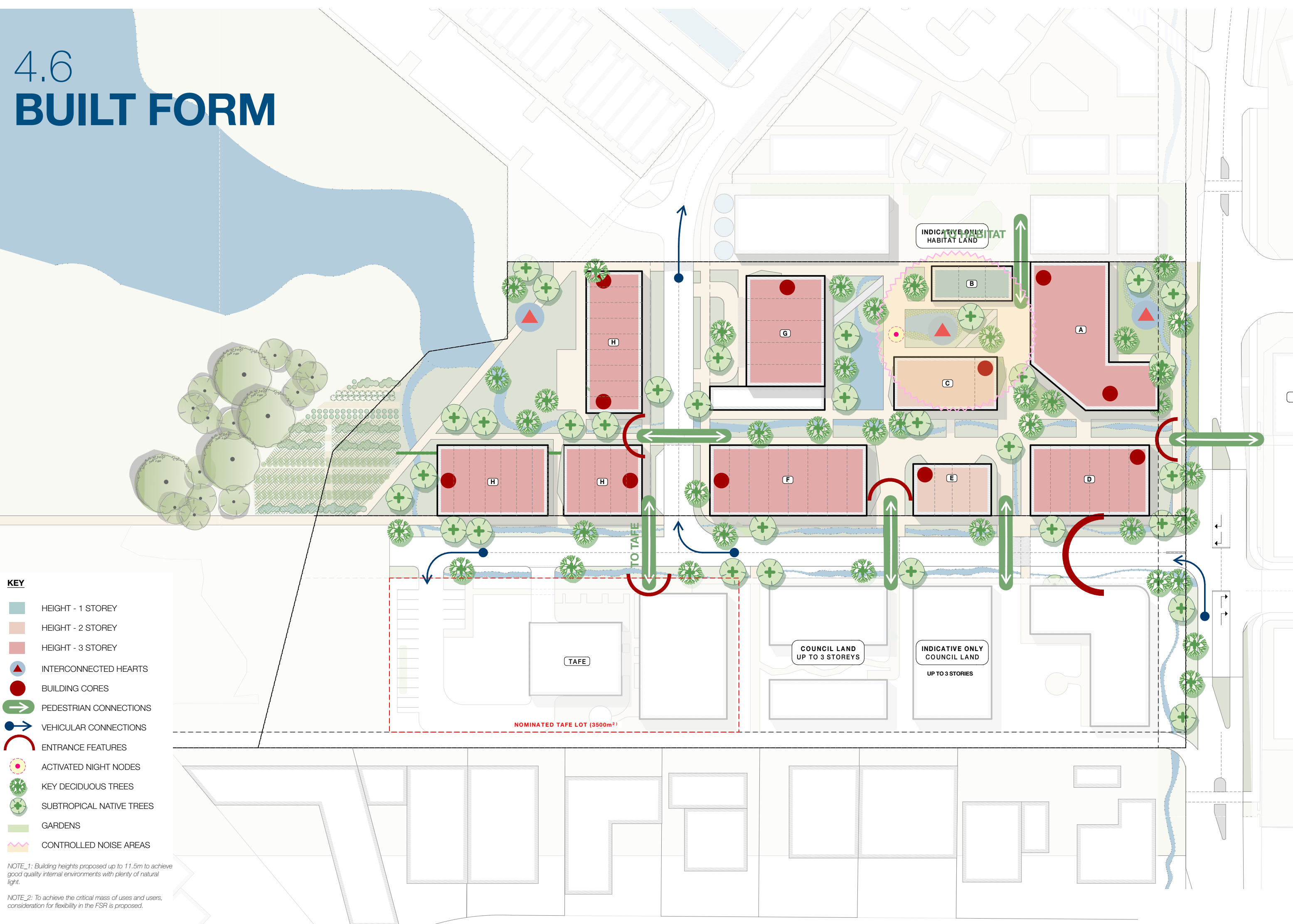


# 4.6 BUILT FORM

- KEY**
- HEIGHT - 1 STOREY
  - HEIGHT - 2 STOREY
  - HEIGHT - 3 STOREY
  - INTERCONNECTED HEARTS
  - BUILDING CORES
  - PEDESTRIAN CONNECTIONS
  - VEHICULAR CONNECTIONS
  - ENTRANCE FEATURES
  - ACTIVATED NIGHT NODES
  - KEY DECIDUOUS TREES
  - SUBTROPICAL NATIVE TREES
  - GARDENS
  - CONTROLLED NOISE AREAS

NOTE\_1: Building heights proposed up to 11.5m to achieve good quality internal environments with plenty of natural light.

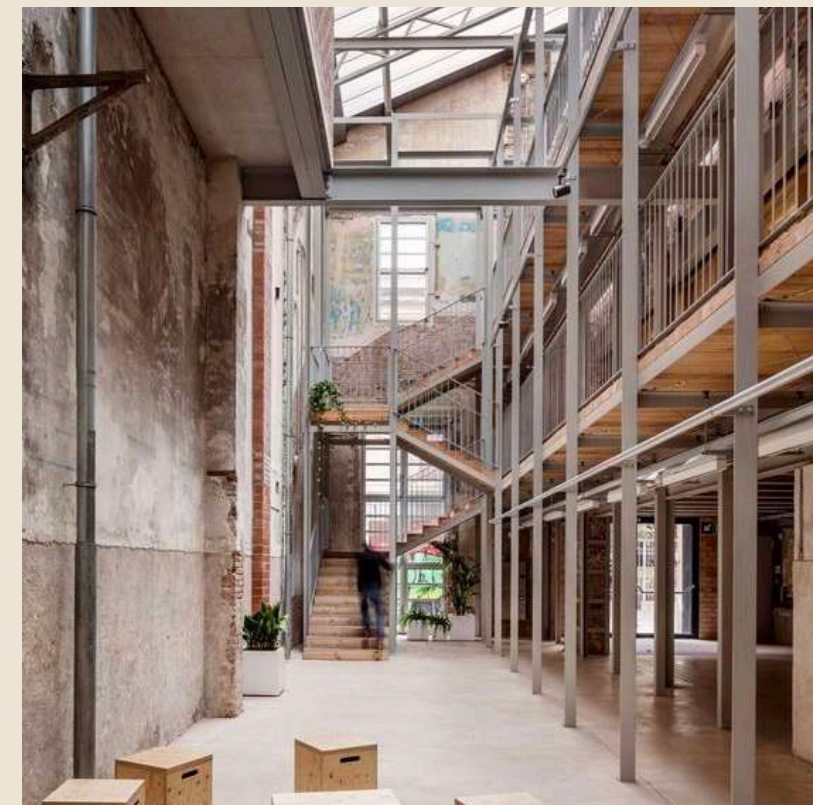
NOTE\_2: To achieve the critical mass of uses and users, consideration for flexibility in the FSR is proposed.





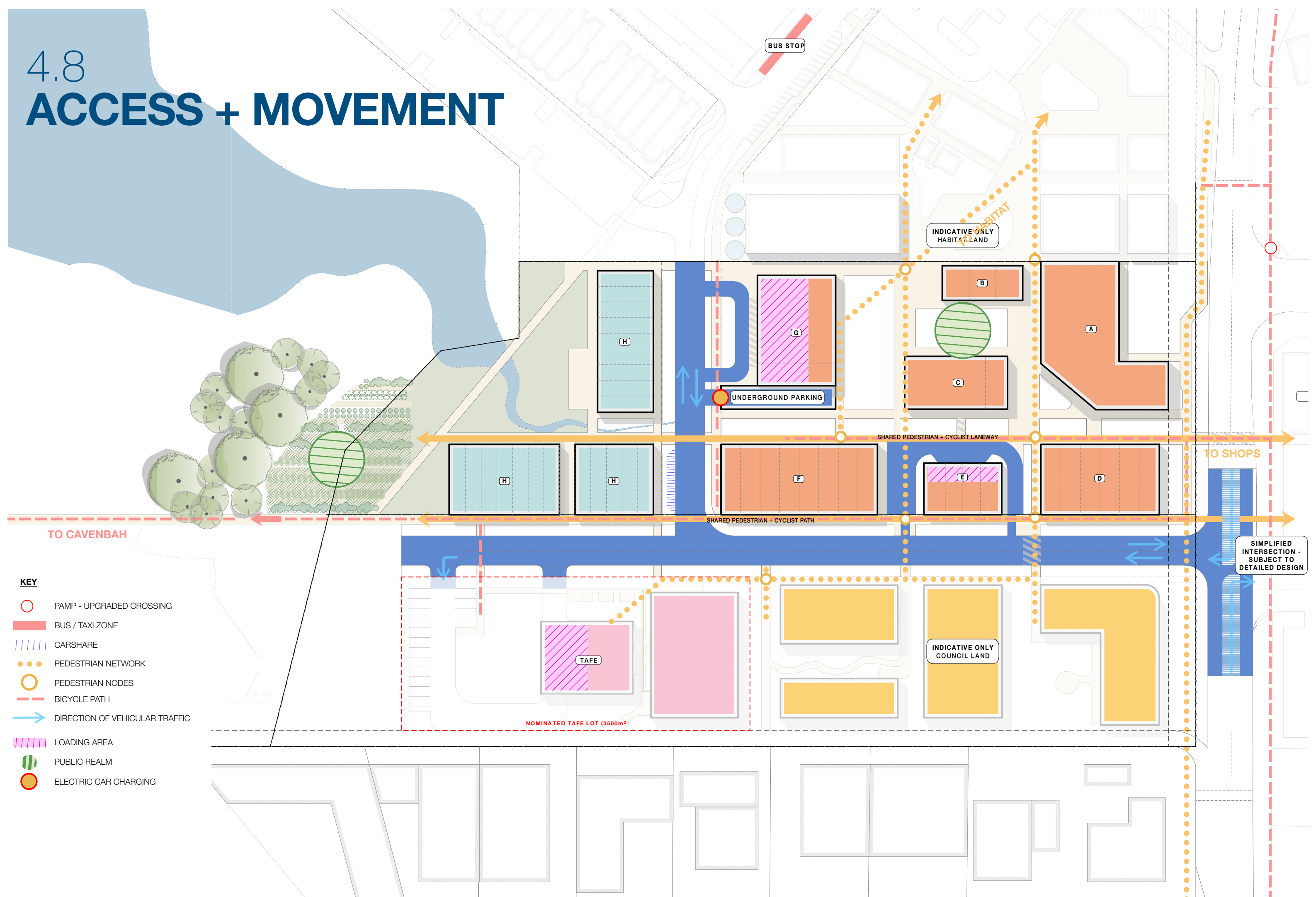
# 4.7 BUILT FORM

quality + scale.





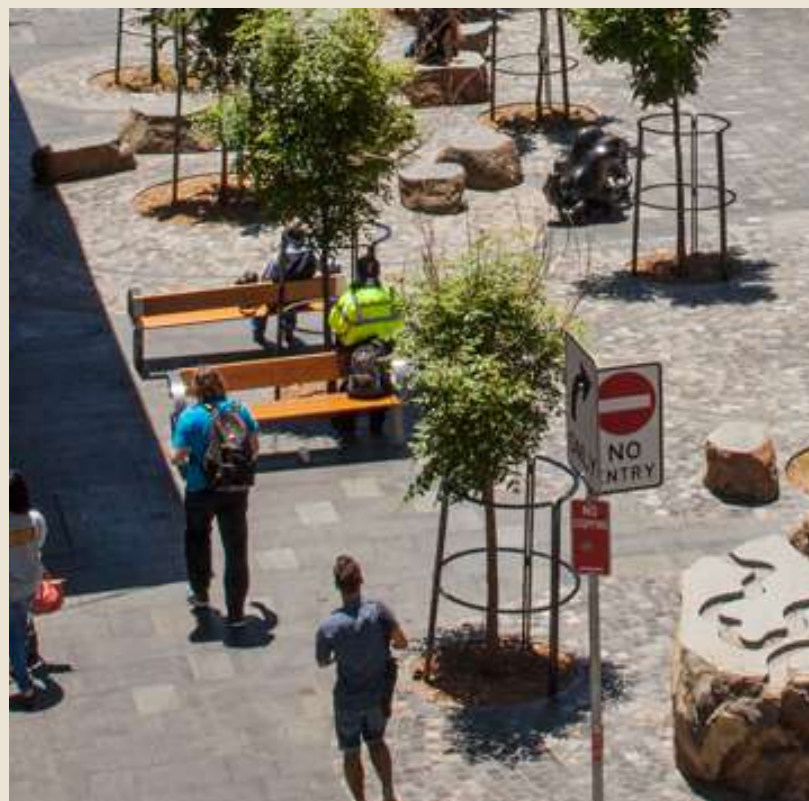
# 4.8 ACCESS + MOVEMENT





# 4.9 ACCESS + MOVEMENT

de-prioritise the car.





# 4.10 INFRASTRUCTURE

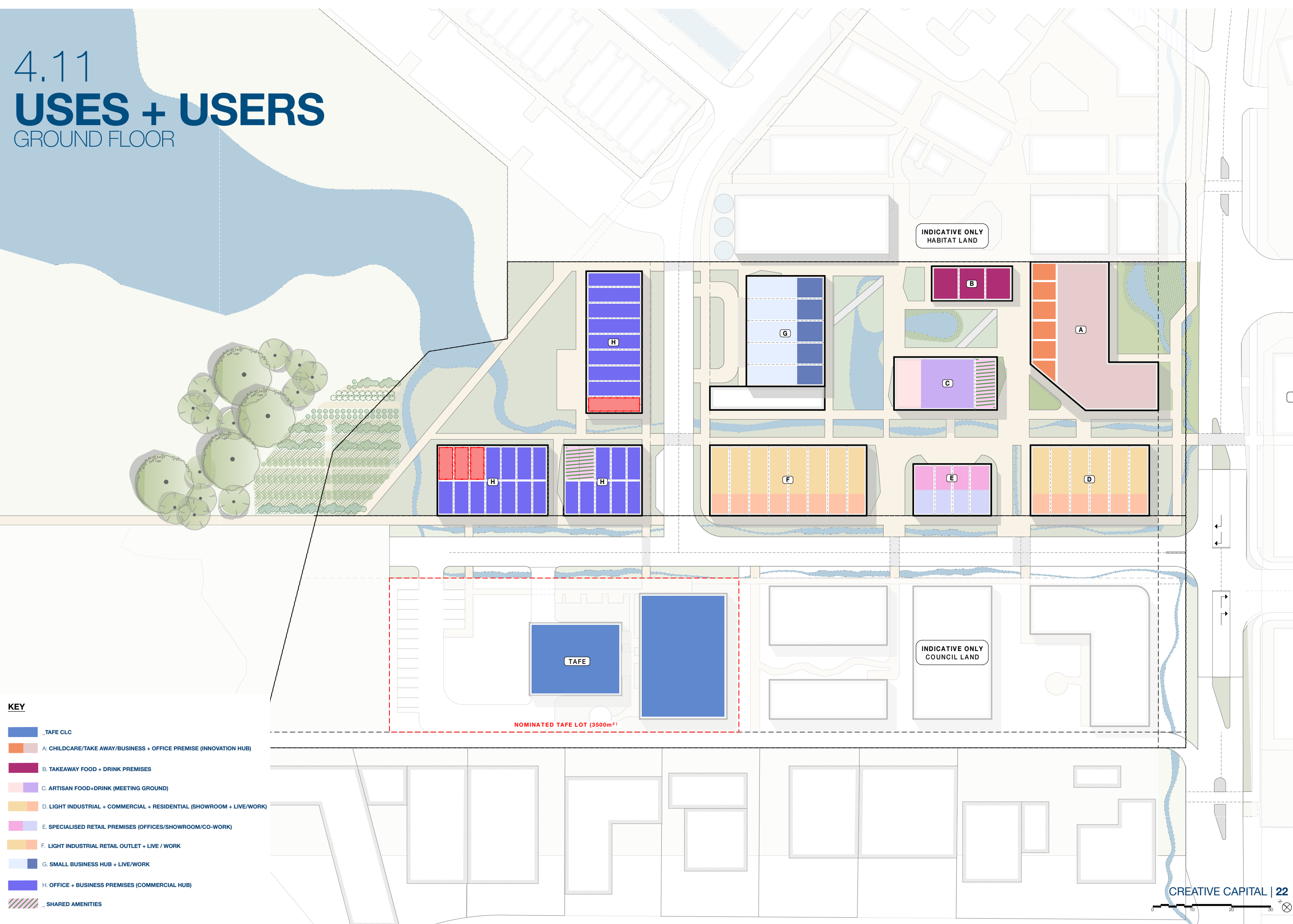
quality amenity.





# 4.11 USES + USERS

GROUND FLOOR



- KEY**
- TAFE CLC
  - A: CHILDCARE/TAKE AWAY/BUSINESS + OFFICE PREMISE (INNOVATION HUB)
  - B. TAKEAWAY FOOD + DRINK PREMISES
  - C. ARTISAN FOOD+DRINK (MEETING GROUND)
  - D. LIGHT INDUSTRIAL + COMMERCIAL + RESIDENTIAL (SHOWROOM + LIVE/WORK)
  - E. SPECIALISED RETAIL PREMISES (OFFICES/SHOWROOM/CO-WORK)
  - F. LIGHT INDUSTRIAL RETAIL OUTLET + LIVE / WORK
  - G. SMALL BUSINESS HUB + LIVE/WORK
  - H. OFFICE + BUSINESS PREMISES (COMMERCIAL HUB)
  - SHARED AMENITIES

# 4.12

## USES + USERS

### FIRST FLOOR



#### KEY

- A. CHILDCARE/BUSINESS + OFFICE PREMISE (INNOVATION HUB)
- B. TAKEAWAY FOOD + DRINK PREMISES (GREEN ROOF)
- C. ARTISAN FOOD + DRINK (MEETING GROUND)
- D. LIGHT INDUSTRIAL + COMMERCIAL + RESIDENTIAL (SHOWROOM + LIVE/WORK)
- E. SPECIALISED RETAIL PREMISES (OFFICES/SHOWROOM/COWORK)
- F. LIGHT INDUSTRIAL RETAIL OUTLET + LIVE / WORK
- G. SMALL BUSINESS HUB + LIVE/WORK
- H. BUSINESS + OFFICE PREMISES (COMMERCIAL HUB)
- .SHARED FACILITIES
- .MEETING ROOMS

4.13

USES + USERS

SECOND FLOOR



- KEY**
- A. CHILDCARE/BUSINESS + OFFICE PREMISE (INNOVATION HUB)
  - B. TAKEAWAY FOOD + DRINK PREMISES (GREEN ROOF)
  - C. ARTISAN FOOD + DRINK (MEETING GROUND) - GREEN ROOF
  - D. LIGHT INDUSTRIAL + COMMERCIAL + RESIDENTIAL (SHOWROOM + LIVE/WORK)
  - E. SPECIALISED RETAIL PREMISES (OFFICES/SHOWROOM/COWORK) - ROOF
  - F. LIGHT INDUSTRIAL RETAIL OUTLET + LIVE / WORK
  - G. SMALL BUSINESS HUB + LIVE/WORK
  - H. BUSINESS + OFFICE PREMISES (COMMERCIAL HUB)
  - SHARED FACILITIES
  - MEETING ROOMS



# 4.14 USES + USERS

## A. CHILDCARE / BUSINESS + OFFICE PREMISE (INNOVATION HUB)

### Building Summary:

**Storeys:** 3-Storey

**Height:** 9.0 - 11.5m

**GFA total:** ≈ 2,242m<sup>2</sup>

### LEP Land Use Definitions:

*Centre-based childcare facilities; Take away food and drink premises; Business premises; Office premises;*

### Description:

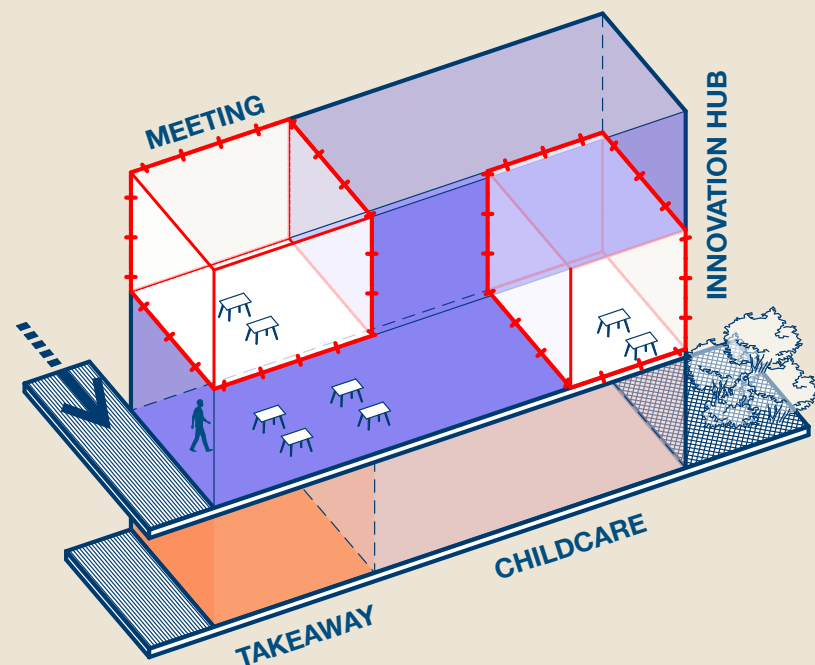
Childcare located on the ground floor interfacing with the private gardens to the east. Small footprint takeaway food and drink premises facing west towards the internal courtyard. The first and second storey are commercial premises tailored towards innovation and incubation uses. Shared meeting rooms and common areas are proposed throughout.

### Detail:

**Childcare:** ≈ 567m<sup>2</sup> + Gardens

**Takeaway Food+Drink:** ≈ 180m<sup>2</sup>

**Innovation Hub:** ≈ 1,495m<sup>2</sup>



## B. TAKEAWAY FOOD + DRINK PREMISES

### Building Summary:

**Storeys:** 1-Storey

**Height:** 3.0 - 4.5m

**GFA total:** ≈ 165m<sup>2</sup>

### LEP Land Use Definitions:

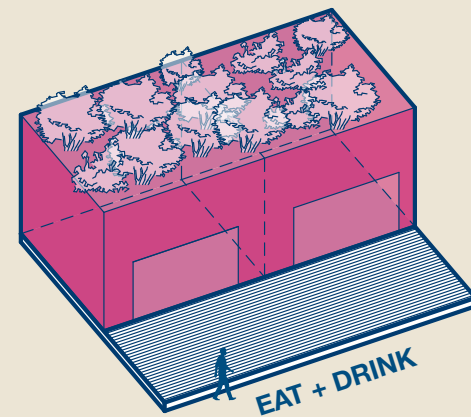
*Take away food and drink premises;*

### Description:

A single storey building with small footprint takeaway food and drink premises addressing internalised courtyards to the north and south.

### Detail:

**Takeaway Food:** ≈ 165m<sup>2</sup>



## C. ARTISAN FOOD+DRINK (MEETING GROUND)

### Building Summary:

**Storeys:** 2-Storey

**Height:** 6.0 - 9.0m

**GFA total:** ≈ 640m<sup>2</sup>

### LEP Land Use Definitions:

*Take away food and drink premises; artisan food and drink industry; Business premises; Office premises;*

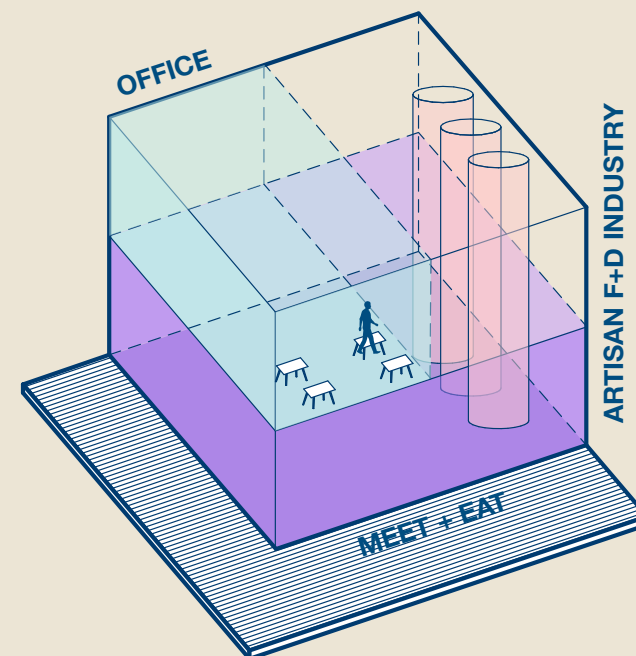
### Description:

A place to meet, eat, drink and exchange ideas; a meeting ground for those within Lot 12 and home to the best in the local Artisan Food + Drink Industry. The building will also include shared amenities and bookable meeting rooms on the first floor.

### Detail:

**Artisan food+Drink:** ≈ 320m<sup>2</sup> (incl. amenities)

**Bookable Meeting Rooms:** ≈ 320m<sup>2</sup> (incl. amenities)



## D. LIGHT INDUSTRIAL + COMMERCIAL + RESIDENTIAL (SHOWROOM + LIVE / WORK)

### Building Summary:

**Storeys:** 3-Storey

**Height:** 9.0 - 11.5m

**GFA total:** ≈ 1,348m<sup>2</sup>

### LEP Land Use Definitions:

*Business premises; Office premises; light industry; specialised retail premises; residential accomodation;*

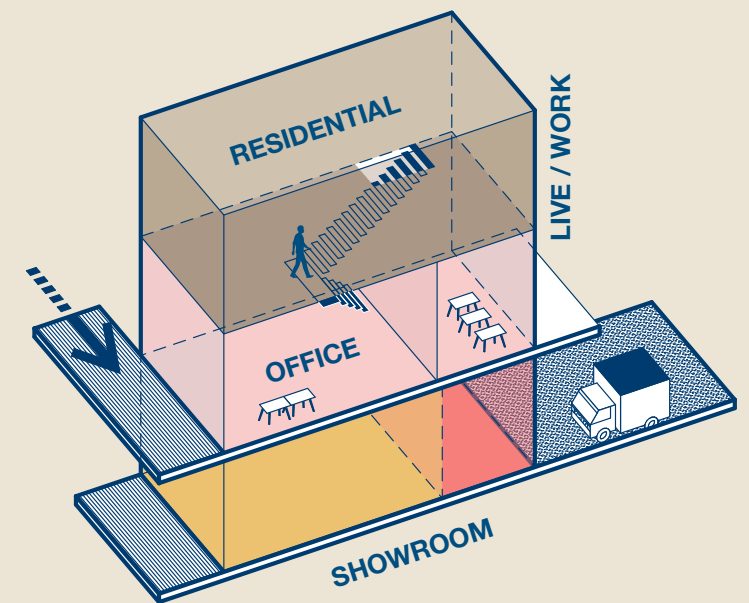
### Description:

Direct access for loading and unloading makes the ground floor units perfectly suited to small businesses operating under light industrial + small retail outlet. The upper two levels are linked internally and most easily characterised as 'live / work'. Commercial offices on the first floor and small footprint residential on the second storey.

### Detail:

**Light Industrial + retail outlet:** ≈ 490m<sup>2</sup>

**Live / work:** ≈ 368m<sup>2</sup> (live) / 490m<sup>2</sup> (work)



Continued on next page...

# 4.15 USES + USERS

## E. SPECIALISED RETAIL PREMISES (OFFICES / SHOWROOM / CO-WORK)

### Building Summary:

**Storeys:** 2-Storey

**Height:** 6.0 - 9.0m

**GFA total:** ≈ 840m<sup>2</sup>

### LEP Land Use Definitions:

*Business premises; Office premises; light industry; specialised retail premises*

### Description:

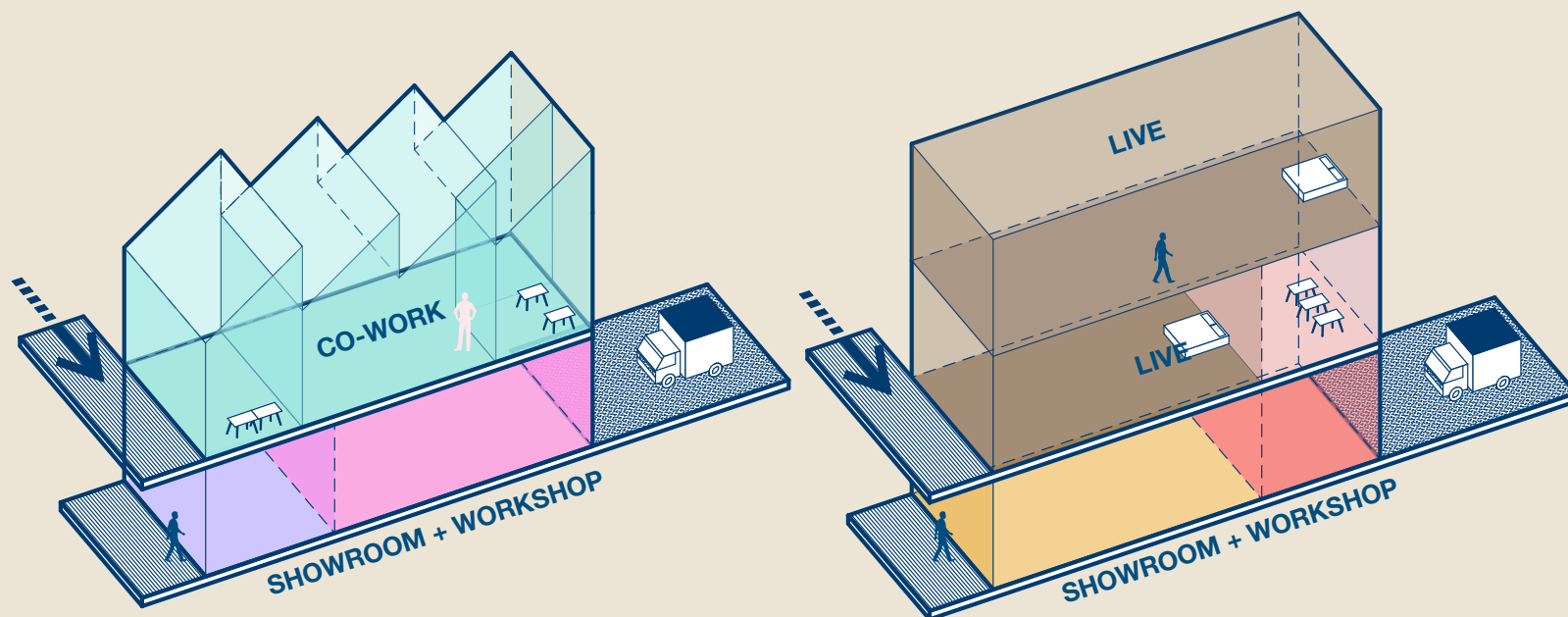
Direct access for loading and unloading makes the ground floor units perfectly suited to small businesses operating under light industrial + small retail outlet.

Shared amenities, integrated meeting rooms and a flexible floor plate make the first floor commercial premises perfect for co-working.

### Detail:

**Light Industrial + retail outlet:** ≈ 420m<sup>2</sup>

**Co-working:** ≈ 420m<sup>2</sup>



## F. LIGHT INDUSTRIAL RETAIL OUTLET + LIVE / WORK

### Building Summary:

**Storeys:** 3-Storey

**Height:** 9.0 - 11.5m

**GFA total:** ≈ 1,775m<sup>2</sup>

### LEP Land Use Definitions:

*Business premises; Office premises; light industry; specialised retail premises; residential accommodation; multi-dwelling housing*

### Description:

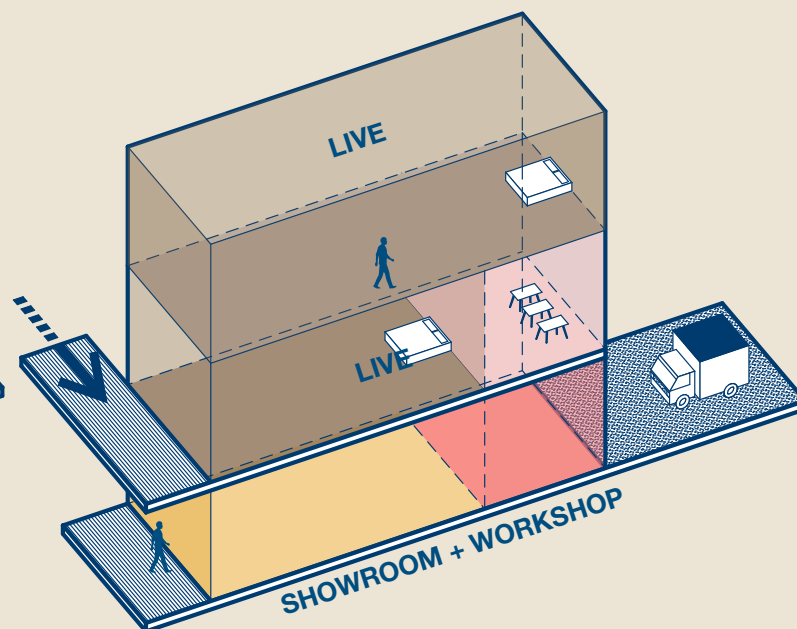
Direct access for loading and unloading makes the ground floor units perfectly suited to small businesses operating under light industrial + small retail outlet.

The first and second stories provide the opportunity to integrate small business premises with compact, quality accommodation in the form of Live / Work units.

### Detail:

**Light Industrial + retail outlet:** ≈ 641m<sup>2</sup>

**Live / work:** ≈ 666m<sup>2</sup> (live) / 468m<sup>2</sup> (work)



## G. SMALL BUSINESS HUB + LIVE/WORK

### Building Summary:

**Storeys:** 3-Storey

**Height:** 9.0 - 11.5m

**GFA total:** ≈ 1,524m<sup>2</sup>

### LEP Land Use Definitions:

*Business premises; Office premises; light industry; specialised retail premises; residential accommodation; multi-dwelling housing*

### Description:

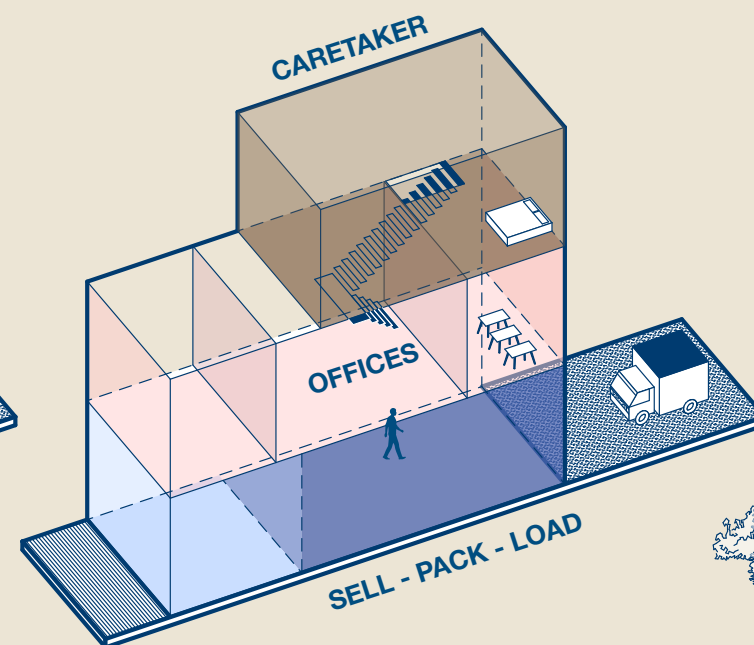
Flexible, stand-alone, spaces for ventures that have been incubated elsewhere on site, so they can grow and scale their enterprise; also includes dispatch facilities and caretakers flat.

### Detail:

**Light Industrial + retail outlet:** ≈ 508m<sup>2</sup>

**Commercial Offices:** ≈ 777m<sup>2</sup>

**Caretaker:** ≈ 239m<sup>2</sup>



## H. BUSINESS + OFFICE PREMISES (COMMERCIAL HUB)

### Building Summary:

**Storeys:** 3-Storey

**Height:** 9.0 - 11.5m

**GFA total:** ≈ 3,737m<sup>2</sup>

### LEP Land Use Definitions:

*Business premises; Office premises;*

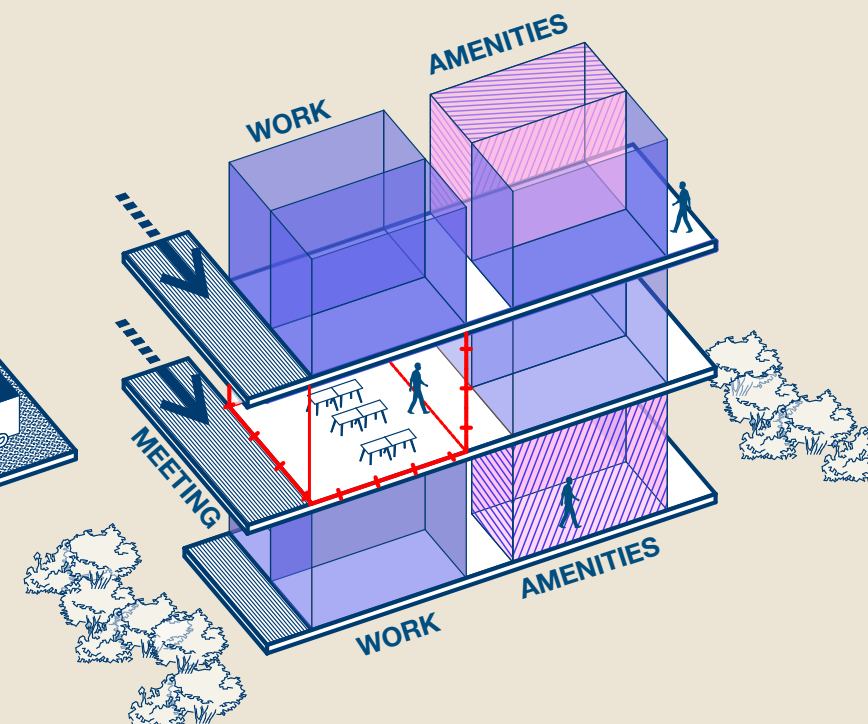
### Description:

Flexible and scalable commercial premises tailored towards innovation and incubation uses. Shared meeting rooms and common areas are proposed throughout.

The wetlands to the West and generous native sub-tropical landscaping surrounding the hub will define this precinct.

### Detail:

**Commercial Offices:** ≈ 3,737m<sup>2</sup>





# 4.16 CHILDCARE

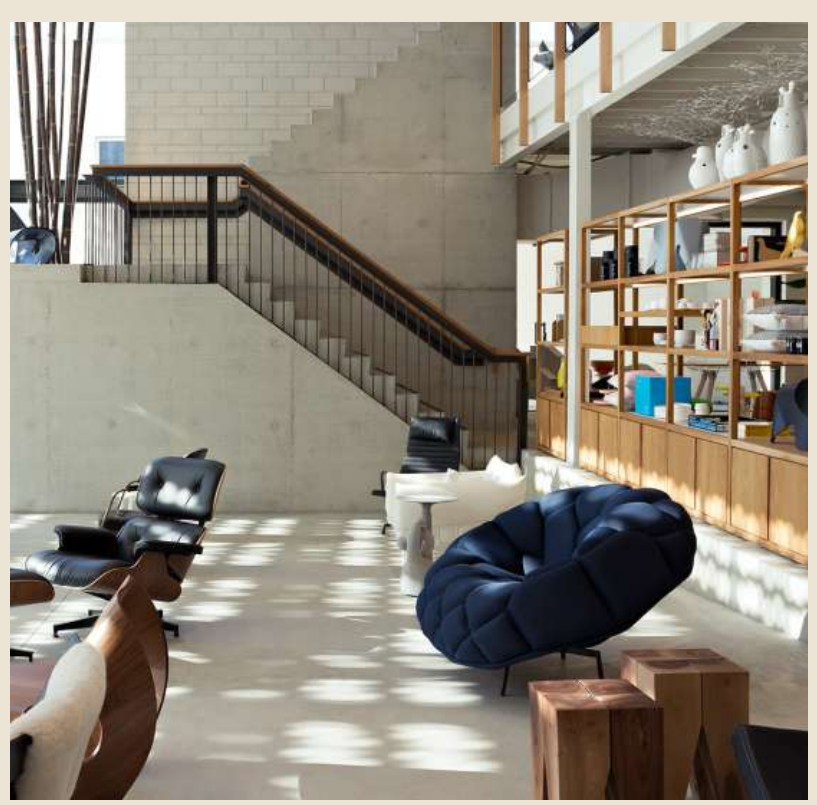
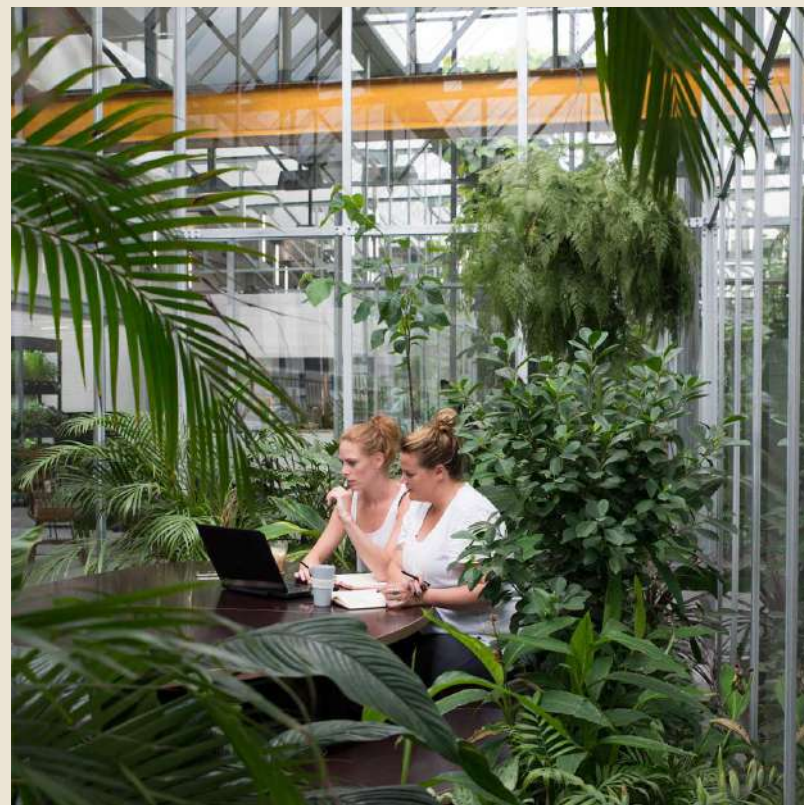
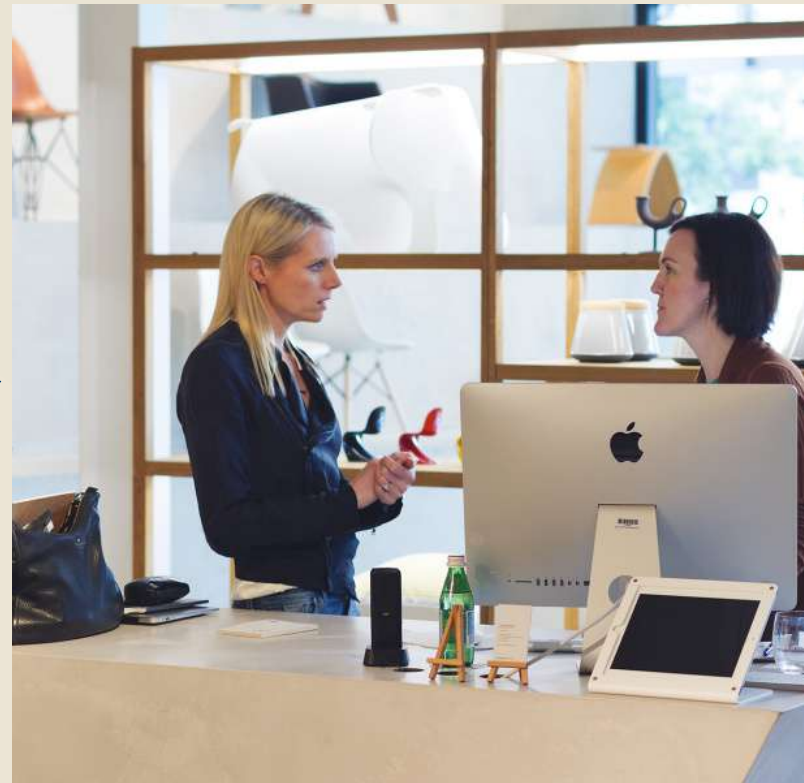
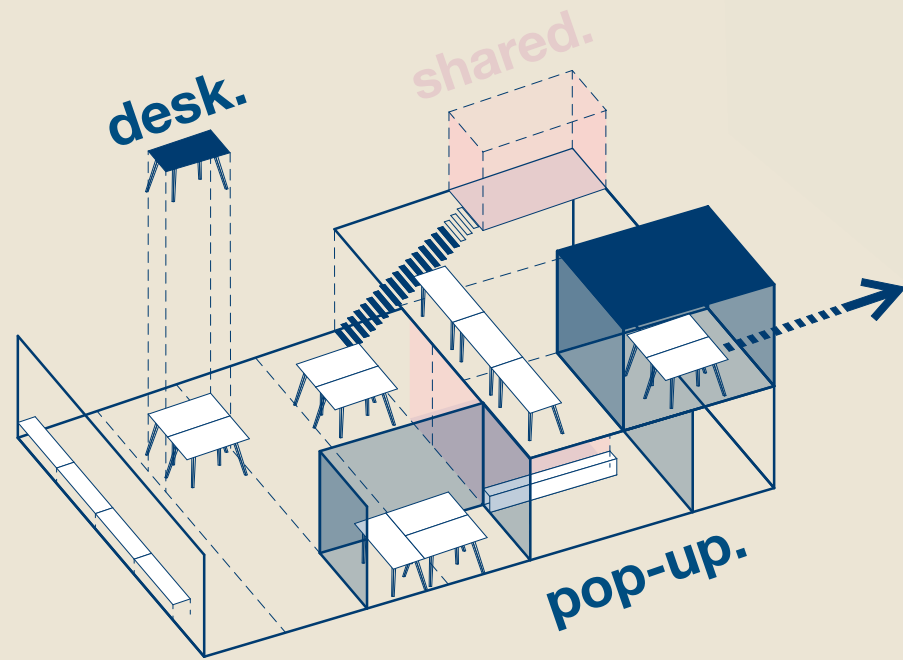
co-located w/ innovation hub.





# 4.17 CO-WORK

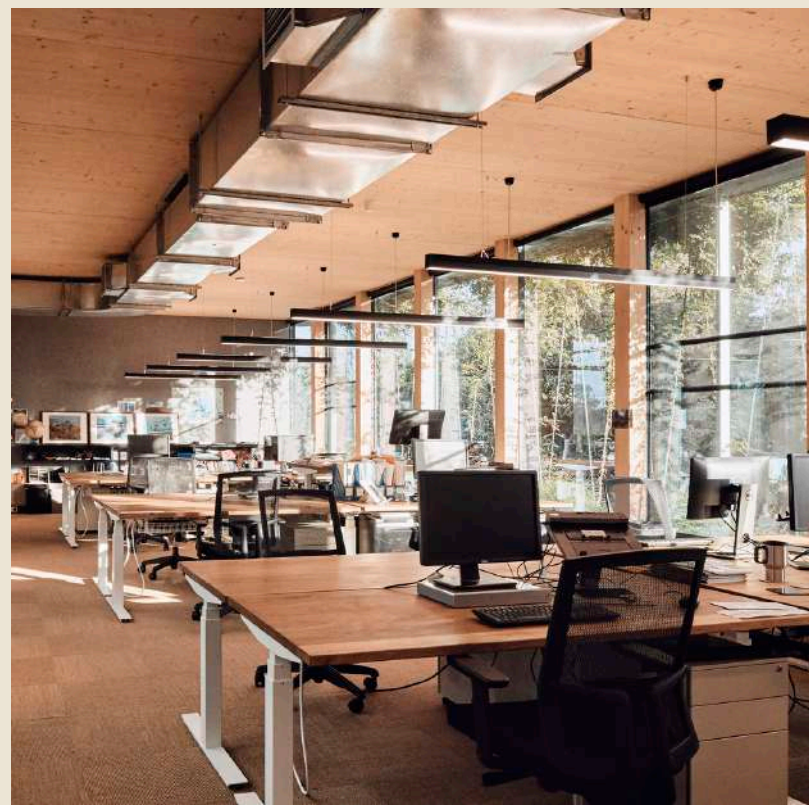
flexible spaces.





# 4.18 INNVOATION HUB

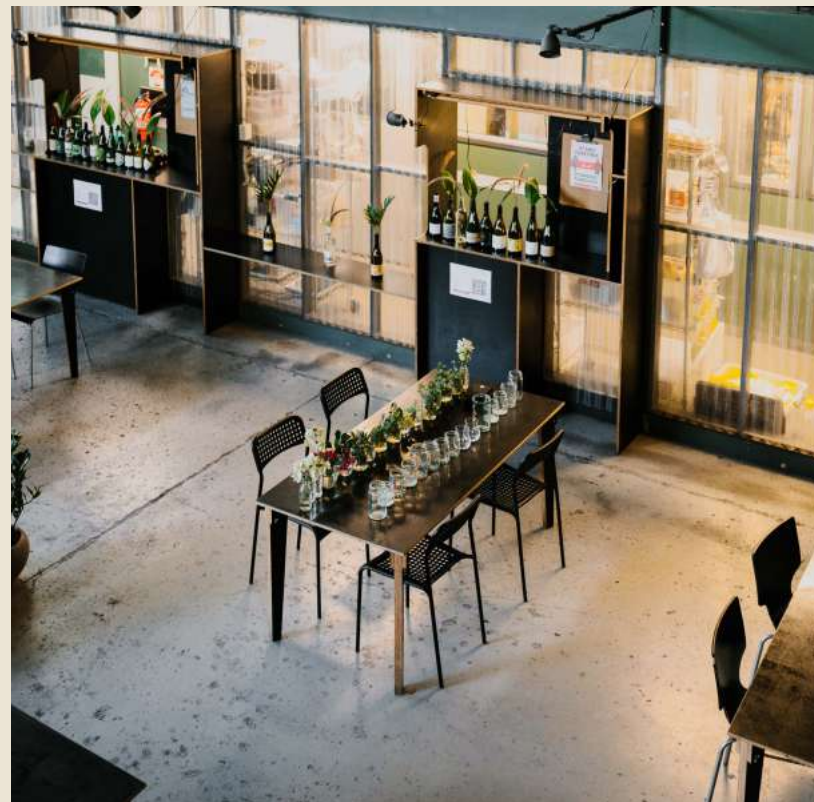
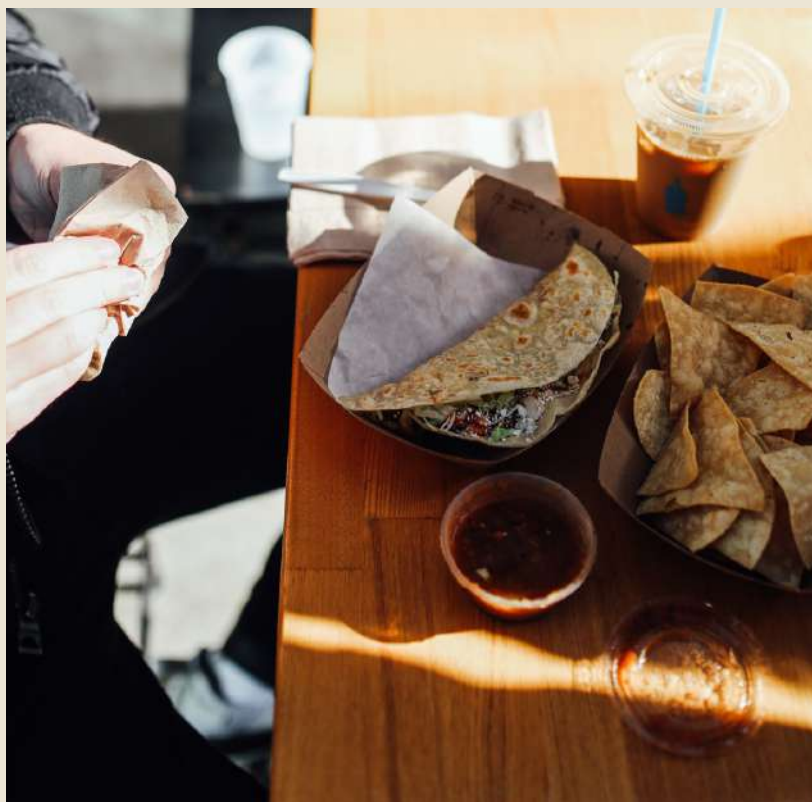
incubating business.





# 4.19 MEETING GROUND

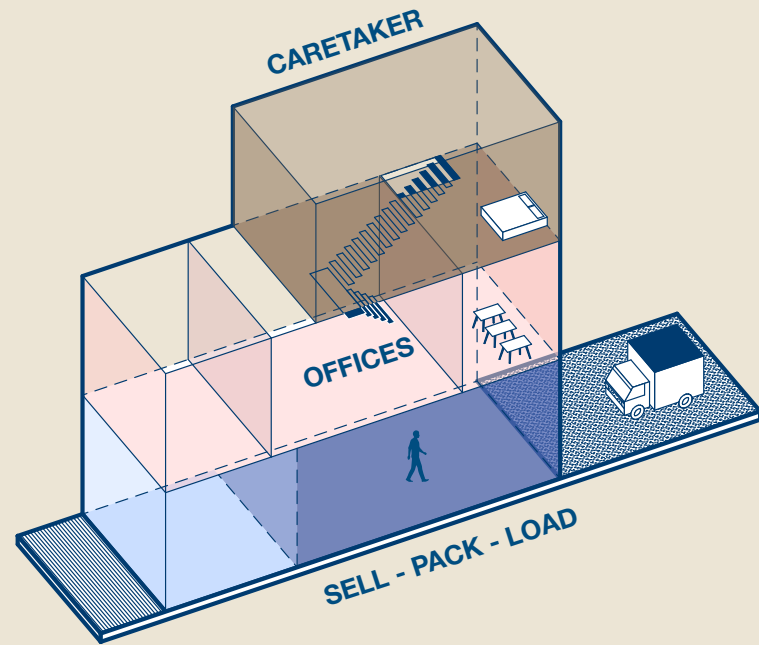
meet, eat + do business.





# 4.20 SMALL BUSINESS HUB

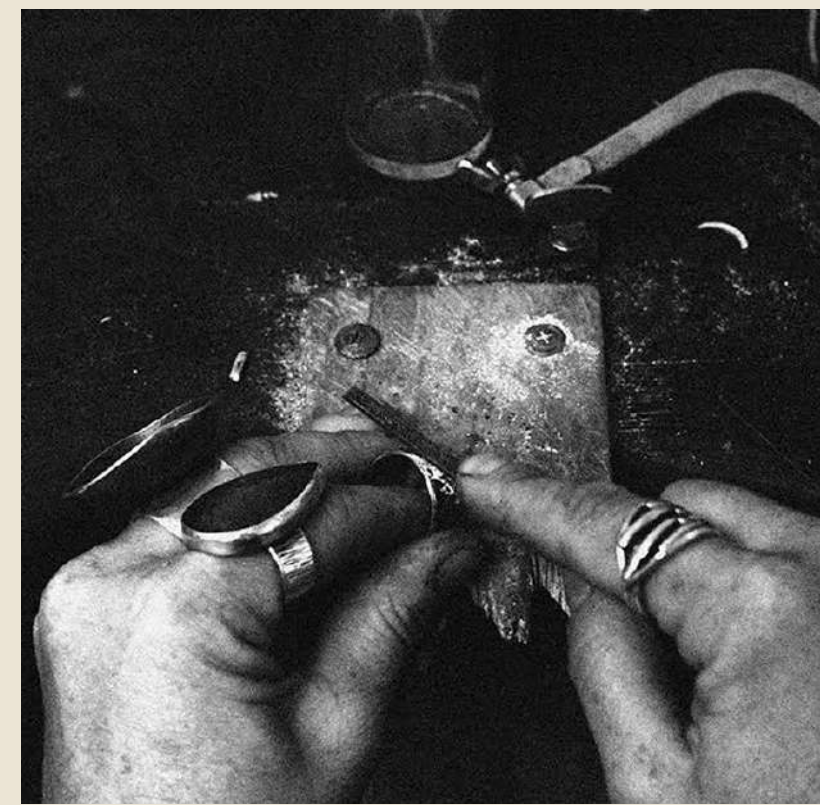
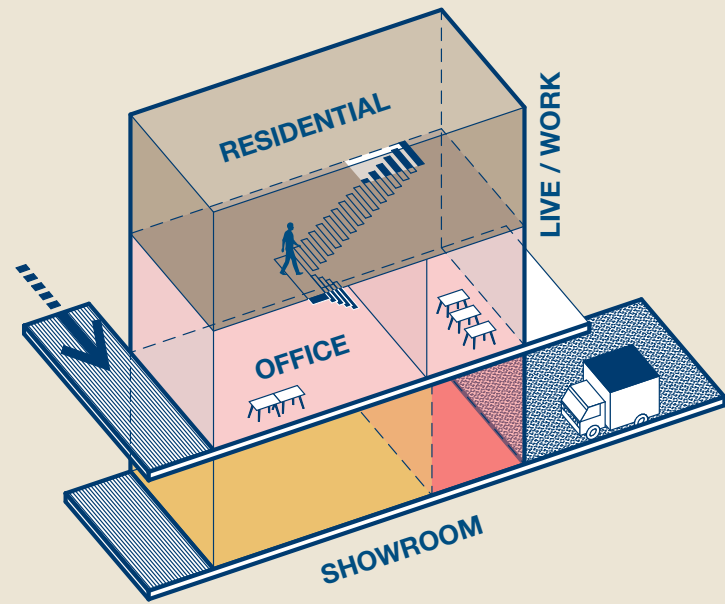
new models of working.





# 4.21 SHOWROOM + LIVE / WORK

showroom/live/work.





# 5.0 GOVERNANCE

## OVERVIEW

Governance is the system by which entities are directed and controlled. It is concerned with the structure and the processes for decision making, accountability, control and behaviour. A good governance strategy requires a systematic approach that incorporates strategic planning, risk management and performance management.

For the Lot 12 project governance occurs at two levels. Firstly, good governance rests with Creative Capital concerning its administration of investor funds and contractual obligations with Council, its bankers, contractors and the community of Byron Bay generally. The next level is with the Community Association created at the time of the titling of the property under the Community Land Development Act 1989.

This section of the EOI deals with the governance proposed for the Lot 12 Community Association and focusses on stakeholder confidence, the foundations for a high-performing community association and capacity to respond to change. Our governance initiatives will seek to:

- Preserve and strengthen stakeholder confidence – nothing distracts a Community Association type entity more than having to deal with a disgruntled stakeholders. Creative Capital will craft the Management Statement for Lot 12 to ensure that the vision articulated in this EOI is firmly embedded and abundantly clear to all comers.
- Ensure a solid foundation for a high-performing community association – the achievement of goals and the sustainable success required by our vision will demand input and support from all levels of the community title scheme. Creative Capital will give this support by establishing a clear framework for planning, implementation, and monitoring of performance. Two examples of the type of initiatives we propose to embed in the Management Statement are the Tenancy Selection Criteria and Design Excellence Programme. (see right for more details). We will develop other such initiatives during the building programme.
- Ensure the Community Association is well placed to respond to a changing external environment – business today operates in an environment of constant change. We will establish a system to assist the Community Association to identify changes in both the external environment and emerging trends. This process of understanding our changing world will not happen by chance. It will require leadership training. Creative Capital will ensure this training by building into the bylaws a commitment, and financial resources, for Executive Committee continuous instruction. Further, we will establish within the corporate structure a system to monitor and respond to change.

Creative Capital are committed to ensuring these initiatives form the foundation for the successful implementation of the vision shared by Council and Creative Capital. By explicitly incorporating these into the management document for the Community Association will ensure these principles are retained in perpetuity.

*“We have community led decision making which is open and inclusive.”*

## COMMUNITY TITLE SCHEME (CREATIVE CAPITAL ONLY)

- Prepare subdivision plans generally as illustrated in Plan at Page 44 to this EOI;
- Prepare multi-level Community Management Statement (CMS) similar in character to the HABITAT Community Statement.
- Ensure that the CMS embodies best practice in terms of mandatory tenant selection criteria and design excellence assessment; and
- Ensure the management statement incorporates the sustainability programme set out at Appendix C to this EOI.

## IMPACT INVESTMENT / PRINCIPLES

- Matching investment capital with the most talented people in Byron Shire;
- Oversee development to fulfil world class sustainability aspirations;
- Deploy the best available technologies around sustainability and environmental impact; and
- Ensure that investment meets the need of reflecting the sense of place and beauty of Byron Shire.

## TENANT SELECTION CRITERIA

- Implement an Application and Assessment process for all tenants on Lot 12
- Establish tenancy guidelines and selection criteria similar to those on Lot 14, Adelaide.

## DESIGN EXCELLENCE

- Establish and implement guidelines for ensuring design excellence in urban planning, built for and landscaping throughout Lot 12.
- This is often done through the LEP, but we propose to implement those principles in the CMS.

## LIKE ATTRACTS LIKE

- We believe in the power of people wanting to be where their peers are. In time, Lot 12 will become known as a precinct of excellence and the only logical choice for like minded business, organisations and brands to have a presence.

*Example guidelines on next page...*



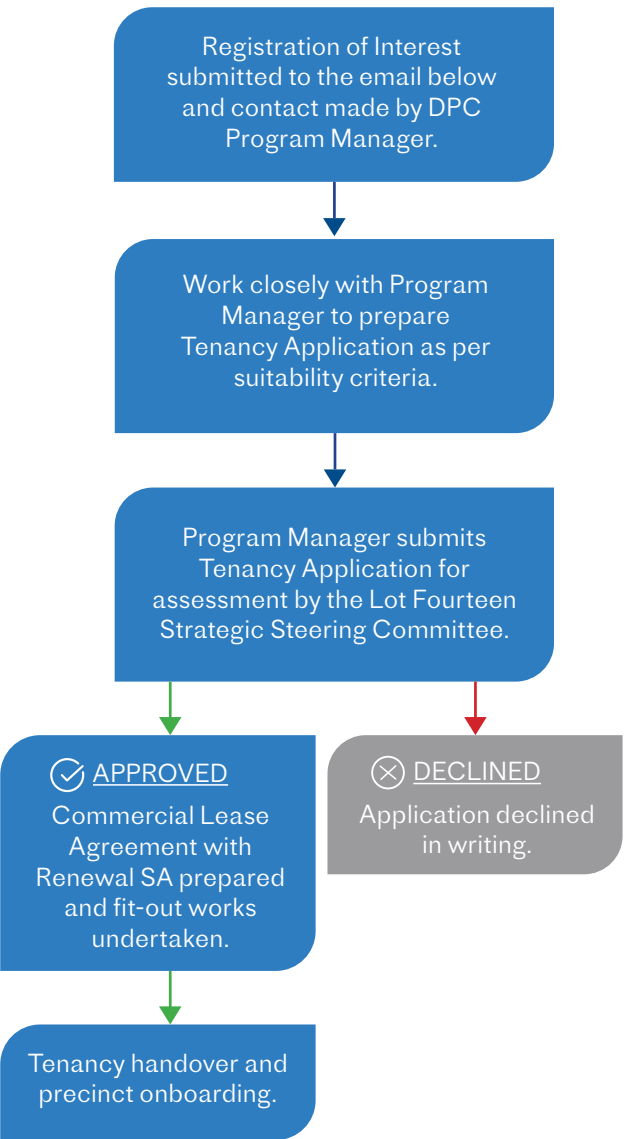
## The Innovation Precinct

Lot Fourteen is a collaborative ecosystem that accelerates innovation, drives growth and has a global impact. It brings together South Australia's leading abilities in space, defence, new technologies and entrepreneurship and provides a springboard for innovation, ideas and careers.

Backed by the State and Federal governments, it is a platform for opportunity; a precinct where future industries meet an innovation workforce in an ecosystem that supercharges collaboration and creativity.

Already home to the Australian Space Agency, the Australian Institute for Machine Learning and the Australian Cyber Collaboration Centre, Lot Fourteen is accelerating global interaction and investment, creating high-value jobs and driving economic growth and future prosperity for South Australia.

The following is a guide for companies and organisations interested in becoming a tenant in the collaborative community establishing at Lot Fourteen.



## Application and Assessment Process

Inquiries and registrations of interest should be directed to the Lot Fourteen Project Team, Department of the Premier and Cabinet (DPC) at [tenancy@lotfourteen.com.au](mailto:tenancy@lotfourteen.com.au).

You will be allocated a Program Manager who will work closely with your organisation to advise and assist on the range of relevant state government support programs that may be available and manage your tenancy application through the eligibility, application, approval and precinct onboarding process.

As part of their positive contribution to the Lot Fourteen community, tenants will be required to enter into a commercial lease agreement. As part of lease negotiations, it will be important to explore and agree the additional service levels that the tenant will commit to as a positive contribution to Lot Fourteen. This may include things such as reporting obligations and contributing business data and information for precinct annual reporting; entering into strategic partnerships; providing mentoring or other precinct services; and offering resources and facilities for access across the precinct.

## Precinct Tenancy Selection Criteria

**To be eligible for tenancy at Lot Fourteen, organisations must be able to demonstrate their commitment to the following requirements:**

- Industry focus within defence, space, high-tech or creative industries that aligns with the long-term vision and objectives of Lot Fourteen;
- Innovation and/or business growth programs that are actively seeking to co-create solutions with other residents of Lot Fourteen;
- Applied research which has a potential commercialisation horizon of less than five years. Applied research must involve some form of strategic commercial partnership;
- Product development which is technology based and has commercial application;
- Outlines how these activities will complement the other activities already occurring within Lot Fourteen;
- Active and committed contribution to the precinct (mentoring, programs, strategic partnerships);
- Entities with a social purpose focus to ensure this is an embedded cultural pillar within Lot Fourteen;
- Entities wishing to become part of an active ideas and innovation precinct;
- Entities who will ensure the cyber security integrity of the precinct is maintained;
- Evidence that the tenancy sought will deliver activities that are in addition to what would have otherwise occurred in the precinct;
- The projected benefits to the South Australian economy, including the contribution of the proposed activities to the diversification of the South Australian economy; and the extent of innovation, including new technology and new business models;
- The applicant possesses, or can reasonably be expected to secure, the requisite technological and managerial capabilities, and financial resources, to achieve the stated objectives of their project;
- The contribution of the project to the economic sustainability of the applicant and the broader economy;
- Nature and degree of strategic technology innovation and/or excellence that is new to South Australia;
- Advancement of industrial know-how by adopting international best practices to South Australia; and
- Ability to enter a commercial lease and pay commercial rental rates.



# END NOTE

This Revised Expression of Interest (EOI) has been submitted on behalf of Creative Capital. All possible care has been taken to ensure that the information contained in the EOI is accurate. Detail has been provided including nomination of areas and uses for future development to enable realistic assessment of the proposal. Whilst this information has been applied to the site, final design, layout and areas, services provision and access relating to the entirety of Lot 12 along with the extent of current proposed uses within Creative Capital proposed lot will be subject to completion of further due diligence by Creative Capital including, but not limited to, site geotechnical investigation, site survey, detailed bushfire assessment, and detailed civil and traffic engineering advice.

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