

**Fairview**  
**Review of Future Use Options**

November 2014

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## 1 EXECUTIVE SUMMARY

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 house and its setting occupy the strategic high ground of the Maleny Community Precinct, representing an important node between Maleny and Gardner's Falls, as well as the proposed walking trail network and leisure activities designed for the precinct.

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

In 2012, Council requested the provision of a management plan for Fairview that investigated:

- I. conservation requirements
- II. future use opportunities.

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.

The Fairview Management Plan recommends that the preferred use of Fairview as:

- Use by the Friends and Council, focussing on study and interpretation of the place and its context
- Use by other community groups, for meetings and other uses in alignment with public programming for the place.

However, the plan did not provide the detail required for Council to support (or not) these recommendations or any of the other options outlined in the Plan.

This Business Case paper develops the options summarised in the Fairview Management Plan (page 41) to better inform decisions around the long-term sustainable future use and management of Fairview for both the Maleny and 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 to be easily identified as contemporary, rather than an imitation of what went before. 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 survival.

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 ensuring that 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.
4. **Commercial use – lease:** Fairview is leased on a commercial basis for an agreed use such as a café , restaurant, business hub 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 appropriate to include it for consideration.

The first three options also provide opportunities to imbed outcomes that are less about commercial revenue streams and profitability and more about sustainable social outcomes primarily in the form of procuring social enterprises to lease the space or partner with council or a community group to value add to or integrate with these options. .

Within the time constraints available this paper provides a good preliminary, albeit high level, evaluation of the five options. It draws on existing key documents, internal consultation with key stakeholders and information custodians, and both the divisional Councillor and the community group currently using the house.

To be noted is that while the options discussed are allowable under the Sunshine Coast Planning Scheme , Fairview is protected under the Qld 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.

However, 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.

## 2 ACTIVITY OBJECTIVES AND SCOPE

### 2.1 Introduction

The Council owned Fairview 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 paper seeks to identify sustainable future use options for Fairview. It is guided by council decisions and references key documents guiding the continued management and conservation of Fairview.

## **2.2 Background**

### **History of Council resolutions:**

The Maleny Precinct project has a long history which has been before council on many occasions throughout the decision making process.

As the Fairview property is an integral part of the precinct and its development, the decisions that have been made, specifically for Fairview are incorporated in the many decisions made for the whole precinct.

Below are the resolutions of council, specific to the Fairview property so that the reader of this paper can understand how council has got to where it is today in relation to the development of the options that will be discussed.

The complete resolutions are in Appendix A – Previous Council Resolutions

### **Fairview Property management Plan**

Council Resolution (OM14/141)

*That Council:*

- (a) *receive and note the report titled "Fairview Property Management Plan"*
- (b) *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*
- (c) *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*
- (d) *adopt the naming of the place as "Fairview" (also known as Pattemore House) for marketing purposes*
- (e) *develop an interim Memorandum of Understanding between Council and the Friends of Pattemore House in line with the Local Government Act 2009 and good governance practices and*
- (f) *request 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".*

### **Maleny Community Precinct Master Plan**

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

*That Council:*

- (k) *authorise the Chief Executive Officer to enter into negotiations to formalise licence to use arrangements with the Friends of Pattemore House, the Maleny History Preservation and Restoration Society Incorporated and Maleny Golf Inc with regard to Pattemore House;*
- (l) *receive and note the Pattemore House Conservation Management Plan (Appendix C) to guide the conservation and restoration of Pattemore House and its surroundings;*

### **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**

General Meeting 6 December 2007

Resolution (07/376)

That:

- 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

**6.05 15 Porters Lane, Maleny**

22 November 2007

File No.: 18/33/001

- 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)**

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.

This paper is informed by and considers the planning to date that has been presented to council and either noted or endorsed. This includes:

- 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.

**Overview – the heritage significance of Fairview**

Fairview is a Council owned state heritage listed property (land and house) located in North Maleny and situated on a 2.5 hectares parcel of land, within the Maleny Precinct.

The house, Fairview, was erected on the property in 1908 by the sons of the first occupants, John Robert and Emily Pattemore.

The house and property was used as a share farm and dairy farm, with a variety of owners after the Pattemore's sold the property in 1948, until 1995 when Caloundra City Council acquired the property, including the house, for a sewage treatment scheme, which was partially implemented.

Negotiations for the purchase of Fairview were initiated by Caloundra City Council in 1994 (Works Committee meeting, 9th August 1994). Fairview was part of a larger parcel of land owned by the Armstrong family, and required by council for sewage works program.

The house and its land were entered on the Queensland Heritage Register in September 2003 under the Queensland Heritage Act 1992. The formal heritage significance assessment is detailed below.

#### Fairview

- is important in demonstrating the early development of Maleny as an agricultural settlement and the expansion of dairying in Queensland in the early 1900s
- is one of the oldest surviving pit sawn timber residences in the area
- remains substantially intact, and is important in demonstrating the principal characteristics of early farmhouses of its era, with hand detailing, good workmanship, and idiosyncratic construction techniques, and is constructed of local timbers no longer widely available
- uses materials, timber detailing and workmanship, and a simple plan and form, that demonstrate a strong aesthetic quality. Plantings around the house are remnants from when the property was an established dairy farm and add to the aesthetic appeal of the place.

#### **Fairview context - Maleny Community Precinct**

The significance of Fairview stems from its genesis and subsequent life as a rural building rather than being representative of a "grand mansion". Good conservation practice allows that heritage buildings, with a viable use, help activate the sense of a place, and ensure stronger long term sustainability of that place. The house and its setting occupy the strategic high ground of the Maleny Community Precinct, representing an important node between Maleny and Gardner's Falls, as well as the proposed walking trails and leisure activities designed for the precinct. The combination of positive reuse options and heritage and aesthetic values indicates that Fairview has the capacity to increase visitation rates to the precinct.

The Friends of Pattemore House group have been assisting Council to develop strategies to interpret the site's heritage, restore fabric and gardens in the context of the precinct, and to assist in making the property and its heritage accessible to the community and visitors.

Research and analysis undertaken for the Fairview Management Plan have provided a more detailed understanding of the heritage values of the setting, gardens and grounds of Fairview. This includes the cultural value and historical significance of:

- the open landscape with the vista identified as an important aspect of the significance of the place.
- related places, including Reynolds Crossing and the old milking Bails. A heritage assessment and condition report of the Bails has been undertaken, with recommendations for potential future works and development as an interpretive site.

These places contribute to the larger story of Fairview as a working dairy farm. They are now incorporated in the precinct heritage walking trails, and should be considered in analysing the adaptive reuse of Fairview in the context of activating the Maleny Community Precinct.

The construction of the adjacent Amenities Block, expected to be completed in the first half of 2015, positions Fairview well as a potential social space within the wider precinct, particularly as the precinct's sporting (equestrian and golf) and environmental education facilities are constructed by Barung Landcare.

#### **Fairview Collection**

It should be noted that Fairview is a house without a physical collection, unlike council's other heritage listed home, Bankfoot House, which houses a comprehensive and significant collection across a range of formats that physically tell the story of the house, its inhabitants and its use.

This lack of a collection impacts on the way the house and gardens can be interpreted for visitors to the property.

In the absence of a physical collection of memorabilia and other items, the development and installation of specific built interpretive display and fittings inside the house would be required. Interpretation, based on images, stories, the features and history of the house and families who lived and farmed there, will be required to support guided tours of the house and gardens and to support a cultural heritage tourism or educational experience.

Council's Library, holds a collection of Fairview images, which are accessible online through the library catalogue (Picture Sunshine Coast). The collection is part of the heritage library which also includes a number of oral histories and digital stories, as well as considerable historical information pertaining to Fairview developed. This information has been collated by specialist heritage library staff over a number of years.

The Friends of Pattemore House have developed a separate specific collection which includes images, journals, items and oral histories pertaining to the house and families.

In developing engaging and meaningful interpretive displays, all available collection material would need to be accessed.

#### **Current uses of Fairview**

The Friends of Pattemore House are the primary users of the house. They use the house on an occasional basis, tend to the basic maintenance of the house and gardens, host Friends events and family gatherings, and offer a limited public program schedule including presentations and house visits to specific groups.

An office space for Friends activities is located in the western wing of the house. The space is used to store and gather information on the history of the Fairview property. Work on the gardens is informed by the Fairview Gardens Restoration and Reconstruction Master Plan.

The Maleny Golf Club uses the amenities in the Fairview house, on a sporadic basis, when active in the adjacent golf driving range. However, when the amenities block is completed in early 2015, this will cease.

More recently, council has been working with the Friends to co-ordinate low impact community use of the house as a meeting space. This has allowed council's Environmental Operations team, which is managing a Green Army project (22 weeks) for the wider Maleny Community Precinct area, to access the house as a base for associated educational reasons and wet weather activities. The Friends group provided an induction to the users to ensure that the use does not impact on any of the heritage values identified in the house.

Fairview is now an integral part of the Maleny Community Precinct, whose major uses include a trails network, golf course, walking trails and a range of recreational facilities. A heritage trail from



Fairview to the nearby Bails is now in place, and extends the heritage interpretation of the space. There is not data on the usage of the trail by the community generally or visitors to the area.

#### **Current management model**

Fairview is managed by council's Community Services Department as part of the Community Relations Branch's Cultural Heritage Services Unit.

The role of the Friends of Pattermore House was formalised with the signing of a three year Memorandum of Understanding (MOU) in 2011.

The current MOU defines their role as to:

- contribute to the development and implementation of the Management Plan;
- monitor and provide advice on the impact that the Maleny Community Precinct Master Plan and the Pattermore House Conservation and Management Plan may have on the fabric of the house and on the historical integrity of the heritage-listed site;
- promote the place as a heritage property; and
- contribute to the property's use as a heritage, interpretative and cultural community asset in partnership with Council.

The three year MOU is now under review and an interim MOU is being developed to formalise the roles and responsibilities of both Council and the Friends of Pattermore House Group.

#### **Future management model**

The agreed use of the house will inform the ongoing management model required by council.

Any management model selected will comply with council and Local Government Act governance requirements. The models available include elected community advisory committees endorsed by council, lease based agreements, formal community partnerships and memorandums of understanding.

All models are directed by the council's guiding principles for boards and committees, and described as:

- Acting in the public interest
- Achieving Council's vision
- Complying with law and other council requirements
- Being accountable to the community.

### **2.3 Purpose**

The purpose of Fairview Future Use paper is to provide an analysis of a range of viable options for the long term sustainable use of the property Fairview with sufficient available detail, to inform the identification of a preferred option.

The Fairview Future Use paper considers proactive adaptive reuse options of the property to ensure long term sustainability of a community heritage facility.

### **2.4 Policy Context and alignment with Strategic Objectives**

This report aligns (where possible and with varying degrees of depth due information availability) with Council's key strategic objectives as described in the Corporate Plan 2014 – 2019 and adheres to the business and good governance principles of providing:

- Greater understanding and application of cost benefit and options
- Increased assurance around the optimisation of resources and investment decisions
- Efficient delivery of services appropriate to community needs

- Effective decision making and value for money outcomes

Due to time constraints, this report does not provide information on the final principle:

- Consideration of whole of life operating costs, return of capital and return on capital.

Council policies that directly or indirectly affect or inform this options paper include:

- Corporate Plan 2014-2019

Goal 2 - A strong community

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

Operational Activity: 2.3.1 - Develop and implement a heritage strategy

Goal 5 - 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

- 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

## **2.5 Activity Objectives and Critical Success Factors**

### **Key Objectives**

- To identify sustainable uses for the heritage listed property Fairview to deliver heritage, social, environmental and economic outcomes
- To engender regional engagement in heritage experiences, and facilitate community participation in the conservation of the house and grounds.
- To generate cultural heritage tourism and visitation to Fairview and the Maleny Community Precinct, triggering local economic outcomes and activating the precinct.
- To identify financial information relevant to proposed use models.
- To identify an appropriate governance model for the property.
- Alignment with the aims of the Maleny Precinct Master Plan

### **Critical success factors**

- Fairview is well used and freely accessible to the community
- Delivery of the Fairview value proposition in a cultural heritage tourism context
- Ongoing inclusion of Fairview's heritage values, interpretative, and conservation needs into sustainable adaptive reuse options within the parameters of the Fairview Management Plan
- Ongoing community and user engagement in a heritage property
- Conservation of the place to prevent deterioration or loss of heritage values
- Alignment with the aims of the Maleny Precinct Master Plan.

- Ability to engage appropriately with a supportive community group to partner council in informing the conservation and heritage significance.
- Approval, as appropriate, for preferred use received from Department of Environment and Heritage Protection.

### **3 BUSINESS NEEDS ANALYSIS**

There is a business need to ensure that council facilities both address the need for which they were intended and are sustainable into the future.

In relation to Fairview, and the very nature of heritage houses that are valued and are part of a collection held in trust by an authority for its community, the need is to look at options which:

- provide a an activated heritage space that enables the long term protection and conservation of the heritage value of Fairview
- offers access and participation in heritage experiences for the community and visitors alike
- provide a financially responsible outcome to the general community (the ratepayer)

At a minimum, the option council considers as being the best fit for its needs, should allow provision for public access to the place for recreational and educational purposes and opportunities to develop revenue streams that allow the house to become cost neutral in relation to its reliance on the public purse.

Ultimately, there is no better way to ensure the long term sustainability of a heritage place than by adopting a creative adaptive reuse that retains heritage values and offers opportunities for engagement, kinship, relevant skills development, conservation, heritage tourism and an acceptable revenue stream.

Further work would be required to assess/test the market for the options which describe lease arrangements.

### **4 STAKEHOLDERS**

#### **4.1 Stakeholder Identification**

Stakeholders (both current and future):

- Sunshine Coast Council
- Qld State Government – Department of Environment and Heritage Protection
- Sunshine Coast community
- Friends of Pattermore House
- Community Organisations including the Maleny Historical Society
- Maleny business/tourism group/s
- Maleny Community Precinct stakeholders (Precinct Action Group)
  - Maleny Golf Club
  - Maleny District Sport and Recreation Club
  - Barung Landcare Association
  - Maleny District Greenhills Fund
  - Maleny Equestrian Group
  - Green Hills Fund

#### **4.2 Consultation and Communication Strategy**

Consultation regarding the future use of Fairview has been undertaken in the process of developing the council planning documents detailed below:

- Fairview Management Plan 2014

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

Consultation around the use of Fairview was also undertaken as part of the Friends of Pattermore House Concept Plan 2012

In the development of this report, further consultation was undertaken and included:

Internal:

- Divisional Cr Jenny McKay
- Regional Strategy and Planning Dept. - Strategic Planning Branch
- Corporate Strategy and Delivery - Economic Development Branch
- Community Services Dept - Community Facilities and Planning Branch,
  - Community Planning and Strategy Unit
  - Community Facilities and Planning Branch, Major Venues Unit
  - Community Response, Healthy Places Team
- Corporate Services Dept - Corporate Governance Unit.
  - Property Management Unit, Property Projects and Development
  - Property Management Unit, Portfolio Management

External:

- Friends of Pattermore House (see Appendix B with full commentary)
- Sunshine Coast Destinations Pty Ltd
- Queensland Department of Environment and Heritage Protection.

It should be noted that consultation processes were significantly constrained by the brief timeframe available for the preparation of the Business Options paper. Further consultation will be required to upon endorsement of a preferred use model to better inform the implementation process.

## **5 CRITICAL ASSUMPTIONS, CONSTRAINTS, DEPENDENCIES**

### **5.1 Current zoning of Fairview**

Fairview is currently zoned as Community Facilities – Annotated Community use. Community use is defined as:

Premises used for providing artistic, social or cultural facilities and community support services to the public and may include the ancillary preparation and provision of food and drink.

The purpose of the Community Facilities zone code is to:

- (a) provide for a range of community activities and other activities at varying degrees of scale and intensity which meet the social, educational, spiritual, cultural, creative, health or infrastructure related needs of the Sunshine Coast's existing and future communities; and
- (b) provide for the effective operation of, and public accessibility to, community related activities.

In the context of allowable uses for Fairview, the majority of the Maleny Community Precinct is zoned Community facilities but annotated for separate uses, dependent on the relevant zone and annotation.

## **5.2 Access to volunteer support for the operational delivery of the options**

Currently, the Friends group provide significant volunteer support which enables the practical care and conservation of the house, gardens and grounds, research associated with the history of the property, advocacy for heritage awareness and participation by the community, and a range of other core services.

This report assumes that this support will continue to be offered at the current level, and will be expanded to include other community groups, agencies and interested individuals,

To note: there are risks associated with this dependency in relation to ongoing capacity of such volunteer groups.

## **5.3 Market Analysis**

Due to the time constraints and the limited Maleny specific economic and tourism information available without detailed stakeholder engagement, the preliminary market analysis of each option is informed by the core cultural heritage tourism principles:

- Understanding heritage significance
- Forming partnerships
- Creating a quality visitor experience
- Planning for sustainable business
- Looking after the places
- Investing in people and place
- High quality experiences

Consideration has been given to publicly available information from Sunshine Coast Destinations reports which have provided the following:

- the domestic wedding tourism niche is one of the largest identified niches accounting for 32% of all visitors to the Sunshine Coast. The Sunshine Coast has 15% of the Queensland domestic wedding market. The niche has a significantly longer average stay and spends above the regional average per night. Regionally the market appears to be stable after consistent growth over the past 10 years."
- 33% of visitors describe one of their motivations for visiting the Sunshine Coast as being to experience the Culture and Heritage of the place ( 2009 Visitor Survey).

The demand for community meeting spaces in the Maleny is growing with the development of adjacent communities.

The Sunshine Coast Council Social Infrastructure Plan 2011 identified a need to establish an equitable and accessible distribution of meeting spaces that support community wellbeing across the region.

Maleny hosts a number of home based businesses which also need to access meeting spaces to conduct aspects of their business. Consultation about community meeting spaces identified a shortfall in spaces.

## **6 OPTIONS AND ANALYSIS**

A preliminary evaluation of the five options for the ongoing use of Fairview was undertaken as part of the Fairview Management Plan and related earlier planning documents. The use options were

developed and workshopped with the Friends group as a key part of the consultation undertaken as part of the Fairview Management Plan throughout 2013 - 2014.

In the Plan, seven clearly identified uses are listed and discussed at a very high level without any detailed analysis.

A recommendation is also made, again without the supporting analysis that provides reasoning behind selecting one use over another use.

Due to the time constraints applicable to the development of this use options paper, the evaluation information has been drawn from existing material and advice from internal and external stakeholders.

Some of the usage options described in the Management Plan did not constitute full options so 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 has been rolled up and opportunities in option 1 and option 2.

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

Five options have been identified for analysis.

<b>Fairview Use Options</b>	
Option One	<b>A period house museum/gallery:</b> 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	<b>Community meeting space:</b> 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	<b>Community meeting space/use (lease):</b> 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	<b>Commercial use – lease:</b> 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	<b>Sale of property:</b> 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 analysis broadly considers social, environmental, economic and 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.

It must be noted that the market analysis required for each option is limited due to:

- The lack of available market research to understand the appetite for cultural heritage tourism, events and activities on which three of the five options are reliant.
- Limited opportunity to engage with the community and all relevant stakeholders to better understand revenue opportunities and costs involved with three of the five options

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The costs outlined are estimates based on the running of other council venues and facilities.

A comparative overview of the proposed use options is attached in Appendix A.

The Heritage Levy program has funded the development of Fairview to date.

The options need to be considered in light of the limited Levy budget available to fund programs identified by the Sunshine Coast Heritage Reference Group (SCHR) for heritage projects and programs across the region, in line with the Heritage Policy and provided to council for its consideration annually.

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.

All options *do not* include estimated staff resources required to coordinate or manage - this is a significant cost to Council

### **6.1 OPTION ONE: A period house museum/gallery – council managed and operated**

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.

#### **Key elements**

This option proposes the house and grounds are maintained and presented as a dwelling and historic farm, maintaining the existing collaborative service model with the Friends of Pattermore House. The Fairview Management Plan has recommended this model be maintained for five years prior to review, as the gardens and interpretive work are developed.

The delivery of this model is dependent on continued access to the annual Heritage Levy budget allocation to develop professional interpretive works and required fittings for the house. It should be noted that Fairview is a house without a physical collection to support interpretation so this use would require innovative and creative methods to tell the story of the house and its importance in relation to its heritage value.

Such interpretation would need to be vibrant and exciting to entice visitors and remain attractive and meaningful to meet current and new visitor's expectations.

This option makes the assumption that the support and presence of the Friends group, or other key community/volunteer group and members, will be required take on important roles in presenting the house to the community.

Without this assumption, the full cost of resourcing this option would become the responsibility of Council.

Any community/council management model requires a strong governance framework and to be managed accordingly. It is envisaged that representation on such a management committee would include council, the current Friends group, local business, community and tourism bodies.

#### **Key points:**

- The house would be open regularly and consistently for visitors to access displays, guided tours and guided tours.
- Internal and external display and interpretation is professionally developed to tell the story of the place, including the use of digital technologies and other formats.
- A range of heritage educational and cultural programs would be developed. This could include educational, recreational and cultural opportunities, including artist and historian-in-residence programs.
- Spaces would be made available to the community (including commercial entities) for exhibitions or programs that align with the intent of the property as a cultural heritage facility.
- The gardens will be developed in alignment with the Fairview Garden Restoration and Reconstruction Plan. They would offer opportunities for events, private and public, and programs.

#### **Examples**

There are many good examples of successful heritage listed buildings being used as interpretive museum/gallery spaces.



Two of these include:

- The Convent – Broome WA <http://heritage.ssjg.org.au/Home.aspx>
- Glengallon - (near Warwick) Qld <http://www.glengallon.org.au/>

#### **Management model**

Council would manage and operate the house as described in this option.

The Friends group and volunteers would be invited to take on roles as part of a formal MOU and in line with the focus of this option which is primarily to use Fairview as a vehicle to contribute to a cultural tourism trail with a commercial intent.

#### **Preliminary market analysis**

There is very little data available to inform the level of interest that may exist or be generated (visitors, commercial enterprise, volunteer) by this option.

However, the location, heritage significance and ambience of Fairview represent a potential and authentic heritage experience available to be accessed locally and across the region, with the potential to create steady economic flow on to local businesses.

Cultural heritage tourism adds a further layer onto the Maleny Precinct experience for visitors and the local community.

Commercial opportunities exist and could be further developed: these include niche businesses including wedding photography, or a small commercial café, or intimate wedding venue.

The wedding industry business is a major attractor to the region, and a growth industry in the hinterland.

Caccia Birch House, Palmerston North, NZ is an example of a Council owned, maintained and operated Wedding Venue. <http://www.caccia-birch.co.nz/>

The Sunshine Coast is home to multiple award winning wedding venues including Maleny Manor – a previous winner of Best Reception Venue, Queensland in the Australian Bridal Industry Academy Awards (ABIA). This data indicates a solid base for the consideration of Fairview as a popular location for wedding photography into the future. Wedding photography would not impact on the fabric of the house, and could create a return of investment in the gardens.

Activities such as these would add as attractors to the site and would further create a social space which aligns with the leisure and active recreation opportunities that will be offered at the Precinct the precinct while also preserving heritage values.

#### **Heritage Conservation.**

Option 1 represents a strong heritage response, and is in full compliance with use recommendations and conservation details of the Fairview Management Report.

#### **Strengths/Opportunities:**

1. Allowable under the Sunshine Coast Planning Scheme
2. Parking and amenities available to support visitors
3. Well located within the Maleny Community Precinct. This is advantageous both in attracting visitors to the site and providing ease of access to facilities.
4. The building and property provides an appropriate physical setting, history or context that can enrich the interpretation of any cultural experience.

5. Value-add to a cultural heritage tourism trail - partnerships with already established and successful Maleny Historical Society which operates Pioneer Village.
6. Contributes to the creation of a point of interest for the precinct.
7. Financial  
Possible revenue sources include
  - small café (tea and scones) to service visitors and locals seeking a heritage "experience" in terms of unique surrounds and views,
  - small charge/donation (gold coin or other) for entry/tours/specific programs offered
  - fees from the lease of space (building/garden) for activities related to the intent of this option
  - commercial use of gardens for events, film, photography etc
  - Fundraising/Grants: Museums/galleries within heritage listed buildings have more opportunities to attract funding from other levels of government and to engage community interest and support eg. Fundraising drives
8. Social:
  - Community, visitor and volunteer participation in a local heritage experience which contributes to a sense of place
  - Partnerships with already established "Friend" group
  - Partnerships with social enterprises to deliver/support delivery of horticultural programs/projects in the garden and grounds (planting crops, garden reconstruction,) or supporting niche commercial ventures. Working with young people, marginalised groups, disabled support agencies, environmental groups, helps increase overall community capital. Engagement in social enterprise projects could facilitate increased activity, visitation and ownership of the Maleny Precinct by the community, engendering flow on economic benefits to the area.
  - Social cohesion and community capacity building from volunteering programs
  - Capturing memory by prompting memories and sharing stories – sense of place and community
  - Potential new venue for performance, arts based events, celebrations that enrich the character of the town
  - Capacity to act as interim meeting place for clubs within the precinct as their buildings are developed
9. Environmental:
  - Aligns with environmental principles of the Maleny Community Precinct.
  - Structured heritage garden reconstruction project with significant environmental and scientific outcomes ie. Garden reconstruction project enables a "scientific" aspect of heritage by recreating an early 20th century rural garden.
  - Protection of a heritage landscape, vistas and gardens.
10. Economic:
  - Increased visitor attraction/vibrancy to Maleny may create spin-offs for local business

**Threats/Weaknesses:**

1. There is very little data (market research/analysis) available to inform the level of interest in such an option in relation to visitor numbers on the Sunshine Coast (including repeat visitation) and to therefore support the cost of developing and setting up this option in terms of the displays and making both the building and the grounds of a standard to both attract and then support increased visitor numbers.

Financial:

2. As per above, the costs involved in establishing revenue making services such as small café or appropriate commercial spaces for lease.

3. To meet WPHS requirements to open the house to the community, 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
4. Ongoing maintenance costs of the building and grounds and then the upkeep of the interpretive displays is not known and would need to be investigated.
5. Ongoing running/operational costs including staff resourcing.
6. Reliance on Heritage Levy and council to approve prioritisation above all other heritage priorities across the region.
7. Limited revenue sources to counterbalance point 6.

Social:

8. Heavy reliance on volunteer/Friends groups who may not have the capacity/ability/desire/people to partner council in delivering this option
9. A significant increase in programming and marketing to deliver sustainable social and heritage tourism outcomes.

Economic:

10. Little/no interest in leasing space for commercial opportunities (see point 1)
11. Significant marketing required (time and cost) to research and then promote to attract audiences.

**Preliminary financial estimates**

<b>Option One:</b>			
<b>Element</b>	<b>Cost - one off</b>	<b>Cost –recurrent (annual)</b>	<b>Revenue/income (annual)</b>
Market Research (viability)	10,000		
Interpretative display, furnishings and tools	65,000		
Gardens restoration	50,000		
Disabled access (SCC)	40,000		
Pathways	30,000		
Consumables(Wi Fi, Pcs, screens, audio)	10,000		
Community and educational heritage learning programs and materials	5,000		
Capital (building restoration for adaptive uses and garden reconstruction – 5 years)		50,000	
Maintenance (includes building, garden utilities, cleaning, and security)		30,000	
Internet access / leased equipment		5,000	
Insurance		10,000	
Programming		20,000	
Salaries (1 fte level 4)		70,000	
Marketing		15,000	

<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>• Lease space (meeting/other) 2 rooms @ 15.00 per hour based on 60% occupancy over 40 weeks . (total 50 hours availability per week)</li> <li>• Donations/entry (\$2 @ 50 pax/wk)</li> <li>• Program fees (\$10 @ 20pax/mth)</li> <li>• Event (hire of gardens/one off exhibitions etc)</li> <li>• Heritage Levy (maintenance of building only)</li> </ul>			18,000
			5000
			2400
			20,000 (historical allocation)
<b>TOTAL</b>	<b>\$210,000</b>	<b>\$200,000</b>	

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## **6.2 OPTION TWO: A 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.

### **Key elements**

This option introduces a use for Fairview that has previously been discussed in terms of meeting rooms it being "part of" the offer in options already described within management plans or the house. The Management Plan has recommended the use of Fairview for this purpose in collaboration with the Friends and their continued work on research and garden reconstruction

This option describes a use that provides good social outcomes, in that it provides a community meeting venue with open access to all spaces for this purpose, while protecting the fabric of the building for its heritage value.

The delivery of this model is dependent on council maintaining the house and gardens, most likely via the heritage levy, and establishing leasing arrangements/regular bookings for community groups to use the house and create a revenue stream for council.

Analysis of demand for meeting space in the Maleny region demonstrates a growing need for available community meeting spaces with current spaces eg. The Maleny Library, either unavailable or booked weeks /months in advance.

The Maleny demographic features a thriving level of community interaction, community organisations and partnerships. The current zoning for Fairview allows the increased use of the house as a community meeting place.

There may also be opportunities for Fairview to act in the role of interim meeting space for the precinct stakeholders who are currently developing facility plans for venues such as a Golf Club.

This use is supported by the Department of Environment and Heritage Protection and can be offered within the context and recommendations of the management plan.

Known as adaptive re-use - a term used in establishing new uses for communities seeking a sustainable future for historic buildings – it 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 ensuring its survival.

The Friends currently maintain an office area in house, and this is used on a regular basis for research and storage of heritage information and materials. This space, if desired by the current Friends group, would not be available for use by other community groups but would be made available to the Friends to allow them to continue their work.

An agreed management model would outline roles and responsibilities of the Friends and of council under this option.

It would be anticipated that any such agreement under this option would allow for the Friends to progress a program of events and activities on agreed days/times of the year to establish heritage event driven visitation and provide fundraising opportunities for the Friends to develop a revenue stream for the program.

While funding and delivery of such programs would be the responsibility of the Friends group, the alignment of the Friends to outcomes as described within Council's grants programs, may provide, upon application, further revenue streams.

This option would reduce the need to be open to the public continuously (as per option 1) and would increase the availability of community space for meetings, workshops, events etc appropriate to a heritage listed house (ie low impact).

This option would still be reliant on the Heritage Levy for building maintenance and garden construction and on volunteers or community partnership to deliver some aspects of the recommendations in the Fairview Management Plan.

**Key points**

- Three rooms available as meeting spaces (Dining room/Front room/Sun Room)
- Kitchen and amenities available for use
- Interpretative signage at entry point only
- Minimal interpretation inside house
- Disabled access required
- Repair / reconstruction of pathways required.
- Security :Swipe entry and key code
- Bookings managed externally by council.

**Management model**

It is not the expectation of council that the Friends manage bookings or care for the facility.

This could be managed by Council under the current model for a number of venues, with all fee schedules and booking arrangements in place.

**Preliminary market analysis**

The demand for community meeting spaces in the Maleny is growing with the development of adjacent communities.

The Sunshine Coast Council Social Infrastructure Plan 2011 identified a need to establish an equitable and accessible distribution of meeting spaces that support community wellbeing across the region.

Maleny hosts a number of home based businesses who also access meeting spaces to conduct aspects of their business. Consultation about community meeting spaces identified a shortfall in spaces.

**Heritage Conservation**

Option 2 represents a strong heritage response, and is in full compliance with use recommendations and conservation details of the Fairview Management Report.

Guidelines in relation to appropriate use and care of a heritage place would need to be developed for participating groups, and full heritage induction provided.

The wear and tear on the house could be an issue in terms of care of the fabric and gardens.

Annual condition reports and a robust maintenance program would be required.

**Strengths/Opportunities:**

1. Increases the use for Fairview and visitation to the Maleny Community Precinct.

2. Provides opportunity for interim meeting place for clubs within the precinct as their buildings are developed.

Financial

3. Generates a revenue stream for council
4. Increase access to affordable meeting spaces for the community

Social

5. Aligns with Maleny Community Precinct Masterplan by creating a social space for community groups
6. Creates awareness of past lifestyles and the heritage of early Maleny
7. Provides a unique meeting place that showcases a heritage place and the uniqueness of the area.
8. Create a common meeting place for diverse community cohorts to gather
9. Equitable community access to a heritage place.
10. Presents opportunities for further engagement in heritage volunteering and care of a heritage place.
11. Promotes awareness of heritage walking trails adjacent to Fairview.
12. Provides a potential venue for small performance events and celebrations
13. Opens an opportunity for social enterprise within the construction of the garden
14. Engenders more ownership of a heritage site by providing a "home" for community groups

Environmental

15. Aligns with environmental principles of the Maleny Community Precinct.
16. Awareness of structured heritage garden reconstruction project with significant environmental and scientific outcomes.
17. Protection of a heritage landscape, vistas and gardens.
18. Engender participation in volunteer based gardens and grounds projects.
19. Enables users to experience the beauty of the place, landscapes and vistas

Financial

20. Difficult to accurately estimate take up by community groups and therefore revenue stream
21. Increase usage increases maintenance costs (wear and tear)

**Threats/Weaknesses**

1. Risk to heritage value of the house fabric and grounds with increased, unsupervised usage
2. Security issues (eg. House not locked) in relation to continual casual usage of house as unsupervised meeting space

**Preliminary financial estimates**

<b>Option Two</b>			
<b>Element</b>	<b>Cost - one-off</b>	<b>Cost - recurrent (annual)</b>	<b>Revenue/income (annual)</b>
Fit out, minimal interpretation	10,000		
Disabled access (SCC)	40,000		
Pathways	30,000		
Consumables(Wi Fi)	1,000		
Maintenance (includes utilities, cleaning, and security)		15,000	

Gardens		25,000	
Net access / leased equipment		5,000	
Insurance		10,000	
Program consumables		5,000	
<b>Revenue Stream</b>			
Heritage Levy (maintenance of building)			20,000 (historical allocation)
2 rooms @ 15.00 per hour based on 60% occupancy over 40 weeks . (total 50 hours availability per week)			18,000
<b>TOTAL</b>	<b>\$46,000</b>	<b>\$60,000</b>	<b>\$38,000</b>

\*Based on preliminary opening hours: 5 hours x 5 days per week, 2 rooms (50 hours per week)

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**6.3 OPTION THREE: Community meeting space use/lease for management as a heritage facility (Friends of Pattermore House)**

This option proposes the leasing of the heritage property Fairview to a community group, (Friends of Pattermore House) for management of the development of the property as identified by the Fairview Management Plan, and for the care and conservation as a heritage place.

The Plan describes this option as: 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.

**Key elements**

Option three describes a use that is the same as option 1 with the main difference being the role council plays in managing its asset.

This option introduces the opportunity for leasing the property to a community based third party – the Friends of Pattermore House.

The success of this option relies on a good working relationship between council and the lessee and an agreed Management Model based on a solid governance framework.

In alignment with the Fairview Management Plan, this option proposes the house and grounds are maintained, presented and interpreted as a dwelling and historic farm for a five year time frame.

In this option, council retains ownership of the property however, the Friends group move from stakeholder to lessee, with the opportunity to take a lead role in the care, protection and management of the property.

Fairview is protected under the Qld Heritage Act, with final responsibility for the conservation of the heritage values of the property resting with the owner.

However, the degree of potential responsibility of lessees is a matter for negotiation under a legal lease agreement, between the owner and the lessee, and is not a concern of the Department of Environment and Heritage Protection (DEHP).

The key concern for DEHP is adherence to heritage values, as expressed in the Fairview Management Plan. All approvals and exemption processes could be managed by the lessee with the written support of council.

Council already operates a number of successful models, on which this option is based.

Kawana Forest Meeting place is a council facility wholly managed by a community group under a specific lease agreement – beneficial to both parties.

Lease agreements govern the financial, maintenance responsibilities as negotiated and offer potential income raising opportunities for the lessee, including collection of meeting room fees, and revenue from tours.

The lease is a legal and flexible mechanism which can be tailored specifically to the management context it is describing.

This aligns with the Maleny Precinct model, with community groups currently moving towards a more independent management role of their leased area.

A fee of \$250.00 for lease for a council property would be applicable and in accordance with endorsed council fee schedules.

This option assumes that the Friends of Pattermore House have the capacity in the context of time available, financial ability and skills base, to undertake this role

It also assumes the Friends would have the capacity to deliver a heritage experience to visitors on a regular basis. The assumptions include:

- The house being open for guided tours and visitors on a regular schedule. The house will be manned on a voluntary basis.
- A schedule of heritage educational and cultural programs be developed in collaboration with Council as appropriate. This will include heritage based educational and recreational programs, as well as other cultural opportunities, including gallery exhibitions, artist and historian-in-residence programs.
- The gardens will continue to be developed over a five year timeframe. As yet, overall costings for this element have not been supplied.
- The gardens will be recreated by the Friends group, and other interested garden clubs and volunteers, working in collaboration with Councils Parks and Gardens teams, in alignment with the Fairview Garden Restoration and Reconstruction Plan.

#### **Management model**

Under this model, the facility, or part of, is leased to a community group who form a formal partnership with council through a lease, licence or permit to govern the arrangement.

The *Interim Policy – Community Use of Council Owned or Managed Land and Infrastructure* directs potential arrangements.

#### **Market analysis**

The Friends of Pattermore House have imitated the investigation of a range of commercial opportunities for Fairview, including the niche wedding photography industry. These and other opportunities would continue to be available for the Friends group as part of a lease agreement with council for the use of Fairview property.

The Friends group have also proactively developed a draft program of events and activities focussed on education and information of the heritage value of Fairview. The document emphasises the need to explore the ability to and the financial viability of, tapping into the wedding industry for an ongoing revenue stream. This industry injects \$48m into the Sunshine Coast economy annually (Sunshine Coast Destinations Ltd.)

#### **Heritage Conservation**

Option 3 represents a positive heritage response building on the detailed knowledge of the history and property that the Friends group has collected since inception in 2010. The recommendations of the Management Plan provide a framework for a staged delivery of recommendations. Opportunities exist to strengthen current partnerships with community groups, and to work collaboratively with other groups offering a range of appropriate skills.

#### **Strengths/Opportunities**

1. Allowable use under the planning scheme
2. Parking and amenities available to support visitors
3. Well located within the Maleny Precinct. This is advantageous both in attracting visitors to the site and providing ease of access to facilities.
4. The building and property provides an appropriate physical setting, history or context that can enrich the interpretation of any cultural experience.

5. Value-add to a cultural heritage tourism trail - partnerships with already established and successful Maleny Historical Society which operates Pioneer Village.
6. Contributes to the creation of a point of interest for the precinct.

Social

7. Community led heritage conservation and education opportunity.
8. Community led participation in a local heritage experience which contributes to a sense of place and grows the capacity of communities.
9. Opportunity for historical education by visiting Fairview and participating in heritage learning programs, viewing interpretive displays.
10. Social Enterprise opportunities can be developed to partner the lessee in the delivery of proposed revenue streams, increasing the sustainability of the care of the property.
11. Social cohesion and community capacity building gained from participating in a volunteering program
12. Opportunity to grow the skills of Friends, volunteers by participation in Levy funded museum and heritage sector skill development program currently in place.

Environmental

13. Aligns with environmental principles of the Maleny Community Precinct.
14. Protection of a heritage landscape, vistas and gardens.
15. Garden Restoration and Reconstruction Plan guides staged garden project
16. Opportunity for partnerships with environmental groups in care
17. Garden reconstruction project enables a "scientific" aspect of heritage by recreating an early 20th century rural garden.

Financial

18. Generates a revenue stream for council that can be used for Fairview upkeep
19. Reduces reliance on council budgets to activate the house and open it to the public

**Threats/Weaknesses**

1. Requires a significant increase in community access and program delivery to deliver sustainable social, heritage and financial outcomes.
2. Reliance on and capacity of FOPH to manage lease requirements and property with current level of membership/skill base
3. Reliance on and capacity of FOPH to meet requirements in terms of available time to work on the property. Time poor.
4. Limited revenue streams
5. Limited market research in relation to the offer and its ability to attract repeat visitation to the house.
6. Assumes/is dependent on availability of additional volunteer base and partnership to care for the property and manage program delivery.
7. Property may deteriorate if volunteer base inadequate
8. Burn out of volunteers
9. Heavy reliance on grants and council revenue in initial years of "building the business"
10. Council still responsible for making the building ready for the public in terms of accessibility and WHS.

**Preliminary financial estimates**

<b>Option Three</b>			
<b>Element</b>	<b>Cost - annual</b>	<b>Cost - recurrent (annual)</b>	<b>Income/revenue (annual)</b>
<b>One off costs</b>			
Disabled access (SCC)	40,000		
Pathways	30,000		
Garden and building maintenance	20,000	20,000	
Insurance	10,000	10,000	
<b>Revenue Stream</b>			
Lease income			250
Heritage Levy			20,000 (historical allocation)
	<b>\$70,000</b>	<b>\$30,000</b>	<b>\$20,250</b>

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#### 6.4 OPTION FOUR : Lease for commercial purposes

This option is to lease Fairview, on a commercial basis for an agreed use such as a café, restaurant, office, retail or clubrooms, under an agreement with Council which outlines conditions and arrangements for an agreed period.

The Fairview Management Plan considered, but did not recommend, the use of Fairview as a café or commercial enterprise, but notes:

“In 2007, the Friends Concept Plan Development Intent Statement for the Precinct described the intent for the house, as incorporating a range of refreshment services such as a café, education and learning uses such as an information centre. This use was reviewed in the conservation management plan prepared by Roger Todd in 2008, in which a use that brought income was recommended, as a way of sustaining heritage values, and policy was use as a restaurant, with a commercial kitchen constructed in the nearby amenities building”

Use as a commercial café was not endorsed by the Management Plan due to concerns about commercial viability, the practical ability to retain the building’s domestic character without compromising the integrity of heritage values, and limitation for opportunities for heritage interpretive display in situ. Although both council and the Friends agreed that use as a café was not a preferred use of Fairview, in the light of establishing a viable long term adaptive re-use that contributes to the sustainability of the heritage place.

It should be noted that this option will offset a significant proportion of the recurrent expenditure.

#### Key elements

This option proposes the lease of the house for the purposes of a commercial enterprise – for example, a small café or coffee outlet and/or retail space. The aim of this is to seek a cost neutral use that allows for public access and enjoyment of the site longer term.

Use of Fairview as a café or event venue would contribute to the ambience and social space of the Maleny Community Precinct, and activate Fairview as the heart of the precinct with flow on benefits to other precinct stakeholders and local businesses.

Currently, Fairview is zoned as Community facilities – Annotated Community use. Community use is defined as: Premises used for providing artistic, social or cultural facilities and community support services to the public and may include the ancillary preparation and provision of food and drink.

The purpose of the Community facilities zone code is to:

- (a) provide for a range of community activities and other activities at varying degrees of scale and intensity which meet the social, educational, spiritual, cultural, creative, health or infrastructure related needs of the Sunshine Coast’s existing and future communities; and
  - (b) provide for the effective operation of, and public accessibility to, community related activities
- Commercial use as a café is acceptable under the current zoning for Fairview. Zoning details are outlined below.

#### COMMUNITY FACILITIES ZONE

Defined use	Level of assessment	Assessment criteria
Community facility zone annotations		

<p><b>Any use</b></p>	<p><b>Exempt if:-</b>                  (a) annotated on a Community facilities zone;                  (b) located on <i>Council</i> owned or controlled land; and                  (c) not for a <i>renewable energy facility</i> or <i>utility installation (major utility)</i>;</p> <p><b>OR</b>                  (d) annotated on a Community facilities zone; and                  (e) in an existing building.</p>
<p><b>Code assessable if:-</b>                  (a) annotated on a Community facilities zone; and                  (b) not otherwise specified.</p>	<ul style="list-style-type: none"> <li>• Community facilities zone code</li> <li>• Applicable local plan code</li> <li>• Community activities code or the relevant use code</li> <li>• <i>Prescribed other development codes</i></li> </ul>

<p><b>Business activities</b>  <b>Food and drink outlet</b></p>	<p><b>Self assessable if:-</b>                  (a) located on <i>Council</i> owned or controlled land;                  (b) conducted in association with a community use on the same <i>site</i>; and                  (c) having a <i>gross leasable floor area</i> not exceeding 100m<sup>2</sup>.</p>	<ul style="list-style-type: none"> <li>• Transport and parking code</li> </ul>
<p><b>Code assessable if</b> associated with a <i>service station</i> on Lot 1 SP215755 at 227-237 Sippy Downs Drive, Sippy Downs.</p>	<ul style="list-style-type: none"> <li>• Community facilities zone code</li> <li>• Applicable local plan code</li> </ul>	<ul style="list-style-type: none"> <li>• Business uses and centre design code</li> <li>• <i>Prescribed other development codes</i></li> </ul>
<p><b>Impact assessable</b> if not otherwise specified.</p>	<ul style="list-style-type: none"> <li>• The planning scheme</li> </ul>	

The development of a small commercial café can be considered in the context of current zoning, as it could be ancillary and associated with a community use. The opportunity to build social and financial benefits into a community use is appropriate in the social enterprise context, where community benefit is prioritised over a commercial benefit.

Recent discussions with DEHP indicate that the property could be further developed under the existing State Heritage Listing providing it is impact assessed and approved by DEHP through an Exemption process, if applicable. Thus, Fairview could be leased to a commercial enterprise for development within specifically defined heritage guideline parameters to ensure the heritage values are prioritised and kept intact. This option would require endorsement and consultation with DEHP regarding required exemptions and acceptable uses

This model would not be dependent on significant ongoing support from the Heritage Levy.

Responsibility for the maintenance, presentation and conservation of key heritage values would be the responsibility of the lessee, and could be specified in the development of the lease.

Alternately, a collaborative partnership with the Friends of Pattermore House could be put into place, if desired and if workable under a lease agreement.

For example, the shared stewardship could be for the property (not the building) and include the leading of an informed volunteer group to undertake the staged restoration and activation (with events) of the gardens which could then be open to the public.

It should be noted that Council is ultimately responsible for ensuring that the heritage values of this significant building are protected into the future, as owner. Specific requirements could be defined in the lease agreement, and monitored on an annual basis, without compromising the fundamental income producing basis of a commercial enterprise.

This option, if a café or similar, requires that the activity receive planning, plumbing, trade waste, building and finally a licence for the food business from council.

The degree of permissions would of course depend on the use and the degree of use for example basic refreshments, such as coffee, made on the premises, with a small range of food products brought in ready-made with little or no preparation onsite could be provided with lesser council requirements than full food preparation (restaurant style) which would require installation of a grease trap and a commercial exhaust canopy.

Council could look to support the gathering of information for these requirements to supply to the potential lessee, in the interests of responsible proactive ownership of a heritage listed property.

In order to meet WPHS requirements to open the house to the community, 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.

#### **Management Model**

Under this model, the facility, or part of, is leased via normal contractual arrangements and negotiations.

The continued role of the Friends Group is advantageous, and could be negotiated into a lease agreement.

#### ***Role of the Friends group***

Opportunities exist for the Friends to engage in proactive activities to provide an extended heritage offer for the Maleny Community Precinct.

The Friends group may continue, if desired, to research the history of the place, to engage in advocacy for the heritage values of the site, fundraise, and participate in precinct stakeholder groups to ensure heritage values of the property are considered in any decision making.

The group has established credibility in the community as Fairview heritage specialists.

The nature of their engagement with the lessee would be the subject of negotiation, and offers opportunities for collaboration and involvement in public programs, interpretation, special events, and programs. The development of the gardens could be negotiated with council as owner of the property.

#### **Preliminary market analysis**

Preliminary findings indicate a commercial activity aligned with the precinct would supplement the recreational and leisure activity/offer planned for the space.

In addition, this would add a further dimension to families and tourists visiting the area, by adding the option to relax in the grounds or rooms of Fairview.

A comprehensive market analysis would need to be undertaken by any potential lessees to identify the viability of the project.

Commercial opportunities exist and could be further developed: these include niche businesses including wedding photography, or a small commercial café/events venue.

The oportuntites would grow/become more viable as the Maleny Community Precinct grows and develops.

#### **Heritage Conservation**

Option 4 would require the development of heritage conservation guidelines to ensure compliance with requirements of the Management Plant and DEHP approvals.

Without these documents in place, a commercial option could impact adversely on the integrity of the heritage values of the property. Physical interpretation would be reduced under this arrangement.

DEHP does not need to approve the change of use, but does need to endorse the impact on the heritage values of the property under the Qld Heritage Act.

Responsibility for heritage conservation requirements in the house would transfer to the lessee, and be monitored by council and DEHP. If specified as a priority in lease document, this could be successfully managed, and provides a sustainable long term function for Fairview.

The responsibility and the cost to transform the kitche and finishes to commercial standard would be included within the lease agreement as would all maintenance and other costs.

#### **Strengths/Opportunities**

1. Provides opportunities for commercial, not for profits or community groups (eg. Sporting clubs) to lease the property and activate a range of possible revenue streams/profile building leading to longer term sustainability.
2. Increases the dimension of possible experiences on the Maleny precinct (family, sport, leisure, and heritage)
3. Aligns with the leisure and active recreation opportunities offered by the Precinct
4. Capacity to act as interim meeting place for clubs within the precinct as their buildings is developed.
5. Contributes to the creation of a point of interest for the precinct.

#### **Social**

6. Visitors enjoy participation in a local heritage experience which contributes to a sense of place
7. The Heritage Precinct has low levels of use currently, which has a negative impact on the community activation of the Maleny Community Precinct. If the site were leased to a private commercial or not for profit organisation subject to a viable business case, the Maleny Precinct could benefit from this opportunity.
8. Opportunity for development of social enterprise programs based on intimate wedding/events venue, café management, food preparation and presentation, hospitality training and horticultural activities, supporting niche commercial ventures. For example: working with young people, marginalised groups, disabled support agencies (horticultural



- therapies), environmental groups, and increasing overall community capital and engagement.
9. Creates a "precinct heart" and social space.
  10. Provide a unique meeting place / market / event venue that showcases a heritage place and the uniqueness of the area
  11. Potential new venue for performance, arts based events, celebrations – enrich the character of the town
  12. Partnerships with volunteer/Friends could be pursued and maintained offering a range of opportunities to be part to the heritage experience

Environment:

13. Aligns with environmental principles of the Maleny Community Precinct.
14. Negotiation re lease conditions could ensure the continued protection of a heritage landscape, vistas and gardens.
15. Brings further diversity into the Precinct experience.
16. Minimal impact on precinct environmental aims.

Financial

17. This option will offset a significant proportion of the recurrent expenditure in that it generates a revenue stream for council that can be used for Fairview upkeep.
18. Reduces reliance on council budgets to activate the house and open it to the public.

**Threats/Weaknesses**

1. Measure of risk to conservation of fabric of the house, grounds and heritage values by increased usage/to transform usage including costs if property reverts back to council at the expiration of the lease
2. Lessee may not be interested in heritage values (as per previous point).
3. Changes to Friends / volunteer roles can reduce volunteer support and research capacity or interest/desire to be involved in activation of the grounds and the heritage interpretation projects/programs
4. Reduced role of council in community heritage activities and protection of a heritage place.
5. Reputation: Community response to the creation of a commercial space in a heritage building in community precinct may be adverse or controversial

**Preliminary financial analysis**

<b>Option Four</b>			
<b>Element</b>	<b>Cost - one-off</b>	<b>Cost - recurrent (annual)</b>	<b>Income/revenue (annual)</b>
Disabled access (One off cost)	40,000		
Pathways	30,000		
Insurance		10,000	
<b>Revenue Stream</b>			
Lease @ \$1000.00 per week (estimate)			\$52,000
<b>TOTAL</b>	<b>\$70,000</b>	<b>\$10,000</b>	<b>\$52,000</b>

### **6.5 OPTION FIVE: Sell Fairview (house)**

This option looks to sell the property in order to seek a return on investment. While this option is unpalatable from both a heritage conservation, environmental and community perspective, Council may choose to rationalise heritage properties in terms of total heritage asset holdings.

Caloundra City Council acquired the property in 1995. Fairview was part of a larger parcel of land owned by the Armstrong family, and required by council for sewage works program.

The intent of Council was not to develop a heritage facility, with this opportunity coming in 2003 when the property was heritage listed.

The property's has been provisionally estimated to be valued at between \$750,000 and \$1.5m.

The valuation does not include the whole property ie some land and the house would be put for sale with the balance of the property maintained as part of the heritage trail network.

#### **Regulatory and Legislative Issues**

Fairview is a state heritage listed property, and is protected under the conditions of the Queensland Heritage Act, 1992. The owner of the property, whether it be council or a private owner, would be responsible for adhering to these conditions.

Regulatory and legislative requirements as appropriate to the Sunshine Coast Planning Scheme and Local Government Act are also applicable.

A request to rezone the property would be expected.

### **6.6 OTHER OPTIONS**

While this paper concentrated on developing the discussion for the uses already identified as part of previous plans for Fairview and the Maleny Precinct, the internal stakeholder consultation identified further options.

While there wasn't sufficient time to develop the options they included:

- **A digital work hub – established by council and operated by the local Chamber of Commerce**

Fairview is operated by a community organisation such as the Maleny Chamber of Commerce as a digital work hub providing office space, IT infrastructure not currently available across Maleny (for example high-speed broadband and video-conferencing facilities) as well as community meeting space that is open and accessible via a booking process ensuring that the fabric of the building is protected.

See further development of this option in Appendix 3 – Internal Stakeholder Feedback.

- **A caretaker residence for the Precinct**

This option provides an ongoing presence and caretaker role for the house with opportunities to activate the grounds for heritage outcomes.

## 7 RECOMMENDATIONS

This report presents high level information and analysis for council's consideration of the future use of the State Heritage Listed property Fairview.

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.

Council needs to consider the outcomes it wishes to achieve from the property in the first instance to provide the direction needed in the selection of the use.

In summary, the options which are community focussed (options 1 to 3), with limited revenue/income opportunities, will require annual budget (heritage levy/other?) allocations and provide limited expectation of financial self-sufficiency.

If council desires this community focused outcome then this report recommends either option 2 or option 3.

In option 2, council takes the lead role in managing and activating the house for both heritage and broader community outcomes.

In option 3, the Friends group would take the lead. In initial stakeholder consultation with the friends group, this option closely aligns to their objectives. Further discussion would be required on the details of the lease agreement and responsibilities entailed.

The options which have commercial (revenue making) focus (options 4 and 5), will have limited community or heritage outcomes and are focused on financial sustainability.

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

This report recommends option 4 as the preferred option in this instance as it will offset a significant proportion of the recurrent expenditure on the property while providing an opportunity, albeit limited and dependent on the lease agreement conditions, to program activities that showcase the heritage values of the house and garden.

### ***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.

To note: under procurement legislation an exemption would require endorsement from council to avoid an open tender process for in relation to Option 3 in which a sole community group (the Friends of Pattermore House) would be invited to lease the council asset.

### ***Funding for community focussed options***

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

Viable revenue sources for Fairview include:

- Heritage Levy program, as appropriate, recommended by Sunshine Coast Heritage Reference Group, and endorsed by Council.
- Sustainable revenue stream or a mix of opportunities, to be developed over nominated five year timeframe.

- 
- Council grants program opportunities
  - National and state heritage grant funding rounds
  - Fundraising and sponsorship options to

***Governance models***

Dependent on the option for use selected specific governance arrangements will be required to implement and will take into account roles, responsibilities, accountabilities and reporting structures.

Whether the governance arrangements will need to change over the remaining project stages should also be considered.

***Implementation Strategy***

An Implementation strategy will be further developed upon identification of the preferred use option by council. Insufficient data is available to inform implementation at this stage, but will be developed and presented to council for consideration.

DRAFT

<b>Fairview: Comparison of usage options</b>					
<b>Success Criteria</b>	<b>Option 1 (interpretation as a heritage place/gallery )</b>	<b>Option 2 (Community meeting space)</b>	<b>Option 3 (Lease as heritage place to Friends of Pattemore House)</b>	<b>Option 4 (Lease: commercial use as a café, office, clubrooms other)</b>	<b>Option 5 (Sell the property)</b>
Is the option DEHP compliant?	Yes	Yes	Yes	Dependent on the use. A café will require approval and exemption process to proceed other use that do not impact on the fabric of the house may not require any more than advice to DEHP	Would require DEHP approval?  House only. Heritage value of farm land to be retained for heritage walk.
Does the option align with Sunshine Coast Planning Scheme (Maleny Precinct MP)?	Yes	Yes	Yes	Dependent on the use.	N/A however, new owner would align with scheme or proceed with MCU.
Does this option allow Fairview to be well used and freely accessible to the community?	Yes - as an attraction with tourism, commercial use and community use opportunities.	Yes - As a meeting/event space via a booking process - Development of interpretive displays and heritage focussed open days/events	Yes - As part of a lease agreement with the Friends of Pattemore as anchor Lessee.	Possibly –accessibility will be guided by the use (eg. Café over office) and the lease agreement eg. Garden may be used as “park”  Farm land will remain part of heritage walk	Limited to farm land only – as part of heritage walk
Does this option allow for ongoing community and user engagement?	Yes - Volunteer participation in garden and tour programs - Friends group to partner council in informing the conservation and heritage significance - Social enterprise opportunities in gardens and other areas	Yes - Volunteer participation in garden - Friends group to partner council in informing the conservation and heritage significance - Club rooms or similar ie regular meeting spaces	Yes As part of a lease agreement with the Friends of Pattemore as anchor Lessee – program of community events	Yes although dependent on use. User engagement high if - social enterprise model used to run a shop, café or similar - opportunity for r FOPH to fill research and project/program based role	No - Collection of stories, interpretation, research etc would only continue if Friend group remained active in the precinct. - Collection catalogued as part of Heritage Library

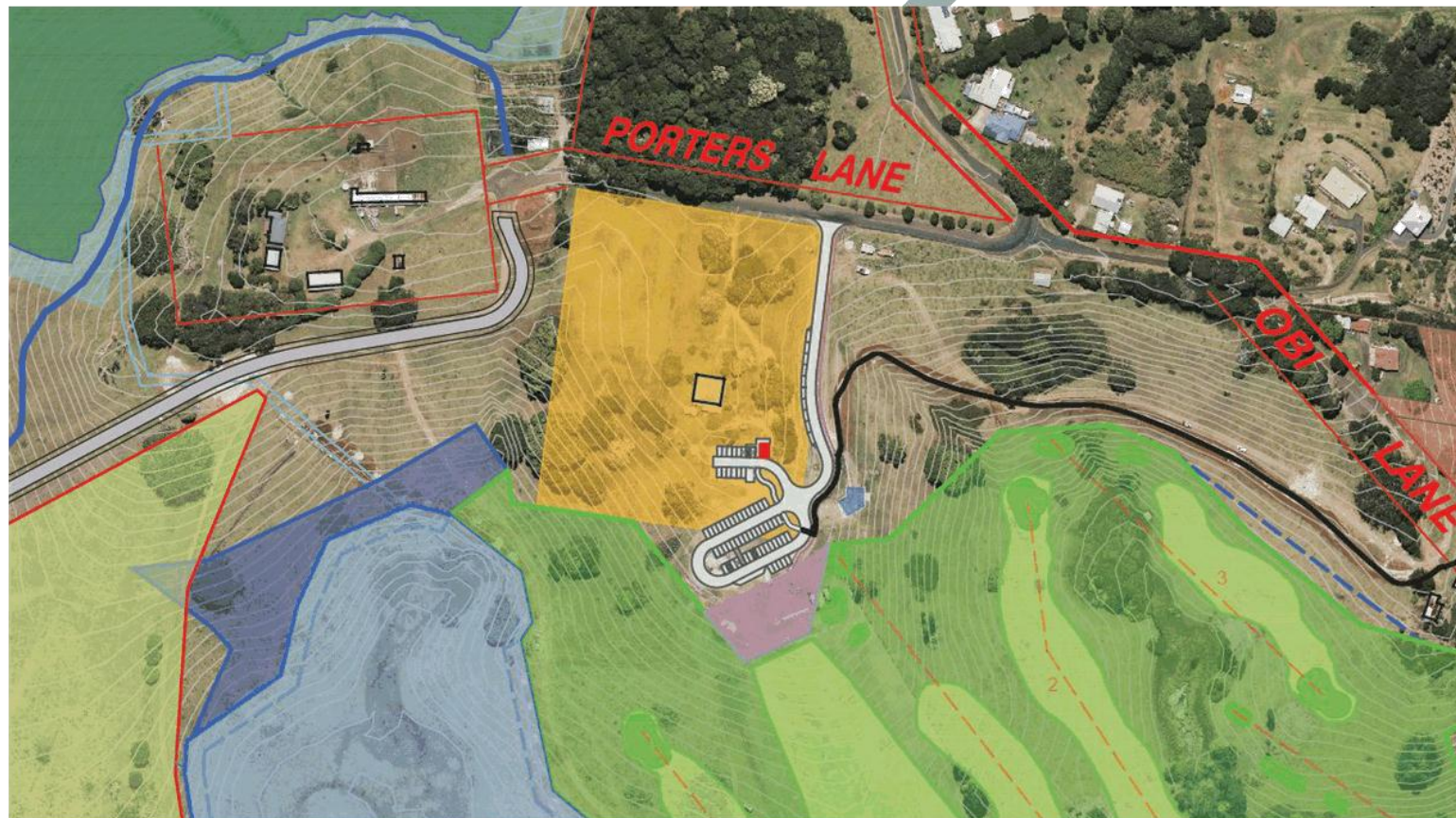
Success Criteria	Option 1 (interpretation as a heritage place/gallery )	Option 2 (Community meeting space)	Option 3 (Lease as heritage place to Friends of Pattemore House)	Option 4 (Lease: commercial use as a café, office, clubrooms other)	Option 5 (Sell the property)
Are Fairview's heritage values, interpretative, and conservation needs, in line with sustainable adaptive reuse parameters, retained in this option? (as outlined in the Fairview Management Plan)	Yes  Aligns with desired heritage outcomes described in DEHP endorsed Management plan.  (note the plan is for a five year period)	Yes  Aligns with desired heritage outcomes described in DEHP endorsed Management plan	Yes  Aligns with desired heritage outcomes described in DEHP endorsed Management plan	Limited however, sustainable reuse offers a cost neutral solution.	Qld Heritage Listing conditions would apply.
Are there opportunities to develop Cultural Heritage tourism within this option?	Yes Further investigation/research in relation to appetite is required. This use also provides preliminary thoughts around opportunities for economic benefits for Maleny	Limited as this is not the primary use described in the option.	Yes	Yes – again dependent on use. Café as social space servicing precinct Active engagement in precinct	NA
Can income streams be generated/accessed with this use?	Yes –however, further investigation /market research required to understand limitations and appetite  <b>Estimated:</b>	Yes - heritage levy - lease and hire fees  <b>Estimated:</b>	Limited for council - Heritage levy - Lease income  <b>Estimated:</b> \$20,250 (min. ie excluding grants)  To note: this option assumes that any revenue generated will go to the Friends (inc) as the anchor lessee to deliver heritage outcomes as agreed within lease.	Yes – aim for cost neutral.  This option will offset a significant proportion of the recurrent expenditure.	Market value \$750,000 - \$1.5 M (estimate)

Success Criteria	Option 1 (interpretation as a heritage place/gallery )	Option 2 (Community meeting space)	Option 3 (Lease as heritage place to Friends of Pattemore House)	Option 4 (Lease: commercial use as a café, office, clubrooms other)	Option 5 (Sell the property)
What are the costs, to establish and ongoing, for this option.	This is the most expensive option to establish and maintain.  <b>Estimated:</b> Establish: \$220,000 Ongoing: \$167,000	This option requires some fit out to ensure accessibility and then minimal ongoing running and maintenance costs. This option assumes the interpretive displays/events and programming, and garden establishment/maintenance is generously supported by the Friends/volunteer groups and that opportunities exist for these groups to develop fund raising streams.  <b>Estimated:</b> Establish \$70,000 Ongoing: \$40,000	This option requires some fit out to ensure accessibility and WPHS and some ongoing maintenance (inc. insurance) costs.  <b>Estimated:</b> Establish: \$70,000 Ongoing: \$ 30,000	This option requires some fit out to ensure accessibility and WPHS. Fit out to suit use (including approvals as required) would be responsibility of lessee. Normal lease arrangements in relation to outgoings would apply.  <b>Estimated:</b> Establish: \$70,000 Ongoing: \$10,000 (insurance)	Fees: Legal Subdivision (house only)
Other	Option 1 (interpretation as a heritage place/gallery )	Option 2 (Community meeting space)	Option 3 (Lease as heritage place to Friends of Pattemore House)	Option 4 (Lease: commercial use as a cafe)	Option 5 (Sell the property)
<b>Levy eligibility</b>	Yes	Yes	Limited, project based	Limited, project based	No
<b>Benefits</b>	Regional Heritage Facility Functional reuse Conservation of heritage values Heritage tourism outcome Community access and participation Social enterprise opportunity	Functional reuse Conservation of heritage values Community access and participation Social enterprise opportunity	Regional Heritage Facility Functional reuse Conservation of heritage values Heritage tourism outcome Community access and participation Social enterprise opportunity Saving in council staff costs for management	Functional reuse Conservation of heritage values Activation of MCP Lesser heritage tourism outcome Community access Social enterprise opportunity Compliments MCP offer Revenue stream - this option will offset a significant proportion of the recurrent expenditure.	Revenue No ongoing costs

Success Criteria	Option 1 (interpretation as a heritage place/gallery )	Option 2 (Community meeting space)	Option 3 (Lease as heritage place to Friends of Pattermore House)	Option 4 (Lease: commercial use as a café, office, clubrooms other)	Option 5 (Sell the property)
<b>Risks</b>	Limited revenue stream Ongoing need for levy/other council budget funds/resourcing Ability to attract visitation Availabilit of Friends to support activities and garden works.	Limited revenue stream Ongoing need for levy funds Missed heritage tourism opportunity Availaibility of Friends to support activities and garden work	Financial capacity to sustain Time poor support base Deterioration of fabric may ensue Reduced heritage tourism capacity Avialability to Friends group to lead and activate the hosue and do garden work	Loss of heritage values Commercial viability/interest DEHP approval required to alter fabric if required Viability of remote location	Loss of council ownership of state heritage listed place. Loss of key element in MCP Limited control of use Community angst over loss of heritage place
<b>Management Model</b>	Fairview Advisory Committee FOPH MOU SCC/FOPH partnership	Fairview Advisory Committee SCC Venue Policy model SCC/FOPH partnership	Lease Framework	Lease Framework	SCC Property Management Unit
<b>Assumption</b>	House tours, garden works provided by FOPH	Unmanned site	House tours, garden works provided by FOPH	Capacity to attract lessee	



*Maleny Community Precinct – State Heritage listed property in yellow  
(Fairview house is black square and amenities block in red)*



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**Appendix 1: Previous Council resolutions**

**Fairview Property management Plan  
Council Resolution (OM14/141)**

*That Council:*

- (a) receive and note the report titled "Fairview Property Management Plan"
- (b) 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
- (c) 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
- (d) adopt the naming of the place as "Fairview" (also known as Pattermore House) for marketing purposes
- (e) 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
- (f) 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 Pattemore House, the Maleny History Preservation and Restoration Society Incorporated and Maleny Golf Inc with regard to Pattemore House;**
- (l) **receive and note the Pattemore House Conservation Management Plan (Appendix C) to guide the conservation and restoration of Pattemore 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**

General Meeting 6 December 2007

Resolution (07/376)

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 Pattermore House community support group, inviting Pattermore 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**

22 November 2007

File No.: 18/33/001

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 Pattermore House be given notice to vacate the precinct by 28 February 2008; and
- d) the Maleny Historical Society be appointed as temporary caretaker for Pattermore House until the Pattermore House Study and the Maleny Precinct Plan has been completed.

PROCEDURAL MOTION (07/360)

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

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**Appendix 2: Internal stakeholder feedback on usage options**

Below is some extra commentary from internal stakeholders for consideration.

**Coordinator Open Space and Social Policy, Environment and Sustainability Policy**

- If it (the option) is to minimise Council financial cost – option four to lease as a commercial business could achieve a great outcome or if Council want to nurture and develop the community capacity leasing to a community based group would seem a better option.
- The option as a caretaker residence for the Precinct needs to be considered as an option.
- The location and access to Fairview by the Maleny community needs consideration in all the options presented.
- Community facilities should be well located within the community hub and close proximity to other services - Fairview does not seem to have accessibility attributes
- Existing capacity of community buildings needs assessment , there is limited growth in the Maleny district, what would the impact be on existing community managed facilities ?
- The proposed arrangement with FOPH could be an impediment to commercial operations and proceeding with formalising this arrangement should be held while Council determines preferred use
- Options Four needs to be open and flexible ( state govt heritage requirements will guide and protect the intent of the State protection). Maybe the garden and surrounds could be the community's focus.

**Manager Economic Development**

The report reads well in general. My suggestions are:

1. Maps/floor plans – it would be good from the start to mention where it is located and how close/far away it is from the town centre (and show a map) and also to have a floor plan of the house at the beginning so that uses can be considered with regards to existing and potential floor plan, and
2. Works – it would be useful right up front (after the 4 options are presented) for you to advise whether the house can be modified. You talk about it being heritage listed but there are many categories and many provisions. What is and isn't possible should be mentioned up-front in summary with the details in the appendices.

In terms of suggestions, I am wondering whether there is a chance to be quite innovative here and achieve multiple objectives? Specifically your options 2-4 that you outline in the paper.

Regional Development Australia Sunshine Coast (RDA) released a paper last year on Digital Work Hubs (follow this link: <http://www.digitalworkhub.com.au/the-project/>) which are essentially common office spaces/meeting rooms/ where business people who don't want/can't afford a "full office" or want to work in an environment where they share ideas etc., come to work together. I have noted since starting in the job that a number of Maleny residents have complained about the internet/broadband speeds in Maleny, with many having to go to town to do a video-conference, upload files etc. If the speed available at Fairview was of a sufficiently high quality (or could become of a sufficiently high quality) we may find that this is quite a unique location for a digital work-hub. It would kick a number of goals for Council:

1. Service the business community of Maleny (and surrounds)
2. Foster innovation and entrepreneurship outside of the main city centre
3. Create a dynamic location for visitors and business people to work
4. Complement a number of policies including the REDS, Digital Sunshine Coast Plan etc.

A digital work hub, would provide a service to the community (meeting spaces can be used by various groups); Fairview grounds could still be used for wedding photography etc.; and this type of use could provide a more dedicated activation of the area. Demand would need to be mapped and the IT/telephony/broadband would need to be checked

The Maleny Chamber of Commerce (or CCIQ) or another community group could manage the hub. Moreton Bay Regional Council launched their digital work hub in Redcliffe earlier this year, <https://www.moretonbay.qld.gov.au/redcliffehive/> .

Moreton Bay spent \$73,000 on full-set up, that is all the furniture, IT, TVs etc.

#### **Co-ordinator Industry Enablement**

A proposal to use as a Digital Work Hub (or coworking space) does have some merit, particularly if high speed internet is ensured.

There is an active IT cluster at Maleny. They would be a good group to assess the viability of your proposal.

For example, the Noosa Board Room opened their offices up earlier this year. Clients pay \$300 each for 24/7 access. Over nine months they have become fully subscribed.

#### **Coordinator Sport & Community Venues, Community Facilities and Planning**

Scenario 4 could add value to the precinct, although uncertain on the commercial viability of a business in this location. If a business was willing to take this risk though, it could be entertained. We would like some clarification on the term clubrooms, & also consideration would need to be given on what type of liquor licence would be considered for the space.

Short – medium term, the golf club's plans are to construct a clubhouse that facilitates meeting space, pro shop, storage and amenities. The golf club also have plans for a bar area, but unsure at this stage if they will be applying for a commercial or community liquor licence to service this.