

Agenda

Ordinary Meeting

Thursday, 11 December 2014

commencing at 9.00 am

Council Chambers, Corner Currie and Bury Streets, Nambour

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
1	DECLARATION OF OPENING.....	5
2	OPENING PRAYER.....	5
3	RECORD OF ATTENDANCE AND LEAVE OF ABSENCE.....	5
4	RECEIPT AND CONFIRMATION OF MINUTES.....	5
5	OBLIGATIONS OF COUNCILLORS.....	5
5.1	DECLARATION OF MATERIAL PERSONAL INTEREST ON ANY ITEM OF BUSINESS.....	5
5.2	DECLARATION OF CONFLICT OF INTEREST ON ANY ITEM OF BUSINESS.....	5
6	MAYORAL MINUTE.....	5
7	PRESENTATIONS.....	5
8	REPORTS DIRECT TO COUNCIL.....	7
8.1	REGIONAL STRATEGY AND PLANNING.....	7
8.1.1	ENVIRONMENT LEVY 2013-2014 ANNUAL REPORT.....	7
8.1.2	SUNSHINE COAST PLANNING SCHEME 2014 (TRANSITIONAL INTERIM LOCAL GOVERNMENT INFRASTRUCTURE PLAN AMENDMENT).....	29
8.2	CORPORATE SERVICES.....	41
8.2.1	OCTOBER 2014 FINANCIAL PERFORMANCE REPORT.....	41
8.2.2	BUDGET REVIEW 2 2014/15.....	57
8.2.3	2013/2014 FINANCIAL STATEMENTS.....	59
8.2.4	COMMUNITY GROUPS OCCUPYING COUNCIL OWNED OR COUNCIL CONTROLLED LAND AND/OR INFRASTRUCTURE POLICY.....	61
8.3	COMMUNITY SERVICES.....	95
8.3.1	COMMUNITY SAFETY POLICY / CLOSED CIRCUIT TELEVISION POLICY.....	95
8.3.2	SIPPY CREEK ANIMAL POUND.....	119

8.3.3	FAIRVIEW MANAGEMENT MODEL.....	159
8.4	INFRASTRUCTURE SERVICES	219
8.4.1	MARY CAIRNCROSS SCENIC RESERVE BUILDING RENEWAL PROJECT - CONCEPT DESIGN	219
8.4.2	DRAFT WASTE STRATEGY	315
8.5	CORPORATE STRATEGY AND DELIVERY	323
8.5.1	COMPANY ESTABLISHMENT FOR MAROOCHYDORE CITY CENTRE DEVELOPMENT.....	323
8.5.2	IMPLEMENTATION OF THE CALOUNDRA CENTRAL BUSINESS DISTRICT ECONOMIC REVITALISATION STUDY.....	381
8.6	OFFICE OF THE MAYOR AND THE CEO	393
9	NOTIFIED MOTIONS.....	393
10	TABLING OF PETITIONS.....	393
11	CONFIDENTIAL SESSION.....	394
11.1	REGIONAL STRATEGY AND PLANNING	394
11.2	CORPORATE SERVICES	394
11.3	COMMUNITY SERVICES	394
11.4	INFRASTRUCTURE SERVICES	394
11.4.1	CONFIDENTIAL - NOT FOR PUBLIC RELEASE - EVANS STREET - ACQUISITION OF LAND.....	394
11.4.2	CONFIDENTIAL - NOT FOR PUBLIC RELEASE - MOOLOOLABA PLACE MAKING.....	394
11.5	CORPORATE STRATEGY AND DELIVERY	395
11.5.1	CONFIDENTIAL - NOT FOR PUBLIC RELEASE - LAND DEALINGS MAROOCHYDORE CITY CENTRE PROJECT	395
11.6	OFFICE OF THE MAYOR AND THE CEO	395
12	NEXT MEETING	395
13	MEETING CLOSURE	395

1 DECLARATION OF OPENING

On establishing there is a quorum, the Chair will declare the meeting open.

2 OPENING PRAYER**3 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE****4 RECEIPT AND CONFIRMATION OF MINUTES**

That the Minutes of the Ordinary Meeting held on 13 November 2014 and the Special Meeting (Kawana Master Planning and Palmview Structure Plan and Associated Matters) held on 24 November 2014 be received and confirmed.

5 OBLIGATIONS OF COUNCILLORS**5.1 DECLARATION OF MATERIAL PERSONAL INTEREST ON ANY ITEM OF BUSINESS**

Pursuant to Section 172 of the *Local Government Act 2009*, a councillor who has a material personal interest in an issue to be considered at a meeting of the local government, or any of its committees must –

- (a) inform the meeting of the councillor's material personal interest in the matter; and
- (b) leave the meeting room (including any area set aside for the public), and stay out of the meeting room while the matter is being discussed and voted on.

5.2 DECLARATION OF CONFLICT OF INTEREST ON ANY ITEM OF BUSINESS

Pursuant to Section 173 of the *Local Government Act 2009*, a councillor who has a real or perceived conflict of interest in a matter to be considered at a meeting of the local government, or any of its committees must inform the meeting about the councillor's personal interest the matter and if the councillor participates in the meeting in relation to the matter, how the councillor intends to deal with the real or perceived conflict of interest.

6 MAYORAL MINUTE**7 PRESENTATIONS**

8 REPORTS DIRECT TO COUNCIL**8.1 REGIONAL STRATEGY AND PLANNING****8.1.1 ENVIRONMENT LEVY 2013-2014 ANNUAL REPORT****File No:** EL001**Author:** Coordinator Biodiversity and Waterways
Regional Strategy & Planning Department**Appendices:** App A - Environment Levy 2013-2014 Annual Report13

PURPOSE

The purpose of this report is to provide an overview of Environment Levy Program achievements for the 2013 – 2014 financial year.

EXECUTIVE SUMMARY

Council's Corporate Plan 2014-2019 sets the goal of creating an enviable lifestyle and environment through maintaining and enhancing the regions, natural assets, liveability and environmental credentials.

The Sunshine Coast Environment Levy, contributed by all ratepayers, allows Council to invest further in the protection, enhancement and sustainable use of the region's biodiversity, waterways and foreshores and to also strengthen partnerships with the community.

The Environment Levy Program supports the delivery of strategic outcomes in the *Sunshine Coast Biodiversity Strategy 2010-2020*, *Waterways and Coastal Management Strategy 2011-2021* and *Local Government Area Pest Management Plan 2012-2016*.

For 2013-2014, the four funding themes of the Environment Levy Program were:

1. environmental acquisitions
2. major projects
3. community engagement and support
4. transitional operational expenses phase-out.

Program implementation involves numerous departments across the organisation including Infrastructure Services, Community Services, Corporate Services and Regional Strategy and Planning.

In 2013-2014 the Environment Levy Program had a number of achievements which delivered social, economic and environmental benefits for the Sunshine Coast community.

Some of these achievements include:

- acquisition of four new environmental reserves, protecting and contributing a further 398 hectares to Council's conservation estate
- \$454,000 spent on coastal dunal rehabilitation across 27 project sites across 10 key coastal foreshore areas and approximately 120 hectares of coastal reserves

- 15,000 native plants established along Maroochydore/Alexandra Beach with community assistance through the Shoreline Erosion Management Project
- \$80,000 spent on removing weed species within road reserves adjoining high value environmental reserves
- 111 landholders receiving \$384,000 of Landholder Environment Grants for natural resource management projects which contribute towards biodiversity conservation on privately owned properties
- more than \$800,000 awarded to not-for-profit community groups to strengthen partnerships to continue to advance conservation and sustainability outcomes for the Sunshine Coast
- 58 Voluntary Conservation Agreement partners assisted to protect 918 hectares of habitat for flora and fauna
- assistance to 649 registered Land for Wildlife members who are managing 6,653 hectares of retained habitat and a further 181 landholders who are working toward full Land for Wildlife registration.

The following Council report provides an overview of the Environment Levy Program achievements for the 2013-2014 financial year.

For 2013-2014, an Annual Report (Appendix A) has been produced to provide a product which is both engaging and informative to communicate the achievements of the Environment Levy Program to rate payers and the broader community.

It is intended that a limited number of the annual report be printed and distributed to Councillors, libraries, Council service centres, select mailing groups and made available on Council's website. In addition, a short survey will be undertaken to determine the community's understanding of the Environment Levy, in order to inform engagement strategies to better promote the program and its achievements.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled "Environment Levy 2013-2014 Annual Report" and**
- (b) receive and note the Environment Levy 2013-2014 Annual Report (Appendix A).**

FINANCE AND RESOURCING

In 2013-2014, the Environment Levy generated approximately \$8.393 million. Outcomes of the established Environment Levy Program for 2013-2014 were achieved within the budget provided by this revenue and the Environment Levy's Restricted Cash. The Environment Levy revenue/expenditure to 31 December 2013 included areas now within the Noosa local government area.

Table 1 provides an overview of the Environment Levy Program expenditure for each of the funding themes as at 30 June 2014.

Table 1 Environment Levy Program Expenditure as at 30 June 2014

	2013-14 ACTUALS \$M
TOTAL REVENUE	\$8.393
Environmental Acquisitions	\$6.633
Major Projects	\$1.275
Community Engagement and Education	\$1.682
Transitional Operational Expenses Phase Out	\$1.683
TOTAL ACTUAL EXPENDITURE	\$11.275
TOTAL RESTRICTED CASH UTILISED	\$2.882

The Environment Levy's Restricted Cash balance is \$4.331 million as at 21 November 2014.

The 2013-2014 Annual Report has been graphically designed internally. Printing and distribution will be funded within the endorsed Environment Levy Communication and Education budget at an estimated cost of less than \$5,000.

CORPORATE PLAN

Corporate Plan Goal: *An enviable lifestyle and environment*

Outcome: 3.1 - Healthy natural ecosystems and protected remnant vegetation

Operational Activity: 3.1.1.1 - Manage and deliver the environmental land acquisition program
3.1.1.2 - Identify biodiversity target areas for future Council investment
3.1.1.3 - Identify appropriate management tools for the on-going protection of the region's rich biodiversity
3.1.1.5 - Maintain and manage Council's existing environmental reserves

Outcome: 3.2 - Well-managed and maintained open space, waterways and foreshore assets

Operational Activity: 3.2.1.1 - Implement the *Shoreline Erosion Management Plan*

Outcome: 3.3 - A reputation for innovative environmental practices

Operational Activity: 3.3.2 - Continue to engage, support and grow community partnerships in managing and enhancing the region's natural assets on public and private lands

Outcome 3.3 - A reputation for innovative environmental practices

Operational Activity 3.3.3 - Strengthen Council's approach to working with the Queensland Government, industry, community groups and land owners to manage pest plants and animals in the region

CONSULTATION

Internal Consultation

Consultation with Environment Levy Project Managers and representatives from the following areas of Council was undertaken in preparing the Environment Levy Annual Report 2013-2014 (Appendix A):

- Environment and Sustainability Policy Branch, Regional Strategy and Planning
- Environmental Operations Branch, Infrastructure Services
- Finance Branch, Corporate Services
- Community Relations Branch, Community Services

- Community Response Branch, Community Services

External Consultation

There has been no external consultation undertaken in relation to this report.

Community Engagement

No community engagement has been undertaken in relation to this report.

PROPOSAL

Background

Council's Corporate Plan 2014-2019 sets the goal of creating an enviable lifestyle and environment through maintaining and enhancing the region's, natural assets, liveability and environmental credentials. To assist in achieving this goal, the Environment Levy allows Council to invest further in the protection, enhancement and sustainable use of the region's biodiversity, waterways and foreshores and to also strengthen partnerships with the community.

For 2013-2014, the four funding themes of the Environment Levy program were:

- environmental land acquisitions
- major projects
- community engagement and support
- transitional operational expenses phase out.

The transitional operational expenses phase out theme funded specific operational activities within Environment and Sustainability Policy and Environmental Operations Branches. In June 2014, after a review of the Environment Levy Policy and Program, these operational expenses ceased being phased out of the Levy and are part of the recurrent Environment Levy Program (OM14/25).

Key Achievements

The 2013-2014 Environment Levy Program had many achievements. In brief, some of these include:

- acquisition of four new environmental reserves, protecting and contributing a further 398 hectares to Council's conservation estate
- \$454,000 spent on coastal dunal rehabilitation across 27 project sites across 10 key coastal foreshore areas and approximately 120 hectares of coastal reserves
- 15,000 native plants established along Maroochydore/Alexandra Beach with community assistance through the Shoreline Erosion Management Project
- \$80,000 spent on removing weed species within road reserves adjoining high value environmental reserves
- 111 landholders receiving \$384,000 of Landholder Environment Grants for natural resource management projects which contribute towards biodiversity conservation on privately owned properties
- more than \$800,000 awarded to not-for-profit community groups to strengthen partnerships to continue to advance conservation and sustainability outcomes for the Sunshine Coast

- 58 Voluntary Conservation Agreement partners assisted to protect 918 hectares of habitat for flora and fauna
- assistance to 649 registered Land for Wildlife members who are managing 6,653 hectares of retained habitat and a further 181 landholders who are working toward full Land for Wildlife registration
- 2013 Kids in Action Conference involving 27 schools, 267 students, 61 teachers. This event aims to inspire the region's future environmental leaders, growing a culture that values caring for the natural environment.
- 2013 Conservation Forum held which provided over 350 conservation volunteers capacity building and networking opportunities
- Completion of the:
 - Road Reserve Conservation Management Project
 - Mooloolah River Corridors Riparian Rehabilitation Project.

The Environment Levy Annual Report 2013-2014 provides a more detailed overview of Environment Levy Program achievements for the financial year.

For 2013-2014, an Annual Report has been produced to provide a product which is both engaging and informative to communicate the achievements of the Environment Levy Program to rate payers and the broader community.

It is intended that a limited number of the annual report be printed and distributed to public libraries, Council service centres and select mailing groups and made available on Council's website. In addition, a short survey will be undertaken to determine the community's understanding of the Environment Levy, in order to inform engagement strategies to better promote the program and its achievements.

Legal

There are no legal implications to this report.

Policy

Council's Corporate Plan 2014-2019 sets the goal of creating an enviable lifestyle and environment through maintaining and enhancing the region's, natural assets, liveability and environmental credentials. To assist in achieving this goal, the Environment Levy allows Council to invest further in the protection, enhancement and sustainable use of the region's biodiversity, waterways and foreshores and to also strengthen partnerships with the community.

In June 2014, Council adopted a revised Environment Levy Policy and Program which provides clarity for the allocation of Environment Levy revenue, incorporated amendments to the funding themes and incorporated new projects/programs.

The revised Environment Levy Policy and Program is supported by an organisational guideline, which reflects the policy changes to strengthen and guide the effective delivery of the Environment Levy Program.

The Program is a key funding source for the implementation of the *Sunshine Coast Biodiversity Strategy 2010-2020*, *Waterways and Coastal Management Strategy 2011-2021* and *Local Government Pest Area Management Plan 2012-2016*.

Risk

There are no identified risks associated with this report. The annual communication of the Environment Levy Program achievements will ensure that the wider community and key stakeholders are aware of the outcomes achieved through the Environment Levy Program.

Previous Council Resolution**Ordinary Meeting – 19 June 2014 - Council Resolution (OM14/85)**

That Council:

- (a) *receive and note the report titled “2014/2015 Sunshine Coast Environment Levy Policy and Program”*
- (b) *adopt the revised Environment Levy Policy 2014 (Appendix A) and adopt the 2014/2015 expenditure of the indicative 4-year Environment Levy Program (Appendix B).*

Related Documentation

- Sunshine Coast Council Corporate Plan 2014-2019
- Sunshine Coast Council Biodiversity Strategy 2010-2020
- Sunshine Coast Council Waterways and Coastal Management Strategy 2011-2021
- Sunshine Coast Local Government Area Pest Management Plan 2012-2016
- Sunshine Coast Council Environment Levy Policy 2014

Critical Dates

There are no critical dates that relate to this report.

Implementation

The implementation of the Environment Levy Program is an integrated approach and involves numerous departments across the organisation including Infrastructure Services, Community Services, Corporate Services and Regional Strategy and Planning.

Coordination and implementation of the revised Environment Levy Policy and Program is overseen by the Environment and Sustainability Policy Branch, in conjunction with project managers and the Integrated Environment Team.

Governance on the implementation of the Program is addressed through:

- Environment Levy Organisational Guideline 2014
- preparation of an annual report on the achievements of the Program to Council
- clear and transparent assessment of new project proposals against quadruple bottom line criteria and the Environment Levy Policy 2014
- continued implementation of a communication campaign to promote the Environment Levy and its achievements to the community.

8.1.2 SUNSHINE COAST PLANNING SCHEME 2014 (TRANSITIONAL INTERIM LOCAL GOVERNMENT INFRASTRUCTURE PLAN AMENDMENT)

File No:	Statutory Meetings
Author:	Coordinator Planning Scheme and Projects Regional Strategy & Planning Department
Attachments:	Att 1 - Proposed Amendment to Part 4 (Priority infrastructure plan) (Under Separate Cover)..... Att Pg 5 Att 2 - Sample of Proposed Amendment to Priority Infrastructure Plan Mapping 37

PURPOSE

The purpose of this report is to initiate a proposed amendment to the *Sunshine Coast Planning Scheme 2014*, primarily involving amending the priority infrastructure plan (Part 4) and associated mapping (Schedule 3). The report seeks council's endorsement to make the proposed planning scheme amendment and council's authorisation to delegate authority to the Chief Executive Officer to prepare and progress the proposed planning scheme amendment.

EXECUTIVE SUMMARY

A number of text and mapping changes to Part 4 (Priority infrastructure plan) and Schedule 3 (Priority infrastructure plan mapping and supporting material) of the *Sunshine Coast Planning Scheme 2014* are required. The need for the proposed planning scheme amendment is primarily due to the following matters:

- Unitywater's Netserv Plan becoming operational on 1 October 2014
- review of the Palmview Structure Plan and infrastructure agreement and
- the identification of anomalies in the way that mapping data has been displayed in the priority infrastructure plan mapping.

One of the main components of the proposed planning scheme amendment relates to the removal of all references to water supply and sewerage trunk infrastructure networks in the priority infrastructure plan (including associated mapping), as these matters are now covered in Unitywater's Netserv Plan which became operational on 1 October 2014. Unitywater is the distributor-retailer responsible for providing water and wastewater services for the Sunshine Coast Council area. The Netserv Plan relates to Unitywater's infrastructure planning and charging requirements and therefore makes any provisions contained in the existing priority infrastructure plan relating to water supply and sewerage redundant.

The other main component of the proposed amendment relates to the correction of priority infrastructure plan mapping anomalies that have been identified post-commencement of the planning scheme. These anomalies occurred following notification of the draft planning scheme resulting in the data not being displayed correctly on the priority infrastructure plan mapping that was ultimately gazetted.

The need for the proposed planning scheme amendment has also provided an opportunity to attend to other relatively minor revisions to correct errors and help improve the consistency and operation of the priority infrastructure plan. This includes the addition and/or removal of a small number of infrastructure projects from the priority infrastructure plan and associated mapping.

A “track changes” version of the proposed amendment to Part 4 (Priority infrastructure plan) of the planning scheme is included at **Attachment 1 – Proposed Amendment to Part 4 (Priority infrastructure plan)**. To help illustrate the mapping anomalies associated with the data not being displayed correctly on the face of the priority infrastructure maps and legends, a sample map series for the various infrastructure networks in the Caloundra local plan area has been included at **Attachment 2 – Sample of Proposed Amendment to Priority Infrastructure Plan Mapping**.

Due to a recent amendment to the *Sustainable Planning Act 2009*, council’s priority infrastructure plan has become a “local government infrastructure plan” for the purposes of the Act. *Statutory Guideline 03/14: Local government infrastructure plans* and *Statutory guideline 04/14 – Making and amending local planning instruments* set out the minimum requirements that local government must follow when amending a priority infrastructure plan that has become a local government infrastructure plan.

Under *Statutory guideline 04/14 – Making and amending local planning instruments*, the proposed planning scheme amendment to council’s existing priority infrastructure plan and associated mapping is considered to be a “transitional interim local government infrastructure plan amendment”. It is therefore proposed to follow this amendment process for the proposed planning scheme amendment.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled "Sunshine Coast Planning Scheme 2014 (Transitional Interim Local Government Infrastructure Plan Amendment)"
- (b) in accordance with Chapter 3, Part 5 of the *Sustainable Planning Act 2009*, Part B of *Statutory Guideline 03/14: Local government infrastructure plans* and Section 2.4B.1, Stage 1, Step 1.1 of *Statutory Guideline 04/14: Making and amending local planning instruments*, resolve to make an amendment to the *Sunshine Coast Planning Scheme 2014 (Transitional Interim Local Government Infrastructure Plan Amendment)* and
- (c) delegate authority to the Chief Executive Officer to prepare and progress the proposed amendment to the *Sunshine Coast Planning Scheme 2014 (Transitional Interim Local Government Infrastructure Plan Amendment)*, in accordance with Chapter 3, Part 5 of the *Sustainable Planning Act 2009*, Part B of *Statutory Guideline 03/14: Local government infrastructure plans* and Section 2.4B.1 of *Statutory Guideline 04/14: Making and amending local planning instruments*
- (d) note that following public exhibition and receipt of any submissions on the amendment, a further report will be presented for formal consideration of council.

FINANCE AND RESOURCING

There are sufficient funds allocated in the Regional Strategy and Planning 2014/2015 budget for undertaking amendments to the *Sunshine Coast Planning Scheme 2014*. External costs would be no greater than \$1,000 for advertising and gazetting and budget allowances is also included for such expenditures.

CORPORATE PLAN

Corporate Plan Goal: *A new economy*

Outcome: 1.1 - Strong economic leadership, collaboration and identity

Operational Activity: 1.1.1.3 - Implement the Sunshine Coast Planning Scheme including progression of council nominated investigations and priority amendments to the planning scheme

CONSULTATION

Internal Consultation

Consultation has occurred with the Transport and Infrastructure Policy Branch of the Regional Strategy and Planning Department in relation to the proposed planning scheme amendment.

External Consultation

External consultation has been undertaken with the Department of State Development, Infrastructure and Planning in relation to the preparation of this report. Council officers have also consulted with Unitywater about the development of its Netserv Plan, which deals with Unitywater's infrastructure planning and charging requirements.

Nonetheless, in accordance with *Statutory guideline 04/14: Making and amending local planning instruments*, where necessary, council must consult further with the relevant state agency about transport matters and the appropriate distributor-retailer (i.e. Unitywater) prior to commencing public consultation for the proposed amendment.

Community Engagement

There has been no community engagement undertaken in relation to the preparation of this report. In particular, the nature of the proposed planning scheme amendment dictates that early community consultation is not necessary. However, once the proposed planning scheme amendment has been proposed and prepared, council must undertake public consultation for a period of at least 15 business days in accordance with *Statutory guideline 04/14: Making and amending local planning instruments*.

PROPOSAL

This report presents to council a proposed amendment to the *Sunshine Coast Planning Scheme 2014* relating to the priority infrastructure plan (Part 4) and associated mapping (Schedule 3). The need for the proposed planning scheme amendment is primarily in response to the following matters:

- Unitywater's Netserv Plan becoming operational on 1 October 2014
- review of the Palmview Structure Plan and infrastructure agreement and
- the identification of anomalies in the way that mapping data has been displayed in the priority infrastructure plan mapping.

The need for the proposed planning scheme amendment has also provided an opportunity to undertake other relatively minor revisions to correct errors and help improve the consistency and operation of the priority infrastructure plan and associated mapping. This includes the addition and/or removal of a small number of infrastructure projects from the priority infrastructure plan and associated mapping.

In consideration of the above, it is proposed to make an amendment to the planning scheme, as summarised in the table below.

Proposed amendment	Reason for proposed amendment
<i>Part 4 (Priority infrastructure plan)</i>	
Remove all references throughout Part 4 relating to the water supply and sewerage trunk infrastructure networks and make any consequential changes as a result of this proposed amendment.	All matters relating to water supply and sewerage trunk infrastructure planning are now covered in Unitywater's Netserv plan which commenced on 1 October 2014. The Netserv Plan deals with Unitywater's infrastructure planning and charging requirements and therefore makes any provisions of council's priority infrastructure plan relating to water supply and sewerage planning and charging redundant.
Delete references to "existing lawful use" and include reference to the Netserv Plan where necessary.	"Existing lawful use" is used for the determination of charges. This is now contained in the Infrastructure Charges Resolution; therefore, these references are proposed to be deleted to remove inconsistencies. The Netserv Plan deals with Unitywater's planned demands.
Additions to the descriptions in Table 4.5.5 (Typical trunk infrastructure network systems and items) in the column labelled "Items included".	Detail required providing an accurate description of the items that make up the "trunk" network.
Table T1.1 Roads trunk network schedule of works (2011-2031):- <ul style="list-style-type: none"> • insert new project for the Mons Rd/Owen Creek Rd intersection upgrade; • insert new project R-00-001 (Palmview Southern Link); and • amend details for project R-26_009 (Maud Street). 	To include new trunk infrastructure projects and to amend the description of existing trunk infrastructure projects which are incorrect.
Table T1.2 Roads trunk network schedule of works (Post 2031):- <ul style="list-style-type: none"> • add new project R-00-002 (Palmview Southern Link); and • amend details for project R-26_007 (Second Avenue). 	To include a new trunk infrastructure project at Palmview and to amend the description of an existing trunk infrastructure project that is incorrect.
Amend Table CP2 Land for community facilities trunk network schedule of works to delete project 0608 (Learning and information centre – library facility).	This project should not have been identified as a priority infrastructure plan project as it does not involve a land component for community facilities and should be deleted accordingly.
Amend the following tables to remove the "Palmview Infrastructure Agreement Area" as being in the locality areas inside the priority infrastructure area (PIA) and insert in the locality areas outside of the PIA:- <ul style="list-style-type: none"> • Table 4.2.9 Estimated existing and projected dwellings; • Table 4.2.10 Existing and 	The planning assumptions presented in the priority infrastructure plan have incorrectly included the Palmview Infrastructure Agreement Area as being inside the priority infrastructure area (PIA) when it is actually outside of the PIA. It is also necessary to update the projection figures for the Palmview Infrastructure Agreement Area to align with the proposed amendments to the Palmview Structure Plan.

Proposed amendment	Reason for proposed amendment
<p>projected dwellings and land area;</p> <ul style="list-style-type: none"> • Table 4.2.11 Existing and project employment; and • Table 4.2.12 Existing and projected non-residential floor space and land area. <p>Update the above tables with revised projection figures as per proposed amendments to the Palmview Structure Plan.</p>	
<i>Schedule 3 (Priority infrastructure plan mapping and supporting material)</i>	
<p>Remove all water network maps and sewer network maps from Schedule 3.</p>	<p>All matters relating to water supply and sewerage trunk infrastructure planning are now covered in Unitywater's Netserv plan which commenced on 1 October 2014.</p> <p>The Netserv Plan deals with Unitywater's infrastructure planning and charging requirements and therefore makes any provisions of council's priority infrastructure plan relating to water supply and sewerage planning and charging (including associated mapping) redundant.</p>
<p>Amend Table SC3.1 (PIP map index) in Schedule 3 to:-</p> <ul style="list-style-type: none"> • delete all water network maps and sewer network maps; and • amend the sub-heading and map titles for the open space, community facilities and recreation trails network. 	<p>To reflect removal of all water network maps and sewer network maps in Schedule 3 and in response to mapping anomalies which has incorrectly displayed the map title for the open space, community facilities and recreation trails network.</p>
<p>Renumber all stormwater quality network maps, transport network (road) maps, transport network (active transport) and open space, community facilities and recreation trails network maps in Schedule 3 and in Table SC3.1 (PIP map index).</p>	<p>Renumbering of remaining network maps is required as a consequence of the removal of all water network maps and sewer network maps from Schedule 3.</p>
<p>Amend all remaining priority infrastructure plan maps in Schedule 3 to correct anomalies in the way that the data is displayed on the face of the mapping and in the map legends.</p>	<p>Anomalies in the way data has been symbolised and displayed on the priority infrastructure plan mapping has been identified post-commencement of the planning scheme.</p> <p>Following submissions to the public notification of the draft Sunshine Coast Planning Scheme in late 2012, work on updating the priority infrastructure plan mapping was undertaken. On completion of this work, the data was integrated with the rest of the changes for the Ministerial Review and final gazettal version of the planning scheme. Anomalies occurred at that time and relate primarily to how some of the data elements were symbolised and displayed on the face of the mapping and in the map legends. These data presentation issues were not identified prior to commencement of the</p>

Proposed amendment	Reason for proposed amendment
	planning scheme and therefore need to be corrected via a planning scheme amendment.
Amend the relevant priority infrastructure network maps in Schedule 3 to include the new infrastructure projects and delete the existing infrastructure project referenced under the Part 4 (Priority infrastructure plan) sub-heading of this table.	To reflect the amendments to the trunk infrastructure projects (new projects and removal of existing project) referred to earlier in this table.
Amend Priority Infrastructure Map – Transport Network (Council Active Transport Map) PIP Map PIPM45E(ii) to remove the “future regional pathway” along the waterway on the southern side of the 13 residential lots along Maloja Avenue, Caloundra.	To be consistent with the planning scheme provisions relating to this area in the Caloundra local plan area code.
Amend the relevant priority infrastructure network maps in Schedule 3 to remove all future trunk road alignments and future cycleways/pathways from within the Palmview Structure Plan Area.	To correct a mapping anomaly. These infrastructure items are addressed in the Palmview Structure Plan Infrastructure Agreement rather than through the priority infrastructure plan and therefore, should not have been identified in the priority infrastructure plan mapping.
Various minor amendments and refinements to the infrastructure network maps in Schedule 3.	These amendments and refinements are necessary in order to:- <ul style="list-style-type: none"> • achieve consistency with guidelines; • achieve consistency with the trunk infrastructure future schedule of work; • correct minor data errors; and • improve map legibility.
<i>Consequential planning scheme amendments</i>	
Make any consequential amendments to the balance of the planning scheme to give effect to the proposed amendments listed above.	To ensure that any other consequential amendments to the planning scheme are undertaken to give effect to the proposed amendments listed above.

A “track changes” version of the proposed amendment to Part 4 (Priority infrastructure plan) of the planning scheme is included at **Attachment 1 – Proposed Amendment to Part 4 (Priority infrastructure plan)**.

The mapping anomalies associated with the data not being displayed correctly on the face of the priority infrastructure maps and legends will require all of the priority infrastructure plan network map sheets to be amended (220 map sheets in total). To illustrate these mapping anomalies across the various infrastructure networks, and the effect of the proposed amendment, a sample map series for the Caloundra local plan area has been included at **Attachment 2 – Sample of Proposed Amendment to Priority Infrastructure Plan Mapping**.

Process for amending a planning scheme

Due to a recent amendment to the *Sustainable Planning Act 2009*, in the form of the *Sustainable Planning (Infrastructure Charges) and Other Legislation Amendment Act 2014*, council's priority infrastructure plan has become a "local government infrastructure plan" on 1 July 2014 for the purposes of the Act.

Statutory Guideline 03/14: Local government infrastructure plans and *Statutory guideline 04/14 – Making and amending local planning instruments* set out the minimum requirements that local government must follow when amending a priority infrastructure plan that has become a local government infrastructure plan.

Under *Statutory guideline 04/14 – Making and amending local planning instruments*, the proposed amendment to the existing priority infrastructure plan and associated mapping is considered to be a "transitional interim local government infrastructure plan amendment". In accordance with the statutory guideline, the process for undertaking a transitional interim local government infrastructure plan amendment includes the following broad stages:

- Stage 1 - Planning and preparation
- Stage 2 - Public consultation
- Stage 3 - Adoption

It is noted that State review is not required for a transitional interim local government infrastructure plan amendment. Typically, a planning scheme amendment of this nature may take in the order of 6 to 12 months to complete, dependent upon the time required to place the proposed amendment on public consultation, review the submissions received from public consultation and determine whether to adopt the proposed amendment or not proceed with the proposed amendment.

Legal

Statutory guideline 04/14: Making and amending local planning instruments sets out the process under the *Sustainable Planning Act 2009* that a local government must follow when making a planning scheme amendment (including a transitional interim local government infrastructure plan amendment).

Where necessary, legal advice may be sought to provide drafting, procedural and/or general advice during the planning scheme amendment process to ensure compliance with the *Sustainable Planning Act 2009* and associated statutory guidelines.

Policy

The proposed amendment aligns with council's policy contained in the Sunshine Coast Corporate Plan 2014-2019, to implement the *Sunshine Coast Planning Scheme 2014* (including progression of priority amendments to the planning scheme).

Risk

The risk for council relates to anomalies with the existing priority infrastructure plan mapping and legends being inconsistent with the respective tables in the priority infrastructure plan. The proposed amendment will mitigate this risk and help improve the clarity and efficiency of the planning scheme.

Previous Council Resolution

At a Special Meeting of Council held on 14 April 2014 (Item 5.1.2), Council resolved to adopt the *Sunshine Coast Planning Scheme 2014* (Council Resolution No. SM14/8), which included the priority infrastructure plan and associated mapping.

Related Documentation

The following documents are relevant to this report:

- *Sunshine Coast Planning Scheme 2014*
- *Sustainable Planning Act 2009*
- *Statutory Guideline 03/14: Local government infrastructure plans and*
- *Statutory guideline 04/14: Making and amending local planning instruments.*

Critical Dates

There is a desire to progress and implement the proposed amendment to the *Sunshine Coast Planning Scheme 2014* as soon as practicable to improve the operational efficiency of the priority infrastructure plan and associated mapping.

Implementation

Following council consideration, the following steps are intended to be undertaken:

- where necessary, undertake consultation with the relevant state agency about transport matters and Unitywater
- prepare and progress the proposed planning scheme amendment to public consultation
- undertake public consultation about the proposed planning scheme amendment, with a minimum consultation period of 15 business days
- following public consultation, review submissions and decide how to proceed with the proposed planning scheme amendment and
- decide whether to adopt the proposed planning scheme amendment.

8.2 CORPORATE SERVICES

8.2.1 OCTOBER 2014 FINANCIAL PERFORMANCE REPORT

File No:	Financial Reports
Author:	Acting Coordinator Financial Services Corporate Services Department
Attachments:	Att 1 - October 2014 Financial Performance Report47

PURPOSE

To meet council's legislative obligations, a monthly report is to be presented to council on its financial performance and investments.

EXECUTIVE SUMMARY

The monthly financial performance report provides council with a summary of performance against budget at the end of each month in terms of the operating result and delivery of the capital program.

The operating result at 31 October 2014 shows a positive variance of \$9.4 million compared to the forecast position.

The operating result variation is made up of higher than expected revenue of \$4.7 million (3.0%) and lower than expected operating expenses of \$4.7 million (4.0%). Further detail is provided in the proposal section of this report.

As at 31 October 2014, \$34.3 million (22.9%) of council's \$149.6 million 2014/2015 Capital Works Program was financially expended.

Council's investment portfolio remains within the guidelines established under the Investment Policy.

OFFICER RECOMMENDATION

That Council receive and note the report titled "October 2014 Financial Performance Report".

FINANCE AND RESOURCING

There are no finance and resourcing implications from this report.

CORPORATE PLAN

Corporate Plan Goal:	<i>A public sector leader</i>
Outcome:	5.2 - A financially sustainable organisation
Operational Activity:	5.2.2 - Ensure council's finances are well managed and systems are in place to analyse performance, generate revenue and reduce costs and manage contracts and contract performance

CONSULTATION

Internal Consultation

All departments or branches participated in the formation of the recommendations associated with this report.

External Consultation

No external consultation is required for this report.

Community Engagement

No community engagement is required for this report.

PROPOSAL

The operating result at 31 October 2014 shows a positive variance of \$9.4 million compared to the forecast position.

This operating result variation is made up of higher than expected revenue of \$4.7 million and lower than expected operating expenses of \$4.7 million.

Operating Revenue

Net Rates and Utility Charges

The favourable variance of \$965,000 is mainly due to budget estimates for cleansing charges that differ to actuals as follows:

- The mix between internal and external revenue
- Estimates around the number of services lost due to de-amalgamation
- New services identified due to data cleansing.

An adjustment to this item is included in Budget Review 2 2014/2015.

Fees and Charges

The \$1.8 million favourable variance in fees and charges mainly relates to the following items which are higher than the year to date budget:-

- \$1.4 million development application revenue
- \$146,000 Sunshine Coast Holiday Park offset by additional commission paid of \$11,000
- \$79,000 change of ownership/search fee revenue
- Caloundra Music Festival sales exceeded the full year budget by \$382,000, offset by other revenue being \$100,000 less than budget and employee costs being \$36,000 higher than budget.

These positive Fees & Charges variances are offset by tip fees being less than the year to date budget by \$278,000.

Other Revenue

The \$827,000 favourable variance in other revenue is mainly due to:

- \$200,000 from waste collection contractors, as per contract arrangements, to support the Waste & Resource Management Education Centre programs. This is offset by expenditure
- \$113,000 London Creek Revegetation Offset revenue not budgeted
- \$50,000 Mooloolaba dredging contribution from State Government

as well as favourable year to date variances in recoverable works, road maintenance levy and rent/lease revenue.

Operating Expenses**Employee Costs**

As at 31 October 2014, employee costs were below budget by \$1.3 million or 3.4%.

The budget allows for a Certified Agreement increase but the actuals do not reflect this. A new Certified Agreement has not yet been finalised and it may contain a retrospective pay increase.

Materials and Services

As at 31 October 2014, Materials and Services costs were below budget by \$2.9 million or 6.1%.

A range of items are less than the year to date budget including:

- \$805,000 for utilities such as fuel, electricity, water & sewerage and telecommunications
- \$510,000 Environmental Operations timing of works mainly Natural Areas and Minyama desilting
- \$371,000 operating projects
- \$293,000 Waste costs
- \$240,000 council property maintenance.

Capital Revenue

Capital Revenues, at \$15.0 million, are higher than the year to date budget by \$2.1 million or 16.1%. This is made up of unbudgeted grants and subsidies, as well as developer contributions at \$3.6 million and contributed assets at \$6.6 million being higher than the year to date budget.

The unbudgeted grants and subsidies will be included in Budget Review 2 2014/2015 and are as follows:

- \$1.2 million NDRRA (Natural Disaster Relief & Recovery Arrangements)
- \$1.1 million received for Cycle Network Local Government Grants Program
- \$300,000 for Central Park, Arthur Street
- \$19,000 Energy Efficiency Grant funding for solar hot water pumps at the Holiday Parks.

Capital Expenditure

As at 31 October 2014, \$34.3 million (22.9%) of council's \$149.6 million 2014/2015 Capital Works Program was financially expended.

Detail by Capital Works Program is outlined below:

Program	Original Budget \$000	Current Budget \$000	YTD Actual \$000	% of Annual Budget Spent
Buildings and Facilities	4,997	7,885	622	7.9%
Coasts and Canals	2,070	2,651	622	23.5%
Divisional Allocations	3,335	3,452	599	17.4%
Environmental Assets	926	1,141	209	18.3%
Fleet	1,290	1,290	105	8.2%
Parks and Gardens	9,027	13,066	4,158	31.8%
Stormwater	6,202	6,599	959	14.5%
Transportation	47,286	55,845	15,060	27.0%
Information Technology	2,768	3,884	937	24.1%
Strategic Land & Commercial Properties	18,751	29,150	3,785	13.0%
Aerodromes	581	912	34	3.8%
Sunshine Coast Airport	5,148	5,741	1,169	20.4%
Holiday Parks	1,158	2,119	612	28.9%
Quarries	1,950	2,204	64	2.9%
Waste	8,403	13,727	5,398	39.3%
TOTAL COUNCIL	113,892	149,637	34,336	22.9%

Investment Performance

- All investment parameters remain within the guidelines established by the Investment Policy.
- For the month ending 31 October 2014, council had \$253 million cash (excluding Trust Fund) with an average interest rate of 3.43%, being 0.71% above benchmark. This is compared to the same period last year with \$282 million cash (excluding Trust Fund) where the average interest rate was 3.72%, being 1.12% above benchmark.
- The benchmark used to measure performance of cash funds is the UBS Bank Bill Index and the Bank Bill Swap Rate (BBSW) for term deposits.

Legal

This report ensures that council complies with its legislative obligations with respect to financial reporting in accordance with Section 204 of the *Local Government Regulation 2012*.

Investment of funds is in accordance with the provisions of the *Statutory Bodies Financial Arrangements Act 1982* and the associated Regulations and the *Local Government Act 2009*.

Policy

Council's 2014/15 Investment Policy.

Risk

The current risks associated with the operating result are as follows:

1. There is a claim for an additional \$22.8 million in cash transfer from Noosa Shire Council. The Minister has initiated an independent process to determine the validity of the Noosa Shire Council claim. An additional \$22.8 million in cash transfer would be shown as a loss on disposal and decrease the Sunshine Coast cash balance.

2. Due to the State Government Award Modernisation process, council has been unable to finalise a new Certified Agreement with staff and the unions. A new Certified Agreement may contain a retrospective pay increase.

Previous Council Resolution

Special Meeting Budget 26 June 2014, council adopted the 2014/2015 budget (Council Resolution SM14/24)

That Council:

- (a) *receive and note the report titled "Adoption of the 2014/2015 Budget and Forward Estimates for the 2015/2016 to 2023/2024 Financial Years"*
- (b) *adopt the 2014/2015 Capital Works Program, endorse the indicative four-year program for the period 2015/2016 to 2018/2019, and note the five-year program for the period 2019/2020 to 2023/2024 (Appendix A) and*
- (c) *adopt the 2014/2015 Budget Schedules (Appendix A) including Forward Estimates.*

Ordinary Meeting 24 July 2014 - Council Resolution OM 14/100

That Council:

- (a) *receive and note the report titled "May 2014 Financial Performance Report" and*
- (b) *amend the 2014/2015 Budget by increasing the Strategic Land Capital Program by the amount of \$450,000 to accommodate the requirements of the Council resolution OM14/82.*

Ordinary Meeting 18 September 2014, council adopted the Budget Review 1 2014/2015.

That Council:

- (a) *receive and note the report titled "**Budget Review 1 2014/15**" and*
- (b) *adopt the amended 2014/15 Budget Financial Statements to include the identified operating and capital budget adjustments (Appendix A).*

Ordinary Meeting 18 September 2014, council made the following resolution (OM 14/132)

That Council receive and note the report titled "July 2014 Financial Performance Report".

At the Ordinary Meeting 16 October 2014, council made the following resolution (OM 14/140)

That Council receive and note the report titled "August 2014 Financial Performance Report".

Related Documentation

There is no related documentation for this report.

Critical Dates

There are no critical dates for this report.

Implementation

There are no implementation details to include in this report.

8.2.2 BUDGET REVIEW 2 2014/15

File No: Reviews

**Author: Acting Coordinator Financial Services
 Corporate Services Department**

Late report to be provided.

This page has been left intentionally blank.

8.2.3 2013/2014 FINANCIAL STATEMENTS

File No: ECM

**Author: Manager Finance
Corporate Services Department**

Late report to be provided.

This page has been left intentionally blank.

8.2.4 COMMUNITY GROUPS OCCUPYING COUNCIL OWNED OR COUNCIL CONTROLLED LAND AND/OR INFRASTRUCTURE POLICY

File No:	Cle000
Author:	Coordinator Portfolio Management Corporate Services Department
Appendices:	App A - Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy..... 67
Attachments:	Att 1 - Draft Community Leaseholder Toolkit 71

PURPOSE

The purpose of this report is to present Council with the *Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy* (refer Appendix A to this report) for consideration. This draft Policy is proposed to build on the current *Interim Policy for Tenure Arrangements for the Community Use of Council Owned or Managed Land and Infrastructure* (of December 2009).

EXECUTIVE SUMMARY

On 10 December 2009, Council endorsed the *Interim policy for the community use of council owned or managed land and infrastructure*. Since this time, the *Local Government Regulation 2012* has been introduced and has provided a formal mechanism for the issuing of leases to community organisations. However, this does not provide the level of detail required to assist groups to obtain, and council officers to efficiently manage, tenure arrangements on Council's behalf.

Appendix A to this report – *Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy* proposes clarity on the terms under which tenure arrangements are issued to not-for-profit community organisations and is to be complemented by a Community Leaseholder Toolkit to assist groups to understand their rights and obligations.

A draft *Commercial and Other Leasing Policy* will be brought before Council for consideration at a later date.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy ”**
- (b) adopt the Strategic Policy - Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy (Appendix A)**
- (c) note that adoption of this policy will formalise the existing interim policy principles and tenure arrangements for community groups and**
- (d) note the draft Community Leaseholder Toolkit.**

FINANCE AND RESOURCING

This report and the *Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy* were compiled by Property Management Branch employees through existing budgets.

CORPORATE PLAN

Corporate Plan Goal:	Service excellence
Outcome:	We serve our community by providing this great service
Operational Activity:	S19 - Building and facility maintenance - management and maintenance of corporate buildings and community facilities, co-ordination of security services, workspace accommodation and depots, graffiti management

CONSULTATION

Internal Consultation

A Strategic Discussion Forum (SDF) was held on 21 July 2014, and a further SDF was held on 20 October 2014, wherein the principles of the attached policy were discussed with Councillors prior to seeking endorsement of the Policy.

In preparing the principles of this policy, consultation was undertaken with the following areas of Council:

- Community Facilities and Planning Branch
- Community Relations Branch
- Corporate Governance Branch
- Finance Branch
- Legal Services Branch

External Consultation

Under the existing *Interim Policy for Tenure Arrangements for the Community use of Council Owned or Managed Land and Infrastructure* and Section 236 of the *Local Government Regulation 2012*, leases and licences have been issued using "standard" terms over the last (approximately) twelve months. These standard terms have been generally in accordance with the proposed policy principles (as outlined in Appendix A to this report). Leases and licences offered to groups under "standard terms" have been accepted and are in place, accounting for 111 occupancy arrangements with community groups.

Lease performance inspections have been undertaken at sites operating under these terms to determine and assist with compliance with lease conditions and have revealed no more than minor operational breaches in almost all cases.

Community Engagement

No formal community engagement process was undertaken in the development of the Policy. However, 111 occupancy arrangements with Community Groups have been formalised generally in accordance with the proposed policy principles.

PROPOSAL

Council currently manages approximately 200 separate tenure arrangements for Council owned or Council controlled land, including leases to various not-for-profit community and sporting organisations. These tenure arrangements have been issued over time; however, the majority have been reviewed in accordance with the *Interim Policy for Tenure Arrangements for the Community use of Council Owned or Managed Land and Infrastructure* and the *Local Government Regulation 2012*.

Establishing a current policy position (refer draft *Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy* in Appendix A) for the management of these (and future) tenure arrangements will provide a structured, consistent and transparent approach to the process by which Council issues and manages leases, licences and Trustee Permits to community groups over Council controlled land and infrastructure.

The key points of the *Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy* are:

- *Ownership of Improvements*

All fixed improvements constructed or installed upon Council property will be considered to be in the ownership of Council from the time that they are constructed or installed. Exceptions to this include:

 - Specified Crown ownership (outlined in Trustee leases)
 - Council determining that the improvement owner be an alternate entity
 - An existing agreement that has determined that the improvement owner is an alternate entity
- *Tenure selection*

An application for tenure for community purposes is eligible for consideration when:

 - The proposed use is for sporting, recreational or community services purposes;
 - The applicant is a not-for-profit community based organisation incorporated under the Associations Incorporation Act and/or the applicant has appropriate status under other legislation acceptable to Council; and
 - The applicant can demonstrate the ability to meet all financial and operational obligations pursuant to the occupancy arrangement
- *Tenure Documentation*

The preparation of the documentation for occupancy arrangements will be coordinated using standard terms documentation for a lease (including Trustee leases), licence or permit. Occupants are responsible for all costs associated with tenure preparation, survey fees and documentation registration.
- *Tenure Inspections*

Tenured sites should be monitored with scheduled inspections to ensure that Council's and the lessee's obligations, pursuant to the tenure arrangements, are complied with.
- *Rental Amounts*

Rental charges applied to Council property for community purpose will be as follows:

 - Community organisations without a liquor licence – one (1) unit per annum
 - Community organisations with a Community Club liquor licence and fewer than 2000 members (all membership types) – five (5) units per annum
 - Community organisations with a Community Club liquor licence and more than 2000 members (all membership types) – ten (10) units per annum

A unit of rent is as it appears in Council's list of Fees and Charges which are reviewed annually.

Tenure holders under new and renewed leases are solely responsible for all applicable rates, utilities, taxes, assessments, duties, levies, impositions and other charges in respect of the occupancy arrangement.

All new tenure arrangements, including renewals, will specify the tenure holder as responsible for water and sewerage charges.

- *Tenure Periods*

Tenure arrangements on Council Property may be either:

- A licence of up to three (3) years;
- A lease of up to ten (10) years;
- A Trustee Permit as per Land Act 1994 (currently up to three (3) years);
- A Trustee Lease of up to ten (10) years

Council may consider a longer tenure period should exceptional circumstances be demonstrated.

- *Maintenance and Alterations*

All new tenure arrangements, including renewals, will specify the tenure holder as solely responsible for all costs of maintaining, repairing and replacing improvements within the tenure area.

All works are to be undertaken in a safe and legislatively compliant manner.

- *Insurance*

Council will provide building insurance, in accordance with Council's insurance policy position, for buildings and facilities for which it is the recognised owner. These insurance costs will be on-charged to tenure holders as a condition of all new tenure arrangements.

Tenure holders must hold and maintain other insurance policies as are required by Council and legislation in respect of their occupation and use of Council owned or Council controlled improvements and in accordance with conditions of tenure documentation.

A Community Leaseholder Toolkit has been drafted by Community Facilities and Planning Branch, as per Attachment 1 of this report, which is proposed to be distributed to all groups occupying Council owned or Council controlled land and/or infrastructure to complement the Policy, once in place.

The draft Toolkit is a comprehensive and user-friendly document that provides easy-to-access information for not-for-profit organisations in relation to Council's processes for management of land and infrastructure allocated for community use. The Toolkit will serve as a reference point for all tenure and general community/sporting group management considerations.

Legal

Legal Services Branch has been consulted in relation to the development of "standard" terms for leases and licences and currently operate from this template position. It is agreed that there is continued ambiguity in the absence of a more comprehensive policy which gives consideration to all aspects of tenure arrangements.

Policy

This report (and draft Policy) has been developed to build on the *Interim Policy for the Community Use of Council Owned or Managed Land and Infrastructure*.

Risk

At present, risk issues exist as the current *Interim Policy for Tenure Arrangements for the Community Use of Council Owned or Managed Land and Infrastructure* requires elaboration and more detail, particularly in relation to ownership of improvements and insuring assets on land owned or controlled by Council. The draft Policy (refer Appendix A) places the onus of insuring all assets (once in the ownership of Council) on Council and on-charging of costs to groups will occur thereafter.

There is a risk, as with all Council tenure arrangements, if the tenure holder is unable to continue with the tenure arrangement, Council will assume full control of the tenured assets and any associated costs with those assets.

Previous Council Resolution

The following is the resolution of Council from the **Ordinary Meeting of 10 December 2009**:

(SDC) ITEM 5.2.3 INTERIM POLICY FOR TENURE ARRANGEMENTS FOR THE COMMUNITY USE OF COUNCIL OWNED OR MANAGED LAND AND INFRASTRUCTURE

Council Resolution (OM09/366)

That Council:

- (a) *note the report titled "Interim Policy for Tenure Arrangements for the Community Use of Council Owned or Managed Land and Infrastructure";*
- (b) *defer entering into any new lease arrangements with the Not-For-Profit sector, except where a lessee has a right to an option to renew or in an exceptional circumstance; and*
- (c) *adopt the Interim Policy For The Community Use of Council Owned or Managed Land And Infrastructure (Appendix B); and*
- (d) *request the Chief Executive Officer report back to Council by June 2010 for adoption of the Tenure Arrangements for the Community Use of Council Owned or Managed Land and Infrastructure Policy.*

Related Documentation

A Community Leaseholder Toolkit has been drafted by Community Facilities and Planning Branch which is proposed to be distributed to all groups occupying Council owned or Council controlled land and/or infrastructure to compliment the Policy, once in place. This document will be made publicly available once finalised, and copies will be issued to Councillors for reference.

Critical Dates

There are no critical dates relevant to this report.

Implementation

Upon endorsement of a reviewed policy position, the Community Leaseholder Toolkit will be finalised and prepared for distribution. Additionally, any new tenure arrangements for community groups seeking to occupy Council owned or Council controlled land and/or infrastructure will continue to be developed in accordance with policy principles.

8.3 COMMUNITY SERVICES**8.3.1 COMMUNITY SAFETY POLICY / CLOSED CIRCUIT TELEVISION POLICY**

File No:	Community Safety
Author:	Development Officer Community Services Department
Appendices:	App A - Community Safety Strategic Policy103 App B - Public Space Closed Circuit Television (CCTV) Strategic Policy109

PURPOSE

The purpose of this report is to present the Community Safety Strategic Policy and Public Space Closed Circuit Television (CCTV) Strategic Policy to Council for consideration and adoption.

The Community Safety Strategic Policy is provided as Appendix A, and the Public Space Closed Circuit Television (CCTV) Strategic Policy is provided as Appendix B.

EXECUTIVE SUMMARY

Council is committed to the safety and wellbeing of its community and visitors and protecting its resources across the region.

Community safety is a shared responsibility of all levels of government and the community. Council acknowledges that each level of government has a different role to play in building safe communities and recognises that the Queensland Police Service is the lead government agency in crime prevention. Greater community safety outcomes can be achieved through working together with stakeholders and organisations from multiple sectors taking joint responsibility and pooling resources.

With an increase in requests for community safety initiatives, particularly those relating to requests for new installations of Closed Circuit Television (CCTV), it has been necessary for Council to clearly define its role and management processes in both of these areas.

The purpose of the Community Safety Policy is to outline the principles which guide Council's contribution to enhancing community safety and to enable relevant, consistent and coordinated initiatives and partnerships that reduce both the fear and risk of crime and injury within the Sunshine Coast Council Local Government Area.

The CCTV Policy provides Council with direction on the establishment and management of Council's Closed Circuit Television system, and provides a framework for ensuring future requests for CCTV in public spaces are managed and assessed equitably and in accordance with relevant legislation.

Community safety refers to actual and perceived safety concerns and risks of harm and injury that may affect the community's quality of life and wellbeing. The use of CCTV to assist in the surveillance of a space is recognised as one component of a suite of many that can play an active role in reducing both the fear and risk of crime and injury on the Sunshine Coast. As CCTV is just one component of community safety, it is appropriate that Council consider the CCTV Policy in conjunction with the Community Safety Policy.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Community Safety Policy / Closed Circuit Television Policy”
- (b) adopt the Community Safety Strategic Policy (Appendix A)
- (c) adopt the Public Space Closed Circuit Television Strategic Policy (Appendix B) and
- (d) refer appropriate Closed Circuit Television capital and operational funding to future annual Council budgets for consideration to ensure all systems are “fit for purpose”.

FINANCE AND RESOURCING

Operational expenses

Council currently spends in excess of \$196,000 per annum on the operations (and basic maintenance) of CCTV cameras across the region. This figure does not include CCTV operations at the Sunshine Coast Airport, which is governed by the Civil Aviation Safety Authority.

Current estimated annual CCTV operational (and basic maintenance) expenses are as follows:

• Public Space	\$116,894
• Corporate Buildings and Depots	\$ 23,760
• Sunshine Coast Stadium	\$ 5,420
• Waste Management Facilities	\$ 50,530
TOTAL	\$196,604

Ongoing Maintenance Considerations

To ensure Council’s CCTV cameras continue to operate at a high functioning level within public spaces, and can be used as an investigation and prosecution tool by law enforcement agencies, ongoing maintenance of existing cameras requires consideration within future operational and capital budgets.

It has been estimated that the average life of a CCTV camera within a public space environment (in a coastal location) is up to five years. Following the adoption of the CCTV Policy and approximately every four years thereafter, Council will need to audit all of its CCTV cameras in public space. This approach will ensure that each camera’s current state of repair, monitoring arrangements and ongoing financial costing is fully understood and integrated into the annual budget cycles.

An audit was recently completed on the Mooloolaba Street Safe Network and it was estimated that the total cost of works to ensure the system is “fit for purpose” was \$72,500 in capital funding and \$46,200 per annum for preventative maintenance. An outline of key costs has been provided below.

Estimated costs of works to ensure Mooloolaba Street Safe cameras are “fit for purpose” include:

• Remediation works	\$ 22,500
• Upgrade to desired stakeholder coverage	\$ 32,500
• Signage compliance	\$ 17,500
• Preventative maintenance	\$ 46,200 (\$3,850 monthly)
TOTAL	\$118,700

The above example is provided to articulate that the whole of life costs for CCTV far outweigh the upfront capital costs. Moving forward it will be important to ensure that all costs for new CCTV cameras are understood and that all ongoing operational and maintenance costs can be met by the relevant department prior to installation. It is most often the case that the initial funding for CCTV is provided through a state or federally funded program, however there is no allowance of future funding source for operational/maintenance costs and end of life replacement costs.

Operational and maintenance budgets for CCTV in public space, corporate buildings, and depots are currently managed by the Facilities Management Unit, with Waste Management Facilities and the Sunshine Coast Stadium managing their own operational and maintenance budgets.

Footage Retrieval Costs

Footage retrieval requests for law enforcement agencies cost Council \$150 per hour (through our security provider) and total approximately \$12,000 per annum. It should be noted that requests for footage are growing annually. This cost is currently absorbed by the Facilities Management Unit’s operational budget.

Legislative Compliance

On 30 July 2012, The Information Commissioner presented the report titled *Review of camera surveillance used by Queensland government agencies and Information Privacy, and compliance with the privacy principles in the Information Privacy Act 2009 (Qld)* to the Queensland Legislative Assembly. The review examined the systematic practice of camera surveillance in Queensland government agencies. Fifteen recommendations were made by the Information Commissioner for agencies to implement. It is important that Council consider these recommendations and manage its CCTV systems in accordance with the privacy principles in the *Information Privacy Act 2009 (Qld)*. The Information Commissioner’s recommendations can be addressed through the CCTV Policy and the development of Operational Guidelines to guide CCTV installations and management for the organisation, but will require additional human resource allocation.

Human resources

In the development of these policies, Community Services has been requested to adopt additional responsibilities that have previously been allocated to other Departments or that had no ‘ownership’ within the organisation. There has also been a steady increase in requests relating to Community Safety components and a forecast that these numbers will increase as the Federal and State Governments continue promoting and providing capital funding opportunities for Community Safety programs to be implemented by Local Government.

These additional responsibilities would require 1x Full Time Equivalent (5.3) Community Development Officer dedicated to the Community Safety / CCTV portfolio. This represents an additional 0.5 Full Time Equivalent as the existing Community Development / Safety Officer equally splits the Community Safety Portfolio and geographic based community development responsibilities.

This will ensure that Council has 1 dedicated Full Time Equivalent Community Safety / CCTV Portfolio Officer and has the ability to recruit a 0.5 Full Time Equivalent Community Development Officer to fulfil geographic based community development responsibilities. This resource request will be referred to a future budget process.

CORPORATE PLAN

Corporate Plan Goal: *A strong community*
Outcome: We serve our community by providing this great service
Operational Activity: S4 - Community and cultural development and partnerships - providing planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants

CONSULTATION

The Community Safety Policy and Public Space Closed Circuit Television (CCTV) Policy have drawn reference from findings of various community engagement, and internal and external consultation activities.

Internal Consultation

A range of representatives from across each Department were consulted in writing this report.

External Consultation

- The Queensland Police Service, Sunshine Coast District
- Gold Coast Council, Coordinator Gold Coast Safety Camera Network
- Redland City Council, Community Safety Officer
- Logan City Council, Community Safety Planner
- Ipswich City Council, Safe City Security Coordinator
- Office of the Information Commissioner, Acting Privacy Commissioner

Community Engagement

External consultation has previously been undertaken with the community as a suite of engagement activities during the formation of various strategic documents and plans, including but not limited to the *Access and Inclusion Plan (2011)*, *Affordable Living Strategy 2010-2020*, *Positive Ageing Strategy (2011)*, *Sustainable Transport Strategy 2011-2021*, and the *Youth Strategy (2010)*.

PROPOSAL

The Community Safety and Public Space Closed Circuit Television (CCTV) policies have been developed in response to the *Corporate Plan 2014-2019* priority to provide safe and healthy communities, by planning, partnering and supporting the community through a range of community development practices. The Community Safety and CCTV policies demonstrate Council's commitment to protecting its resources and to the safety and wellbeing of its staff, community and visitors to the region.

The intent of both policies is to outline the principles which guide Council's decisions in addressing community safety, and the establishment and management of CCTV systems in public spaces within the Sunshine Coast Council Local Government Area. Guiding principles provide direction for future actions in collaboration with all stakeholders to enhance safety, and build strong, resilient and inclusive communities.

Community Safety is a shared responsibility of all levels of government and the community. Council acknowledges that each level of government has a different role to play in building safe communities and recognises that the Queensland Police Service is the lead government agency in crime prevention. Greater community safety outcomes can be achieved through working together with stakeholders and organisations from multiple sectors taking joint responsibility and pooling resources.

The Community Safety Policy identifies nine components that contribute and play an active role in reducing both the fear and risk of crime and injury on the Sunshine Coast including Planning, Graffiti Management, Road Safety, Local Laws, Beach Safety, Emergency Disaster Management responses and Design Principles (Crime Prevention Through Environmental Design) and CCTV.



CCTV is one of a suite of community safety components. The Public Space Closed Circuit Television (CCTV) Policy provides direction on the establishment and management of the Sunshine Coast Council's CCTV systems in public spaces, and provides a framework for ensuring future requests for CCTV are managed and assessed equitably and in accordance with relevant legislation.

Since 2013, local government has seen a dramatic increase in federal and state government funding allocations to local government for community safety initiatives, including graffiti management and CCTV infrastructure. CCTV funding has been offered for infrastructure only and does not consider the 'whole of life' expenses relating to installing a CCTV system, including ongoing maintenance, replacement of equipment and other operational expenses like footage retrieval, which is currently funded by Council through operational budgets. Advocation back to state and federal departments is required to change this dynamic, and the policies provided will help to strengthen Council's position on this matter.

The Community Safety Policy provides Council with a position to guide decisions in addressing community safety across the region. The principles guiding Council's involvement in community safety and include:

- Integrated, proactive approach to community safety
- Strengthening community and partnerships
- Evidence-based decision making
- Monitoring and evaluation
- Compliance with the *Local Government Act 2009*, and any other relevant legislation.

Following the adoption of a CCTV Policy, requests for CCTV in public space will be assessed by the following framework to ensure a unified, equitable and transparent assessment based on evidence and considering the 'whole of life' costs:

1. Determining the appropriateness of the system
 - i. Define the purpose of CCTV
 - ii. Site assessment
2. Key stakeholder consultation / Evidence gathering
3. Identify resource requirements and implications including 'whole of life' costs
4. Decision and notification
5. Implementation.

This report seeks the adoption of both the Community Safety Policy and CCTV Policy.

Legal

Council's Chief Legal Officer has been consulted. There are possible legal implications if Council does not proceed with documented policies and procedures for the organisation relating to CCTV that supports the *Information Privacy Act 2009*.

The review of camera surveillance in Queensland government agencies presented by the Information Commissioner to the Queensland Legislative Assembly identified fifteen recommendations for agencies to implement. These recommendations can be addressed through the CCTV Policy and the development of Operational Guidelines to guide CCTV installations and management for the organisation.

Policy

The Community Safety and CCTV policies form Council's policy direction for how to carry out its role in addressing community safety across the region, and provide an assessment framework for CCTV in public space installation requests. The policies have been prepared with consideration to State and Federal legislation, in particular the *Local Government Act 2009*, *Information Privacy Act 2009*, CCTV guidelines and information standards, as well as Council's existing policy framework.

It is imperative that Council has an endorsed position and direction for community safety and CCTV for the Sunshine Coast.

Risk

There is a risk that without the adoption of the Community Safety and CCTV policies, Council could fail to meet current legislative requirements.

In the absence of the Policies, there is potential for Council to make uninformed decisions about the installation, management and maintenance of new CCTV systems, not considering if the systems are of benefit, or if the 'whole of life' financial implications have been adequately considered and addressed.

By expanding involvement in CCTV, Council exposes itself to a further risk in terms of affordability for operational requirements and future capital works / maintenance requirements.

Previous Council Resolution

There is no previous Council resolution relevant to this report.

Related Documentation**Sunshine Coast Council**

- Access and Inclusion Plan (2011)
- Community Events and Celebrations Strategy (2010)
- Compliance and Enforcement Policy (2009)
- Corporate Plan 2014-2019
- Economic Development Strategy (2010)
- Events Policy (2010)
- Local Disaster Management Plan (2014)
- Local Law 2 (Animal Management) 2011
- Local Law 3 (Community Health and Environmental Management)2011
- Local Law 4 (Local Government Controlled Areas, Facilities, Infrastructure and Roads) 2011
- Local Law 6 (Bathing Reserves) 2011
- Open Space Strategy (2011)
- Positive Ageing Strategy (2011)
- Privacy Policy (2010)
- Social Infrastructure Strategy (2011)
- Sunshine Coast Planning Scheme (2014)
- Sustainable Transport Strategy 2011-2021

Queensland Government

- Compliance and Enforcement Policy (2009)
- *Local Government Act (2009)*
- Managing closed circuit television records – Guidelines for Queensland public
- Queensland Government Authentication Framework
- Queensland Government CCTV Guidelines 2004
- Queensland Government Information Security Classification Framework (QGISCF)
- Queensland Government Information Standard 18: Information Security
- Queensland Government Information Standard 31: Retention and Disposal of Public Records
- Queensland Government Information Standard 40: Recordkeeping
- Queensland Government Information Standard 42
- South East Queensland Regional Plan 2009-2031
- *Sustainable Planning Act (2009)*

Australian Government

- Australian Standard 4806.1 – Closed Circuit Television (CCTV) Management and Operation
- Australian Standard 4806.2 – Closed Circuit Television (CCTV) Application Guidelines
- *Crime and Misconduct Act 2001*
- *Disability Discrimination Act (1992)*
- *Human Rights and Equal Opportunities Commission Act (1996)*
- *Information Privacy Act 2009*
- *National Crime Prevention Framework (2012)*
- *Public Records Act 2002*
- *Right to Information Act 2009*
- The AS 2342-1992
- The General Retention and Disposal of Schedule for Administrative Records: QDAN249 v.6

Critical Dates

Whilst there are no defined critical dates to implement these policies, immediate action is required by Council to achieve legislative compliance.

Council has received funding from the Federal Governments Attorney General Department for the installation of CCTV systems in Maroochydore and Nambour. Under the Funding Agreements, these projects are due for completion by July 2015 and July 2017 respectively. Adoption of these policies will allow for these projects to proceed in line with current agreements.

Implementation

Implementation will involve the cooperative resources of a range of Council departments, State Government agencies, industry, regional groups and the Sunshine Coast community.

On adoption of the Community Safety Policy and CCTV Policy, Council Officers will continue work to ensure Council is compliant with relevant legislation.

Another priority for Council will be to establish a Community Safety Plan to provide an overview of Council's direction and detailed actions on how Council will contribute towards a safer Sunshine Coast community. It is expected that this holistic plan will be presented to Council for consideration in the 2015/2016 financial year.

In the interim, Council will continue to provide resources and engage with the following programs:

- **Safe Night Out Strategy:** This year the Queensland Government released their *Safe Night Out Strategy*, a comprehensive action plan to deal with alcohol and drug-related violence in and around licensed premises.
- **CALM Liquor Accords:** In addition to the Safe Night Out initiative, council continues to remain the lead agency in the award winning CALM (Collaborative Approach to Liquor Management) Liquor Accords across the region.
- **Drawn Together pilot program:** In 2012 Council was successful in receiving funding from the Federal Government to pilot the Drawn Together project. This project draws together community partners, community initiatives and existing graffiti management strategies to build a holistic graffiti management program and community toolkit for the Sunshine Coast region.
- **Graffiti Management: Graffiti Stop:** Each year the Queensland Government provides funding to local governments to assist in the delivery of graffiti management initiatives.
- **CPTED (Crime Prevention Through Environmental Design) Safety Audits:** Council's Community Development Officer (Safety) provides site assessments for council and community organisations. The aim of CPTED site assessments is to define aspects of the built and natural environment which affect safety.
- **Community Safety Committees:** Council currently participates as a key stakeholder in Community Safety committees established in the Sunshine Coast region. Community Safety Committees comprise of various local organisations including progress and community associations, Chambers of Commerce, The Queensland Police Service, local Neighbourhood Watch committees and other agencies relevant to the local community.

8.3.3 FAIRVIEW MANAGEMENT MODEL

File No:	ECM 11 December 2014
Author:	Coordinator Cultural Heritage Services Community Services Department
Attachments:	Att 1 - Fairview - Options for Use Paper..... 171 Att 2 - External Feedback - Friends of Pattemore House 217

PURPOSE

This report responds to a Council Resolution (OM14/141) from the October 2014 Ordinary Meeting which requested *inter alia* “the Chief Executive Officer, in liaison with the Friends of Pattemore House and the Divisional Councillor to report back to Council by the December Ordinary Meeting 2014 a Business Case for the future management of “Fairview”.

EXECUTIVE SUMMARY

This report presents high level information and analysis for council’s consideration of the future use of the State Heritage Listed property Fairview. The high level analysis of options, rather than a detailed business case for one specific option, reflects the short timeframe set at the October, 2014 Ordinary Meeting to do this piece of work.

Further analysis will be required, particularly the engagement of stakeholders (specialists and community) to ensure any preferred option/s selected by council are extensively investigated.

Fairview is a Council owned state heritage listed property located on a 2.5ha parcel of land in North Maleny, within what is known as the Maleny Community Precinct. The property was registered with the state in 1992 as it demonstrated both the early development of Maleny as an agricultural settlement and the pattern and expansion of dairying in Queensland in the early 1900’s.

The combination of positive reuse options and heritage and aesthetic values indicates that Fairview has the capacity to increase visitation rates to the Maleny Precinct and to value add to the proposed uses for the Precinct.

The Fairview Management Plan noted by Council at its Ordinary Meeting in October 2014 provided information on the significance of the place, advice on core heritage management principles, and recommendations to conserve the property’s heritage values over a five year period, as funding is made available.

However, the plan did not provide the detail required for Council to fully consider all potential options for the future use of the property.

The attached paper (Attachment 1) further develops the possible uses summarised in the Fairview Management Plan to better inform decisions around the long-term sustainable future use and management of Fairview for both Maleny and the broader community.

The options presented in this paper include adaptive reuse options that are based on assigning new functions to the building, while operating within the context of the Fairview Management Plan.

Adaptive re-use is a term used in establishing new uses for communities seeking a sustainable future for historic buildings. In practical terms, this involves new work identified as contemporary, rather than an imitation of the preceding era. Adaptive reuse is a creative way to ensure that the building’s fabric can be properly cared for, revealed or interpreted, while making good use of the building itself, and thus ensuring its relevance and longevity.

This paper looks at the following use options:

- 1. A period house museum/gallery:** Fairview is conserved, managed and interpreted as a public showpiece and historical farm, as evidenced by historic documents and remnant fabric. Interpret the house as a dwelling using furnishings, interpretive media and activities. Allow for public gallery space.
- 2. Community meeting space:** Fairview is operated by council as a community meeting venue that is open and accessible via a booking process. The fabric of the building is protected.
- 3. Community meeting space/use (lease):** Fairview is leased to a community group for management under a lease agreement with Council, which outlines conditions and arrangements for an agreed period. To implement this option an expression of interest process would need to be conducted.
- 4. Commercial use – lease:** Fairview is leased on a commercial basis for an agreed use such as a café, business hub, restaurant or clubrooms, under an agreement with Council which outlines conditions and arrangements for an agreed period.
- 5. Sale of property:** sell the property in order to seek a return on investment and negate ongoing impacts on council budget (Heritage Levy) to maintain the facility. This was not identified as an option in the Management Plan but it is considered appropriate to include for consideration.

The first three options provide opportunities to deliver outcomes that are less about commercial revenue streams and profitability and more about sustainable social outcomes.

The Friends of Pattermore House have provided written feedback to the Divisional Councillor advising that they have a preference for a combined Option 1 and Option 3. Summarising their feedback, they would like to see the funding elements proposed in Option 1 (a Council owned and managed interpretive space) included in Option 3 (a lease arrangement with the Friends of Pattermore House who take the lead role).

The Divisional Councillor has advised that she would be supportive of the use the Friends preferred.

While it is acknowledged that council may reasonably adopt any of the options 1 through to 5, or indeed determine an alternative option, it is noted that following internal consultation with various council officers, and limited stakeholder engagement, that Option 3 is the preferred option. Option 3 and the associated invitation for expressions of interest process for response by community groups provides a transparent and consistent approach for the use of a community facility that is funded via the region wide Cultural Heritage Levy of \$5.00 per household included in the rates payment. If Council were to endorse Option 3 and the Friends of Pattermore House were not successful in securing the lease the role of the Friends would need to be considered as part of the development of a new memorandum of understanding as the connection and expertise of this group is of great benefit in assisting council to manage the property.

Within the time constraints available to provide this report to council, this paper provides a good preliminary evaluation of the five options. It draws on existing key documents, internal consultation with key stakeholders and information custodians, and consultation with both the Divisional Councillor and the community group (See Attachment 2 External Feedback – Friends of Pattermore House) currently using the house.

To be noted is that while the options are in line with what is allowable under the Sunshine Coast Planning Scheme, Fairview is protected under the Queensland Heritage Act. Discussions with Department of Environment and Heritage Protection (DEHP) indicate that their primary concern is for the conservation of the heritage values of the place, as expressed in the Fairview Management Plan.

The Department of Environment and Heritage Protection has advised that, decisions regarding either usage or management models appropriate for the place is outside their authority unless it impacts negatively on the heritage value of the property. The sustainable reuse of a heritage property goes a long way to ensuring its long term viability and protection, with activation of heritage sites within communities a preferred outcome.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Fairview Management Model” and
- (b) endorse Option 3 for the long-term use of the heritage listed property on the Maleny Precinct known as Fairview
- (c) resolve it would be in the public interest to invite expressions of interest for management of the State Heritage Listed property Fairview in accordance with the provisions of the *Local Government Regulation 2012*, section 228 and
- (d) note it would be in the public interest as:
 - (i) the expression of interest process will allow community groups to propose a diverse range of innovative and dynamic solutions for the management and future use of this community site
 - (ii) the process will allow Council to evaluate submissions received with a view to identifying a solution which best aligns with the shared interests of the community and Council
 - (iii) the process will allow discussions and negotiations with respondents that may be used to develop an appropriate written tender and
 - (iv) inviting expressions of interest before a written tender will facilitate the formation of a contract or contracts that provide the most advantageous outcome for Council.

FINANCE AND RESOURCING

The five options for the use of Fairview have different levels of ongoing financial and resourcing impacts.

The community focused (options 1 to 3), offer limited revenue/income opportunities, will require annual Heritage Levy budget allocations and provide limited expectation of financial self-sufficiency.

The options which have a commercial (revenue making) focus (options 4 and 5), will have limited community or heritage outcomes and increased opportunity for long-term financial sustainability.

If council desires a financially sustainable outcome (limited impact on council budget and heritage levy) then options 4 and 5 are recommended for further consideration.

Procurement Strategy

Procurement strategies will be established upon selection of preferred function by council. All processes will be delivered in accordance with the requirements of the Local Government Act and Council’s procurement policy and guidelines.

Funding for community focused options

A funding strategy will be fully developed upon selection of the preferred option, identifying the timing, mechanisms and potential limited revenue sources.

Revenue sources for Fairview include:

- Heritage Levy program, as appropriate, recommended by Sunshine Coast Heritage Reference Group, and endorsed by Council.
- mix of lease/business opportunities, to be developed over nominated five year timeframe.
- Council grants program opportunities
- National and state heritage grant funding rounds
- Fundraising and sponsorship options

Funding for commercial focused options

- Heritage Levy (for potential capital upgrades to ready the site for this purpose)
- Lease revenue

CORPORATE PLAN

Corporate Plan Goal: ***A strong community***

Outcome: 2.3 - Culture, heritage and diversity are valued and embraced

Corporate Plan Goal: ***A strong community***

Outcome: 2.3 - Culture, heritage and diversity are valued and embraced

Corporate Plan Goal: ***A public sector leader***

Outcome: 5.4 - Productive, professional partnerships

Operational Activity: 5.4.4 - Build and maintain productive working relationships with governments, industry and community bodies

CONSULTATION

Due to the short timeframe set at the October, 2014 Ordinary Meeting only preliminary consultation has informed the drafting of the high level Fairview Options for Use paper (Attachment 1).

Further consultation, with internal and external stakeholders will be required once a preferred option is identified by Council.

It is noted however, that consultation regarding the future use of Fairview was undertaken as part of the development of the council planning documents detailed below:

- Fairview Management Plan 2014
- Pattermore House Conservation and Management Plan 2008
- Maleny Precinct Master plan 2010

These Plans were used to inform the Fairview - Options for Use Paper (Attachment 1)

Internal Consultation

Internal consultation was conducted with the following key stakeholders:

- Cr Jenny McKay (Divisional Councillor, Community Programs Portfolio Councillor).
- Strategic Planning Branch (Regional Strategy and Planning)
- Economic Development Branch (Corporate Strategy and Delivery)
- Community Facilities and Planning Branch (Community Services)
- Community Response Branch (Community service)
- Corporate Governance Branch (Corporate Services)
- Property Management Branch
- Procurement and Contract Branch

External Consultation

External consultation has been undertaken with:

- Queensland Department of Environment and Heritage Protection.
- Sunshine Coast Destinations Pty Ltd
- Friends of Pattermore House
(See Attachment 2 – External Feedback – Friends of Pattermore House)

Community Engagement

The appropriate level of community consultation could not be delivered within the available timeframe for this report. Considerable consultation was undertaken as part of the Fairview Management Plan report process, and this informed the development of potential use options for Fairview outlined in that Plan.

Further consultation will be required as part of the implementation plan for the option endorsed by council as its preferred use for Fairview.

PROPOSAL

This report presents high level information and analysis, for council's consideration, of the future use of the State Heritage Listed property known as Fairview within the Maleny Community Precinct.

Fairview, the house and garden, is protected under the *Queensland Heritage Act 1992*.

The Council owned property is currently zoned as Community Facilities – Annotated Community use, within the Sunshine Coast Planning Scheme (Maleny Local Plan area Zone Map ZM39 and Table 5.5.16 Community facilities zone). This use is defined as allowing artistic, social or cultural facilities and community support services to the public and may include the ancillary preparation and provision of food and drink.

This zoning and the central siting of Fairview within the Maleny Community Precinct means it has the potential to add to the activity of the site and create a social space central to the precinct.

Its heritage significance and ambience also provides the framework for a premiere heritage experience, either in isolation or within a regional cultural heritage trail, with the potential to create economic and social flow-ons to local businesses and the community generally.

In short, the property has the potential and the capacity to offer a range of opportunities from acting as a meeting place for the community generally or for clubs within the precinct as their buildings are developed, to playing a role in the development of a cultural heritage tourism experience for both visitors and locals.

This report seeks to identify sustainable future use options for Fairview for council's consideration. The options investigated were those identified in previous council decisions and key documents guiding the continued management and conservation of Fairview.

Five options were identified for analysis and are discussed in detail in Attachment 1 Fairview – Options for Use paper.

The options are:

Fairview Use Options	
Option One	A period house museum/gallery: Fairview is conserved, managed and interpreted as a public showpiece and historical farm, as evidenced by historic documents and remnant fabric. Interpret the house as a dwelling using furnishings, interpretive media and activities. Allow for public gallery space.
Option Two	Community meeting space: Fairview is operated by council as a community meeting venue that is open and accessible via a booking process ensuring that the fabric of the building is protected.
Option Three	Community meeting space/use (lease): Fairview is leased to a community group for management under a lease agreement with Council, which outlines conditions and arrangements for an agreed period.
Option Four	Commercial use – lease: Fairview is leased on a commercial basis for an agreed use such as a café , restaurant or clubrooms, under an agreement with Council which outlines conditions and arrangements for an agreed period.
Option Five	Sale of property: sell the property in order to seek a return on investment and negate ongoing impacts on council budget (Heritage Levy) to maintain the facility. This was not identified as an option in the Management Plan but it is appropriate to include it for consideration.

The Friends of Pattemore House have provided written feedback to the Divisional Councillor advising that they have a preference for a combined Option 1 and Option 3. Summarising their feedback, they would like to see the funding elements proposed in Option 1 (a council owned and managed interpretive space) included in Option 3 (a lease arrangement with the Friends of Pattemore House who take the lead role).

The Divisional Councillor has advised that she would be supportive of the use the Friends preferred.

While it is acknowledged that council may reasonably adopt any of the options 1 through to 5, or indeed determine an alternative option, it is noted that following internal consultation with various council officers, and limited stakeholder engagement, that Option 3 is the preferred option. Option 3 and the associated invitation for expressions of interest process for response by community groups provides a transparent and consistent approach for the use of a community facility that is funded via the region wide Cultural Heritage Levy of \$5.00 per household included in the rates payment. If Council were to endorse Option 3 and the Friends of Pattemore House were not successful in securing the lease the role of the Friends would need to be considered as part of the development of a new memorandum of understanding as the connection and expertise of this group is of great benefit in assisting council to manage the property.

Due to the time constraints applicable to the development of a detailed Business Case, the options paper (Attachment 1) offers an evaluation of the five options by drawing on new and existing material and advice from a limited selection of internal and external stakeholders.

The usage options investigated in the paper are those described in the Fairview Management Plan. Those that did not constitute full options were integrated, as appropriate, into the higher level options.

For example, the Management Plan describes an option: *Use as an Office*. The usage is about providing office space for the Friends of Pattermore to research the heritage values of Fairview and meet. This opportunity is offered in options 1, 2 and 3.

Additional options were sourced from earlier documents referencing potential use of Fairview.

The analysis broadly considers social, environmental, economic, financial risks and benefits of each option.

Appropriately, it also considers impacts on the heritage values of the property, due to Fairview's heritage listing.

The costs outlined are a minimum only and all estimates are based on the running of other council venues and facilities. They do not include staff time required to establish or manage any of the options.

It should also be noted that in order to meet WPHS requirements to open the house to the community, as described in some of the options, the following works will be required to be undertaken to meet the legal requirement of universal access.

- Disabled access entry facility (ramps, lifting mechanisms)
- Repair / conservation work on pathways, as detailed in the Fairview Garden restoration and Reconstruction Plan, This will be delivered on a staged basis.

Since the Levy's inception, \$20,000 has been identified annually to fund maintenance for the Fairview property.

Garden maintenance costs are based on an estimate basis by Parks and Gardens. Formal costing for the gardens reconstruction program is not yet available.

Further analysis would be required, particularly the engagement of stakeholders (specialists and community) to ensure any preferred option/s selected by council are extensively investigated.

Legal

The Fairview site was entered on the Queensland Heritage Register in September 2003, under the *Queensland Heritage Act 1992*. This Act provides for the conservation of Queensland's cultural heritage by protecting all places and areas on the Queensland Heritage Register. The Act is administered by the Department of Environment and Heritage Protection.

As a state heritage listed site under the *Queensland Heritage Act 1992*, the Fairview Management Plan required approval from the Department of Environment and Heritage Protection to proceed. The State Government has granted approval for the Management Plan, and the Fairview Garden Restoration and Reconstruction Master Plan (both noted by council at its Ordinary Meeting, October 2014).

Discussions with the Department of Environment and Heritage Protection indicate that their primary concern is for the conservation of the heritage values of the place, as encapsulated in the Fairview Management Plan.

Initial discussions have been undertaken with the Department of Environment and Heritage Protection regarding future usage options for the property.

Usage models that result in significant impacts on the heritage values of the property will require discussion with Department of Environment and Heritage Protection and may require further approval or exemption processes as required under the Act.

Policy

This report considers:

- Sunshine Coast Planning Scheme
- Heritage Levy Policy
- Community Land and Complementary Commercial Activity Policy
- Cultural Development Policy
- Community Grants Policy
- Sunshine Coast Open Space Strategy
- Sunshine Coast Social Infrastructure Strategy
- Regional Economic Development Strategy

The future use of Fairview will continue to be further informed by the:

- Draft Sunshine Coast Council Heritage Plan, which is due for completion by June 2015.
- Draft Community Groups Occupying Council Owned or Council Controlled Land and/or Infrastructure Policy

Risk

- The lack of detailed analysis beyond this report means Council may risk the opportunity to consider alternate options with stronger outcomes for both Council and its residents and rate paying communities.
- There is risk associated with the loss of volunteer support to maintain the current level of community and council expectations. There are assumptions around the capacity of volunteers to increase the level of support required to open the house on a regular schedule, provide tours and information session, and participate in the reconstruction of the gardens.
- Council has not identified a budgetary allocation for human resources for the purpose of regular guided tours.
- There is a measure of risk to the conservation of fabric of the house and grounds by increased usage.
- Adoption of an outsourced or commercial use model could indicate a reduced role of Council in community heritage activities and protection of a heritage place.

Previous Council Resolution

Council Resolution (OM14/141) - 16 October 2014 Ordinary Meeting

That Council:

- receive and note the report titled "Fairview Property Management Plan"*
- note that the "Fairview Management Plan" (Appendix A) and the Fairview Garden Restoration and Reconstruction Master Plan" (Appendix B) may be used as guiding documents for the ongoing conservation of the Fairview property*
- note further that any potential works associated with (b) above and the allocation of funds from the Heritage Levy will be considered as part of the annual budget process*
- adopt the naming of the place as "Fairview" (also known as Pattermore House) for marketing purposes*
- develop an interim Memorandum of Understanding between Council and the Friends of Pattermore House in line with the Local Government Act 2009 and good governance practices and*
- request the Chief Executive officer, in liaison with the Friends of Pattermore House and the Divisional Councillor to report back to council by the December ordinary meeting 2014 a Business Case for the future management of "Fairview".*

Maleny Community Precinct Master Plan

Council Resolution (OM10/161) - 7 June 2010 Ordinary Meeting

That Council:

- (a) receive and note the report titled 'Maleny Community Precinct Master Plan';*
- (b) endorse the 'Maleny Community Precinct Master Plan' (Appendix A) (as amended unanimously by the Maleny Stakeholders on 4 June 2010) and the 'Maleny Community Precinct Master Plan Report (Appendix B) as the guiding plan for the development of the Maleny Community Precinct;*
- (c) request the Chief Executive Officer to provide a further report to council outlining options for the staging of the Maleny Community Precinct project with an analysis of the financial implications and the funding/partnership opportunities of the preferred option(s);*
- (d) proceed with a development application for a Preliminary Approval that reflects the intent of the master plan, with the application being for a Material Change under S.242 of the Sustainable Planning Act (to vary the effect of the planning scheme for the land) over the whole master plan site (excluding Barung Landcare area);*
- (e) note that any finalised Preliminary Approval will inform the new Planning Scheme as it relates to the Maleny Community Precinct;*
- (f) agree to Barung Landcare changing their current application for a Material Change of Use to reflect their location as depicted in the master plan;*
- (g) authorise the Chief Executive Officer to enter into formal lease negotiations with Barung Landcare, Maleny District Sport and Recreation Club, and the Maleny Golf Club, with land tenure arrangements being conditional upon each group submitting a viable business case to council and meeting agreed milestones that demonstrate their financial and administrative capacity to develop their proposed leased area;*
- (h) authorise the Chief Executive Officer to enter into negotiations with Education Queensland regarding access to the Precinct from the Maleny/Landsborough Road next to the Maleny Primary School as per Option B in the master plan and to further report to Council on the outcome of these negotiations;*
- (i) establish a Maleny Community Precinct Advisory Committee to:*
 - ensure integration and collaboration of site activities;*
 - facilitate communication between all parties on the Precinct;*
 - provide a forum to settle neighbourhood disputes as they arise;*
 - provide advice to Council on the progress of development of the Precinct; and*
 - provide advice on lease boundaries and location of trails, and report back on these to Council before implementation of recommendation (d) and (g);*
- (j) authorise the Chief Executive Officer to enter into negotiations with Maleny District Green Hills Fund to develop a Memorandum of Understanding regarding its ongoing involvement and contribution to the precinct development;*
- (k) authorise the Chief Executive Officer to enter into negotiations to formalise licence to use arrangements with the Friends of Pattermore House, the Maleny History Preservation and Restoration Society Incorporated and Maleny Golf Inc with regard to Pattermore House;*
- (l) receive and note the Pattermore House Conservation Management Plan (Appendix C) to guide the conservation and restoration of Pattermore House and its surroundings; and**

(m) *formally thank the independent community representatives Bob Grice, Graham Hart, and the various representatives from Barung Landcare, Maleny District Green Hills Fund, Maleny District Sport and Recreation Club Incorporated, Maleny Golf Club, Maleny History Preservation and Restoration Society Incorporated, Maleny Precinct Action Network, for their commitment and contribution made to the Maleny Community Precinct Stakeholder Advisory Group over the past two years and formally thank Council staff.*

Pattemore House Conservation Plan

Council Resolution (OM08/95) - 19 June 2008 Ordinary Meeting

That Council, with regards to Pattemore House note that a conservation management plan is to be presented to Council at a future meeting and further that Council:

(a) *request the Building Certification Unit (South), during the next two months, to determine the work and costs involved in making Pattemore House suitable for any of the following activities:*

- a caretaker's residence for an individual/family;*
- a caretaker's residence for an incorporated association;*
- an office for an incorporated association; or*
- a commercial function centre/café; and*

taking into consideration any matters raised in the Conservation Management Plan for Pattemore House; and

(b) *consider any funding application for the ongoing maintenance and security of Pattemore House (until a decision is made on the future use of the house), as part of the 2008/2009 budget process.*

4.01.14 15 Porter's Lane, Maleny

Council Resolution (07/376) - 6 December 2007 General Meeting

That:

- a) Report Number 20071123.jw.1 from Arts and Heritage Manager, John Waldron dated 23 November 2007 be received and noted;*
- b) 15 Porter's Lane be added to Council's heritage register of Cultural Heritage and Character Areas;*
- c) Council staff within the Culture, Libraries and Information Service Unit, during January and February 2008, assist to develop a Friends of Pattemore House community support group, inviting Pattemore descendants;*
- d) a Conservation Management Plan be completed by April 2008 in time for consideration as part of the 2008 / 2009 Annual Financial Plan; and*
- e) no notice to quit be issued to the tenant prior to early 2008.*

6.05 15 Porters Lane, Maleny

Notified Motion, File No.: 18/33/001 - 22 November 2007 General Meeting

That:

- a) *15 Porters Lane, Maleny be added onto Council's Heritage register of Cultural Heritage and Character Areas;*
- b) *appropriate heritage building conditions are included in the lease for 15 Porters Lane, Maleny;*
- c) *the tenants currently renting Pattemore House be given notice to vacate the precinct by 28 February 2008; and*
- d) *the Maleny Historical Society be appointed as temporary caretaker for Pattemore House until the Pattemore House Study and the Maleny Precinct Plan has been completed.*

Procedural Motion (07/360) - 22 November 2007 General Meeting

That the Chief Executive Officer report back to Council on the temporary and long term management options of Pattemore House and that this report be presented to Council by the second meeting of Council in 2008.

Related Documentation

Related policies and legislation informing the Fairview – Options for Use Options paper are detailed below.

State

- *Queensland Heritage Act 1992*

Specific Plans that have been noted or endorsed by Council

- Fairview Management Plan 2014
- Garden Restoration and Reconstruction Master Plan 2014
- The Maleny Community Precinct Master Plan 2010
- The Maleny Community Precinct Master Plan Strategic Discussion Forum, Background Paper, 2013
- The Pattemore House Conservation Plan 2010
- Friends of Pattemore House Concept Plan 2010.

Critical Dates

Council endorsement of a preferred option will allow the further analysis to be completed within a timely manner to enable any budget implications to be considered as part of the 2015/2016 annual budget discussions.

Implementation

The Council endorsed option for the future use of Fairview will be used to inform a staged and prioritised implementation program, including estimated costs, which will feed into the annual Cultural Heritage Levy program if appropriate.

Feedback received from the Friends of Pattemore House: 18 November 2014

Thanks for giving us the opportunity to assist Council in determining the future management options for Fairview's. We believe the direction that the draft options paper is taking (commercial return as a priority) is at odds with the work done since 2010 by Council, FOPH, the community and the consultants.

We note that 5 Year Management Plan and Garden Plan have already been approved by DEHP.

We have now read the details of the options presented, and bearing in mind Cr McKay's suggestions, we make the following points:

OPTIONS

* Options 2, 4 and 5 are not supported by FOPH, as they are not consistent with the recommendations of the 5 Year Management Plan.

* We'd prefer to see elements of Option 1 and 3 combined, as this would allow the FOPH and Council to use the 5 Year Management Plan and Garden Restoration Plans as guiding documents. It would also allow for a sound funding arrangement.

FUNDING

* Funding has already been allocated for 2014/15:

"The Sunshine Coast Heritage Reference Group this year recommended an allocation of \$20,000 to deliver recommendations from the draft plan in the 2014/15 Cultural Heritage Levy Program.

A further \$20,000 was allocated for the ongoing maintenance of the house on the site. This is for routine and minor emergent maintenance."

* From costings included in our Activities Proposal, this amount is adequate for FOPH and Council to achieve the 2014/15 objectives from the Management Plan. (The savings from not appointing a consultant to prepare a Business Plan represent additional financial benefits).

* FOPH recommend that a funding stream from the Heritage Levy be considered in the budget process for the 5 years covered by the MP.

AGREEMENT BETWEEN COUNCIL AND FOPH

* We would prefer to see the agreement between FOPH and Council take place under a revised MOU, as per the 16th Oct officer's report, to *"formalise the roles and responsibilities of both Council and the Friends of Pattemore House Group"*. We are concerned that a lease might place onerous requirements and obligations on our group. However if you feel that a lease or licence to use agreement could better serve this project, we would be happy to be guided by that.

* The FOPH would like to continue the current suitable arrangement whereby Debbie Angell serves as the point of contact with Council, as well as providing us with advice and assistance in implementation of displays and interpretive programs.

RESPONSIBILITIES WITHIN HERITAGE LISTED AREA

* We would see the agreement as covering the entire Heritage listed area, but for council management reasons, any areas within it such as the car-park, road, and soon to be built amenities block, be excluded from FOPH responsibilities.

* The current arrangements with Parks & Gardens for mowing and maintenance should remain unchanged, and they should be responsible for new beds and large element construction (as per the Garden Plans).

STATUS OF FAIRVIEW MANAGEMENT AND GARDEN PLANS

* Both plans were 'received and noted' by SCC on 16th Oct, as per the Officers' Report recommendation. We see this as potentially presenting future difficulties with implementation and funding unless rectified at the December meeting by an additional recommendation to endorse both as plans as guiding documents.

8.4 INFRASTRUCTURE SERVICES**8.4.1 MARY CAIRNCROSS SCENIC RESERVE BUILDING RENEWAL PROJECT - CONCEPT DESIGN**

File No:	Environmental Management	
Author:	Project Coordinator Infrastructure Services Department	
Appendices:	App A - Concept 2 Architectural Images	235
	App B - Mary Cairncross Discovery Concept Plan	249
Attachments:	Att 1 - Concept 1 Architectural Images	279
	Att 2 - Financial Analysis	293
	Att 3 - Visitor Flow Schematics	301
	Att 4 - Scenic Amenity Overlay Code and Map	309

PURPOSE

As per Council's resolution in relation to the Mary Cairncross Scenic Reserve Building Renewal Business Case Assessment (OM13/46), this report presents the design concepts, cost-benefit analysis, consultation outcomes, and makes a recommendation to proceed to detailed design.

EXECUTIVE SUMMARY

The Mary Cairncross Scenic Reserve (the Reserve) is highly recognised as a regional icon for its significant conservation values and has been a popular destination for local residents and visitors alike for over fifty years. It is estimated to attract around 200,000 visitors annually.

Council manages the Reserve in close association with a range of partners including the community based Management Committee and over 90 volunteers.

It has been identified that the on-site facilities are not adequate to meet operational needs, visitor expectations and modern standards. In recognition that some form of building renewal was required a range of proposals have been developed over the years. This included the Sunshine Coast Hinterland Nature Based Tourism Plan (Tourism Qld, 2009) which identified the Reserve as significant on a national scale and a best prospect catalyst project for positioning the Hinterland as an iconic nature based tourism destination.

To identify the most optimal renewal option a business case assessment was commissioned in 2012 to review the various options and determine their comparative merits based on environmental, financial, economic and social considerations. The report and associated community consultation outcomes were presented to Council in March 2013 and the recommended options were endorsed for concept design, further investigation and consultation.

The endorsed scope includes a new Discovery Centre, café, gift shop, elevated viewing platform, meeting theatre, conservation research area, and offices and amenities for the volunteers and staff.

Council established a community based Concept Design Advisory Panel to closely guide the concept design development process. The two architectural design concepts and the Discovery Concept Plan, developed in consultation with Concept Design Advisory Panel, were subject to an extensive stakeholder engagement and community consultation program.

Key stakeholders such as the Friends of Mary Cairncross, the volunteers and the tourism groups are particularly excited about the proposed renewal. The general community feedback was not very extensive and most of it was in support of the project. Some people liked both designs, some (about equal numbers) had a preference for either Concept 1 or 2. There was also a relatively smaller number of people who, while recognised the need to improve the facilities for the volunteers, did not support any changes to the café.

The financial analysis indicates that the Net Present Cost of the 'do nothing' option and Concept 1 are comparable (at around \$2.7 million – 25 years), however, it is not recommended to continue with the 'do nothing' option. It does not provide any benefits in terms of highlighting educational or conservation values, or in terms of contribution to regional economic development. Further, retaining of the existing facilities is not feasible over a 25 year period due to the dilapidated condition of the buildings. Of the new concepts, the Net Present Cost of Concept 2 is \$380,000 higher than Concept 1.

In general, most current operational cost items will increase with the proposed development (except for some maintenance costs), however as the revenue potential of the site also increases significantly, it is anticipated that the operating deficit will improve into net revenue, with Concept 2 representing stronger revenue potential than Concept 1.

The construction costs for Concept 1 and Concept 2 are \$4.0 million and \$4.5 million respectively. Council's forward capital works program provides \$1.97 million for the "Design and upgrade of the Mary Cairncross Scenic Reserve" (2016/2017 through to 2018/2019). Additional to that, gold coin donations to the value of \$200,000 have been dedicated to the project by the Mary Cairncross Scenic Reserve Management Committee, bringing the total available funds to \$2,171,000.

This places the project in a position to potentially attract dollar for dollar external funding. A range of funding opportunities are being explored including state and federal grants and the Philanthropic Trust.

It is important to note that the direct and indirect visitor spend contributed by the additional visitors attracted to the Sunshine Coast region as a result of this project is estimated to reach about \$3.6million as a result of Concept 1 renewal, and \$4.2million for Concept 2 within year three of the redevelopment.

On the balance of assessment and consultation Concept 2 is recommended to proceed to detailed design, as it delivers a superior visitor experience, higher revenue potential and greater regional economic benefit. Specific key features include:

- Larger and more open internal floor space, with more areas available for interpretive or cultural displays
- Smaller overall footprint allowing more landscaping / revegetation works
- More open visitor flow with less potential for bottlenecks
- Better functionality for volunteers, offices and meeting rooms
- Meeting rooms with elevated views into the rainforest and to the Glasshouse Mountains
- Higher degree of protection from the elements (inclement weather).

The development of the detailed design allows Council to be ready to respond to and actively seek funding from State or Federal government partners for 'shovel ready' projects.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Mary Cairncross Scenic Reserve Building Renewal Project - Concept Design”
- (b) endorse Concept 2 (Appendix A) as the preferred renewal concept, along with the Mary Cairncross Discovery Concept Plan (Appendix B) for detailed design development to a ‘shovel ready’ state
- (c) note that a further report will be presented to Council in November 2015 as a project hold point, on the total project costs and funding options, unless external funding becomes available prior to this time
- (d) note that Council is working with all relevant parties to maintain the immediate view corridor from the Mary Cairncross Scenic Reserve to the Glasshouse Mountains
- (e) note that final approval of this project will only occur when Council endorses appropriate funding sources.

FINANCE AND RESOURCING

The Business Case Assessment report presented to Council in March 2013 included detailed financial analysis of the strategic development options considered for the future of the Reserve. The building and life cycle costs and commercial assumptions have now been rationalised and amended for the two design concepts that were endorsed for further consideration.

Operational costs and revenue

Council currently dedicates about \$430,000 of funds annually to support the ongoing operation of the Reserve. Of this, about \$210,000 is committed to the operation of the built precinct, with the remainder being spent on the management of the rainforest walks, picnic areas, and public toilets that are outside of the scope of this building renewal project.

Table 1 provides a comparison of current operating costs and revenue with that estimated for the two concepts under consideration.

It is estimated that 1.2 FTE is required currently to manage the built precinct; this would need to be increased to 2.2 FTE as a result of the proposed operating model. This is required to allow for the management of educational programs and the operation of the gift shop. The Business Case Assessment (The Stafford Group, 2012) recommends that, for most benefit, the management of the retail function be kept in house within Council.

The café operation is currently under a lease arrangement and it is proposed that a new lease be set up through public tender as part of the facility upgrade.

Table 1 –Operating cost breakdown

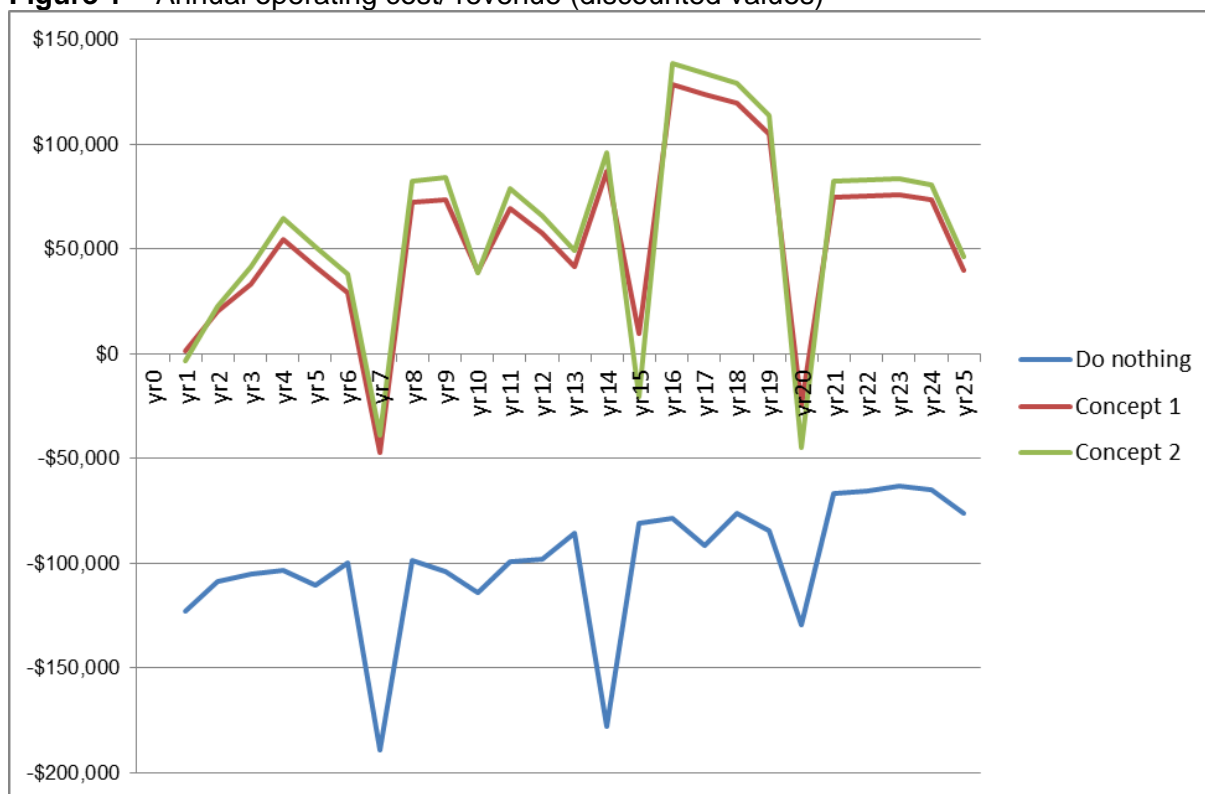
Cost / Revenue component	Current	Concept 1 Year 3 estimate	Concept 2 (recommended option) Year 3 estimate
Employee costs (incl. vehicles)	-\$113,500	-\$185,000	-\$185,000
Maintenance and utilities	-\$94,000	-\$70,400	-\$81,000
Cost of goods for gift shop	N/A	-\$96,000	-\$98,000
Total cost pa	-\$207,500	-\$351,400	\$364,000
Café lease	\$8,500	\$20,000	\$25,000
Café turnover	N/A	\$17,800	\$17,000
Gift shop revenue	N/A	\$213,300	\$203,400
Meeting space rental	N/A	\$7,800	\$15,500
Gold coin donations	\$72,100	\$132,700	\$126,600
Total revenue pa	\$80,600	\$391,600	\$414,200
Balance	-\$126,900	\$40,200	\$50,200

Built precinct only; cost items for walks, picnic areas and public toilets are not relevant and are excluded from this analysis.

In general, most cost items will increase with the proposed development, however as the revenue potential of the site also increases significantly, it is anticipated that the operating deficit will improve into net revenue, as shown in **Table 1** and **Figure 1**. The information indicates that Concept 2 represents stronger revenue potential than Concept 1.

The proposed revenue increases provide the opportunity to bolster much needed support for the Reserve's special values and partnerships, including the volunteer program, research activities, environmental learning and rainforest conservation.

Figure 1 – Annual operating cost/ revenue (discounted values)



Life cycle costs

A summary of the construction and life cycle costs associated with the concepts considered are provided in **Table 2**. The Net Present Cost estimates are based on a 6.5% discount rate over a 25 year horizon. **Table 2** also includes the key assumptions that were factored into the analysis.

The capital expenditure estimates, prepared by a Quantity Surveyor include a 30% contingency and fees (e.g. project management and superintendency).

Table 2 – Net Present Cost and assumptions

Year	'Do nothing'	Concept 1	Recommended concept Concept 2
Capital expenditure	\$200,000	\$4.00 m	\$4.50 m
Net Present Cost	\$2.70 m	\$2.62 m	\$3.00 m
Visitor numbers year 1	200,000	215,000	220,000
Visitor numbers year 25 (estimated)	230,000	315,800	320,800
Café penetration	N/A	40%	45%
Café rent after year 3	\$8,500	\$20,000	\$25,000
Café turnover to council after year 3	N/A	5%	5%
Gift shop penetration	N/A	20%	20%

Year	'Do nothing'	Concept 1	Recommended concept Concept 2
Cost of goods (retail)	N/A	45%	45%
Meeting room ave hourly rate	N/A	\$25/h	\$30/h
Meeting room utilisation	N/A	15%	25%
People donating (gold coin)	25%	56%	56%

The Net Present Cost estimates for 'do nothing' and Concept 1 are comparable, however, it is not recommended to continue with the 'do nothing' option. The \$200,000 expenditure will only bring minimal improvements (disability access, better compliance with the Building Code of Australia and electrical standards) but it does not provide any benefits in terms of highlighting educational or conservation values, or in terms of contribution to regional economic development. Further, retaining of the existing facilities is not feasible over a 25 year period for the 'do nothing' option.

Of the new concepts, Concept 1 represents lower lifecycle cost; \$380,000 less than that of Concept 2 (over 25 years). Having said that, it is important to note that the estimates are highly conservative and, in general, Concept 2 represents better revenue potential in the long term.

The full analysis including assumptions, detailed spreadsheets and sensitivity analysis is included in **Attachment 2**.

Capital cost and project funding

The cost of the detailed design component is allowed for in the 2014/2015 approved capital works budget (B1572).

The construction costs for Concept 1 and Concept 2 are \$4.0 million and \$4.5 million respectively. This includes a 30% contingency, all consultancy and superintendent fees and capital labour.

Council's forward capital works program includes the following amounts for the "Design and upgrade of the Mary Cairncross Scenic Reserve" (ID15059)

2016/17	\$671,000
2017/18	\$600,000
<u>2018/19</u>	<u>\$700,000</u>
Total	\$1,971,000

Additional to that, gold coin donations to the value of \$200,000 have been dedicated to the project by the Mary Cairncross Scenic Reserve Management Committee, bringing the total available funds to \$2,171,000.

This places the project in a position to potentially attract dollar for dollar external funding.

Several attempts have already been made to obtain grant funding from other levels of government. While these have not been successful to date, it is anticipated that the likelihood of attracting grant funding will significantly improve once the project is brought to a 'shovel ready' state.

A range of funding opportunities are being explored in consultation with Corporate Strategy and Delivery, Corporate Services and Community Services. This includes canvassing opportunities through the Philanthropic Trust. Council's community partners also nominated the project under the Strong Choices program.

Regional economic benefit

The regional economic benefit for the renewal concepts has been estimated based on the economic impact model developed by the business case consultants (Stafford Group, 2012). The direct and indirect visitor spend contributed by the additional visitors attracted to the Sunshine Coast region as a result of this project is estimated to reach about \$3.6 million as a result of Concept 1 renewal, and \$4.2 million for Concept 2 within year three of the redevelopment.

CORPORATE PLAN

Corporate Plan Goal:	<i>A new economy</i>
Outcome:	1.3 - Investment and growth in high-value industries
Operational Activity:	1.3.1 - Progress implementing industry and investment plans for high-value industries: <ul style="list-style-type: none"> • Health and well-being • Education and research • Tourism, sport and leisure • Clean technologies • Aviation and aerospace • Knowledge industries and professional services • Agribusiness
Corporate Plan Goal:	<i>An enviable lifestyle and environment</i>
Outcome:	3.3 - A reputation for innovative environmental practices
Operational Activity:	3.3.2 - Continue to engage, support and grow community partnerships in managing and enhancing the region's natural assets on public and private lands 3.3.4 - Finalise a design concept for the Mary Cairncross Scenic Reserve Visitor Education Centre where innovative building design promotes sustainability and uses technology to engage the community in environmental research and education
Corporate Plan Goal:	<i>Service excellence</i>
Outcome:	4.2 - Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community

CONSULTATION

Internal Consultation

Mayor, Councillors and key staff across a range of areas including:

- Chief Executive Officer
- Environmental Operations
- Project Delivery
- Property Management
- Environmental and Sustainability Policy
- Commercial Projects, Commercial Analysis
- Communication
- Community Relations, Community Programs and Events
- Strategy and Coordination, Funding Partnerships
- Economic Development, Service Delivery

External ConsultationConcept Design Advisory Panel

Council established a community based Concept Design Advisory Panel to closely guide the design development process. The Panel had several design review meetings with the consultants and all Panel members are highly supportive of both concepts and believe that either design option would work and deliver on the desired outcomes identified in the brief.

Concept Design Advisory Panel included representation from the following:

- Mary Cairncross Scenic Reserve Management Committee
- Rotary of Maleny
- The Friends of Mary Cairncross
- Volunteers and guides
- University of the Sunshine Coast
- Hinterland Tourism Sunshine Coast
- Maleny Chamber of Commerce and
- the Divisional Councillor

Urban Design Advisory Panel

The concepts were presented to the Urban Design Advisory Panel in July 2014 who were highly receptive and felt that both options were on the right track. They expressed a preference towards Concept 2 as being more conducive to bringing in the outdoors/ rainforest, creating a more fitting ambiance for interpretation and having better visitor flow. Being more of a 'signature building' was also mentioned in the context of fitting well into the surroundings.

Other external stakeholders consulted directly included:

- Jinibara People
- Volunteer and guide group
- The Café proprietor
- University of the Sunshine Coast (student group)
- Tourism Queensland
- Sunshine Coast Destinations Ltd
- Local historians
- Descendants of the Thynne family
- Maleny Historical Society
- Friends of Pettemore House
- Ecology/fauna experts, natural values specialists
- Barung Landcare
- Richmond Birdwing Recovery Network
- Wildlife Preservation Society
- Lake Baroon Catchment Care Group
- Green Hills
- Elected state and federal representatives

The Friends of Mary Cairncross, the volunteers, tourism groups and some of the natural values specialists are particularly excited about the proposed renewal.

Community Engagement

In addition to the targeted internal and external stakeholder engagement as listed above, a community consultation program was also implemented between 17 September and 16 October 2014. The consultation was organised through internet and social media, media releases, brochures at all libraries and visitor information centres. It also included a Community Day at the Reserve.

There was a strong flow of people on the Community day, and most were happy to engage with the consultants and displays. Some of the Concept Design Advisory Panel members were also in attendance to support the project.

The feedback received during the consultation period was not very extensive, with 72 written comments made on the Community Day and 20 emails received. Most of the communication was in support of the project; some people liked both designs, some (about equal numbers) had a preference for either Concept 1 or 2. A lot of constructive design ideas and thoughts were also offered to the consultants during the process which will be taken on board during the next stages of design development.

There was also a relatively smaller number of people who, while recognised the need to improve the facilities for the volunteers, did not support any changes to the café.

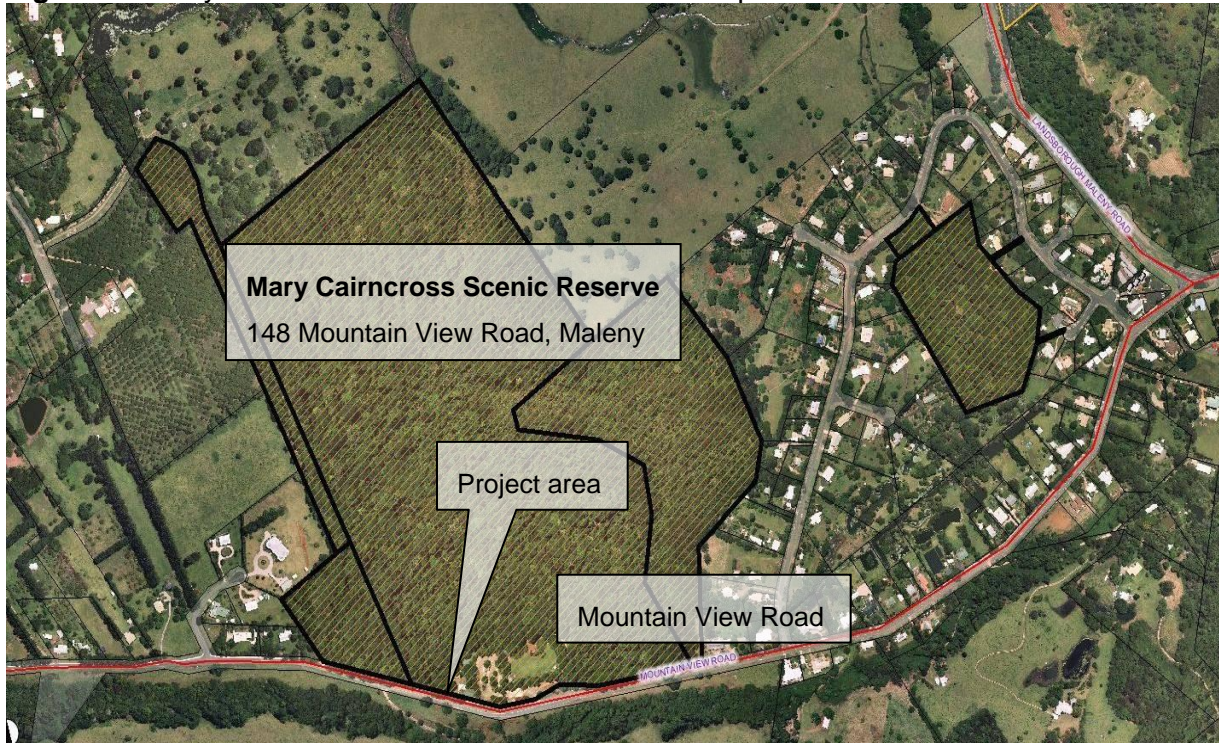
PROPOSAL

Background and the need for renewal

The Reserve is located at 148 Mountain View Road, Maleny (**Figure 2**). The total area of the Reserve is about 55 ha, while the project site only covers the existing built precinct which is less than 3,000 square metres.

The Reserve is highly recognised for its significant conservation values and has been a popular destination for local residents and visitors for over fifty years. The easy accessibility of the Reserve, the exceptional vistas to the Glasshouse Mountains and the flat, safe walk through one of the last rainforest remnants provide a principal attraction able to be enjoyed by a wide range of visitor groups. It is estimated that the Reserve attracts around 200,000 visitors annually.

Council manages the Reserve in close association with a range of partners including the community based Management Committee, over 90 volunteers, the Friends of Mary Cairncross Association and other community groups.

Figure 2 – Mary Cairncross Scenic Reserve location map

The Reserve currently offers rainforest walks, an education centre, kiosk (café) with iconic view of the Glasshouse Mountains, temporary staff offices, recreation area, playground, amenities and car/bus parking.

The strategic future of the Reserve and the day to day operation of the built precinct face a number of challenges as summarised below.

- The kiosk is approximately fifty years old, and the education centre and café seating area are twenty five years old. Issues include roof leaks, flooding of the Education Centre, vermin problems and the presence of asbestos (in safe condition as inspected in 2007).
- There is a need to upgrade, refresh and expand the interpretive, educational and way-finding materials across the site to provide a more engaging and interactive visitor experience, particularly for younger generations.
- There is limited ability to provide educational, or hospitality services in a weather proof environment (i.e. no protection from wet, windy and cold conditions).
- Access to the exceptional and nationally listed vistas to the Glass House Mountains could be enhanced and made safer for the benefit of all visitors.
- Functional needs and current standards are not being met:
 - The kitchen and servery are accommodated in a domestic residence with rudimentary arrangements set up to facilitate the operation of a commercial kitchen (e.g. 'piggy backed' cold room and commercial food preparation partly in the old domestic kitchen).
 - Insufficient learning and meeting spaces: one wing of the Education Centre needs to be closed to the public when meetings are held by the Management Committee, volunteers or Friends.
 - Council staff had been working out of temporary offices for several years, such as demountables and an office created at the service entrance to the café.
 - There are no appropriate on-site amenities (toilets and tea room) for staff and volunteers.
 - There is no research space currently available.

- Availability of space at this site of high conservation value is at a premium; however, the design and layout of the current structures affords a highly inefficient utilisation of space.

Business case assessment

In recognition that some form of building renewal was required to meet the above challenges, a range of proposals have been developed over the years. This included the Sunshine Coast Hinterland Nature Based Tourism Plan (Tourism Qld, 2009) which identified the Reserve as significant on a national scale and a best prospect catalyst project for positioning the Hinterland as an iconic nature based tourism destination.

To identify the most optimal development option a business case assessment was commissioned in 2012 to independently review the various options and determine their comparative merits based on environmental, financial, economic and social considerations, and to demonstrate that the proposed renewal is a sound investment of public funds. The report and associated community consultation outcomes were presented to Council in March 2013 and the recommended options were endorsed for concept design, further investigation and consultation.

The endorsed scope includes the following (indicative size in brackets):

- New Discovery Centre (80 sqm)
 - interactive, innovative and engaging media and displays focusing on the conservation, natural and cultural heritage values of the Reserve
 - the current gold coin donation system will remain in place
- Elevated viewing platform (min 120 sqm) offering enhanced views of the Glass House Mountains to alleviate the safety issues associated with crossing Mountain View Road
- Tea house style café (200 sqm seating area plus commercial kitchen)
 - providing a relaxed atmosphere for daytime eating and beverages
 - the business case recommended maintaining the existing seating area and scale of operation
 - currently the café operates under a lease arrangement; it is proposed to set up a new lease through open tender as part of the facility upgrade
- Staff and volunteer offices (30 sqm)
- Conservation research area (10 sqm)
- Meeting theatre (80 sqm)
 - with audio/video equipment, for presentations, workshops and learning activities
 - some limited revenue potential exist from rental of this space
- Gift shop (30 sqm)
 - with local and regional, conservation related and eco-friendly products promoting the Reserve's key values
 - the business case recommends that Council operate this space rather than an external commercial operator
- Covered gathering and meeting space (ie. for school groups, 100 sqm)
- Staff and volunteer car carping

Design concepts

The consultant team was engaged in March 2014 and includes Guymer Bailey Architects working with Norm Richards (local Architect), Steve Chaddock (Maleny based cultural heritage consultant) and Focus productions (Brisbane based interpretive consultants).

Council established a community based Concept Design Advisory Panel to closely guide the concept design development process. The Concept Design Advisory Panel included representation from the Mary Cairncross Scenic Reserve Management Committee, Rotary, the Friends of Mary Cairncross, the Volunteers, the University of Sunshine Coast, Hinterland Tourism, Maleny Chamber of Commerce and the Divisional Councillor.

The consultant team integrated well and had a very positive working relationship with the Concept Design Advisory Panel. The design products reflect on the market analysis provided by the Business Case and associated community feedback. Information about the design concepts is summarized in **Table 3**. Please refer to **Appendix A** for Concept 2 (recommended concept), **Attachment 1** for details on Concept 1, , **Attachment 3** for the Visitor flow concepts and **Appendix B** for the Mary Cairncross Discovery Concept Plan.

Table 3 – Design concepts

Features	Concept 1	Concept 2 (recommended option)
Meeting the endorsed functional scope (as listed above)	In terms of the size and operability of functional areas as specified, both concepts provide the same.	
Levels	One level with viewing platform above the café	Two levels, meeting room, 'possum run' and viewing platform upstairs
Building form	Pavilion style development	All functions integrated into one building
Internal floor space	620 sqm	789 sqm
External areas	1,542 sqm	970 sqm
Overall footprint	1,890 sqm	1530 sqm
Visitor flow and progression	Café and Discovery Centre separated; potential bottlenecks in visitor flow; connection to the rainforest at the North side could be improved	Integrated functional areas, more open visitor flow
Connection to rainforest	Strong connection; achieved, in large part through educational / landscaped spaces outside of the buildings;	Strong connection with rainforest from within the building and through landscaped areas; e.g. elevated 'possum run' experience the canopy without adding footprint to the development
Protection from elements (inclement weather)	<ul style="list-style-type: none"> - Extensive use of outdoor interpretive spaces leaves it a bit exposed - Viewing platform is only partially covered - Covered outdoor connection between Discovery Centre and Café 	<ul style="list-style-type: none"> - Interpretive spaces mostly indoor with some outdoor spaces - Viewing platform is partly enclosed plus partly covered - Fully integrated building
Phased construction	Pavilion style lends itself to phased construction	Phased construction not practical
Constructability	Both concepts can be constructed while keeping the existing Education Centre in operation; café cannot remain operational during construction under either scenario (consider mobile facilities)	

Features	Concept 1	Concept 2 (recommended option)
Positive highlights	<ul style="list-style-type: none"> - Better sun penetration and ventilation - Soft building form well received - Ramp to upper level preferred to Concept 2 ramp 	<ul style="list-style-type: none"> - Visitor flow - Spacious internal layout - Better integration of facilities - Meeting rooms in prime position with views to rainforest and GHM - Stronger revenue potential
Weaknesses (to be addressed in design development if endorsed)	<ul style="list-style-type: none"> - Visitor flow to be improved - Better protection from inclement weather needed - Location of offices and meeting rooms not most practical 	<ul style="list-style-type: none"> - Soften Mountain View Road image - Acoustic separation of the café and Education Centre - Fire safety requirements to be better engineered to minimize costs - Relocation of the ramp to the upper level (more like Concept 1)

Recommended concept

As it is detailed in **Table 3**, Concept 2 delivers a superior visitor experience due to the following features:

- Larger and more open internal floor space, with more areas available for interpretive or cultural displays, and enhanced visitor experience in general
- Smaller overall footprint allowing more landscaping / revegetation works
- More open visitor flow with less potential for bottlenecks
- Better functionality for volunteers, offices and meeting rooms
- Meeting rooms with elevated views into the rainforest and to the Glasshouse Mountains
- Higher degree of protection from the elements (inclement weather)
- Stronger revenue potential

Based on the above it is recommended that Concept 2 be endorsed for further design development.

Legal

Deed of Trust

The land occupied by the Reserve was gifted to the then Landsborough Shire Council in 1941 by the Thynne sisters, daughters of Mary Cairncross. The transfer document states that the land be held “*as a Reserve and Sanctuary for the preservation, conservation and exhibition of Natural Flora and Fauna of the said land for Scenic purposes and no other purpose whatsoever*”.

This wording has the potential to give rise to various ways of interpretation and some in the community appear to believe that it is meant to be fully restrictive of any development and on-site activity.

Council, being the custodian of the land, has been and remains to be committed to honouring the Deed of Trust. Recent legal advice indicates that the proposed facilities, designed sensitively, will help visitors appreciate the conservation values and ‘take home’ messages of the Reserve, and to enjoy the iconic views of the Glass House Mountains landscape thereby further enhancing the intent and purposes of the Trust.

Protection of the view

The new Sunshine Coast Planning Scheme 2014, designates Mountain View Road as a Scenic Route. Code and Impact Assessable Development on land adjoining a Scenic Route is regulated by the Planning Scheme Scenic Amenity Overlay Code. The primary purpose of this Overlay Code is to ensure that development does not adversely affect scenic amenity and landscape values within the Sunshine Coast (Copy of the Scenic Amenity Overlay Code and Scenic Amenity Overlay Map – **Attachment 4**).

Development Applications for Code and Impact Assessable land uses lodged with Council, over the site, would therefore be subject to assessment against the Scenic Amenity Overlay Code. Moreover, the protection of the existing iconic views obtained from Mary Cairncross Scenic Reserve would represent the highest concern and priority in such cases.

However, the site is included in the Rural Zone within the Sunshine Coast Planning Scheme 2014, as such land uses such as construction of a rural use shed, cropping or forestry practice or secondary dwellings would be considered Self Assessable and, as such, would not trigger a requirement for the lodgment of a Development Application under the Sunshine Coast Planning Scheme 2014. Such Self Assessable land uses would not therefore currently require assessment against the Scenic Amenity Overlay Code, provided that such development complied all acceptable solutions of the applicable Development Codes and also with the maximum allowable building height of 8.5 metres. Further to this, the Sunshine Coast Planning Scheme 2014, does not regulate in any way, the planting, maximum height, density or location of vegetation for non-commercial purposes on land included within the Rural Zone.

It is important to note that Council has developed a positive relationship with the landowners of the property to the south of Mary Cairncross Scenic Reserve and today have a Memorandum of Understanding in place for council to enter the land immediately adjacent to Mountain View Road and maintain the vegetation in this location in an attempt to maintain the pre-existing view corridor. Further the landholder has also agreed to a property note on their property noting Council's interest in the maintenance of the view corridor, also the landholder has indicated that they would also include the continuation of the Memorandum of Understanding in any sale condition of the property.

Council values the positive relationship with the landholders and will continue to work with them in protecting the view corridor from Mary Cairncross Scenic Reserve.

Policy

- Sunshine Coast Access and Inclusion Policy 2011
- Sunshine Coast Asset Management Policy 2010
- Sunshine Coast Community Engagement Policy 2009
- Sunshine Coast Council Reconciliation Action Plan 2011
- Sunshine Coast Biodiversity Strategy 2010
- Sunshine Coast Economic Development Strategy 2010-2014
- Sunshine Coast Enterprise Risk Management Policy 2010
- Sunshine Coast Placemaking Policy 2012

Risk

Risk	Mitigation
Insufficient funds for construction	Actively seek grant funding to supplement Council's budget; consider Council commitment early, for the eventuality that grant funding cannot be secured
Creating expectations: with design and associated consultation progressing the expectation would be created that the project would proceed – stakeholder frustration with lack of progress	Ensure that budget availability for construction and associated hold points are clearly communicated during consultation
Redevelopment seen as over-commercialisation of Reserve ('revenue grabbing')	Communicate clearly that all revenue has been and will be dedicated to the management of the Reserve
Significant increase to number of visitors to rainforest walks as a result of renewal	New facilities, interpretation strategy and operational strategy to ensure that visitors are educated and entertained as best as possible within built footprint.
Difficulty finding suitable partner for operation of café	Develop and negotiate an attractive lease (within constraints), peppercorn lease and revenue portion to Council during first 3 years
Overestimated visitor numbers affecting financial viability	Visitor numbers have been confirmed through traffic counting and previous site surveys; sensitivity of financial model to visitor numbers is low
Overestimated revenue affecting financial viability	Assumptions feeding into the analysis are highly conservative.
Lack of resources for on-going operation	Ensure that forward operating budgets include resources as required
Vegetation growth limiting the Glass House Mountain views	Negotiate legally binding controls with the land owners to control vegetation
Lack of parking space affecting viability of commercial operations	Business model to maximise off-peak utilisation of facilities; all weather facilities encourage use at all times; review carparking along Mountain View Road
Undesirable environmental impact - construction	Contractor to prepare detailed environmental management plans, ongoing monitoring of contractor performance, ensure that the recommendations of the Species Managements Plans are implemented
Undesirable environmental impact - operation	Ensure that lease agreement with proprietor considers environmental constraints (e.g. no night time operation) and monitor performance

Previous Council Resolution

Ordinary Meeting date 28 March 2013 – Council Resolution (OM13/46)

That Council:

- (a) *receive and note the report titled "Mary Cairncross Scenic Reserve Building Renewal Project - Business Case"*
- (b) *endorse for further analysis, design and consultation the preferred building renewal option (2a/2b)*
- (c) *request the Chief Executive Officer to provide a further report within six months, as a project hold point, on the total project costs, the outcomes of an initial design development and funding review process, in order for council to consider full project costs and benefits*
- (d) *authorise the Chief Executive Officer to commence actions to secure arrangement for the protection of the view corridor to the Glass House Mountains vistas and*
- (e) *the final acceptance of this project will only occur when council endorses appropriate funding sources.*

Ordinary Meeting date 13 May 2004 – Council Resolution (04/146)

That Council:

- (a) *Report No. 20040429.1.ca from Environmental Operations Manager C Allan dated 29 April 2004, be received and noted;*
- (b) *The Master Plan shown as Attachment 1 to the report identified in (a) above, be endorsed;*
- (c) *The Master Plan be referred to the Recreation Infrastructure Program for consideration and budget discussions; and*
- (d) *The Master Plan and prioritised staged implementation be presented to the appropriate community managed committees to assist those organisations in identifying and seeking external funding opportunities to supplement Council's implementation costs.*

Related Documentation

- Deed of Trust 1941
- Mary Cairncross Scenic Reserve Management Plan 2002 (under review)
- Mary Cairncross Scenic Reserve Master Plan 2004
- Sunshine Coast Hinterland Nature Based Tourism Plan 2009
- Mary Cairncross Scenic Reserve Building Renewal Project Business Case 2012

Critical Dates

The detailed design development requires a 6-month timeframe.

It is proposed to provide a further report to Council in November 2015 about costing for construction and funding options. Earlier reporting may become necessary, should our efforts to attract external funding be successful during this period.

Implementation

Following Council endorsement of the recommended design concept and way forward, the development of detailed design and construction specifications can start in earnest. The existing consultancy contract makes provision to continue the engagement without going out to tender again.

8.4.2 DRAFT WASTE STRATEGY

File No:	Statutory Meetings
Author:	Manager Waste and Resource Management Infrastructure Services Department
Appendices:	App A - Draft Sunshine Coast Waste Strategy 2015-2025 (Under Separate Cover) Att Pg 65
	App B - Draft Communication and Engagement Plan (Under Separate Cover) Att Pg 103

PURPOSE

The purpose of this report is to seek Council's endorsement of the draft Sunshine Coast Waste Strategy 2015 – 2025 (Appendix A) for the purpose of public exhibition and comment.

EXECUTIVE SUMMARY

The draft Sunshine Coast Waste Strategy 2015 – 2025 has been developed to shape council's future waste management infrastructure needs, support the development of strong resource recovery markets and ensure this essential community service remains cost effective and customer focussed whilst protecting our public health and natural environment.

Taking a balanced approach to waste management across the Sunshine Coast Council region, the Strategy will provide integrated waste and resource recovery solutions and assist in delivery of council's vision to become Australia's most sustainable region – vibrant, green and diverse. The strategy intends on delivering this vision by establishing goals and directing resources to the highest value initiatives through the setting of achievable targets over a reasonable time frame.

Planned 'major actions' for the 2015 – 2025 strategy include:

- Construction of a new Resource Recovery Centre at Nambour
- Expansion of waste and recycling collection services to cover > 95% of the region
- Delivery of innovative, financially viable 21st century waste infrastructure for future generations that will support projected population growth
- Investigating alternative waste collection options for the new Maroochydore CBD and
- Increasing landfill diversion.

Council's Waste Minimisation Strategy 2009-2014 was used as a guiding document during development of this new strategy. Since adoption of the previous strategy, Sunshine Coast Council has invested over \$30 million developing new resource recovery facilities, establishing innovative waste management contracts, increasing landfill capacity and investigating a range of alternative waste management initiatives.

Several factors, including removal of the Queensland landfill levy and diminishing timber reuse markets adversely influenced council's efforts to achieve the landfill diversion targets and timelines outlined in the previous strategy.

Technical research undertaken over the past four years also demonstrated that a number of proposed waste minimisation projects outlined in the previous strategy were not conducive to the market conditions of that period. As circumstances change and markets evolve during the term of this Strategy, council will re-assess the viability of these projects whilst continuing to improve on successes of the previous Strategy which include:

- Construction of a new Resource Recovery Centre and Tip Shop at Buderim in 2012/2013
- Introduction of e-waste recycling in 2013
- Introduction of mattress recycling in 2010
- Introduction of regional optional kerbside garden waste services in 2009/2010
- Installation of landfill gas extraction and flaring at Caloundra & Nambour landfills
- Expansion of bulk recycling collection services to business and industry across the region
- Mobilisation of council's first 'regional' waste collection contract in July 2014.
- A full market assessment of alternative waste treatment and waste to energy technologies to provide Council with future guidance

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled "Draft Waste Strategy"**
- (b) endorse the draft Sunshine Coast Waste Strategy 2015 – 2025 (Appendix A) for the purpose of public consultation in accordance with the draft Communication and Engagement Plan (Appendix B) and**
- (c) request the Chief Executive Officer to collate and consider all feedback received as part of the public exhibition and comment and present the final draft Waste Strategy to Council for consideration.**

FINANCE AND RESOURCING

The draft Waste Strategy will provide Council with a strategic direction to implement waste management improvements in a clear and focussed way. Finance and resourcing implications will be costed within Waste and Resource Managements (WRM) existing financial model for operational budgeting and within the branch ten year capital works program. The financial model will be subject to consideration by Council in the annual budget process. Any major initiatives including capital works projects will be subject to development of business cases and will be submitted to council for consideration through the annual budget review process.

Waste and Resource Management Budget 2014/2015

Revenue	\$m
Rates & Utility Charges	\$45.2
Fees & Charges	\$6.2
Other Revenue (incl. Internal Revenue, Subsidies & Contributions)	\$4.5
Total	\$55.9
Expenditure	
Contracts & Projects (Materials & Services)	\$34.5
Depreciation	\$2.9
Other Expenses (incl. Interest, Internals & Employee Costs)	\$12.2
Total	\$49.6
Capital Works (loan funded)	\$13.7

CORPORATE PLAN

Corporate Plan Goal: *Service excellence*

Outcome: 4.3 - Sustainable waste and resource management services

Operational Activity: 4.3.1 - Develop a new Waste Strategy

CONSULTATION

The draft Strategy has drawn reference from internal review and feedback, and will use findings from proposed community engagement and stakeholder consultation to finalise the draft.

Internal Consultation

Infrastructure Services Department

- Director

Regional Strategy and Planning Department

- Open Space and Social Policy

Waste Working Group

- Cr Jenny McKay
- Cr Christian Dickson
- Cr Greg Rogerson
- Cr Tim Dwyer

Strategic Discussion Forum 10 November, 2014

- Councillors and ELT

External Consultation

This report is seeking endorsement for external consultation and feedback will be sought from the wider community on the strategy and key initiatives.

Community Engagement

The community will be encouraged to have their say on the draft Strategy through a number of avenues including Council's website, hard copy documents and feedback forms in all Council libraries and customer service centres, to be communicated through various communication tools, such as print and radio to assist in progressing the document to its final draft.

PROPOSAL

This report seeks Council's endorsement of the draft Sunshine Coast Waste Strategy 2015 – 2025 (Appendix A) for the purposes of public exhibition and comment.

Feedback received from this process will be used to inform the development of a final Waste Strategy which aims to be presented to Council for adoption early 2015.

In accordance with the Qld Waste Reduction and Recycling Act 2011, before adopting the strategy, council must consult with the public and take into account any submissions received.

A draft Communication and Engagement Plan has been developed to assist council in fulfilling its public consultation obligations.

The draft Sunshine Coast Waste Strategy 2015 – 2025 (Waste Reduction and Recycling Plan) and associated draft Communication Engagement Plan are attached.

The draft Sunshine Coast Waste Strategy 2015 – 2025 has been developed to shape council's future waste management infrastructure needs, support the development of strong resource recovery markets and ensure this essential community service remains cost effective and customer focussed whilst protecting our public health and natural environment.

Taking a balanced approach to waste management across the Sunshine Coast Council region, the Strategy will provide integrated waste and resource recovery solutions and assist in delivery of council's vision to become Australia's most sustainable region – vibrant, green and diverse. The strategy intends on delivering this vision by establishing goals and directing resources to the highest value initiatives through the setting of achievable targets over a reasonable time frame.

Planned 'major actions' for the 2015 – 2025 strategy include:

- Construction of a new Resource Recovery Centre at Nambour;
- Expansion of waste and recycling collection services to cover > 95% of the region;
- Delivery of innovative, financially viable 21st century waste infrastructure for future generations that will support projected population growth;
- Investigating alternate waste collection options for the new Maroochydore CBD; and
- Increasing landfill diversion.

Council's Waste Minimisation Strategy 2009-2014 was used as a guiding document during development of this new strategy. Since adoption of the previous strategy, Sunshine Coast Council has invested over \$30 million developing new resource recovery facilities, establishing innovative waste management contracts, increasing landfill capacity and investigating a range of alternative waste management initiatives.

Several factors, including removal of the Queensland landfill levy and diminishing timber reuse markets adversely influenced council's efforts to achieve the landfill diversion targets and timelines outlined in the previous strategy.

Technical research undertaken over the past four years also demonstrated that a number of proposed waste minimisation projects outlined in the previous strategy were not conducive to the market conditions of that period. As circumstances change and markets evolve during the term of this Strategy, council will re-assess the viability of these projects whilst continuing to improve on successes of the previous Strategy which include:

- Construction of a new Resource Recovery Centre and Tip Shop at Buderim in 2012/2013
- Introduction of e-waste recycling in 2013
- Introduction of mattress recycling in 2010
- Introduction of regional optional kerbside garden waste services in 2009/2010
- Installation of landfill gas extraction and flaring at Caloundra & Nambour landfills
- Expansion of bulk recycling collection services to business and industry across the region
- Mobilisation of council's first 'regional' waste collection contract in July 2014.
- A full market assessment of alternative waste treatment and waste to energy technologies to provide Council with future guidance.

Approach

Development of the draft Sunshine Coast Waste Strategy 2015 – 2025 (Waste Reduction and Recycling Plan) can be summarised as:

- Review of Waste Minimisation Strategy 2009/2014
- Review of policy, legislation and corporate plans
- Review of projected population growth, services, infrastructure and related technology
- Development of objectives, targets and actions
- Consultation with council officers and councillors
- Initial review of objectives, targets and actions
- Community and industry consultation via release of draft plan for comment
- Final review of objectives, targets and actions.

Key Challenge

The key challenge of the draft Strategy is to ensure council's future waste management infrastructure needs are fully investigated, planned, costed and delivered to achieve:

- Ongoing provision of quality services to a rapidly growing population and
- Landfill diversion targets aligned to state and corporate objectives.

Whilst landfill diversion is the main objective of the new Strategy, it must be remembered that the most advanced alternate waste treatment plants and resource recovery systems generate residual waste, and therefore ongoing access to landfill is critical component of any present-day waste management system. Our existing active landfill sites at Nambour and Caloundra have finite lifespan and therefore new landfill options are vital to ensure growing population needs are met.

In the short term, a Business Case will be developed that considers a range of future infrastructure options including alternate waste treatment technologies as well as traditional waste management approaches such as transfer stations, bulk haulage, resource recovery centres and new landfill sites. Collaboration options with other public or private sector partners will be explored as part of this process.

Objectives and Targets

In the new Strategy a series of achievable resource recovery targets aligned to state and corporate objectives are proposed over a reasonable timeframe to provide a means of measuring success against landfill diversion objectives.

Landfill Diversion Targets

Waste Stream	Measure	2024 Target
Municipal Solid Waste (MSW)	Improved recycling rate	55%
Commercial and Industrial Waste (C&I)	Improved recycling rate	55%
Construction and Demolition Waste (C&D)	Improved recycling rate	80%
Reduce generation of waste	Reduction in per capita generation	Reduce by 5% to 1.8 tonnes per person per year

The targets will be achieved by:

- Supporting the development of strong resource recovery markets
- Expansion and promotion of Tip Shops
- Expansion of the optional garden waste service by 5% annually and
- Identification and investigation of new alternate waste treatments

In support of the new Strategy, our Waste Education Program will continue to inform residents, business and community groups about current and new resource recovery initiatives and encourage the community to take pride in the wonderful environment that we are fortunate enough to share. Littering and illegal dumping is also targeted with actions to reduce incidents and monitor hot spots.

Evaluation

Performance against the targets will be completed on an annual basis and reported according to KPI's.

In line with the *Queensland Waste Reduction and Recycling Act 2011*, the WRRP will be reviewed every three years and action plans updated on an annual basis taking into consideration relevant market conditions, revised state targets or federal government initiatives(if applicable).

Legal

The *Queensland Waste Reduction and Recycling Act 2011* (WRRRA 2011) requires each local government to prepare a Waste Strategy for adoption.

In accordance with the *Qld Waste Reduction and Recycling Act 2011*, before adopting the strategy, council must consult with the public and take into account any submissions received.

Policy

The draft Strategy forms Council's policy direction for how to carry out its role in waste management operations into the future. The draft Strategy has been prepared with consideration to State legislation, in particular the *Waste Reduction and Recycling Act 2011*, and Council's existing policy framework.

Risk

There is a risk that without an endorsed Waste Strategy, an uncoordinated and unresponsive approach to the future delivery and support of waste management operations may occur.

Previous Council Resolution

There are no previous Council resolutions that relate to this report.

Related Documentation

There are a number of Queensland and Commonwealth statutory environmental requirements, policies and guidelines that have to be taken into consideration in order to develop appropriate waste management initiatives for this plan and to identify incentives for the reduction and recycling of waste material.

Federal

- *National Greenhouse and Energy Reporting Act (NGER Act) 2007*
- *Clean Energy (Consequential Amendments) Act 2011*
- *Clean Energy Legislation Amendment Act 2012*
- *Product Stewardship Act 2011*

State

- *Environmental Protection Act 1994*
- *Environmental Protection Regulation 2008*
- *Sustainable Planning Act 2009*
- *Local Government Act 2009*
- *Waste Reduction and Recycling Act 2011*
- *Waste Reduction and Recycling Regulation 2011*
- *Environmental Protection (Greentape Reduction) and Other Legislation Amendment Act 2012*

Sunshine Coast Council

- *Sunshine Coast Council Corporate Plan 2014-2019*

Critical Dates

The public exhibition and comment period for the draft Strategy is a vital step towards ensuring Council has a plan for its waste management operations. Operationally the current Waste Minimisation Strategy will continue until such time as a new Waste Strategy is adopted.

Implementation

Following the endorsement of the draft Waste Strategy 2015-2025, Council will employ a number of different tactics to achieve its communication approach. A number of avenues including Council's website, hard copy documents and feedback forms in all Council libraries and customer service centres. In support of this advertising in local papers and on spotlight radio, and use of Council's Facebook and eNews will also be carried out.

Once all feedback has been received as part of the public consultation period, the final Waste Strategy 2015-2025 will be presented for consideration and adoption to Council.

8.5 CORPORATE STRATEGY AND DELIVERY**8.5.1 COMPANY ESTABLISHMENT FOR MAROOCHYDORE CITY CENTRE DEVELOPMENT**

File No:	ECM	
Author:	Director Corporate Strategy and Delivery Corporate Strategy and Delivery Department	
Appendices:	App A - Draft Constitution	331
	App B - Draft Statement of Corporate Intent	369
Attachments:	Att 1 - Maroochydore Central Precinct - Financial and Governance Arrangements	377

PURPOSE

The purpose of this report is to seek Council endorsement for the establishment of a Corporations Law Company to progress the development of the Maroochydore City Centre project.

EXECUTIVE SUMMARY

By acquiring the Horton Park Golf Club site for development as the City Centre of the Sunshine Coast, Council took on a degree of risk and also opened up tremendous opportunity.

To address the risks and provide the greatest chance of delivering on the opportunities, Council has foreshadowed the establishment of a separate Corporations Law Company run by a skills-based board of directors.

In addition this approach responds to concerns that have been raised about a potential conflict of interest for Council. This is in addition to the independence already obtained by the declaration of a Priority Development Area and the resulting statutory planning approval role of Economic Development Queensland.

Council at its meeting of 9 May 2011 delegated authority to the Chief Executive Officer to seek all necessary approvals required for:

- (a) conducting a beneficial enterprise under the *Local Government Act 2009*
- (b) forming wholly owned proprietary limited companies under the *Corporations Act 2001* and
- (c) entering into financial arrangements under the *Statutory Bodies Financial Arrangements Act 1982*.

The necessary approvals have now been obtained to establish a Corporations Law Company to develop the Maroochydore City Centre project. The approval (a copy is at Attachment 1) was granted subject to the following conditions:

- that the Council does not provide any form of guarantee to the special purpose vehicle or its undertakings
- that the special purpose vehicle does not borrow from Queensland Treasury Corporation and that any borrowings be from the commercial sector and

- that the Council does not guarantee or underwrite any borrowings that the special purpose vehicle accesses from the commercial sector.

It is proposed that the company will be governed by an independent, skills-based board of directors. Board appointments will be based on consideration of high level expertise in areas including (but not limited to) property and construction, planning, engineering, architecture, law, finance and investment and accounting. Council will also be seeking directors with experience in the delivery of projects of this nature and scale.

OFFICER RECOMMENDATION

That Council:

- receive and note the report titled “Company Establishment for Maroochydore City Centre Development ”**
- authorise the Chief Executive Officer to establish a Corporations Law company generally in accordance with the draft Constitution (Appendix A) and draft Statement of Corporate Intent (Appendix B)**
- authorise the Chief Executive Officer to appoint a Chairman and board of directors (including interim arrangements) after consultation with the Mayor and Regional Projects Portfolio Councillor**
- authorise the Chief Executive Officer to set the remuneration for the Chairman and board of directors based on independent advice and after consultation with the Mayor and Regional Projects Portfolio Councillor**
- establish a Shareholder Representative Group consisting of Mayor and Regional Projects Portfolio Councillor along with officers as determined by the Chief Executive Officer and**
- note the existing delegation to the Chief Executive Officer to act as Council’s shareholder representative and that in relation to this company that he will consult with the Shareholder Representative Group prior to exercising that delegation.**

FINANCE AND RESOURCING

The cost of establishing the company will be approximately \$500 in fees payable to the Australian Securities and Investments Commission.

The costs of recruiting directors will be determined if Council resolves to proceed while Directors’ fees will be determined based on advice from an external organisation.

Opportunities exist for these services to be obtained from the Australian Institute of Company Directors by members of that organisation. If this does not prove suitable, recruitment firms can be engaged to undertake this service and this would be the subject of procurement process.

The costs outlined above will be met by existing budget allocations.

CORPORATE PLAN

Corporate Plan Goal: *A new economy*

Outcome: 1.2 - New capital investment in the region

Operational Activity: 1.2.2.1 - Implement the governance model for the development of the Maroochydhore PDA

CONSULTATION

Internal Consultation

The report and associated recommendations have been developed in consultation with the Maroochydhore Central Precinct Project Control Group (PCG):

- Mayor
- Deputy Mayor
- Regional Projects Portfolio Councillor
- Chief Executive Officer
- Director Community Services
- Director Corporate Services
- Director Infrastructure Services
- Director Regional Strategy and Planning
- Manager Strategy and Coordination
- Manager Major Urban Developments
- Development Manager Maroochydhore

External Consultation

External legal advice was sought in preparing the attached draft Constitution and draft Statement of Corporate Intent.

Community Engagement

The results of the public notification of the Proposed Development Scheme are one of the key drivers for the recommendations contained within this report.

PROPOSAL

The Maroochydhore business district has long provided a number of important functions such as accommodating major retail centres, government services, and residential areas for permanent residents and holiday makers alike.

There has been extensive planning undertaken in relation to the Maroochydhore City Centre over the last decade. The following is a chronology of planning frameworks/plans prepared for the Maroochydhore Centre since 2002:

- Maroochydhore Regional Centre Development Strategy (MRCDS) 2002
- South East Queensland Regional Plan 2005-2026
- Draft Maroochydhore City Centre Concept Plan November 2006
- Major Development Area 2007
- Maroochydhore Structure Plan 2007
- Maroochydhore City Centre Position Paper 2009
- Maroochydhore Principal Activity Centre Structure Plan 2010
- Draft Sunshine Coast Planning Scheme 2012
- Maroochydhore Central Precinct Master Plan 2012
- Maroochydhore City Centre Priority Development Area Development Scheme 2014.

The leadership shown by Council in acquiring the Horton Park Golf Club site combined with the support of the State Government in declaring the area a Priority Development Area (PDA) provides Maroochydore the opportunity to develop to its full potential and the entire Sunshine Coast to realise the benefits.

The Maroochydore City Centre PDA is a 62 hectare site located centrally within Maroochydore on land including the former Horton Park Golf Course, State Government owned land, road and drainage reserve. The focus of this report is the 53 hectare site currently occupied by the Horton Park Golf Club which was acquired by Council under the *Acquisition of Land Act 1967*.

After preparing the Proposed Development Scheme, Council was then required to undertake public notification for a period of at least 30 business days which ended on 17 March 2014.

The submissions generated during that public notification period were generally supportive of Council's intent to facilitate the establishment of a city centre for the broader Sunshine Coast region but raised the following areas of concern:

- Governance and transparency
- Conflicts of interest
- Impact on other sites/market competitiveness
- Infrastructure delivery and funding
- Lack of architectural vision.

The establishment of a Corporations Law Company by Council to oversee the development is intended to address the first two issues raised from the public consultation.

The necessary approvals have now been obtained to establish a Corporations Law Company to develop the Maroochydore City Centre. The approval (a copy is at Attachment 1) was granted subject to the following conditions:

- that the Council does not provide any form of guarantee to the special purpose vehicle or its undertakings
- that the special purpose vehicle does not borrow from Queensland Treasury Corporation and that any borrowings be from the commercial sector and
- that the Council does not guarantee or underwrite any borrowings that the special purpose vehicle accesses from the commercial sector.

The following provides an outline of the key roles that are proposed in setting up the Company:

Council

As the sole shareholder and land owner, Council will retain the following responsibilities:

- Approve Constitution
- Appointment of inaugural Chairperson
- Appointment and dismissal of board members
- Receipt of annual report
- Approval of Statement of Corporate Intent
- Approval of land disposal plan.

Shareholder Representative Group

- Representative of shareholder to set strategic direction for the project
- Reviews and provides recommendation for shareholder meetings
- Provide Council direction to Technical Reference Group
- Consider advice from Technical Reference Group
- On behalf of Council coordinate the performance review of the Board.

Technical Reference Group

- Providing advice to the Company Management Team on technical design matters, specifically in relation to infrastructure within the public realm
- Developing design specifications for all elements of design, specifically from Infrastructure Services as future custodians of the assets
- Providing pre-lodgement review and comments on draft applications.

Company

- Provide property development management expertise
- Promote, facilitate, carry out and control the creation, disposal and management of shareholder owned land within the MCC Priority Development Area (PDA)
- Achieve an appropriate balance between commercial and non-commercial functions
- Facilitate development of the PDA to:
 - attract investment and the sale of land on a commercial basis
 - aid the establishment of 21st century regional city centre
 - create an identifiable city heart for the wider Sunshine Coast
 - deliver land to accommodate community and civic facilities
 - enable delivery of key infrastructure and
 - provide a catalyst for economic development.

It is proposed that the company will be governed by an independent, skills-based board of directors. Board appointments will be based on consideration of high level expertise in areas including (but not limited to) property and construction, planning, engineering, architecture, law, finance and investment and accounting. Council will also be seeking directors with experience in the delivery of projects of this nature and scale.

Legal

Council has obtained the necessary approval from the Treasurer under the *Statutory Bodies Financial Arrangements Act 1982* to form the proposed company. A copy of the approval is at Attachment 1.

Trademark applications are currently with IP Australia.

Council's Legal Services Branch will assist with the establishment of the company should Council resolve to proceed.

Policy

The recommendations contained in the report are intended to address the following action in the Maroochydore City Centre Priority Development Area Development Scheme 2014:

Establish a governance and management framework to progress the delivery, marketing and sales phases of the Maroochydore City Centre.

Risk

The establishment of a separate company addresses the following risks and opportunities:

- Concerns about Council having a conflict of interest. This adds to the independence already obtained by the declaration of a Priority Development Area and the resulting statutory planning approval role of Economic Development Queensland
- A board of directors with relevant expertise and skills focussed on this project helps to ensure the financial and community outcomes envisaged by Council are achieved
- The establishment of a Shareholder Representative Group and Technical Reference Group provides a mechanism to oversee Council and community interests in the project
- The approval of construction stages of development will provide hold points to mitigate risks that exist for Council
- Council maintains appropriate controls with its powers as the sole shareholder of the company.

Previous Council Resolution**Ordinary Meeting 28 February 2013 - Council Resolution (OM13/26)**

That Council:

- (a) *receive and note the report titled “**Delegations of Authority - Council's Representative on Council Companies Delegation and Unitywater Delegation**”*
- (b) *make the delegation titled “Delegations of Authority – Council’s Representative on Council Companies Delegation” (Appendix A)*
- (c) *make the delegation titled “Delegations of Authority – Unitywater Delegation” (Appendix B) and*
- (d) *delete former Caloundra City Council delegation 2005-07.*

Special Meeting 9 May 2011 - Council Resolution (SM11/30)

That Council:

- (a) *confirm the Chief Executive Officer’s exercise of the delegation to continue to negotiate, implement and finalise (including execution) the infrastructure agreements for the proposed Maroochydore Central Precinct (Master Plan Unit) which provides for the relocation of the Horton Park Golf Club generally in the terms of the development agreement; and*
- (b) *authorise the Chief Executive Officer to seek on behalf of the Council all necessary approvals from the Treasurer, the Chief Executive of the Department of Local Government and Planning and any other relevant Minister or public sector entity for the implementation of all necessary legal and financial arrangements for the acquisition and development of the Maroochydore Central Precinct (Master Plan Unit) including the following:*
 - (i) *conducting a beneficial enterprise under the Local Government Act 2009;*
 - (ii) *forming wholly owned proprietary limited companies under the Corporations Act 2001; and*
 - (iii) *entering into financial arrangements under the Statutory Bodies Financial Arrangements Act 1982.*

Related Documentation

Maroochydore City Centre Priority Development Area Development Scheme 2014

Critical Dates

Based on the overall project timeline it is timely to establish the company at this point.

Implementation

The following are the key implementation steps should Council endorse the establishment of the company:

- Register the company with an interim director(s) and company secretary
- Finalise the trademarking associated with the selected name
- Establish appropriate remuneration for the directors
- Recruit skills based directors to the company board
- Establish the Shareholder Representative Group.

8.5.2 IMPLEMENTATION OF THE CALOUNDRA CENTRAL BUSINESS DISTRICT ECONOMIC REVITALISATION STUDY

File No:	Statutory Meetings
Author:	Manager Strategy and Coordination Corporate Strategy and Delivery Department
Appendices:	App A - Caloundra Economic Revitalisation Study Research and Recommendations Report (<i>Under Separate Cover</i>) Att Pg 115

PURPOSE

This report seeks to inform Council of the outcome of the economic revitalisation study of the Caloundra Central Business District (CBD) and to seek support to work with the Caloundra Chamber of Commerce (the Chamber) and other stakeholders to facilitate the implementation of the key recommendations from this project.

EXECUTIVE SUMMARY

In late 2013, the Chamber approached Council with a proposal to gain a better understanding of the factors impacting on the performance of the Caloundra CBD and relevant measures that could be considered to revitalise the area. The view was held that the Caloundra CBD had been impacted by (among other things):

- under capitalisation on the main street's strengths
- incongruent use of spaces reducing the appeal of the area
- lack of understanding of who the target market for the area is and
- a history of uncertainty generated by a range of circumstances beyond the control of local businesses and others.

In its approach to Council, the Chamber sought the release of \$30,000 from the Caloundra CBD Regulated Parking restricted cash fund to engage a consultant to undertake relevant comparative and stakeholder research and explore economic revitalisation opportunities for the Bulcock Street commercial precinct. This request was assessed as being in line with the intent of Council's approved arrangements (OM11/264) for the operating surplus for the Caloundra CBD Regulated Parking program. It was decided the project should progress as a partnership between the Chamber and Council, given Council's significant interests in the area.

Through a formal procurement process, Council and the Chamber engaged the national multi-disciplinary economic consulting firm, Pracsys, to undertake an economic revitalisation project in the Caloundra CBD area. In this context, Pracsys was tasked to gain an understanding of the issues and opportunities for the Caloundra CBD and to identify a set of actions that could be undertaken by the Chamber, local businesses, property owners and others to increase economic activity. At the outset of the project it was also recognised that some recommendations may require varying levels of Council input and support. It was made clear to the consultant however that, in order for any coherent plan to be successful, there would need to be an emphasis on encouraging ownership and buy-in by local businesses and that non-government sources of investment would also need to be considered.

The final report from Pracsys – *Caloundra Economic Revitalisation Study Research and Recommendations Report* (Appendix A) – has now been received and reviewed by the Chamber and Council officers. The report identifies 12 priority recommendations that in the view of Pracsys, “cover the primary needs of the stakeholder groups, with a mix of short and longer-term tasks requiring support and input from different groups. The aim is to ensure the responsibility for revitalising the Caloundra CBD does not rest solely on council, but involves stakeholders willing to invest time and/or money into developing a successful commercial centre”. The 12 priority recommendations appear on page 3 of Appendix A to this report.

It is considered the implementation of the 12 priority recommendations could be advanced through three mechanisms, which were also identified by Pracsys and are supported by the Chamber. These three mechanisms involve:

1. Establishment of a CBD Taskforce to oversee the Caloundra CBD revitalisation strategy
2. Engaging a dedicated CBD Manager to advance key recommendations, support the directions of the Taskforce on an ongoing basis and facilitate and maintain local business engagement
3. Development of a master plan for the Caloundra CBD by Council’s Caloundra 4551 project group, with the master planning process cognisant of economic activation and place-making principles to ensure land use, design and investment in the CBD reflects the needs of current and future users.

The Chamber is very happy with the Caloundra Economic Revitalisation Study and is supportive of the proposed mechanisms for implementation of its 12 recommendations. The Chamber has sought a commitment by Council to assist with establishing the implementation mechanisms nominated above.

The development of a master plan for the Caloundra CBD is consistent with an existing commitment in Council’s 2014-2019 Corporate Plan to the Caloundra 4551 project. Given the nature and scope of the tasks associated with the development of the master plan, it is considered this recommendation could be progressed within the scope of activities for the Caloundra 4551 project.

To progress the establishment of the CBD Taskforce and the engagement of the CBD Manager, a funding commitment of \$106,236 would be required, with the funding to be sourced from the Caloundra CBD Regulated Parking restricted cash fund. Both of these mechanisms (within the context of an overall CBD revitalisation project) are eligible uses for the funds held within the Caloundra CBD Regulated Parking restricted cash fund. The Chief Executive Officer has delegated authority to administer the allocation of funds from the Caloundra CBD Regulated Parking restricted cash fund.

The Chamber will also be contributing towards the delivery of specific actions, accommodating and supporting the CBD Manager, and providing operational and project resources to support implementation of the Caloundra Economic Revitalisation Study.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Implementation of the Caloundra Central Business District Economic Revitalisation Study”**
- (b) note the consultant’s recommendations 1-12 as contained in Caloundra Economic Revitalisation Study Research and Recommendations Report (Appendix A)**
- (c) authorise the Chief Executive Officer to liaise with the Caloundra Chamber of Commerce to establish a CBD Taskforce to consider implementation of the Caloundra Economic Revitalisation Study**
- (d) note that a range of recommendations associated with the consultant’s report potentially have significant financial and property implications for council and any action in relation to these will be subject to separate and further reports to council and**
- (e) subject to endorsement of recommendation (c) above, endorse the commitment of \$106,236 from the Caloundra CBD Regulated Parking restricted cash fund towards the implementation of the Caloundra Economic Revitalisation Study Research and Recommendations Report, with the allocation from this fund to be included as part of Council’s Budget Review process.**

FINANCE AND RESOURCING

As at 31 October 2014, the balance of the Caloundra CBD Regulated Parking restricted cash fund was \$621,442.

During the 2013/2014 financial year, the following allocations were made from this fund:

- Caloundra CBD Christmas Decorations (Net cost) \$ 4,500
- Caloundra Revitalisation Project \$30,000
- Install Electrical Meter Box and Streetlight (Capital) \$ 4,725

In September 2014, Council resolved (OM14/137) that the net financial result of Penalty Infringement Notice revenue associated with paid metered parking in the Caloundra CBD be included in the Caloundra CBD Regulated Parking restricted cash fund from 1 October 2014. This arrangement is subject to review following Council’s implementation of a future region-wide Parking Strategy.

There is sufficient funding available within the Caloundra CBD Regulated Parking restricted cash fund to support a one year commitment of \$106,236 for the establishment of a Caloundra CBD Taskforce and the engagement of a CBD Manager. Both activities are eligible projects within the terms of Council resolution OM11/264 of 26 October 2011, which provides that the operating surplus from Caloundra CBD Regulated Parking is to be utilised for projects, facilities and other services for the Bulcock Street precinct.

Indicatively, the allocation of \$106,236 for the two implementation mechanisms is proposed to be apportioned on the following basis:

- One-off funding of up to \$2,700 for one year to support the establishment of a CBD Taskforce. This funding would cover the costs of catering and out of pocket expenses for members, with the Taskforce proposed to meet fortnightly for the first six months and monthly for the second six-month period.

- One-off seed funding of \$103,536 for one year for the Chamber to employ a CBD manager. This funding is for the cost of wages, superannuation and Workcover premium and an initial project budget of up to \$20,000.

The funding commitment would be for a period of one year and administered through a Joint Project Management Agreement between Council and the Chamber. A performance assessment of the deliverables achieved by the Taskforce and the CBD Manager over the preceding year would be conducted prior to the end of the one year funding period. Council officers will consult with the Divisional Councillor and the Chamber in conducting this assessment. One of the conditions of the initial funding would be that the CBD Manager and the Chamber identify and secure alternative sources of funding for the continuation of the CBD Manager role beyond the initial one-year period.

CORPORATE PLAN

Corporate Plan Goal: *A new economy*

Outcome: 1.3 - Investment and growth in high-value industries

Operational Activity: 1.3.2 – Build the capacity of local businesses

Corporate Plan Goal: *A new economy*

Outcome: 3.4 – A region shaped by clever planning and design

Operational Activity: 3.4.1 – Progress innovative urban design, place development and management projects for Caloundra 4551

Corporate Plan Goal: *A public sector leader*

Outcome: 5.4 – Productive, professional partnerships

Operational Activity: 5.4.4 – Build and maintain productive working relationships with governments, industry and community bodies

CONSULTATION

Internal Consultation

The following parties were consulted during the preparation of the Caloundra Economic Revitalisation Study and in the development of this report:

- Mayor Mark Jamieson
- Cr Tim Dwyer
- Cr Rick Baberowski
- Cr Peter Cox
- Chief Executive Officer
- Director, Corporate Strategy and Delivery
- Director, Regional Strategy and Planning
- Director, Infrastructure Services
- Director, Community Services
- Director, Corporate Services
- Senior Management Accountant, Finance Branch
- Coordinator, Major Events Delivery
- Project Officer, Project Delivery Branch, Infrastructure Services
- Development Officer, Community Facilities and Planning

External Consultation

The key groups consulted during the development of the Caloundra Economic Revitalisation Study include:

- local residents, including representatives from a number of active resident and community groups

- local traders operating in the Caloundra CBD, and other members of the Caloundra business community
- local property owners and developers
- visitors to the Caloundra CBD (international, interstate, intrastate and intra-region)
- the State Member for Caloundra and
- members of the Caloundra Chamber of Commerce management committee.

Community Engagement

In undertaking this project, Pracsys deployed an extensive range of community engagement tools including phone calls, interviews, focus groups, online surveys, intercept surveys and a peer forum. Feedback was also captured from the wider Caloundra community. The breadth and results of the community engagement and consultation processes are outlined in Appendix 3 of the Caloundra Economic Revitalisation Study.

PROPOSAL

Context

Caloundra has a rich history linked to its Indigenous heritage, maritime experiences, the development of the agriculture and fishing industries in the region and the development of a surf culture. Caloundra also has a strong development history, is a centre for a range of government and community services and has supported an array of cultural facilities, activities and events. Given its proximity to Brisbane, Caloundra has acquired a solid reputation as a family holiday destination and a location that is easily accessible for day and weekend visitation. The livability of Caloundra has also been nationally recognised in winning the 2012 Keep Australia Beautiful Australian Tidy Towns competition – an award that recognises environmental awareness, community action and partnerships, litter prevention, sustainable waste management and water and energy efficiency.

The Caloundra CBD (which for the purpose of this report is primarily the Bulcock Street area and environs) has developed its own authentic character, offering some interesting and diverse shops and businesses focused on providing a unique product, service or experience. As a result of historic planning and development decisions and the approaches to infrastructure provision, the Caloundra CBD has retained the elements of a main street (or “high street”) commercial area, notwithstanding the development of tourism, accommodation and retail areas adjacent to, or in proximity to, the core Bulcock Street corridor.

Over the course of the last decade, the Caloundra CBD has experienced a number of challenges to its commercial performance, exacerbated by the impacts of the global economic downturn from 2008 onwards and the ensuing decline in business and consumer confidence. This has had a particular impact on the CBD given its high proportion of consumption oriented businesses (ie retail, food services). Coupled with the challenge of difficult economic conditions has been the uncertainty that was created for the future of the Caloundra CBD by the protracted decision making by the previous Queensland Government on the future of the Caloundra Aerodrome. The Caloundra CBD is also facing competition from out of centre retail and commercial development elsewhere in the region, which offer a wider mix of products, services and tenancies.

In late 2013, the Chamber approached Council with a proposal to gain a better understanding of the factors impacting on the performance of the Caloundra CBD and relevant measures that could be considered to revitalise the area. The view was held that the Caloundra CBD had been impacted by (among other things):

- under capitalisation on the main street’s strengths
- incongruent use of spaces reducing the appeal of the area
- lack of understanding of who the target market for the area is and

- a history of uncertainty generated by a range of circumstances beyond the control of local businesses and others.

In its approach to Council, the Chamber sought the release of \$30,000 from the Caloundra CBD Regulated Parking restricted cash fund to engage a consultant to undertake relevant comparative and stakeholder research and explore economic revitalisation opportunities for the Bulcock Street commercial precinct. The project was subsequently progressed as a partnership between the Chamber and Council, given Council's significant interests in the area.

Through a formal procurement process, Council and the Chamber engaged the national multi-disciplinary economic consulting firm, Pracsys, to undertake an economic revitalisation project in the Caloundra CBD area.

Caloundra Economic Revitalisation Study – summary of key findings

Pracsys was tasked to gain an understanding of the issues and opportunities for the Caloundra CBD in the context of the *Sunshine Coast Regional Economic Development Strategy 2013-2033*, competition from other business and visitor locations, and the demands of future population growth in surrounding master planned communities.

Pracsys was required to identify a set of actions that could be undertaken by the Chamber, local businesses, property owners and others to increase economic activity in the Caloundra CBD. At the outset of the project it was also recognised that some recommendations may require varying levels of Council input and support. It was made clear to the consultant however that, in order for any coherent plan to be successful, there would need to be an emphasis on encouraging ownership and buy-in by local businesses and that non-government sources of investment would also need to be pursued.

The final report from Pracsys – *Caloundra Economic Revitalisation Study Research and Recommendations Report* (Appendix A) – has now been received and reviewed by the Chamber and Council officers.

Pracsys undertook an analysis of key issues, background research and extensive stakeholder and community consultation. This included an assessment of the macro-environmental characteristics of the region and the implications for current and future circumstances for the Caloundra CBD.

Key findings from this analysis included an over-reliance on consumption oriented employment, lower than average income levels, an ageing population and a growing demand for health and community services. In a sense, Caloundra is facing many of the same challenges locally as the region as a whole – although exacerbated by some unique circumstances that have been identified above. Pracsys formed the view that this indicates the need for a stronger employment base and the need to generate local job opportunities for a wider range of age groups. The full assessment is contained in Appendix 1 of the Caloundra Economic Revitalisation Study.

Pracsys also undertook an assessment of the economic and urban form performance of the Caloundra CBD, comparing the location with similar centres around Australia to identify issues, gaps in amenity and opportunities for change. The Caloundra CBD was assessed using a set of consistent metrics covering factors such as the intensity, diversity, quality and accessibility of activity within the centre.

Some of the key findings from this assessment included high levels of urban quality and amenity, alongside lower than average employment quality, intensity and accessibility. Pracsys formed the view this indicates that, while the centre is attractive to visitors, it is

deficient with respect to its core user populations – necessary for supporting a vibrant and successful retail environment. The full assessment is contained in Appendix 2 of the Caloundra Economic Revitalisation Study.

The final report (see Appendix A) identifies 12 priority recommendations that in the view of Pracsys, “cover the primary needs of the stakeholder groups, with a mix of short and longer-term tasks requiring support and input from different groups. The aim is to ensure the responsibility for revitalising the Caloundra CBD does not rest solely on council, but involves stakeholders willing to invest time and/or money into developing a successful commercial centre”.

The 12 priority recommendations are as follows:

1. Establish a CBD Taskforce to take control of Caloundra’s revitalisation strategy
2. Prepare a master plan for the Caloundra CBD
3. Identify and implement urban quality ‘quick wins’ agreed and driven by local business and property owners
4. Establish an action plan to improve the use and integration of the transit centre as a key user arrival and departure point (including potential relocation)
5. Establish a consultation plan for ongoing engagement with investors, business operators, community and other stakeholders
6. Establish targets and an action plan to maximise the perception of safety in the precinct at night
7. Establish targets and an action plan to maximise the accessibility of the precinct and implement a campaign promoting the precinct as accessible
8. Establish targets for the appropriate supply of facilities and an action plan to maximise awareness and use of public facility locations (including public car parking)
9. Consider the role, feasibility and impact of the Caloundra heritage walk, history and surf museum within the Caloundra CBD
10. Investigate feasibility and support for adopting the Renew Caloundra scheme
11. Adopt and implement a precinct wide Totally Locally styled program
12. Position Caloundra as a diverse events destination to maximise visitation outside of peak tourist times

Council officers and representatives of the Chamber have reviewed the study and its recommendations and consider that it provides a solid blueprint in terms of a suite of manageable actions that (if implemented) would provide a good foundation to reinvigorate the commercial performance of the Caloundra CBD.

Further, the implementation of the recommendations is distributed across a number of participants, with an oversight mechanism proposed in the context of the CBD Taskforce. There is an emphasis placed on some early wins, with longer term and complex issues able to be considered through the recommended master planning process. Importantly, the implementation process provides key decision making gateways, at which point the impact of implemented recommendations can be considered, prevailing and emerging economic conditions can be assessed, and key participants (including Council) can evaluate their future resource commitments.

Implementation mechanisms

It is considered that the implementation of the 12 priority recommendations could occur through three key mechanisms, each of which were identified by Pracsys and are supported by the Chamber. These three mechanisms (and their corresponding responsibilities for the 12 priority recommendations), are as follows:

1. Establishment of a CBD Taskforce to oversee the Caloundra CBD revitalisation strategy (*Pracsys Recommendation 1*), including:

Action	Pracsys Recommendation Number
<ul style="list-style-type: none"> Establishing a consultation plan for ongoing engagement with investors, business operators, community and other stakeholders. 	5
<ul style="list-style-type: none"> Establishing targets and an action plan to maximise the perception of safety in the precinct at night. 	6
<ul style="list-style-type: none"> Establishing targets and an action plan to maximise the accessibility of the precinct and implement a campaign promoting the precinct as accessible. 	7
<ul style="list-style-type: none"> Positioning Caloundra as a diverse events destination to maximise visitation outside of peak tourist times. 	12

2. Engaging a dedicated CBD Manager to advance key recommendations, support the directions of the Taskforce on an ongoing basis, and facilitate and maintain local business engagement, including:

Action	Pracsys Recommendation Number
<ul style="list-style-type: none"> Identifying and implementing urban quality 'quick wins' agreed and driven by local business and property owners. 	3
<ul style="list-style-type: none"> Investigating feasibility and support for adopting the Renew Caloundra scheme. 	10
<ul style="list-style-type: none"> Progressing implementation of a precinct wide Totally Locally styled program. 	11
<ul style="list-style-type: none"> Establishing an action plan to maximise awareness and use of public facility locations (including public car parking). 	8 (in part)
<ul style="list-style-type: none"> Identifying and securing alternative funding sources for the continuation of the CBD Manager role. 	Nil, but a condition of funding

3. Preparation of a master plan for the Caloundra CBD (*Pracsys Recommendation 2*), with the master planning process cognisant of economic activation and place-making principles, to ensure land use, design and investment in the CBD reflects the needs of current and future users. The master planning process should include:

Action	Pracsys Recommendation Number
<ul style="list-style-type: none"> Establishing an action plan to improve the use and integration of the transit centre as a key user arrival and departure point (including potential relocation). 	4
<ul style="list-style-type: none"> Considering the role, feasibility and impact of the Caloundra heritage walk, history and surf museum within the Caloundra CBD 	9
<ul style="list-style-type: none"> Establishing targets for the appropriate supply of facilities (including public car parking) 	8 (in part)

As noted in the Pracsys report, the breadth of tasks associated with the development of the master plan includes the identification of strategic options for Council's significant property holdings in the Caloundra CBD area. Given the nature and scope of the tasks associated with a master planning process, it is considered that this recommendation could be progressed within the scope of activities of Council's Caloundra 4551 project.

The Chamber is supportive of the proposed mechanisms for implementation of the report's 12 priority recommendations and has sought a commitment by Council to assist with establishing the implementation mechanisms nominated above. The Chamber will also be contributing towards the delivery of specific actions, accommodating and supporting the CBD Manager, and providing operational and project resources to support the implementation of certain recommendations.

Legal

The recommendations in this report do not give rise to any legal matters that would have adverse implications for Council.

Policy

The overarching objective of the Caloundra Economic Revitalisation Study is to support improvements in the commercial performance of the Caloundra CBD and enhance its value proposition as a location for new investment, business development and growth, visitation and community participation. In this context, the endorsement of the study and its recommendations is consistent with:

- the goals and priorities of the *Sunshine Coast Regional Economic Development Strategy 2013-2033*
- the Strategic Framework of the *Sunshine Coast Planning Scheme 2014* and
- the goals and outcomes of the *Sunshine Coast Council Corporate Plan 2014-2019*.

The proposed allocation of funds to support the establishment of a Caloundra CBD Taskforce and engagement of a CBD Manager is consistent with Council Resolution OM11/264 of 26 October 2011 and the *Organisational Protocol: Use of Caloundra Central Business District Regulated Parking Revenue Operating Surplus*.

Risk

The risks that could flow from Council not supporting the implementation of the recommendations in the *Caloundra Economic Revitalisation Study* include:

- criticism of Council's commitment to supporting the growth and economic performance of the Caloundra CBD
- criticism that the study was a token gesture and
- damage to the goodwill that has been built up with the Chamber and its membership throughout the course of this project.

The risks that could flow from Council only partially supporting the implementation of the recommendations in the *Caloundra Economic Revitalisation Study* include:

- the potential benefits are not fully realised
- activity is uncoordinated and misdirected, potentially leading to an exacerbation of the current challenges and
- delays in implementation and associated activity, resulting from a lack of a driving force, momentum or clarity.

The risks that could flow from Council supporting the implementation mechanisms outlined in this report are:

- requests for the continuation of funding for the CBD Manager beyond the first year if alternative funding sources are not secured and

- the proposed CBD Taskforce is unable to generate local ownership of the project and buy-in from the Caloundra CBD business community.

The risks of supporting the implementation mechanisms will need to be carefully managed and monitored. Specific measures that can be put in place to manage and potentially minimise these risks would include:

- specification of clear expectations in the Joint Project Management Agreement that ongoing funding for the CBD Manager role is the responsibility of the Chamber after the first year, unless otherwise agreed by Council
- Council having direct input to the specifications and core requirements for the CBD Manager role and requiring that Council be consulted by the Chamber in determining the performance plan for the CBD Manager (once appointed) and
- reviewing the performance, need and future role of the CBD Taskforce once the Caloundra CBD master plan is completed.

Previous Council Resolution

Ordinary Meeting 18 September 2014 - Council Resolution (OM14/137)

That Council authorise the Chief Executive Officer to:

- (a) *include in the Caloundra CBD Regulated Parking Program the net financial result of Penalty Infringement Notice revenue associated with paid metered parking, noting:*
- i) *this revenue forms part of the Regulated Paid Parking Program in the Caloundra CBD, as per Council Resolution OM11/264*
 - ii) *that paid metered parking underpins this program thus providing a cost neutral result for council*
 - iii) *the financial calculations associated with this matter commence on 1 October 2014 and*
 - iv) *that the above process is subject to a review following council's implementation of a future region wide Parking Strategy.*

Ordinary Meeting 26 October 2011 - Council Resolution (OM11/264)

That Council:

- (a) *utilise the Operating Surplus from Caloundra CBD Regulated Parking for projects, facilities and other services for the Bulcock Street precinct;*
- (b) *request the Chief Executive Officer to develop a protocol for assessment and prioritisation of eligible projects to be funded by the Operating Surplus from Caloundra CBD Regulated Parking for projects, facilities and other services for the Bulcock Street precinct, in consultation with appropriate staff and Divisional Councillor;*
- (c) *review the allocation of the 2011/2012 Operating Surplus from Caloundra CBD Regulated Parking budget as part of the Budget Review 2 process with a view to funding projects, facilities and other services for the Bulcock Street precinct;*

- (d) *request the Chief Executive Officer to provide a report to Council 2 years post the implementation of (a) above to understand the impact of the allocation of utilising the Operating Surplus from Caloundra CBD Regulated Parking for projects, facilities and other services for the Bulcock Street precinct; and*
- (e) *note that the utilisation of said Surplus funds is not to replace, reduce or allow reallocation of current or future Bulcock Street funding.*

Related Documentation

- Caloundra Economic Revitalisation Study Research and Recommendations Report
- Sunshine Coast Regional Economic Development Strategy 2013-2033
- Sunshine Coast Planning Scheme 2014
- Sunshine Coast Council Corporate Plan 2014-2019
- Organisational Protocol: Use of Caloundra Central Business District Regulated Parking Revenue Operating Surplus.

Critical Dates

Pracsys completed its report in late August 2014 and the Chamber has accepted and published the Caloundra Economic Revitalisation Study following its Annual General Meeting on 15 September 2014. The Chamber Executive is now seeking an indication of whether Council is agreeable to working with the Chamber and other stakeholders to facilitate the implementation of agreed recommendations from the study.

Subject to Council supporting the recommendations in this report, it is projected that each of the implementation mechanisms could be in place by:

- establishment of Caloundra CBD Taskforce – end of February 2015
- engagement of the CBD Manager – end of March 2015 and
- completion of the Caloundra CBD master plan – end of December 2015.

In relation to the completion of the master plan, given the existing commitment in Council's Corporate Plan and that there is an extensive body of relevant research and prior analysis already in existence, it should be feasible to complete this project by the end of June 2015.

Implementation

Subject to Council endorsing the recommendations in this report, Council officers will work with the Chamber:

- to define the charter and operating arrangements for the Caloundra CBD Taskforce and determine its membership. As indicated above, it is anticipated these arrangements could be finalised and the Taskforce be in place by the end of February 2015
- on the position specifications for the CBD Manager and contribute to the recruitment and selection process – noting that the Taskforce will need to be consulted on, and have input to, the final selection decision for the CBD Manager.

In progressing the implementation mechanisms proposed in this report, ongoing consultation will occur with the Divisional Councillor and the Executive Leadership team.

8.6 OFFICE OF THE MAYOR AND THE CEO

Nil

9 NOTIFIED MOTIONS

10 TABLING OF PETITIONS

11 CONFIDENTIAL SESSION**11.1 REGIONAL STRATEGY AND PLANNING**

Nil

11.2 CORPORATE SERVICES

Nil

11.3 COMMUNITY SERVICESNil

11.4 INFRASTRUCTURE SERVICES**11.4.1 CONFIDENTIAL - NOT FOR PUBLIC RELEASE - EVANS STREET - ACQUISITION OF LAND****File No:** 20577**Author:** Project Officer
Infrastructure Services Department

This report is confidential in accordance with section 275 (h) of the *Local Government Regulation 2012* as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

11.4.2 CONFIDENTIAL - NOT FOR PUBLIC RELEASE - MOOLOOLABA PLACE MAKING**File No:** Statutory Meetings**Author:** Place Project Officer
Infrastructure Services Department

This report is confidential in accordance with section 275 (h) of the *Local Government Regulation 2012* as it contains information relating to other business for which a public discussion would be likely to prejudice the interests of the local government or someone else, or enable a person to gain a financial advantage.

11.5 CORPORATE STRATEGY AND DELIVERY

**11.5.1 CONFIDENTIAL - NOT FOR PUBLIC RELEASE - LAND DEALINGS
MAROOCHYDORE CITY CENTRE PROJECT**

File No: ECM

Author: Director Corporate Strategy and Delivery
Corporate Strategy and Delivery Department

This report is confidential in accordance with section 275 (e) of the *Local Government Regulation 2012* as it contains information relating to contracts proposed to be made by it.

11.6 OFFICE OF THE MAYOR AND THE CEO

Nil

12 NEXT MEETING

The next Ordinary Meeting will be held on 29 January 2015 in the Council Chambers, 1 Omrah Avenue, Caloundra.

13 MEETING CLOSURE