

TERMS OF REFERENCE

Downtown Caloundra Taskforce

Background

The establishment of a Caloundra Central Business District (CBD) Taskforce was one of twelve priority recommendations detailed in the *Caloundra Economic Revitalisation Study Research and Recommendations Report 2014*. The Taskforce was set up in April 2015 and ended its tenure on 31 July 2017. Prior to its cessation, the Taskforce recommended that a new leadership group be formed to focus on Downtown Caloundra. This led to the creation of the Downtown Caloundra Taskforce in August 2017.

The term of appointment of the Downtown Caloundra Taskforce is for an initial 12-month period to 31 August 2018 with two 12-month extensions possible subject to the majority agreement of the Taskforce, Chair and Council delegate (Head of Economic Development).

1. Objectives

The Taskforce's primary focus is to drive economic revitalisation outcomes, innovation and leadership unity in the Caloundra CBD.

Its actions include but are not limited to:

- a. act objectively and impartially for the greater good of Caloundra (with a specific focus on Downtown Caloundra);
- b. position Downtown Caloundra as a cohesive, collaborative business centre;
- c. inform strategies that will enhance the main street's point of difference and appeal as a shopping, business, investment and events destination;
- d. review the implementation of the priority recommendations listed in Clause 2 and design a program of events and activity for Downtown Caloundra (by way of Calendar) with associated funding;
- e. support the Business Development Facilitator for Downtown Caloundra;
- f. guide performance monitoring and reporting on economic indicators for Downtown Caloundra; and
- g. provide input to the statutory amendment process of the masterplan for Downtown Caloundra by Council.

Note: Neither Council nor the Business Development Facilitator are solely responsible for the delivery of the above actions.

2. Priority Recommendations

These priority recommendations include some that were identified in the *Caloundra Economic Revitalisation Study Research and Recommendations Report* that are still relevant as well as some newly identified recommendations:

- 1) Identify and implement urban quality 'quick wins';
- 2) Establish an action plan to improve the use and integration of the Transit Centre;
- 3) Establish a consultation plan for ongoing engagement with stakeholders;
- 4) Establish targets and an action plan to maximise the accessibility of the precinct;
- 5) Establish an action plan to maximise awareness and use of public facilities;
- 6) Consider the role, feasibility and impact of a history and surf museum within Downtown Caloundra;
- 7) Continue to adopt and implement Downtown Caloundra Invigoration Strategy;
- 8) Position Downtown Caloundra as a diverse events destination;
- 9) Develop and implement an ongoing program of events and activities (by calendar); and
- 10) Determine and secure a future funding pathway for the Taskforce and the delivery of the objectives in Clause 1.

3. Measures of success

The Taskforce is to shape the culture and practices in Downtown Caloundra that will support progressive measurable improvements in:

- a. foot traffic in Downtown Caloundra;
- b. business confidence in Downtown Caloundra;
- c. measurable improvements of business / shop closures and length of time commercial properties remain vacant in Downtown Caloundra;
- d. night time economy and capacity within Downtown Caloundra;
- e. the on-line profile of Downtown Caloundra and engagement with potential customers;
- f. the span of standard trading hours in Downtown Caloundra;
- g. job numbers and diversity in Downtown Caloundra;
- h. connectivity between the main street and feeder streets in Downtown Caloundra;
- i. activation events in Downtown Caloundra;
- j. the community's perception of accessibility and safety in Downtown Caloundra; and
- k. the visual appeal and consistency in presentation of properties in Downtown Caloundra comparative to other localities in the region.

4. Composition

- a. The Taskforce shall comprise six (6) members plus the Chair who will:
 - i. Act for the wider benefit of Downtown Caloundra over and above individual/sector/entity based thinking; and
 - ii. Have experience in one of the following: retail, entertainment, tourism, data analytics, finance, grants, data, marketing, real estate, community or bring an external perspective.
- b. The Chair of the Taskforce will be the Councillor for Division 2. The Chair shall appoint a Deputy Chair from the group who will Chair the Taskforce if the Councillor for Division 2 is not available.

5. Accountabilities, Responsibilities and Reporting

- a. Taskforce members will be required to attend 80% of meetings.
- b. If a Taskforce member does not attend two consecutive meetings, the member's appointment as a member of the Taskforce can be terminated by vote of the Taskforce.
- c. Every twelve months, after its formation, the Taskforce will provide a report on its activities and achievements to the Chief Executive Officer of Council.
- d. The Business Development Facilitator for Downtown Caloundra of Council will provide the following secretariat support:
 - i. provide a monthly report;
 - ii. provide secretariat support to the Taskforce (including consulting with the Chair and Head of Economic Development);
 - iii. arrange minute taking, distribution of agendas, papers for meetings;
 - iv. facilitate requisite Council approvals of any marketing or media collateral relating to Taskforce activities or achievements; and
 - v. facilitate the monitoring and evaluation of the role and achievements of the Taskforce and its ongoing reporting.
- e. The Taskforce will have no delegated functions, powers or financial delegations from Council, nor any budgetary or financial responsibilities.
- f. All material prepared for or by the Taskforce will constitute public records of Council. Minutes will not routinely be distributed to the public, although may be accessed by a third party under the *Right to Information Act 2009*.
- g. The Head of Economic Development may amend or change this Charter to enable the Taskforce to complete its objectives.

6. Limitations

- a. As a member of this taskforce, you shall not:

- i. Direct (or seek to direct) council staff
- ii. Negotiate or execute contracts or make commitments or undertakings that bind the council
- iii. Disclose to third parties, confidential information to which it has access as an advisory committee of council
- iv. (other than the Chair) make public statements or respond to media enquiries in relation to any matters relating to its activities
- v. Act in a way that brings the professional reputation of council or the taskforce members into disrepute.

7. Meeting Practice

- a. Meetings will be held once a month and as a default, at the Sunshine Coast Council offices in Caloundra.
- b. A quorum will be a majority of Taskforce members.
- c. All decisions will be made on a majority basis, unless the Taskforce determines a matter requires unanimous agreement.
- d. Secretariat support will be provided by the Business Development Facilitator for Downtown Caloundra, with agenda papers distributed to members no less than three business days before a meeting.
- e. All Taskforce meetings will be attended by the Business Development Facilitator for Downtown Caloundra in a non-voting capacity. Other Council staff may attend as observers (non-voting) to provide advice/support around Council procedures, practices and approvals.

8. Code of Conduct

- a. Members of Council Committees, such as the Downtown Caloundra Taskforce, have a duty to discharge responsibilities entrusted by council and the laws made under the Australian Constitution according to the highest standards of conduct.
- b. The following Code of Conduct outlines principles that should be observed by all members of Council Committees, and should be read in conjunction with the Public Sector Ethics Act (Qld) 1994.
 - i. A committee member should perform the duties of the office impartially, uninfluenced by fear or favour.
 - ii. A committee member should be frank and honest in official dealings with colleagues and with council.
 - iii. A committee member should ensure their personal conduct does not reflect adversely on the reputation of council.
 - iv. A committee member should demonstrate respect for fellow committee members, councillors, council employees and members of the public.
 - v. A committee member should avoid situations in which any private interest, whether pecuniary or otherwise, conflicts or might reasonably be thought to conflict with their public duty. At the commencement of their term of

appointment, each member shall make a written declaration of interests to the Head of Economic Development, Sunshine Coast Council.

- vi. A committee member should not:
 - o use information obtained in the course of their official duties to directly or indirectly gain an advantage for them self or for any other person,
 - o discuss or publicly disclose information gained in the course of their official duties without prior approval the relevant councillor or council manager
 - o solicit or accept from any person any remuneration or benefit for the discharge of their duties (other than any official remuneration set by council)
 - o solicit or accept any benefit, advantage or promise of future advantage for themselves, their immediate family or any business concern or trust with which they are associated, from persons who are in, or seek to be in, any contractual or special relationship with council
 - o accept any gift, hospitality or concessional travel offered in connection with the discharge of their duties.
- vii. A committee member should be scrupulous in their use of private property and services, and should not permit misuse of these by other persons.
- viii. This Code of Conduct may be updated from time to time and the original source document can be obtained from the Economic Development Branch