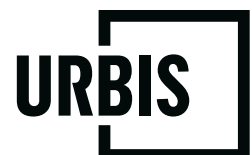




PLAN OF MANAGEMENT

Third Party Advertising on Cnr
of Saunders and Miller St

Prepared for
JCDECAUX
10 May 2022



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We acknowledge, in each of our offices, the Traditional Owners on whose land we stand.

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1. INTRODUCTION

This Plan of Management has been prepared by Urbis on behalf of JCDecaux Australia to inform the management of third-party advertising on the corner of Saunders and Miller Street, Pyrmont. The objective of this Plan of Management is to control the proposed activity (third-party advertising) to ensure that the amenity of surrounding land uses is not adversely affected.

This Plan of Management addresses:

- Content Management
- Illumination
- Monitoring and Maintenance
- Complaints and Compliance

This Plan of Management relates to the site detailed in **Table 1**.

Table 1 Site Subject to Plan of Management

Location	<p>The site is located within the City of Sydney Local Government Area (LGA) and is approximately 2.9km from the Sydney CBD. The site is located within Pyrmont, which is an important location within the City of Sydney LGA, providing a variety of housing types, commercial opportunities and public open spaces.</p> <p>The site is in close proximity to Blackwattle Bay, located approximately 150m further west of the site providing multiple retail facilities as well as recreational facilities such as the FBB Dragon Boat Club. The Harbour City Harvest Church is also located along the Blackwattle Bay.</p>
Surrounding Land Uses	<p>The site locality is characterised by a predominately mixed-use developments comprising of commercial and residential uses.</p> <p>The surrounding developments are described below:</p> <ul style="list-style-type: none"> ▪ To the north – directly north of the site along Jones Street are four to six storey residential flat buildings, forming part of R1 General Residential zone. ▪ To the east – directly east of the site is a seven-storey mixed use development comprising of commercial premises along the ground floor level and residential, falling within the B4 Mixed Use zone. The Fish Market light rail station is located east of the site, falling within SP2 Infrastructure zone. ▪ To the south – directly south of the site comprises of road infrastructure including Miller Street and Bank Street. R1 General Residential zone is located south of the site. <p>The Blackwattle Bay Marina land is located approximately 300m south of the site and is proposed to be developed for four building including commercial offices, marina storage, retail tenancies and basement parking. The development application (reference number SSD-5227) is currently being prepared by the respective</p>

	<p>applicant. SSD-5227 will not be impacted as a result of this proposal as the subject site under this proposal does not have a direct interface with the Blackwattle Bay Marina land, such that the overall amenity of future residential developments will be retained.</p> <ul style="list-style-type: none"> ▪ To the west – directly south of the site are two to four storey commercial developments comprising of office premises falling within the B3 Commercial Core zone. North-west of the site, along Saunders Street, is an eight-storey mixed use development which including retail premise along the ground floor level and residential uses above, falling within the R1 General Residential zone. <p>The Sydney Fish Market Stage 2 (SSD-8925) was determined on 12 June 2020 and is currently under construction. Multiple modification applications have been lodged since its approval. The latest modification application known as SSD-8925-Mod-6 was recently lodged seeking consent to temporarily extend the boundary of the approved Sydney Fish Market site to include the Sydney Secondary College car park at 1 Pyrmont Bridge Road, to be utilised as temporary site accommodation (site sheds and amenities) during the construction of the new Sydney Fish Market. SSD-8925-Mod-6 is currently under assessment.</p> <p>The site under SSD-8925-Mod-6 is located 150m northwest of the subject site under this proposal. It is noted that this proposal will not have an impact on the temporary site construction accommodation proposed under SSD-8925-Mod-6.</p>
Proposed Activity	<p>This development application seeks approval for installation of a new digital advertising sign and includes the following works:</p> <ul style="list-style-type: none"> ▪ Demolition of the existing large-format vinyl advertising sign, associated support and footing on site. This will be undertaken as exempt development as per the Industry and Employment SEPP; ▪ Installation of digital advertising signage of dimensions ▪ 4.708m x 3.172m, attached to a monopole of height 3.6m (known as a Portrait 50); and ▪ Installation of associated footing and support. <p>The digital sign will have a dwell time of six (6) advertisements per minute and an instantaneous (or 0.1 second) transition time.</p> <p>The signs will maintain compliance with the maximum luminance levels specified in Transport Corridor Outdoor Advertising and Signage Guidelines 2017 and AS14282 (2019)</p> <p>The sign will operate continuously, 24 hours per day, 365 days a year.</p>

2. DESIGN PRINCIPLES

2.1. DESIGN INTENT

The concepts illustrated in this proposal reflect a commitment to design excellence and the rationalisation of advertising assets across the Sydney Trains network. Placemaking potential and sensitive integration with the existing bridge structure has been considered a high priority, together with an alignment with the key public domain outcomes desired for the Blackwattle Bay, Sydney.

The design intent of JCDecaux's proposal is based on the following:

- Compatibility of design—with a wide variety of built contexts and coordination in design to achieve a unified design of Sydney Trains advertising assets across the greater Sydney network;
- Flexible design— to allow for adaptation to the local built environment context;
- Secure, safe and functional design – for installation, operation and ongoing maintenance;
- Use of high quality, durable and vandal resistant materials;
- Minimisation of impact on road safety and visual character of the streetscape by rationalising the footprint and recognising the importance of Sydney Train's asset's function and other requirements.

The proposal has also been designed to be sensitive to the visual curtilage of the heritage items within the immediate vicinity, maximise durability, minimise maintenance and ensure reuse of materials after disassembly.

3. SIGNAGE TYPE AND DESIGN

3.1. DESCRIPTION

This Plan of Management supports a development application seeking consent to allow digital third-party advertising to be installed on the existing Sydney Trains site at the corner of Saunders and Miller Street, Pyrmont.

While the proposed digital structure has a dimension of 4.708m x 3.172m, the digital screen itself has a dimension of 3.072m x 4.608m and a display area of 14.15sqm. The thickness of the digital structure is 450mm. The digital structure is attached to a monopole and has a total height of 8.290m. The digital structure will be visible to traffic moving north bound along Miller Street.

3.2. PROPOSAL SPECIFICATIONS

Table 2 Proposal Specifications

Dimensions	4.708m x 3.172m,
Finishes	Aluminium composite, Perforated Aluminium Sheet, Opal Acrylic, LED Illumination & Steel
Display Pixel Pitch	8mm
Maximum Display Brightness	6000 cd/m2
Average Power Consumption	3.9kW
Suggested Power Supply Method	Install new switchboard at nearest Point of Supply –3 phase required. Design detail TBC.
Integration	The design of the support structure is intended to integrate with the existing architectural features of the surrounding environment.
Communications	4g LTE Modern
Engineering suitability	A structural assessment will be completed by JCDecaux's engineers, Dennis Bunt Consulting Engineers. A Structural Design Certificate will be submitted prior to any works commencing.
Estimated maximum weight of structures	300kg per Advertising Sign

3.3. WASTE AND RECYCLING MANAGEMENT PLAN

The Waste and Recycling Management Plan is to be generally consistent with the City of Sydney Guidelines for Waste Management in New Developments, inclusive of the removal of and ongoing operation of the digital signage asset. The plan includes;

- (a) details regarding how waste is to be minimised within a development;
- (b) estimations of quantities and types of materials to be re-used or left over for removal from the site;
- (c) details regarding the types of waste and likely quantities of waste to be produced;
- (d) a description for the capture and storage of reusable materials and recyclables during demolition and construction;
- (e) targets for recycling and reuse;

- (f) nomination of the role/person responsible for ensuring targets are met and the person responsible for retaining waste dockets from facilities appropriately licensed to receive the development's construction and demolition waste;
- (g) confirmation that, where practicable, waste going to landfill is not recyclable.

Waste Reduction

JCDecaux Australia and its contractors reduce consumption of resources that have the potential to become waste as a standard practise throughout their operations minimising the waste generated by the installation and disengagement of assets within the City of Sydney. Reduction strategies include:

- (a) Maximise the use of materials from a sustainable source, that are, and/or can be, recycled
- (b) Examining each work process step to determine where wastes are produced and to devise measures for waste prevention or reduction
- (c) Minimise the use of solvents, glues, paints and other materials which release odours or vapour
Isopropyl Alcohol (Class 3)
- (d) Partnering with a waste management contractor to assist with waste minimisation.
- (e) Quantifying and recording the waste produced to track changes and improvement.

To monitor the implementation of JCDecaux's "Waste Reduction Strategy" and in the meantime fulfilling its JCDecaux corporate regulatory obligations under the French Grenelle II law and defined in Article R.225-105-1 of the French Code de commerce, JCDecaux Group performs comprehensive internal extra-financial reporting on a quarterly basis.

This extra-financial reporting requires all global business units, including JCDecaux Australia, to provide concrete data for environmental indicators such as waste reduction.

Reuse

JCDecaux Australia's digital signage infrastructure components are made from high quality, highly durable materials designed to make the components last beyond the calculated lifespan of the asset.

JCDecaux identifies such components of the infrastructure and puts processes in place to ensure their consistent re-use as follows:

- (a) Reusing any components of the infrastructure for maintenance where possible.
- (b) Selling or donating usable components to other organisations.
- (c) Redeploying assets to other contracts, where permissible.

Internal maintenance staff or third-party supply contractors disassemble and assess each asset in collaboration with third-party engineers for structural integrity, functionality and ease of redeployment. A life cycle assessment is then performed on those assets or components of assets deemed structurally reusable to determine whether to reuse, sell on or redeploy. Factors included in the decision making are:

- (a) Uniformity of components
- (b) Complexity of refurbishment or redeployment
- (c) Quantity of usable components
- (d) Proximity and scale of redeployment opportunities
- (e) Resource and material value,
- (f) Collection and Reprocessing cost
- (g) Cost benefit analysis

Items to be reused but not immediately redeployed may be stored for up to 36 months at our storage facilities at Prestons in Sydney and Port Melbourne, which have a combined floor space of 15,000 sqm.

JCDecaux is part of a global network of JCDecaux subsidiaries. Through our global corporate network, opportunities are scoped out regularly to redeploy parts or components of assets to other countries if cost benefits allow and overseas redeployment does not negatively impact JCDecaux's carbon footprint.

Recycling

Where reuse of components removed from signage is deemed unfeasible JCDecaux actively identifies and separates its waste stream daily and this allows the materials to be collected and taken to facilities that reprocess the material for use in new products.

JCDecaux actively contributes to the three main types of recycling:

- (a) Primary recycling - materials are used to create the same product
- (b) Secondary recycling - materials are reused for make a different product
- (c) Tertiary recycling - materials are broken down chemically to create a new product

Primary recycled items include ferrous steel components which is hauled from our storage's facilities on stillages to various scrap metal yards across Sydney. Recycling ferrous metals has many financial and environmental benefits. Most importantly it reduces the need to extract and manufacture raw materials and contributes to significant savings in greenhouse gas emissions.

Other Primary recycled items include LED electronic components and associated equipment which are recycled by suitably qualified resource recovery agents or third-party suppliers.

Secondary recycled items include plastics which can be used specifically to manufacture Corflute products within Australia and overseas.

Where applicable, tertiary recycled, or chemical recycled items include PVC vinyl banner material and glass that cannot cost-efficiently be recycled into new PVC or glass products. For example, Campbelltown recyclers on sell the recycled glass to Bradford for the manufacturing of Insulation Batts.

Disposal

JCDecaux Australia actively engages with the waste industry to ensure that our waste and recyclables are managed in a responsible and effective manner. Responsible waste management is a shared, day-to-day responsibility.

JCDecaux Australia will dispose of waste in accordance with the company Waste Management Procedure:

- (a) General waste is handled appropriately and stored in the bins provided for collection by an authorised service provider for transport to a facility appropriate for the purposes of disposing of that waste.
- (b) Separated Waste is to be disposed of in the appropriate bins/ways such that it can be re-cycled/reused.

Disposal of this waste is considered the least desirable option. JCDecaux Australia considers disposal as a last resort and is actively working on increasingly minimizing such waste as this generally means that the waste is sent to landfill.

3.4. INSTALLATION

The below steps show the overall general installation process from Engineering, Construction and Certification of JCDecaux assets. State and Authority requirements must be adhered to throughout this process.

1. **(NFC) General Arrangement and Elevation Drawings** are firstly prepared by an engineer (draftsman) at DA submission stage. The GA design detail provide basic structural design detail, visual design detail and elevation detail which are based on survey reports. This detail is important from a height & boundary clearances perspective and ensure the submission complies with various SEPP64 (NSW) and other State or Local Government road safety and environmental town planning regulations.
2. **The Development Application (DA)** gets approved by the relevant authorities based on the compliance of the submission with the planning regulation.
3. **Digital Screen** suppliers are engaged to provide a pricing proposal detailing full product

specification and screen design drawings.

4. **Structural Feasibility Assessment** is performed first. This can be either a soil test or ground survey for footing detail design or bridge structural assessment. These initial assessments (either performed prior to the development application (DA) being submitted or after DA approval) is conducted by an independent specialist engineer who will provide an engineering feasibility assessment statement and recommendations.
5. **Structural Design IFA (issued for approval) drawings** are then prepared by an independent structural engineer based on the general arrangement drawing details to ensure height, display details and position comply with the DA and based on the initial engineering feasibility assessment to comply with on load ratings, structural integrity and safe access rules. The IFA package 'Structural Notes' will list all relevant AS/NZ standard relevant that the design needs to comply with.
6. **Safety In Design Risk Assessment** showing a detailed Hazard Identification – Risk Assessment and Control is provided by the independent structural engineer with the IFC package and design verification statement before submission to the relevant authority engineering hub.
7. **Building Consent Letter** is provided by the relevant authority or agency once the feasibility study and structural design is checked and authorized by the authority engineers to confirm:
 - Approval of the structural drawings
 - Satisfied with the fall arrest system (for the structure)
8. **Building Compliance Surveyor** is engaged by JCD to survey the engineering process has been followed correctly, design is accurate, and standards are met who subsequently issue a Construction Certificate (CC).
9. **Structural Design drawings are finalised** by the independent structural engineer to IFC (issued for Construction) and issued to the relevant fabrication and installation company.
10. **An ISO 14001 accredited Fabrication Company** is engaged by JCD and issued the IFC design package to commence manufacturing process. The independent engineer is provided with Shop Drawings of the relevant subsection to check against the design and sign off.
11. **An ISO 14001 / ISO 9001 and AS/NZ 4801 accredited Installation Company** (*almost always the same company as the manufacturer*) is engaged by JCD to commence the installation process. The installation company is to provide install methodology:
 - Safe Work Method Statement
 - Traffic Management Plan
 - ITP (inspection and test plan)
 - Lifting Plan
 - ROL and other relevant permit related to the installation SOW
12. **NOC (notice of commencement of works)** is provided by the building compliance surveyor prior to commencement works on site.
13. **On site installation works commence** under super vision by the (bridge) asset management company contracted to the relevant authority.
14. **Structural Construction Certificate** is issued after a final structural inspection by the structural engineer who issued the IFC to ensure the sign structure is built as per the 'As Built' design drawings.
15. **Occupation Certificate (OC)** is issued by the building compliance surveyor after performing a final inspection on the site to confirm relevant construction criteria are met.
16. **Operations Maintenance Plan (OMP)** is provided to relevant authority to confirm ongoing maintenance commitments are maintained.

Separately from the build stage:

17. **IC Structural Inspection Framework** – All Large Format signage are routinely and periodically inspected and rated, including newly or recently constructed assets. Depending on specific commercial obligations this is typically every 3 or 5 years.

Some steps in the above process may overlap from time to time and can vary from State to State or authority depending on relevant State regulations and other commercial obligations.

3.5. ILLUMINATION

This proposal is seeking 24-hour illumination. The electronic advertisement screens have an inbuilt light adjustment sensor that measures ambient light around the structure and gradually adjusts the screen brightness based on the need for light. The light adjustment sensor has a built-in delay to accommodate occasional cloud passing overhead or headlights from traffic so that the brightness of the screen does not change suddenly or unnecessarily. The brightness adjustments are undertaken in 1% increments so that no dramatic change of screen brightness can be detected by onlookers.

The screen brightness outputs are designed in accordance to satisfy Australian Standard AS4282:2019 Control of the Obtrusive Effects of Outdoor Lighting. Screen brightness is summarised in Table 3.

Table 3 Illumination of Proposed Asset

Lighting Condition		Maximum
Full Direct Sun		6,000 cd/m2
Day Time		6,000 cd/m2
Inclement Weather		600 cd/m2
Night Time		350 cd/m2

3.6. CONTENT MANAGEMENT

All digital infrastructure is remotely monitored and controlled by JCDecaux staff via an internal content management software system. The content management system has firewalls and security protocols in place to ensure the integrity of the digital advertising network.

It is noted that the following content will not be displayed under any circumstance:

- Discriminate against or vilify a person or section of the community on account of race, ethnicity, nationality, gender, age, sexual preference, religion, disability, mental illness or political belief.
- Employ sexual appeal:
 - in a manner which is exploitative or degrading of any individual or group; or
 - where images of minors, or people who appear to be minors, are used.
- Present or portray violence that is not justifiable in the context of the product or service being advertised, or that is inappropriate for a broad audience.
- Fail to treat sex, sexuality and nudity with sensitivity to a broad audience.
- Use language that is strong, obscene or inappropriate for a broad audience.
- Depict material contrary to prevailing community standards on health and safety.
- Are not clearly distinguishable as advertisements to the relevant audience.

3.7. INDUSTRY MEMBERSHIP AND ADVERTISING CODES

JCDecaux is a member of the Outdoor Media Association (OMA) who are the peak body representing Out-of-Home advertising within Australia. As a tier one member of the OMA, JCDecaux are committed to complying with the following codes that regulate the content and placement of advertisements which include:

- OMA Code of Ethics
- OMA Alcohol Advertising Guidelines

- OMA Environment and Sustainability
- AANA Code of Ethics
- AANA Environmental Claims in Advertising and Marketing Code
- AANA Code for Advertising and Marketing in Communications for Children
- AANA Food and Beverages Advertising and Marketing Communications Code
- Alcohol Beverages Advertising Code
- Federal Chamber of Automotive Industry's Voluntary Code of Practice for Motor Vehicle Advertising

JCDecaux have an internal creative review process to ensure that advertisements do not breach any applicable code. This review process is undertaken prior to advertisements being displayed.

3.8. MONITORING AND MAINTENANCE

All digital displays automatically send alerts if a technical problem or a loss of power or content occurs. This alert is sent directly to JCDecaux's content and operational management software.

If power is lost completely, the screen maintains enough power to allow for an orderly shut-down of the screen and operating system, saving all settings and allowing the modem to send an alert about the problem. Once power is restored the screen will automatically display a black screen.

The proposed billboards have been designed to enable maintenance to be carried out from the bridge itself, meaning that maintenance will not impact traffic conditions or require any road closures.

JCDecaux will adopt a maintenance, cleaning or repair regime for the advertising structures which includes periodic cleaning according to its concessional contract obligations. In addition to the remote monitoring system described, above, the LED panel is also typically physically inspected and checked 2-3 times a year.

JCDecaux will keep an electronic log of activity that is maintained by the operator for the duration of the development consent and be available to the consent authority or Transport for NSW to monitor compliance with any conditions.

3.9. COMPLAINTS AND COMPLIANCE

Where the consent authority or Transport for NSW consider that the content of third-party advertising offends any contractual requirements or industry or advertising content codes, or that the advertising panel has not been properly maintained or operated, the process as set out in this clause shall be undertaken:

- Transport for NSW will advise the operator of the particulars of its concern, including the location of the advertising panel, the content of the advertising panel, and the way in which it offends either Section 3.6, 3.7 or 3.9 of this Plan of Management or any other way in which the advertising panel has not been maintained or operated.
- The point of contact for the operator is:
 - JCDecaux OWL
 - Phone: 1800 276 695
 - Email Address: au.owl@jcdecaux.com and au-digitalfaults@jcdecaux.com
- The operator will respond to Transport for NSW's concerns by COB the following business day, in one of the following ways:
 - Where the JCDecaux agrees with the Transport for NSW's concern, the content of the advertising panel will be removed (in relation to breaches of Section 3.6 or 3.7) or repaired (in relation to maintenance/operation).
 - Where JCDecaux does not agree with the Transport for NSW's concern, JCDecaux will provide its reasons in writing.

- Where the parties cannot agree, and the nature of the complaint relates to a breach of and Industry or Advertising Code as set out in Section 3.6 and 3.7, then the procedures under either the relevant Code or JCDecaux contractual concession will apply.

3.10. PROPOSED THIRD-PARTY ADVERTISING

Figure 1 Photomontage



Picture 1 South Elevation

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