

# Minutes Appendices

# **Ordinary Meeting**

Thursday, 24 August 2023

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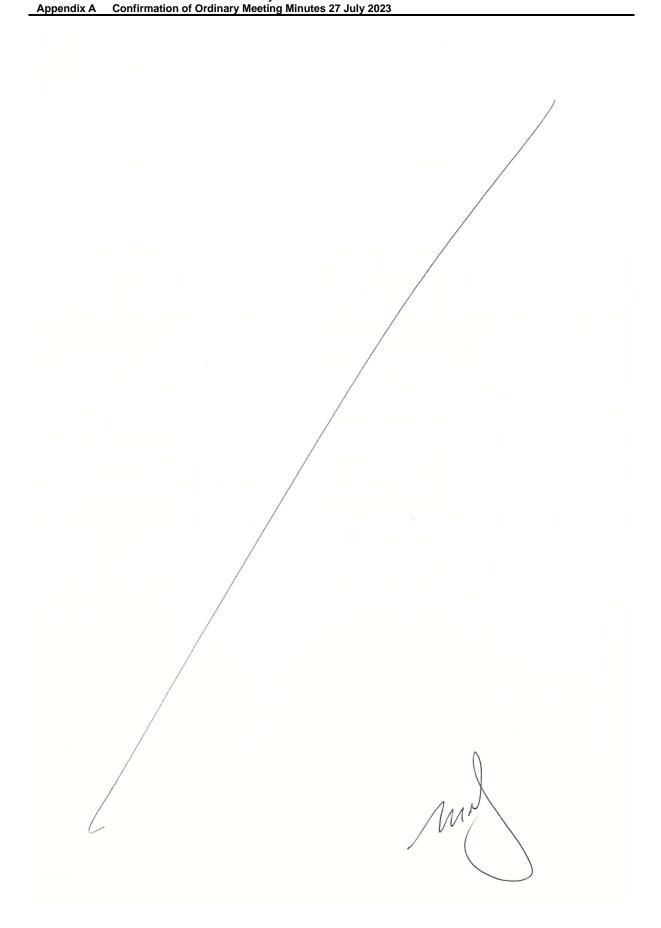


# Minutes

## **Ordinary Meeting**

Thursday, 27 July 2023

Sunshine Coast City Hall Chamber, 54 First Avenue, Maroochydore



27 JULY 2023

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## **ORDINARY MEETING MINUTES** 27 JULY 2023 8.7 JUNE 2023 FINANCIAL PERFORMANCE REPORT......15 8.8 **MOTIONS FOR THE 2023 LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND ANNUAL** CONFERENCE......16 8.9 **REVIEW OF THE CLASSIFICATION AND** MANAGEMENT OF COUNCIL INFORMATION ......17 9 NOTIFIED MOTIONS......18 10 TABLING OF PETITIONS......19 10.1 **PETITION - AGAINST LEASE OF IMAGE FLAT & DULONG QUARRIES .....19** 10.2 PETITIONS - HOUSING CRISIS REQUEST TO REVIEW TOWN PLAN IN RELATION TO TINY HOMES AND OTHER ACCOMODATION OPTIONS ......20 11 CONFIDENTIAL SESSION......21 **CONFIDENTIAL - NOT FOR PUBLIC RELEASE - LAND** ACQUISITIONS - MAROOCHYDORE ......22 12 NEXT MEETING ......24 MEETING CLOSURE ......24 13

Please Note: The resolutions as shown in italics throughout these minutes are the resolutions carried by the Council.



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27 JULY 2023

## 1 DECLARATION OF OPENING

The Chair declared the meeting open at 9:02am.

#### 2 WELCOME AND OPENING

Councillor D Law acknowledged the Traditional Custodians of the land on which the meeting took place.

Rajeev Nair from Sunshine Coast Malayalee Association read a prayer.

The Mayor acknowledged Korean Veterans Day.

The Mayor acknowledged the passing of former Maroochy Shire Council, Councillor Michael Hourigan.

## 3 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

#### COUNCILLORS

Councillor M Jamieson Mayor (Chair)

Councillor R Baberowski Division 1 (Deputy Mayor)

Councillor T Landsberg Division 2 Councillor P Cox Division 3 Councillor J Natoli Division 4 Councillor W Johnston Division 5 Councillor C Dickson Division 6 Councillor E Hungerford Division 7 Councillor J O'Pray Division 8 Councillor M Suarez Division 9 Councillor D Law Division 10

## **COUNCIL OFFICERS**

Chief Executive Officer

Group Executive Built Infrastructure

A/Group Executive Business Performance

Group Executive Customer and Planning Services

A/Group Executive Economic and Community Development

Group Executive Liveability and Natural Assets

A/Group Executive Civic Governance

Principal Development Planner

Program Director Urban Growth

Manager Strategic Planning

Team Leader Aquatic Facilities & Lifeguard Contracts

Community Connections & Partnerships Lead

Manager Environment and Sustainability Policy

Interim Coordinator Planning Scheme Amendments

Acting Manager Strategic Infrastructure Planning and Policy

Coordinator Financial Services

Coordinator Councillor Governance

Property Development Officer

Senior Transport Engineer

#### **APOLOGIES**

Group Executive Civic Governance

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Sunshine Coast Regional Council

27 JULY 2023

## 4 RECEIPT AND CONFIRMATION OF MINUTES

#### **Council Resolution**

Moved:

**Councillor P Cox** 

Seconded: Councillor R Baberowski

That the Minutes of the Special Meeting (Budget Adoption) and Ordinary Meeting

held on 22 June 2023 be received and confirmed.

Carried unanimously.

## 5 MAYORAL MINUTE

Nil.

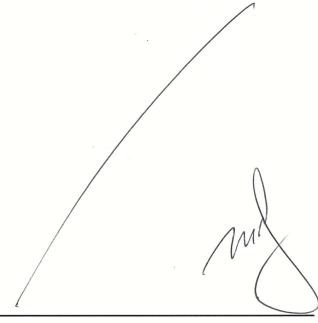
## 6 INFORMING OF CONFLICTS OF INTEREST

## 6.1 PRESCRIBED CONFLICTS OF INTEREST

Councillor J O'Pray notified Council of a Prescribed Conflict of Interest in relation to Item 8.2 Surf Life Saving Queensland – Sunshine Coast Council Lifeguard Service Plan 2023-2028.

## 6.2 DECLARABLE CONFLICTS OF INTEREST

Nil.



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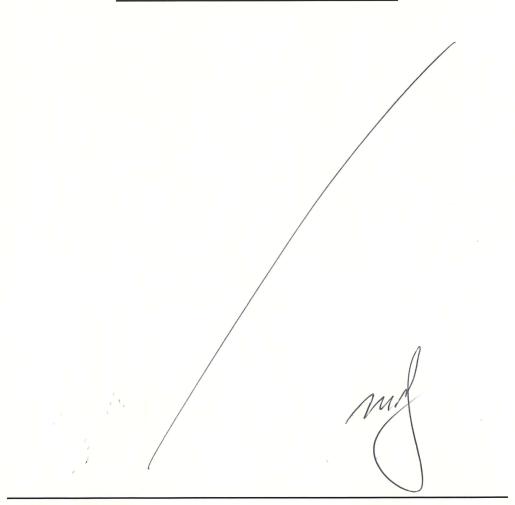
27 JULY 2023

- 7 PRESENTATIONS / COUNCILLOR REPORTS
- 7.1 PRESENTATION MOOLOOLABA FORESHORE NORTHERN
  PARKLAND WON AILA (QLD) LANDSCAPE ARCHITECTURE AWARD
  AND AILA (QLD) REGIONAL ACHIEVEMENT AWARD.

## **Council Resolution**

Moved: Councillor P Cox Seconded: Councillor J Natoli

That Council recognise the achievement of the Mooloolaba Foreshore Northern Parkland winning the Australian Institute of Landscape Architecture's QLD Landscape Architecture Award & the Regional Achievement Award.



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27 JULY 2023

## 7.2 PRESENTATION - CALOUNDRA CROWNED TOP TOURISM TOWN 2023 BY QUEENSLAND TOURISM INDUSTRY COUNCIL

## **Council Resolution**

Moved: Councillor T Landsberg Seconded: Councillor M Jamieson

That Council recognise that Caloundra has been awarded Queensland's "Top Tourism Town" of 2023 by the Queensland Tourism Industry Council.

Carried unanimously.



**Sunshine Coast Regional Council** 

27 JULY 2023

#### 8 REPORTS DIRECT TO COUNCIL

## 8.1 HOUSING AND HOMELESSNESS ACTION PLAN 2023

File No:

**Council Meetings** 

Authors:

Principal Development Planner
Customer & Planning Services Group
Team Leader Community Development
Economic & Community Development Group

Appendices:

App A - Housing and Homelessness Action Plan 2023

## Council Resolution (OM23/67)

Moved: Seconded: Councillor D Law
Councillor M Suarez

That Council:

- (a) receive and note the report titled "Housing and Homelessness Action Plan 2023"
- (b) endorse the Housing and Homelessness Action Plan 2023 (Appendix A) and
- (c) request the Chief Executive Officer to forward the Housing and Homelessness Action Plan to the relevant stakeholders, including the State and Federal Governments and update Council's website.

Carried unanimously.

## **Council Resolution**

Moved: Seconded: Councillor M Suarez
Councillor T Landsberg

That Council grant Councillor D Law an extension of time for five minutes to speak further to the motion.

Carried unanimously.

## **Council Resolution**

Moved: Seconded: Councillor W Johnston Councillor C Dickson

That Council grant Councillor J Natoli an extension of time for five minutes to speak further to the motion.

Carried unanimously.

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## 8.2 SURF LIFE SAVING QUEENSLAND - SUNSHINE COAST COUNCIL LIFEGUARD SERVICE PLAN 2023 - 2028

File No:

**Council Meetings** 

Authors:

Team Leader Sports Planning and Development Economic & Community Development Group

**Team Leader Aquatic Facilities** 

**Economic & Community Development Group** 

Appendices:

App A - Sunshine Coast Lifeguard Service Plan 2023-2028

## **NOTIFICATION OF INTEREST**

In accordance with s150EL(3)(b) of the *Local Government Act 2009* Councillor J O'Pray gave notice of a Prescribed Conflict of Interest in relation to Agenda Item 8.2 Surf Life Saving Queensland – Sunshine Coast Council Lifeguard Service Plan 2023-2028.

I, Councillor J O'Pray, notify that I have a Prescribed Conflict of Interest in Item 8.2 to be considered at the Ordinary Meeting on 27 July 2023 due to:

- being a Life Member of Maroochydore Surf Life Saving Club
- being a former Board Member and Junior Activities Chairman
- · previously holding significant positions in the Sunshine Coast Branch of SLSQ
- previously holding significant positions in greater SLSQ
- previously holding significant positions in Surf Life Saving Australia
- previously being a former paid casual employee (Lifeguard) for Maroochy Shire Council.

In accordance with s150EK(1) of the *Local Government Act 2009*, Councillor J O'Pray left the place at which the meeting was being held, including the area set aside for the public and stayed away while the matter was considered and voted on.

**Council Resolution** (OM23/68)

Moved: Seconded: Councillor T Landsberg Councillor E Hungerford

That Council:

- (a) receive and note the report titled "Surf Life Saving Queensland Sunshine Coast Council Lifeguard Service Plan 2023 2028"
- (b) endorse the Surf Life Saving Queensland Sunshine Coast Council Lifeguard Service Plan 2023-2028 (Appendix A) and
- (c) refer the recommendations within the "Surf Life Saving Queensland Sunshine Coast Council Lifeguard Service Plan 2023 - 2028" including budget increases, for consideration in the relevant annual budget processes.

Carried unanimously.

Councillor J O'Pray was absent for the discussion and vote on this motion.

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## 8.3 2023 SPORTS FIELD MAINTENANCE FUNDING PROGRAM

File No: Council Meetings

Author: Community Connections & Partnerships Lead

**Economic & Community Development Group** 

Appendices: App A - Sports Field Maintenance Funding Program

**Recommendations 2023** 

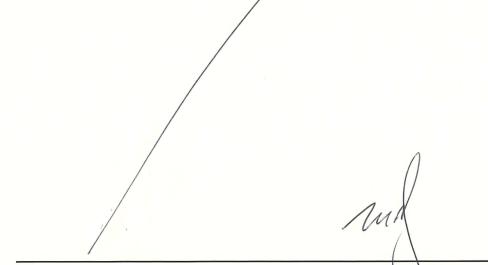
## Council Resolution (OM23/69)

Moved: Councillor J O'Pray Seconded: Councillor J Natoli

That Council:

- (a) receive and note the report titled "2023 Sports Field Maintenance Funding Program"
- (b) endorse the 2023 Sports Field Maintenance Funding Program Recommendations including three years of funding with annual CPI increases to be applied in 2024/25 and 2025/26 (Appendix A).

Carried unanimously.



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## 8.4 SUNSHINE COAST ECOLOGICAL PARK MASTER PLAN

File No: Council Meetings

Author: Acting Coordinator Open Space and Social Policy

Liveability & Natural Assets Group

Appendices: App A - Sunshine Coast Ecological Master Plan - Back to Nature

App B - Sunshine Coast Ecological Park Excellence Advisory

Panel - letter of support

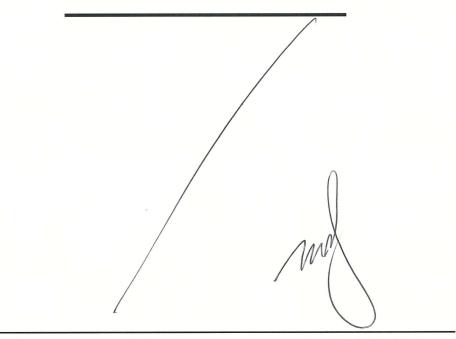
Attachments: Att 1 - Sunshine Coast Ecological Park Strategic Business Case

## Council Resolution (OM23/70)

Moved: Councillor W Johnston Seconded: Councillor M Suarez

That Council:

- (a) receive and note the report titled "Sunshine Coast Ecological Park Master Plan"
- (b) endorse the **Sunshine Coast Ecological Park Master Plan** (Appendix A)
- (c) note that the **Sunshine Coast Ecological Park Master Plan** will inform the development of staged implementation projects for consideration in future capital and operational budgets and applications for external funding opportunities and
- (d) receive and note the Sunshine Coast Ecological Park Excellence Advisory Panel Letter of Support (Appendix B).



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## 8.5 PROPOSED PLANNING SCHEME AMENDMENT - SITE SPECIFIC AND EDITORIAL MATTERS

File No:

**Council Meetings** 

Author:

**Interim Coordinator Planning Scheme Amendments** 

**Customer & Planning Services Group** 

Appendices:

App A - Explanatory Memorandum

App B - Amendment Instrument

Attachments:

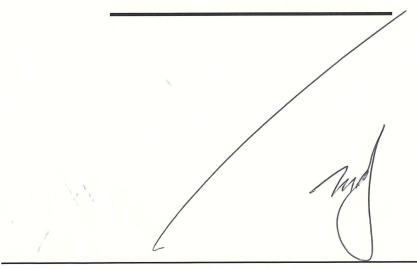
Att 1 - Consultation Report

## Council Resolution (OM23/71)

Moved: Seconded: Councillor C Dickson Councillor M Suarez

That Council:

- (a) receive and note the report titled "Proposed Planning Scheme Amendment Site Specific and Editorial Matters"
- (b) having considered all submissions received about the proposed Sunshine Coast Planning Scheme 2014 (Major Amendment) Site Specific and Editorial Matters, decide to proceed with the proposed planning scheme amendment, without changes (Appendix A and Appendix B)
- (c) delegate authority to the Chief Executive Officer to progress and finalise the proposed planning scheme amendment in accordance with the Planning Act 2016 and the Minister's Guidelines and Rules and
- (d) adopt the proposed Sunshine Coast Planning Scheme 2014 (Major Amendment) Site Specific and Editorial Matters, subject to receiving advice from the Planning Minister, that Council may proceed to adopt the amendment.



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#### 8.6 PROPOSED INTERIM LOCAL GOVERNMENT INFRASTRUCTURE PLAN AMENDMENT ADOPTION

File No:

**Council Meetings** 

Author:

**Acting Manager Strategic Infrastructure Planning and Policy** 

**Customer & Planning Services Group** 

Appendices:

App A - Amendment Instrument

App B - Explanatory Memorandum

Attachments:

Att 1 - Consultation Report

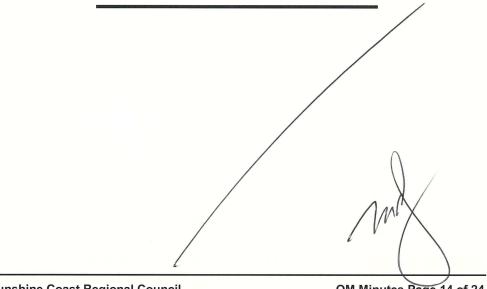
## **Council Resolution** (OM23/72)

Moved: Councillor E Hungerford Councillor C Dickson Seconded:

That Council:

- receive and note the report titled "Proposed Interim Local Government Infrastructure Plan Amendment Adoption" and
- having considered all submissions received in relation to the proposed Sunshine Coast Planning Scheme 2014 - Interim Local Government Infrastructure Plan Amendment, decide to:
  - (i) proceed with the proposed amendment, with changes
  - (ii) adopt the proposed amendment, as detailed in Appendix A and Appendix B and
  - delegate authority to the Chief Executive Officer to complete the process in (iii) accordance with the Minister's Guidelines and Rules 2020.

Carried unanimously.



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## 8.7 JUNE 2023 FINANCIAL PERFORMANCE REPORT

File No:

**Council Meetings** 

Author:

**Coordinator Financial Services** 

**Business Performance Group** 

Attachments:

Att 1 - June 2023 Financial Performance Report

Att 2 - Capital Grant Funded Project Report June 2023

## Council Resolution (OM23/73)

Moved:

Councillor E Hungerford

Seconded: Councillor J Natoli

That Council receive and note the report titled "June 2023 Financial Performance Report".



**Sunshine Coast Regional Council** 

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## 8.8 MOTIONS FOR THE 2023 LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND ANNUAL CONFERENCE

File No: Council Meetings

Author: Coordinator Councillor Governance

Civic Governance

Appendices: App A - Motion - Improved connectivity of State delivered active

transport routes to existing networks

App B - Motion - Option for councils to request market

valuations for rating strata titled properties

App C - Motion - More balanced approach to vegetation clearing for bushfire hazard reduction to consider biodiversity values

## Council Resolution (OM23/74)

Moved: Councillor D Law Seconded: Councillor M Suarez

That Council:

- (a) receive and note the report titled "Motions for the 2023 Local Government Association of Queensland Annual Conference" and
- (b) endorse the following motions for forwarding to the Local Government Association of Queensland for inclusion in the 2023 Annual Conference agenda:
  - (i) That Local Government Association of Queensland advocate to the State Government to ensure that the active transport pathways provided as part of the delivery of major roads projects are connected to nearby local networks and not left stranded at the extent of the road project (Appendix A)
  - (ii) That the Local Government Association of Queensland calls on the State Government to amend the Land Valuation Act 2010 to include the option for councils to request market valuations for the purpose of rating strata titled / community titled properties (Appendix B)
  - (iii) That the Local Government Association of Queensland calls on the State Government to review, in consultation with local governments, section 20A of Schedule 6 of the Planning Regulation 2017, with a view to provide a more balanced approach to circumstances where vegetation clearing is allowed for bushfire hazard reduction, to minimise biodiversity impacts associated with such clearing (Appendix C).

Carried unanimously.

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## 8.9 REVIEW OF THE CLASSIFICATION AND MANAGEMENT OF COUNCIL INFORMATION

File No: Council Meetings

Author: Coordinator Councillor Governance

Civic Governance

Appendices: App A - GWI - Information Classification and Management

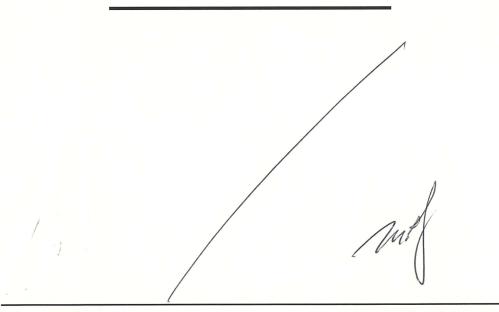
Review - Future State Report

## **Council Resolution (OM23/75)**

Moved: Councillor M Suarez Seconded: Councillor D Law

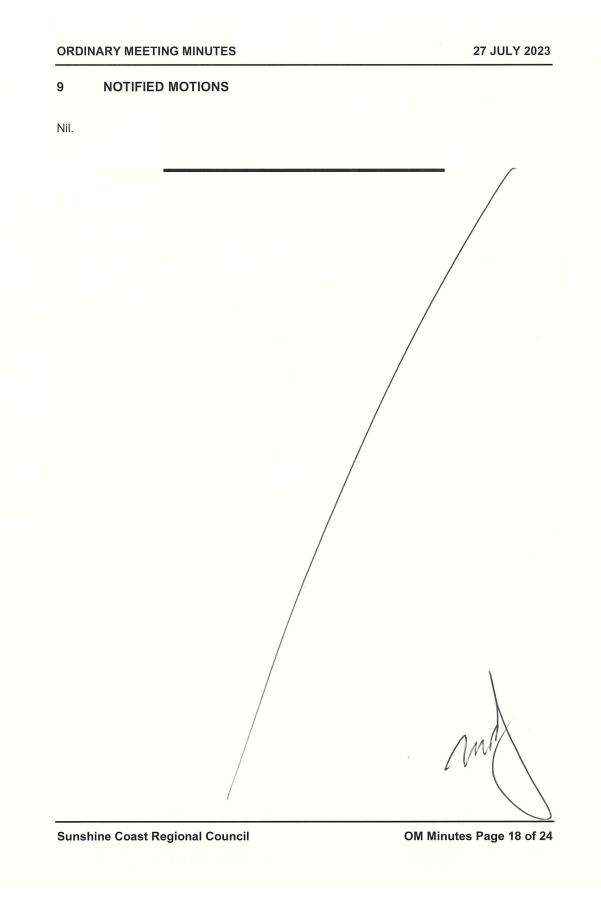
That Council:

- (a) receive and note the report titled "Review of the Classification and Management of Council Information"
- (b) endorse the recommendations outlined in the GWI Future State Report (Appendix A)
- (c) authorise the Chief Executive Officer to develop a detailed implementation plan with action items recorded and reported within Council's corporate reporting system by 30 November 2023 and
- (d) acknowledge the contribution made to the project by the project Steering Committee, in particular, the contribution made by Mr Matt O'Mara and Ms Danielle Wickman as the external Steering Committee members.



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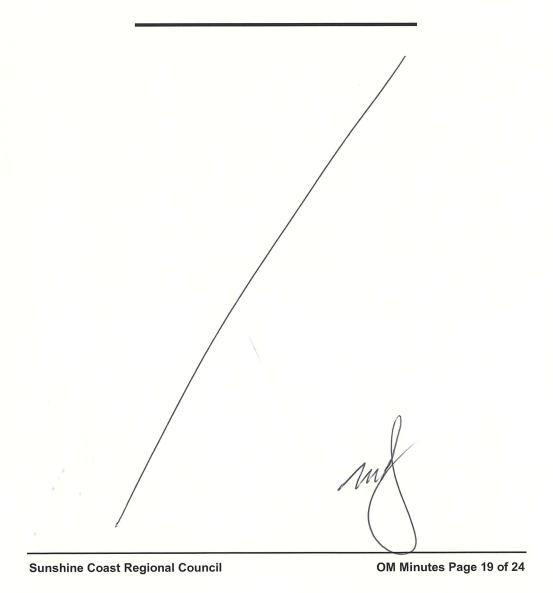
## 10 TABLING OF PETITIONS

## 10.1 PETITION - AGAINST LEASE OF IMAGE FLAT & DULONG QUARRIES

## Council Resolution (OM23/76)

Moved: Councillor D Law Seconded: Councillor W Johnston

That the petition tabled by Councillor D Law relating to the request to consider the petition against the lease of Image Flat Quarry and Dulong Quarry be received and referred to the Chief Executive Officer to determine appropriate action.



27 JULY 2023

## 10.2 PETITIONS - HOUSING CRISIS REQUEST TO REVIEW TOWN PLAN IN RELATION TO TINY HOMES AND OTHER ACCOMODATION OPTIONS

Council Resolution (OM23/77)

Moved: Councillor D Law Seconded: Councillor W Johnston

That the petitions tabled by Councillor D Law relating to the request to review the town plan to recognise caravans, buses and tiny homes during the housing crisis be received and referred to the Chief Executive Officer to determine appropriate action.



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## 11 CONFIDENTIAL SESSION

## **CLOSURE OF THE MEETING TO THE PUBLIC**

## **Council Resolution**

Moved: Councillor J O'Pray Seconded: Councillor R Baberowski

That the meeting be closed to the public pursuant to s254J(3)(h) of the Local Government Regulation 2012 to consider the following items:

11.1 Confidential - Not for Public Release - Land Acquisitions - Maroochydore

Carried unanimously.

## **RE-OPENING OF THE MEETING TO THE PUBLIC**

## **Council Resolution**

Moved: Seconded: Councillor J Natoli Councillor C Dickson

That the meeting be re-opened to the public.

Carried unanimously.

Councillor W Johnston was absent for the vote on this motion.

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## 11.1 CONFIDENTIAL - NOT FOR PUBLIC RELEASE - LAND ACQUISITIONS - MAROOCHYDORE

File No: F19/00088

Authors: Head of Strategic Property

Business Performance Group Coordinator Transport Network Customer & Planning Services Group

In preparing this report, the Chief Executive Officer recommends it be considered confidential in accordance with Section 254J(3) (h) of the Local Government Regulation 2012 as it contains information relating to negotiations relating to the taking of land by the local government under the Acquisition of Land Act 1967 (Qld) (the Act).

This report is confidential in respect to the content and timeframes of negotiations with land owners and recognising that, until a voluntary acquisition is settled or a compulsory land acquisition is gazetted, the acquisition has no certainty.

Public disclosure at this time would potentially impact adversely on the negotiation process and Council's ability to secure the land parcels at market value. Further, it would potentially impact the compulsory land acquisition process under the Act by prematurely releasing sensitive planning information that is still subject to change instead of as part of the resumption process under the Act, which formally commences with the serving of a Notice of Intention to Resume and associated background information, current at that time, to affected land owners.

## Council Resolution (OM23/78)

Moved: Councillor J Natoli Seconded: Councillor J O'Pray

That Council:

- (a) delegate to the Chief Executive Officer authority to commence the process under the Acquisition of Land Act 1967 to acquire the following land:
  - Lots 0, 2, 3, 7 on BUP4047 for road purposes and purpose incidental to the purpose of road
  - ii. Lots 143, 144, 145, 146, 147, 148, 354, 355 on RP122591 for road purposes and purpose incidental to the purpose of road
  - iii. Lots 149 & 150 on RP112102 for road purposes and purpose incidental to the purpose of road
  - iv. Lots 170 & 171 on RP100176 for road purposes and purpose incidental to the purpose of road
  - Lot 168 on RP115880 for road purposes and purpose incidental to the purpose of road
  - vi. Lot 166 on RP100176 for road purposes and purpose incidental to the purpose of road
  - vii. approximately 80m² from Lot 40 on RP92943

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- (b) note that if there is an objection to a Notice of Intention to Resume (NIR), a report on the objection will be presented to Council for it to consider and decide whether Council should amend the Notice of Intention to Resume, discontinue the resumption or make an application to the Minister to take the land under section 9 of the Acquisition of Land Act 1967
- (c) if no objections are received, delegates authority to the Chief Executive Officer to make an application to the Minister for Resources to take the land under section 9 of the Acquisition of Land Act 1967 and
- (d) delegate authority to the Chief Executive Officer to settle claims for compensation if the land is compulsorily acquired.

Carried unanimously.

Councillor W Johnston was absent for the vote on this motion.

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## 12 NEXT MEETING

The next Ordinary Meeting will be held on 24 August 2023 in the Sunshine Coast City Hall Chamber, 54 First Avenue, Maroochydore

## 13 MEETING CLOSURE

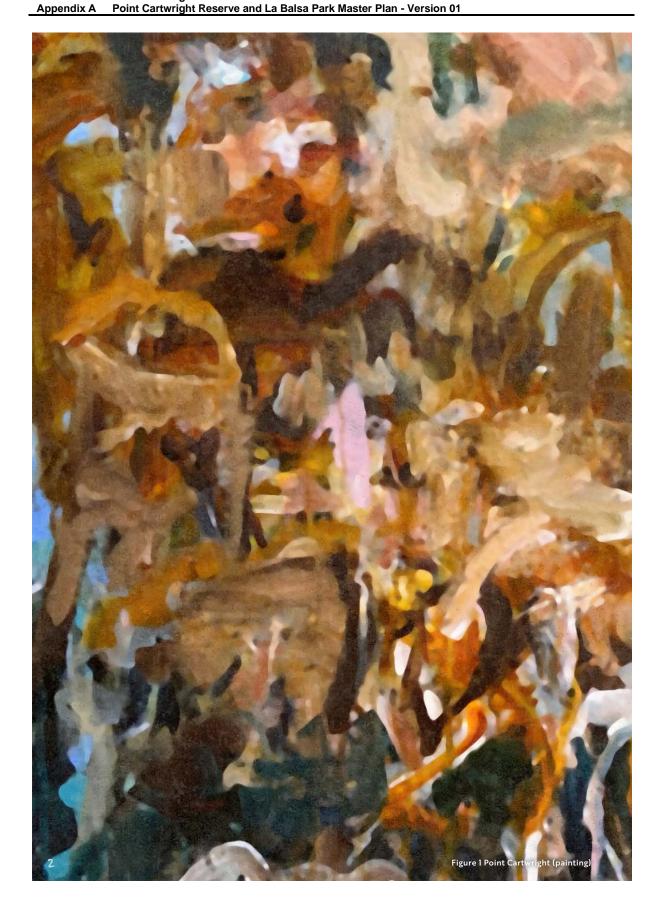
The meeting closed at 2:39pm.

Confirmed 24 August 2023.

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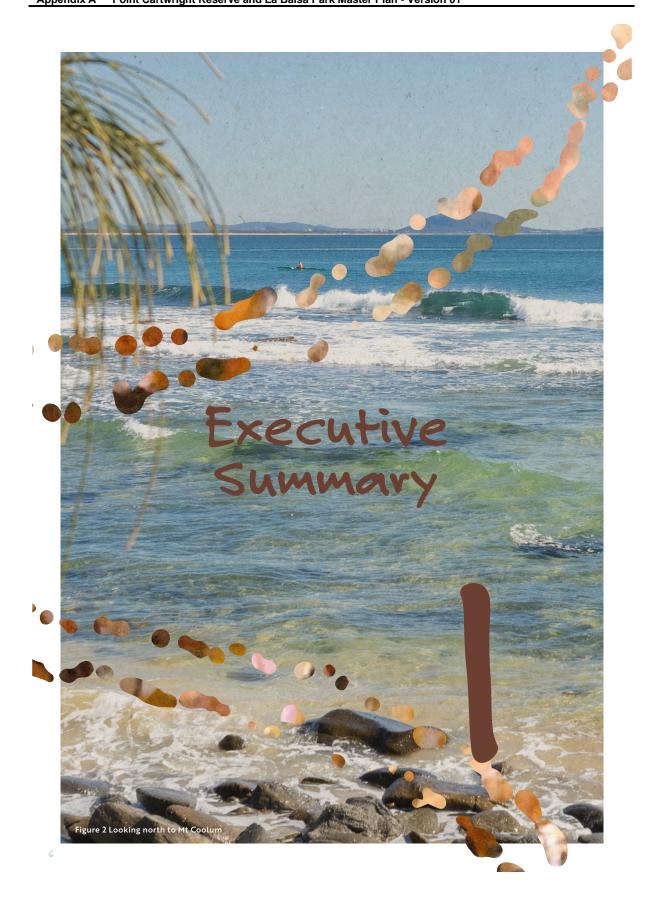


# Acknowledgment of Country

Sunshine Coast Regional Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community. Council is committed to ongoing communications and consultation with the Traditional Owners and the broader Aboriginal and Torres Strait Islander community of the Sunshine Coast in the implementation of the plan.



1	Executive Summary
2	Introduction
3	Site Context
4	Planning Context
5	The Community
6	Place Assessment
7	Community Engagement
8	The Master Plan
9	Implementation and Funding
10	Attribution, Glossary & Bibliography



## **Master Plan Vision**

Resting where the Mooloolah River meets the sea, this ancient, much-loved place, has profound beauty, precious cultural heritage and important ecology.

The Point Cartwright Reserve and La Balsa Park 2041 Master Plan looks to the past, present and future with deep respect for place, and strives to reflect a coherent vision of the hopes, dreams and aspirations of a diverse community.

Unanimous agreement about the future is not the goal of the Master Plan.

Rather it strives to create balance and blending of views to responsibly manage change for the enduring benefit of the place and community.

## **Executive Summary**

Point Cartwright Reserve and La Balsa Park are much loved and used areas with significant environmental, recreational, and cultural heritage values

Located within the small coastal neighbourhood of Buddina, the area is defined by the Pacific Ocean to the north and east, Warana to the south, Minyama to the west, and the Mooloolah River to the west and north.

In 2021, Council initiated a master plan process to guide the future use and management of this coastal area, balancing the needs of users and the environment, for all the community to enjoy.

## **Key challenges**

An extensive Site Analysis and Place Assessment brought to light the following key challenges.

#### **Place Character**

- Infrastructure and park embellishments have been added in an ad-hoc manner over time resulting in an array of design characters and quality. This has diluted the unique qualities of the site resulting in weak and inconsistent place character.
- Unrecognised and under-appreciated cultural heritage sites have resulted in damage to attributes and missed opportunities to engender community pride and enjoyment of the parkland.

#### **Environment and Ecology**

- A lack of understanding of high value ecological areas has resulted in degradation through inappropriate access and vandalism.
- Turtle hatching areas are negatively impacted by car headlights, and public and private building lights.
- Fauna habitat including that of shore birds, is adversely impacted by uncontrolled dog use and poor collection and disposal of dog faeces.

## **Getting to and Around**

- Paths throughout the parkland are used by walkers, runners, motorised and no-motorised cyclists, skateboarders and scooter riders. At times respectful and safe sharing of paths are not observed resulting in conflicts between users.
- There are substantial opportunities to improve equitable access throughout the parkland and surrounding streets.
- High pedestrian use areas around the Harbour Parade off-street boat trailer and carpark, Gulia Street and the Pacific Boulevard off-street carpark, do not prioritise pedestrians.
- Visitors beyond walking and cycling distance are dependent on car use and car parking as there are no other alternatives to getting to the parkland.



#### **Relaxation and Enjoyment**

- Park visitation is on the increase due to population growth, putting pressure on the type and suitability of existing infrastructure.
- Some existing infrastructure is outdated and in need of renewal.
- Some existing embellishments and infrastructure have been located in an ad-hoc manner and do not enrich relaxation and enjoyment of the parkland.
- **Climate Resilience**
- The southern parkland currently experiences flooding and is vulnerable to increased flooding in the future due to sea level rise and storm surges.
- The existing seawall in the southern parkland is nearing the end of its design life and will require replacement.
- The Buddina Beach dunes are vulnerable to erosion caused by sea level rise and storm surges and will require ongoing maintenance.
- Buddina currently experiences the impacts of heat island effect due to lack of shade.
- **Management and Maintenance**
- Dog management and responsible dog ownership: non-compliance in dog off-leash and on-leash areas and lack of collection and disposal of dog faeces, has led to degradation of flora and fauna habitat, cultural heritage sites and for some parkland users, personal health, safety and comfort.
- Planning, design and management: the absence of a current long-term Master Plan encompassing both Point Cartwright Reserve and La Balsa Park, has made good planning, design and management and the ability to achieve appropriate funding, difficult for Councils various asset owners. In addition, a process for maintenance coordination and collaboration between Councils various asset owners is not clear resulting in ad-hoc decision making.

- Marine recreation access and management: pressure on boat trailer parking has led to noncompliant parking at peak times and requires the boat trailer carpark to be upgraded.
- Waterway issues and management: conflict between divers and snorkellers, and boat users has resulted in an unsafe environment and requires further education and management.

## **Executive Summary**

#### **Development of the Master Plan**

The Sunshine Coast Design Strategy, alongside councils broader strategic directions, has been applied throughout the design process and underpins the Master Plan.

Findings from the Place Assessment formed a clear understanding of the parklands and distiled the key challenges to be addressed. Alongside this assessment, community and stakeholder engagement took place.

The purpose of phase 1 engagement was to understand the vision and values for the project area. While there was divergent community opinion about dog access, feedback collected clearly demonstrated that the community loves the parklands and generally wants the area to remain the same.

The following themes embody the community's values:

- Preserve and enhance the sites natural environmental values and scenic amenity
- Improve awareness Provide education and awareness of the rich history of the site, the environmental values, and the significance

of the land for Kabi Kabi People

- Social and recreational Maintain social connections, exercise opportunities and pet friendly activities
- Create an inclusive place for people of all ages and abilities to enjoy

These values were used to guide the design response through a series of targeted strategies including:

- Manage park use
- · Enrich the place experience
- · Prioritise places for people
- · Embed enduring sustainability
- · Advance healing and caring for Country

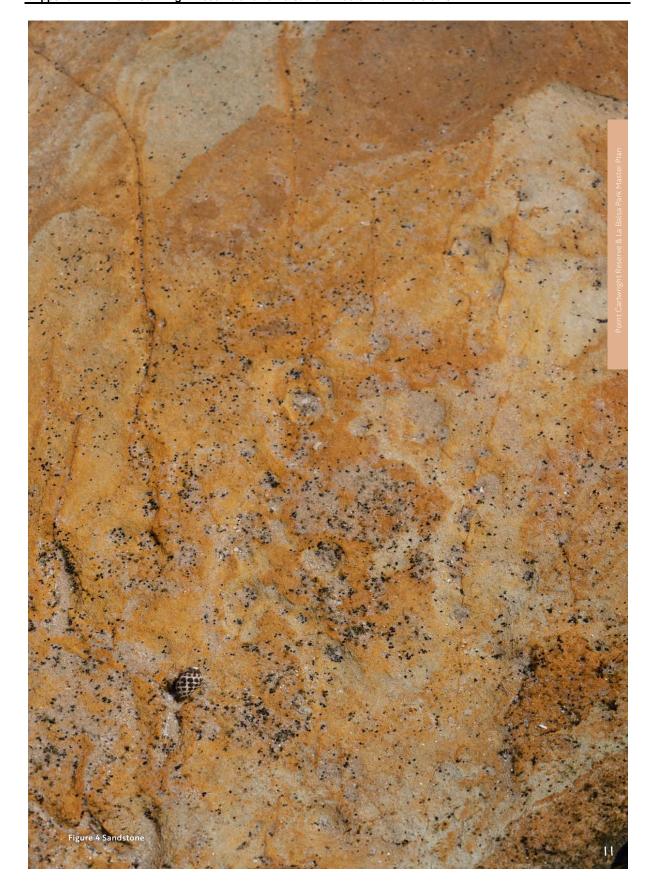
The Master Plan strategies link cultural and environmental custodianship and climate-responsive design with social benefits to service the community's vision and values for the site.

The Master Plan design does not look to make substantial or vast changes that will alter the existing character and amenity of the place. The plan proposes sensitive, subtle, and achievable change for the purpose of improved management and protection.

The Master Plan is complimented by guidance on staging, implementation, funding and includes an Action

The Action Plan synthesises the strategies into a series of detailed, prioritised actions to deliver the Master Plans activities and built outcomes.

The Point Cartwright Reserve and La Balsa Park Master Plan envisions a 15 to 20 year process that can begin immediately.



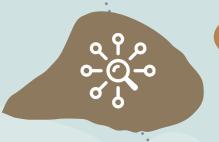
## **Executive Summary**

### **The Master Plan process**

Good design depends on a good process.

Design is a complex and iterative process involving: responding to strategic plans and directions, collaboration with community and stakeholders, robust research and analysis, exploration of possibilities and testing scenarios, and developing a plan for how the design will be implemented.





#### **Sunshine Coast Design Principles**

- 1. Work with the local climate
- 2. Create places that respect and incorporate landscape
- 3. Bring our cultures, arts and heritage to life
- 4. Capture and frame views and create vistas
- 5. Strengthen and extend a network of green corridors
- 6. Be inspired by the natural and built environment
- 7. Create shady streets that put people first
- 8. Create welcoming places that can be enjoyed by everyone
- 9. Design places to be resilient and ready for change
- 10. Create and add value

### **Place Assessment**

- Site analysis
- · Place character
- Environment and ecology
- · Getting to and around
- · Relaxation and enjoyment
- · Climate change and adaptation
- · Management and maintenance

12

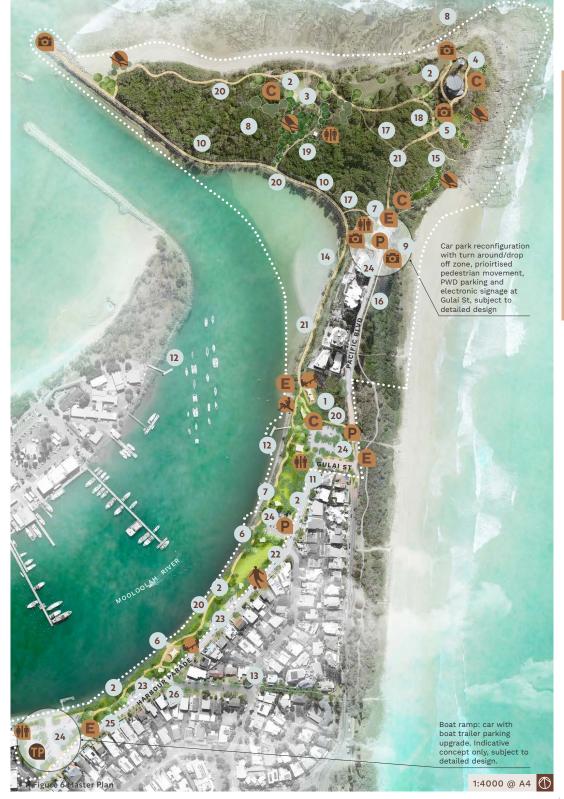
## **Executive Summary**

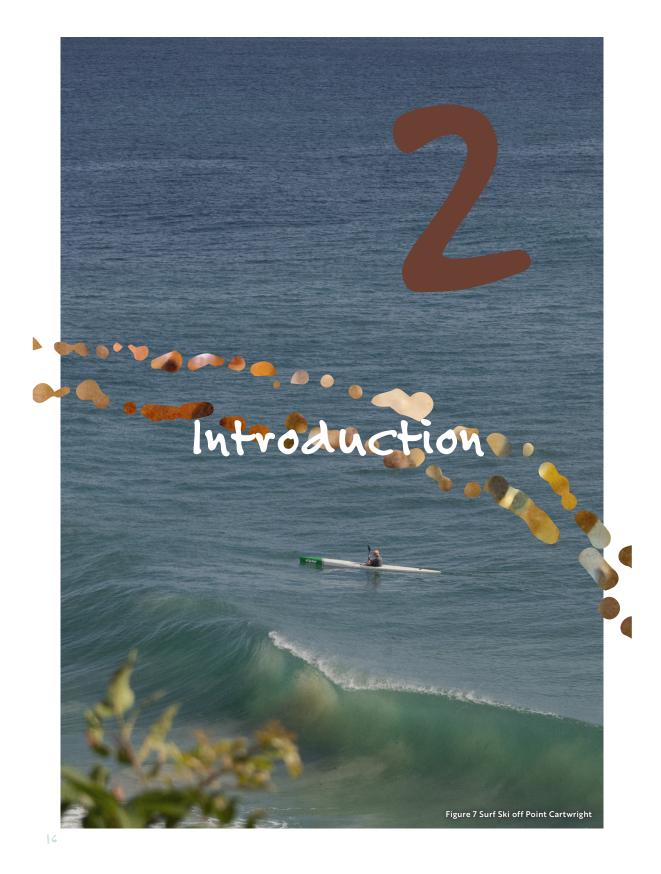
#### The Master Plan

- Site boundary
- Entry/threshold treatment
- Cultural/ecological interpretation opportunity
- Exercise equipment
- Kick-around space
- Playground
- Revegetated area
- Lookout
- Toilets
- Parking
- Trailer Parking
- New Tree
- Revegetation Type 1
- Revegetation Type 2
- Revegetation Type 3 (low planting)
- Natural play area
- Informal shaded picnic zone
- Yarning circle, timber deck
- Terraced/seating timber deck

- 5 Paragliding launch/viewing lawn
- Decking over retaining
- Outdoor shower and stair access
- 8 Cultural heritage protection
- Turtle habitat protection (timber louvre and vegetation screening)
- 10 (barriers and planting)
- 11 Potential Bus Loop Stop
- Potential ferry 12 landing
- New shade tree planting 13 and pedestrian link
- Ramp access and terraced revetment wall
- 15 Formalised beach access track
- 16 Existing Coastal Pathway
- 17 1.2m wide nature walk
- 18 1.8m wide connector path
- 2m wide nature walk
- 20 3m wide Coastal Pathway
- 21 Coastal Pathway
- 22 Existing parallel parking to remain
- 23 45 Degree angle on-street parking
- Proposed reconfiguration of off-street car parking 24
- Overflow car with boat trailer 25
- Proposed reduction of street 26 corners to low speed radius

14





This Master Plan Report is a document providing a strategic framework to guide the sustainable use, improvement, maintenance and management of public land. The plan provides strategies and identifies important actions to achieve what is envisioned for the project area. These strategies and actions are guided by direction from Council plans and policies, research, expert investigations and advice, and engagement with the community, to identify an approach to sustainable future use and management of the site. A Master Plan Report also serves to consolidate information about a site and its users.

Together, this information informs the design of the Master Plan for the project area. The Master Plan is a comprehensive long-term plan illustrating an integrated approach and design direction for a site.

The Master Plan Report describes an agreed vision and provides strategic and operational direction for the improvement and management of a site for a defined period. It provides certainty for the community, community organisations, State Government agencies, utility providers and Council about what change is expected and how to manage change sustainably.

Point Cartwright Reserve and La Balsa Park currently experience a number of challenges in how the spaces are used and managed.

In public spaces, it is not uncommon to experience conflict when people disagree on how spaces should be shared and used and when people use spaces in a way that threaten or damage the community's values such as – lifestyle, health and wellbeing, protection of history and culture, and protection of the natural

As the population grows, public spaces are increasingly valuable because they provide free spaces for people to come and decompress from their stressful daily routines at home and work, either by connecting with nature, relaxing or being physically active. When public spaces are not planned, designed and managed well, they struggle to sustainably meet the recreation needs of the community, and celebrate and care for the place appropriately.

A Master Plan is needed to help balance the interests of all users of the project area including the local community, residents, businesses, visitors and asset owners responsible for caring for the site.





Figure 8
Car parking within dedicated open space



Figure 10 Degraded vegetation due to human impacts

## **Purpose of the Master Plan**

The purpose of the Master Plan is to guide the future use and management of this coastal area.

It will not be possible to meet everyone's desires for how the space is used. This strategy seeks balance for the mutual long-term benefit of place and people.

### The Master Plan's scope and process

The scope of this Master Plan is to guide the future use and management of Point Cartwright Reserve and La Balsa Park until 2041 with a proposed review every five years.

A range of engagement activities were programmed over two key stages to gain stakeholder and community feedback to assist in setting the strategies identified in this Plan.

The methodology for developing this Master Plan is illustrated below:

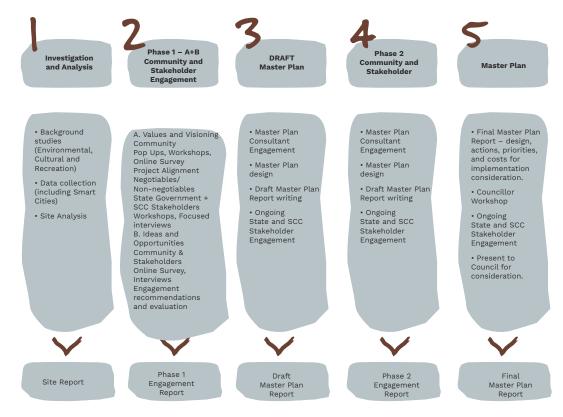


Figure 11 Master plan methodology



## **Historical Context**

### Kabi Kabi Cultural and **Archaeological Context**

Point Cartwright Reserve and La Balsa Park from the Maroochy River through the project area to Caloundra and many more connected grounds. It is likely that both Sippy Creek and the Mooloolah River were traditional pathways.

Within a regional context, numerous landscape features in Kabi Kabi Country have stories and cultural significance attached to them the Maroochy River, and Mudjimba Island to the north and north-west are all important ancestors and all are inextricably linked to the Mooloolah River and its Creation ancestor,

in the coastal and sub coastal zones along waterways and their associated ecotones a large range of floral resources utilised for both food and the construction of housing and the project area were dominated by 'Eugarie' also known as Pipi (Donax deltoides) indicating ultilisation of the ocean beach environment. In addition, the area contained substantial stone artefact assemblages comprised of grinding and pounding implements and a flaked tool



Sandstone cliff face

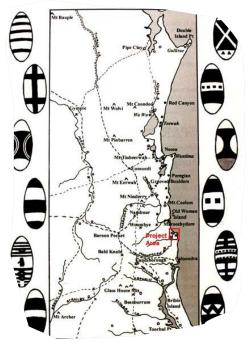


Figure 14 Map Robin Wells

Earliest assessments of the project area relate to Jackson (1939) who investigated a series of middens in the sandhills behind the beach immediately south of Point Cartwright extending to the north of Caloundra.

In addition to these middens Jackson was also shown another series of extensive middens on the banks of the Mooloolah River, 'sometimes rising in the bank to a height of 7ft above the river' (Jackson 1939:291) and composed entirely of oyster shells.

Also noted during Jackson's inspections of Point Cartwright was the presence of extensive rock engravings on the sandstone terraces off the shoreline at the base of the cliff. These, along with others at Moffat and Wickham Heads, were in the process of active erosion at the time and are now sadly absent. Specifically noted were emu, kangaroo and dingo footprints amidst many smaller bird prints, at least one human footprint and "other markings of an indefinite character" (Jackson, 1939:293). While now gone, this record is extremely noteworthy since rock art and in particular rock engravings are rare in southeast Oueensland.

Several culturally significant sites are recorded within the project area on the Cultural Heritage Database and Register including shell middens, engravings, a fish trap, stone feature and several Aboriginal Intangible Place's. An Aboriginal 'Intangible Place' refers to locations that hold significant cultural heritage values related to the existence of traditional creation stories, song or story lines or places associated with restricted knowledge related to specific rites, customs or ceremony. They are places associated with traditional knowledge and cultural expressions, held collectively by Aboriginal people or a particular group of Aboriginal people, and passed down across generations with or without adaptations and evolutions in nature or practice as elements of a living culture.

Although the project area has undergone extreme change, the Kabi Kabi People have primary lore, customary and cultural rights, and obligations to their "Country", the management of "Country" and significant cultural values within it. Caring for Country is a traditional responsibility for them. Likewise, maintaining connection to spiritually significant places continue to be important for the Kabi Kabi People, and the study area is part of a culturally significant landscape.

## Figure 15

### **Statement of Cultural Significance**

During the Cultural Heritage Assessment, Kabi Kabi representatives offered the following as a statement of the Cultural Significance of the project area:

The project area has complex and multiple layers of cultural significance related to both residential and special use functions. Both the Mooloolah River and Point Cartwright are saturated with the essence of Kabi Kabi creation stories and the creation ancestors.

The Point Cartwright landform is of prime cultural importance in terms of ceremonial significance, being a place that could sponsor special festivities like the annual mullet and tailor runs and Pandanus festivals.

The project area is an environmental setting that provides ready access to a wide and rich range of resources, and the size, density and distribution of archaeological sites is tangible proof of the scale and intensity of these activities. This same resource diversity also supported a more mundane but no less important, daily lifestyle. Fish traps, middens, rock art, stone artefacts and quarry sites exist side by side with sites of intangible value and the whole is connected to other areas of Kabi Kabi country by traditional pathways, some of which aided and abetted the destruction of the traditional lifeway of Kabi Kabi People.

For too long we have been disconnected and we look forward to again having a deterministic voice as the Point Cartwright area continues to evolve.

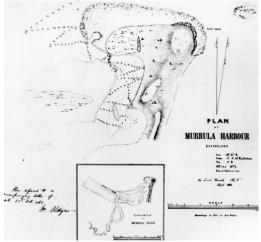
### Post European settlement

European settlement of the area dates back to the 1850's. Timber was the most viable and easily accessible natural resource for the new settlers as Queensland had a seemingly unlimited supply of Cedar, Maple, Mahogany, Walnut and Silky Oak, together with excellent general



Rocky foreshore

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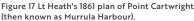




Figure 18 Aerial photo of the study area May 1st, 1958, QAP0747038 (QImagery 2022).

### Post European settlement

European settlement of the area dates back to the 1850's. Timber was the most viable and easily accessible natural resource for the new settlers as Queensland had a seemingly unlimited supply of Cedar, Maple, Mahogany, Walnut and Silky Oak, together with excellent general utility pine including Hoop, Bunya and Kauri pine.

Timber getters were often the first non-indigenous people to enter a region with exploration frequently prompted by a desire to find timber. Consequently, they entered areas where there were no roads beyond Aboriginal pathways. Rivers were the most efficient means of transporting timber, hence, timber cutting started in coastal areas near rivers with cutters only moving inland as reserves of timber became depleted.

The Maroochy area had the reputation of having the finest timber in the colony and was a particularly valuable source of timber and became a focal point for initial activity. However, the Maroochy River had a treacherous, shifting bar and the process of floating logs down the river to the open sea for gathering into rafts and towage to the Port of Brisbane for milling, was fraught with danger to workers and resulted in heavy losses of product (Heap, 1965).

In 1861, Naval Lieutenant, George Heath was commissioned by the Government to report on the state of the Maroochy River and investigate prospects for the establishment of a safe harbour.

Heath found "a very snug, perfectly land locked little harbour just inside Point Raper" inside the Murrula River (Heath 1861). Point Raper then being the name for Point Cartwright.

The first plan of Point Cartwright, shown in figure 18, was drawn in 1861 by Lieutenant Heath and shows the project area before any development. Notable features are the eastern embayment (fish trap), saddle area and lagoon and the influence of channel infilling from sand blow deposits from Buddina Beach to the Mooloolah River. The earliest aerial photographs date from 1958 and show a diminished lagoon and vegetation, and a track from Half Moon Bay to the northern foreshore. Significant change occurred over the next 10 years as illustrated in figure 20. The image shows that the east and west breakwater walls have been constructed at the river entrance and sand dredging has taken place to widen and deepen the channel. On land, a large quantity of sand has been extracted from the saddle area, removing vegetation and impacting the lagoon. The sand has been placed behind the east breakwater, infilling the natural embayment and extending the land mass to reclaim the rocky shoreline.

To the south of the spit, canal estates are under construction, filling and modifying natural wetlands and levelling sand dunes. A road extending to Point Cartwright headland is evident as is land clearing on the site where apartment buildings now stand.



Figure 19 Aerial photo from May 27th, 1971, QAP2230009 (QImagery 2022)



Figure 20 Aerial photo December 22, 2005, QAP6180009 (QImagery 2022)

Figure 21 shows that five car parks have been inserted into La Balsa Park between 1984-2005. A reservoir has also been constructed on the most elevated area of the headland and network of pathways through the remnant vegetation and along the eastern cliff top. The sand extraction area is now a grassed open space as is La Balsa Park.

In 1987 destruction of a large midden associated with dredging works on the original bank of the Mooloolah River occurred. This was associated with construction of the marine precinct of the Sunshine Coast Water Police and a mooring facility.

The point has been a beacon to shipping since 1978 when the 32m pentagonal lighthouse replaced use of the Caloundra Lighthouse.

La Balsa Park obtained its current name from the famous 1970's La Balsa expedition in which a raft made of balsa logs carrying four men and a cat, travelled from Guayaquil, Ecuador to the Sunshine Coast. The La Balsa expedition was undertaken to show that it was possible for contact to have occurred between pre-Columbian South American cultures and those of the Pacific Region.



Figure 21 Looking east to Mooloolaba



Figure 22 The La Balsa Voyage arrival



Item 8.1

## **Regional Context**

Located in South East Queensland, about 100 kilometers north of the Brisbane CBD, the Sunshine Coast Regional Council area is bounded by the Gympie Regional Council area in the north-west, Noosa Shire in the north-east, the Pacific Ocean in the east, the Moreton Bay Regional Council area in the south, and the Somerset Regional Council area in the south-west.

The current population is 356,059 across 2,291 sq.km. The population density 155.4 pp/sq.km.

The Sunshine Coast is a diverse region with picturesque hinterland towns, coastal urban centres, waterways, national parks, state forests, bushland, rural areas and scenic mountains. This area is the ancestral homelands of the Kabi Kabi and Jinibara peoples and is also home to an increasing number of First Nations people originating from across Queensland and Australia.

European settlement dates from the 1850s, with land used mainly for grazing and timber-getting. Population was minimal until the 1860s, when several townships were established and agriculture, including sugarcane growing, became more popular. Growth took place from the late 1850s into the early 1900s, spurred by the opening of the railway line between Brisbane and Gympie in 1891. Land was then used for fruit growing and dairy farming. Expansion continued during the 1920s and 1930s, aided by tourism and improved access. At this time the area was known as the North Coast, however, in the 1960's it was re-named the Sunshine Coast, to describe the area in a way that promoted tourism.

Significant development occurred during the postwar years, particularly from the late 1960s, with the population of the Council area increasing from about 21,000 in 1947 to about 36,000 in 1971. Rapid growth took place during the 1970s and 1980s, with the population rising to about 98,000 in 1986. The population grew by over 79,000 people between 2011 and 2021 and is forecast to grow to over 500,000 people

Major infrastructure investments including the Sunshine Coast Airport Expansion, University of the Sunshine Coast, Maroochydore City Centre, Sunshine Coast University Hospital and international broadband submarine cable, the future Mass Transit System, and specific areas designated for more dense urban growth have all been designed to support sustainable prosperity for the Sunshine Coast.

## **Local Context**

Point Cartwright Reserve and La Balsa Park are located within the small coastal neighbourhood of Buddina, the most northerly suburb of the Kawana Waters locality. The area is defined by the Pacific Ocean to the north and east, Warana to the south, Minyama to the west, and the Mooloolah River to the west and north.

Buddina is distinctive for its dual water frontage and the Point Cartwright, rising from the dunes to punctuate the headland. Point Cartwright boasts expansive views to Mount Ninderry, Mount Coolum, Mudjimba Island and the north and south coastline. The parkland is linked into the Coastal Pathway extending from Coolum in the north to Bells Creek in the south.

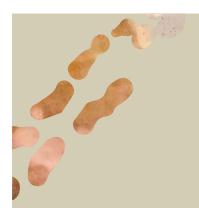
Buddina is situated on a low sand dune system and coastal floodplain within the Mooloolah River catchment. As a result, the area is relatively flat and close to sea level. The natural landform and landscape were intact until the early 1960's when substantial alteration took place to shape the canal system and residential housing estate.

The suburb has a busy local café opposite La Balsa Park, a small shopping village, Parkana Shops, and a Primary School. Beyond the suburb, the community has access to a Surf Life Saving Club, community library, community garden, major shopping centre and additional schools, in Kawana Waters.

The area has a mix of housing types, including single houses, townhouses and apartments, with over 70 per cent being single detached dwellings. The local population was recorded as 4,236 in the 2021 Australian Bureau of Statistics Census with the median age being 43 years.







This chapter encompasses a summary of the relevant state and local planning instruments, policies, local laws and manuals, that the Master Plan is required to be informed by. In addition, ownership, tenure and management responsibilities are explained.

# Guiding strategies and plans

Sunshine Coast Regional Council has developed three long-term strategic documents to inform corporate and operational planning and delivery including the:

- Environment and Liveability Strategy 2017 (ELS)
- Regional Economic Development Strategy 2013 2033 (REDS); and the
- Community Strategy 2019 2041 (CS)

These documents have been carefully reviewed and reflected in the Point Cartwright and La Balsa Park Master Plan. In addition to the three regional strategies, other key Council documents, including the Operational Plan, the Sunshine Coast Design Strategy 2020 and the Recreation Parks Plan 2021-2031, have been considered and incorporated in the development of the Master Plan.

#### **Environment and Liveability Strategy** 2017

The Environment and Liveability Strategy provides long-term strategic direction to shape the region by guiding growth and delivering the transformational change required to maintain a healthy environment and liveable Sunshine Coast until 2041. The strategy focuses on the preservation and enhancement of the natural environment and the liveability of the region, enabling a good quality of life for all residents and supporting a strong economy in an accessible and wellconnected built environment. The Environment and Liveability Strategy identifies a governance framework for delivery, a range of council services central to the delivery of the strategy, and 26 transformational actions delivered through five strategic pathways to actively respond to the drivers of change. The preparation of this Master Plan is in accordance with - Our Environment and Liveability, Strategic Pathway 2. Protection and enhancement of our natural assets and distinctive landscapes.

#### Regional Economic Development Strategy 2013-2033

The Regional Economic Development Strategy provides a 20-year blueprint for sustainable economic growth across the Sunshine Coast region. The strategy establishes a pathway through a changing economy, including becoming a part of the global economy while respecting the region's local character. It focuses on high value industries, investment in talent and skills and a collaborative approach to growth. There are strong synergies with the Environment and Liveability Strategy, and therefore this Master Plan, which both seek to support a transition to a smarter, innovative and more sustainable region while protecting the environment and liveability. The Master Plan acknowledges how vibrant public spaces and recreation opportunities attract skilled workers to the Sunshine Coast and support the tourism, sport and leisure industry.

#### **Community Strategy** 2019-2041

Council's Community Strategy provides long-term social direction that builds on the region's positive social attributes - Sunshine Coast communities are engaged, diverse and resilient. The strategy provides pathways to four distinct outcomes, each focused on ensuring that people are included, treated with respect and provided with equitable opportunities throughout the region. Recreation parks play a vital role in the delivery of these outcomes by promoting healthy lifestyles and ensuring that people and places are connected.

### **Recreation Parks Plan** 2021-2031

The Sunshine Coast Recreation Parks Plan outlines the strategic direction for recreation parks across the region. The plan is supported by two technical documents that provide additional planning tools to ensure consistent and sustainable development of these public spaces. The first supporting document contains technical guidelines and additional locational criteria for park infrastructure. A second technical document provides geographic and demographic information on each of the 31 localities of interest in the Sunshine Coast Regional Council region as well as the mapping which shows the current provision of key park infrastructure.





Sunshine Coast Design is a resource to help plan and design buildings, parks, public spaces, streets and neighbourhoods on the Sunshine Coast by using a set of simple and accessible values and design principles.

The Strategy, created using a co-design process with the Sunshine Coast community, was developed to encourage a place-based design approach to protect and enhance all that is loved about the Sunshine Coast.

The four values are:

We love our climate

We live within and cherish our landscape

We treasure our ocean, beaches and waterways

We are a community of communities

These values can be realised through applying the 10 Sunshine Coast design principles to guide planning and design of parkland.

The design principles are:



- Create places that respect and incorporate landscape
- Bring our cultures, arts and heritage to life
- Capture and frame views and create vistas
- Strengthen and extend a network of green corridors
- Be inspired by the natural and built environment
- Create shady streets that put people first
- Create welcoming places that can be enjoyed by everyone
- 9 Design places to be resilient and ready for change
- 10 Create and add value

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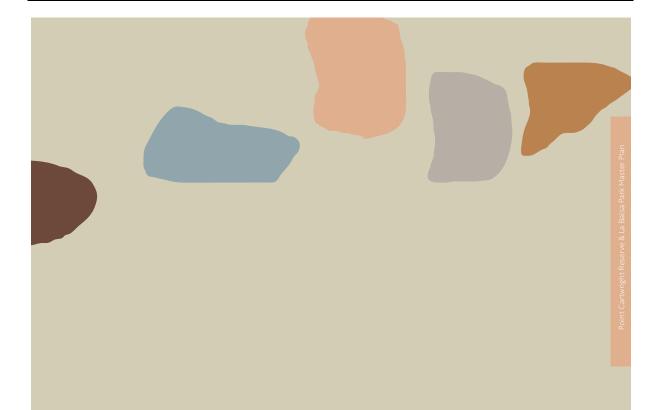


## Relationship with other planning documents

In addition, the Master Plan is guided by the following Sunshine Coast Council strategies, policies, local laws and manuals.

- State Controls Local Gov Act
- Sunshine Coast Planning Scheme 2014
- Coastal Hazard Adaptation Strategy
- Sunshine Coast Integrated Transport Strategy
- Coastal Pathway Linear Open Space Master Plan 2017 Community Safety Policy 2014
- Environmental Reserves Network Management Plan
- Sunshine Coast Active Transport Plan 2011-2031
- Sunshine Coast Arts Plan 2018-2038
- Sunshine Coast Street Tree Master Plan 2018
- Sunshine Coast Heritage Plan 2021
- Sunshine Coast Parking Management Plan 2017

- Sunshine Coast Reconciliation Action Plan 2021-2022
- Sunshine Coast Recreation Trail Plan 2012
- Urban Public Lighting Master Plan 2016
- Place Assessment 2020
- Access And Inclusion Policy 2011
- Community Land and Complementary Commercial Activity Policy 2017
- Local Law No. 2 (Animal Management) 2011
- Regional Wayfinding Signage Manual 2011



## Previous Master Plans Master Plan 2023-2033 related studies

Sunshine Coast Regional Council prepared a Landscape Plan for La Balsa Park in 2015 based on the local community's issues and requests. The plan encompassed upgrades to amenities, parking, lighting, paths, picnic seating and barbecues, shelters, playgrounds, planting and signage.

In 2002, Caloundra City Council and Anembo Consultants prepared the Point Cartwright Master Plan making recommendations regarding: strategic planning, recreation design, natural resource management and social development.

Many of the recommendations from both plans have been initiated. This Master Plan recognises the good work to date and incorporates the relevant planning, design and management direction from both the La Balsa Park Landscape Plan 2015 and the Point Cartwright Master Plan 2002.

To support the master planning process, specialist background reports have been undertaken to further investigate the cultural heritage, environmental and recreation value of the site.

In 2022 the following reports were received:

Point Cartwright and La Balsa Park Cultural Heritage Survey Report for the Kabi Kabi First Nations Aboriginal Corporation and Sunshine Coast Council by Converge Heritage and Community.

Point Cartwright Reserve and La Balsa Park Master Plan Project Environmental Values Report by Future-Plus Environmental.

Point Cartwright Reserve and La Balsa Park Recreation Values Report by ROSS Planning Pty Ltd.

The reports each made a series of recommendations for the future planning, protection and development of the parklands. These recommendations are included in the Place Assessment chapter of this Master Plan Report.

## **Ownership and Management**

La Balsa Park and Point Cartwright Reserve are owned by the Queensland Government and designated as Reserves under the control of Sunshine Coast Regional Council as trustee. Point Cartwright Reserve is comprised of two allotments, both designated as Reserve for Recreation and Scenic Purposes, La Balsa Park is also comprised of two allotments, one designated as Reserve for Parks and Gardens, and the other Reserve for Park and Recreation. Council classifies the combined parklands as a district level recreation park. Most of the site is zoned Open Space.

Council's Planning Scheme identifies (6.2.14.2 Purpose and overall outcomes) the purpose of the Open space zone code is to:

Provide open space and park functions which are associated with the safe and comfortable public use of those areas. The zone may also accommodate open space required for drainage or amenity purposes. Where required to meet community needs, development may include shelters, amenity facilities, picnic tables, and playgrounds and infrastructure to support safe access and essential management.

The range of existing uses are generally consistent with this purpose.

Sunshine Coast Regional Council Business Areas managing the parkland include:

#### Civil Asset Management

The Civil Asset Management branch are the operational custodian for pathways, boardwalks, car parks, boat trailer park etc.

#### **Environmental Operations**

The Environmental Operations Branch are the operational custodian for the natural area's assets both hard and soft elements, as well as the manager of the ongoing maintenance and rehabilitation of parts of the

#### **Parks and Gardens**

The Parks and Gardens Branch are the operational custodian for the landscape recreation assets both hard and soft elements, as well as the manager of the ongoing maintenance of these assets.

### **Response Services**

The Response Services Branch manage the sites local laws including dog management and permits.

### **Property Management**

The Property Management Branch are the operational custodian for the four amenity buildings. The Land Management Branch will advise on land related matters between Council and the State Government.

### **Transport Infrastructure Management**

The Transport Infrastructure Management branch is responsible for the car parking network, footpath network, public lighting and sustainable transport.

Figure 27 illustrates state authorities responsible for waterways and infrastructure.

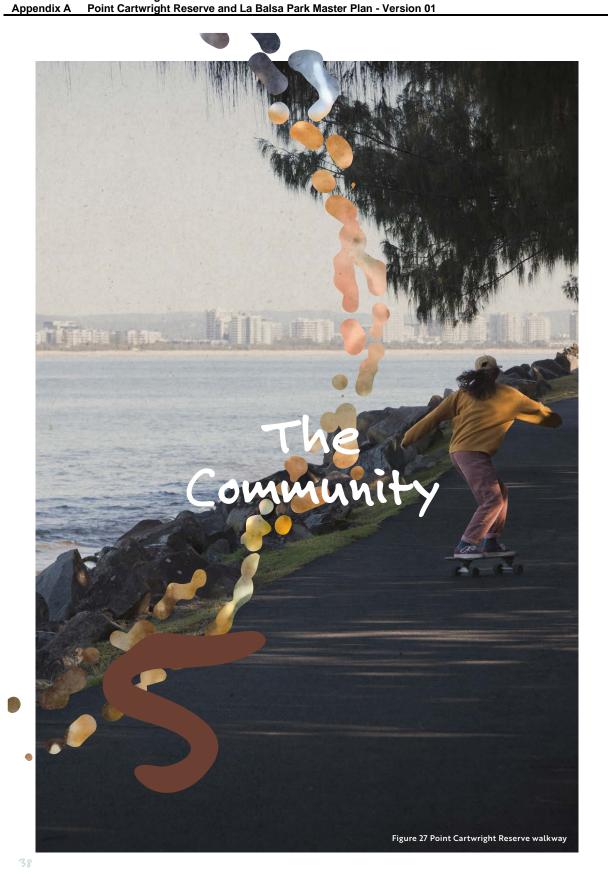
Operated by the Australian Maritime Safety Authority, Point Cartwright Light is an active lighthouse located on Point Cartwright. It marks the entrance to the northwest channel, a deep-water channel into Moreton Bay and the Port of Brisbane and provides guidance into the Mooloolaba Harbour. The land is leased from Sunshine

Point Cartwright Reservoir is operated by Unity Water and leased from Sunshine Coast Council. An easement provides access through the Pacific Boulevard car park to the reservoir.

Energex have an area of underground easement in La Balsa Park.

- Site Boundary
- Parcel Information State Government Owned (SCC as Trustee)
- Natural Reserve Recreation Park
- Department of State Development, Manufacturing, Inrastructure and Planning
- Department of Transport and Main Roads, Maritime Safety Queensland
- Energex Easement and Infrustructure
- Department of Agriculture and Fisheries
- Environmental Science
- Department of Resources
  - Telecommunications including (Telstra and Surf Lifesaving Queesnalnd assets and Unity Water (Tanks and associated infrastructure)





presents a snapshot of and how they currently use the parkland based on community feedback, Statistics Census data and on-site activity data. This chapter also provides insights into

## **The Local Community**

In the 2021 census, the population of Buddina was 4,236 people consisting of 2,105 males and 2,025 females. The highest per cent of the population are aged between 35-49 years. Of the labour force population, 96% is employed. Only 17.7% of the local population were born overseas making Buddina a relatively non-

The total number of dwellings were 2,025 with the highest percentage being single detached dwellings. The portion of the population rent is 29%, with the remainder being homeowners or purchasers. The highest percentage of household type was couples without children.

#### Local concerns

There are several community groups active in the area indicating that a portion of the community are highly motivated in the desire to help shape the future of the area. These include:

A group for the Sunshine Coast community and four-legged friends who love walking around Point Cartwright. They advocate for dog access to Point Cartwright and share news and social activities online.

Friends of Buddina is a volunteer community group formed in 2019. They aim to share information about social, economic, environmental and land use development issues that impact residents, visitors and neighbouring communities.

#### The Beach Matters Group

The Beach Matters Group is a community group who aims to protect and preserve healthy and clean

The group runs the 'Save Point Cartwright' campaign. Their aim is to protect Point Cartwright Reserve from future development, keep it a natural place and prevent further degradation of the reserve by managing the reserve as a conservation park and advocating to change State Government land use zoning to Environmental Management and Conservation.

The volunteer Turtle Care group is facilitated by Sunshine Coast Council's Environmental Operations Branch. The aim of the Turtle Care volunteer program is to implement an ongoing marine turtle monitoring program for nesting activity on the Coast's beaches.

A Point Cartwright Reserve and La Balsa Park Master Plan - Version 01



# Users of Point Cartwright Reserve and La Balsa Park

Together, La Balsa Park and Point Cartwright Reserve offer a set of unique recreation experiences that are utilised by the local community, the wider Sunshine Coast community and tourists visiting the Sunshine Coast. The ability to enjoy scenic walks in a natural setting, run, ride, barbecue, picnic, play, and exercise, swim, surf, fish, dive, snorkel, boat and hang glide – all from an area where on-leash and off-leash dog activities are permitted, (and all within a heavily developed residential area), is quite unusual. It is this large scope of activities and population pressures that has led to conflicts between users and uses.

Council undertook an Activity Data Study in 2021 and 2023 to better understand parkland users, uses and conflicts. The study focused on four types of users: adults, children, dogs and cyclists, and utilised four data collection methods. These methods and key findings are summarised.

## Field Survey – on the ground observation for 24hrs

Field survey data was collected from September 2-5, October 11-14 in 2021 and again from Mar 17-20 in 2023. Human monitoring at fixed points to purposefully collect data at 7am and 1pm has provided an opportunity to characterise the recreational activity occurring in the Point Cartwright Reserve and La Balsa Park.

Figures numbered clockwise starting with top left:

Figure 28 Viewing area - looking south along Buddina Beach

Figure 29 Mobility scooter in La Balsa park

Figure 30 Viewing area at Point Cartwright Headland looking east to Mooloolaba

Figure 31 Half Moon Bay

Item 8.1

Council officers counted the number of adults, children, wheels (bicycles, skateboards, scooters etc.), and dogs passing through the La Balsa Park entry to Point Cartwright Reserve and the Pacific Boulevard entry to Point Cartwright Reserve. Counts were grouped over periods of 10 minutes to match the observations being recorded by the Wi Fi counting devices.

#### **Key findings:**

- The average ratio of adults to children is 89%/11%
- The average ratio of adults to wheels is 92%/8%
- The average ratio of adults to dogs is 80%/20%
- Comparison of field survey results across 2021 and 2023 yielded very similar ratios for adults, children, wheels and dogs.

#### Wi-Fi n-counters - over 644 days

WiFi hotspot (nCounter) data was collected over 644 days from September 2021 to June 2023. Silent WiFi hotspot (nCounter) anonymously counts devices moving nearby. Two counters were installed, one at the La Balsa Park entry to Point Cartwright Reserve and second at the Pacific Boulevard entry to Point Cartwright Reserve. This longitudinal dataset allows investigation of changes in patterns over time.

#### **Key findings:**

- Visitation has increased in peak holiday periods and off-peak holiday periods indicating that visitation increase is due to local population growth as well as increased holiday visitors
- The busiest month is January
- In January 2022 visitation was 84,296 compared to 89,044 in January 2023
- The average people visiting per day (over 644 days - Sept 2021 to June 2023) was 1271
- The maximum people visiting per day (NYE 2022) was 3729.

### Strava Metro - crowd sourced over 1 year

A crowd sourced dataset produced from the Strava 'app' built for iOS and Android devices. Both cycling and walk/run views are displayed as Heatmap, or activity attributes can be analysed on individual segments including people aged:

- 13-19
- 20-34
- 35-53
- 55-64
- 65+

#### **Key findings:**

- The largest cohort (50%) using the parkland while using the Strava App are aged between 35-54.
- The smallest cohort (2.65%) using the parkland while using the Strava App are aged 65+.

#### Google Popular Times - crowd sourced

A crowd sourced dataset produced by Google generated from aggregated and anonymised Location History Data, from people who have opted in to turn this setting on from their Google account. Measured at 1-hour intervals.

#### **Key findings:**

 The most popular time to visit the parkland on the weekend is between 3-4pm and between 11-12pm on weekdays.



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## **Future population and use**

The population of the Sunshine Coast Local Government Area is forecast to grow to over 500,000 people by 2041. A growing population will mean that the number of people seeking outdoor recreation and play opportunities will increase within the catchment. If not managed appropriately, this could lead to further degradation of the existing assets, inappropriate use of areas of high cultural heritage and/or ecological value and continued user conflicts.

### **Participation trends**

Ongoing research conducted by SportAUS highlights a clear move away from formal sport participation while physical activity and recreation have increased significantly (by more than 20% since 2001). Participation in walking and fitness/gym have increased the most. There are few formal sports/activities undertaken across the project area. For those activities reported by SportAUS, significant participation increases have been highlighted at a national level for adults in air sports, cycling, fishing, paddle sports and surfing since 2017. Increases in participation in air sports and fishing have also been observed for children. These findings support reports for increasing demand for space for car and trailer parking across the project area.

#### Convenience

Our society is becoming increasingly convenience orientated. People desire the flexibility to do activities when it suits. This desire has contributed to an increasing trend in 'no strings attached' participation. Results from the 2021 AusPlay Focus Report indicated that the COVID-19 pandemic had a significant impact on organised sport due to restrictions on community gatherings. By contrast, there has been a national increase in adult participation in physical activity, and with higher frequency per week being driven by women.

Walking for recreation remained the most participated in activity, and jogging was almost as popular, followed by cycling, bushwalking and swimming. Most of these more popular activities are available across the parklands.



## Increasing health and environmental awareness

People are becoming increasingly concerned about their health, with conditions such as obesity and heart disease on the rise. With the trend of small residential blocks and higher density living, people have less contact with the outdoors (including backyards). A significant body of knowledge now exists as evidence that residents with good access to the natural environment report a higher quality of life. Additionally, at societal level, there is growing awareness of the environment and the challenges it is facing, such as climate change and urban growth. This has facilitated a growth in visitation to various natural areas. A term referred to as 'returning to nature' has emerged, where people feel the desire to become connected to the natural environment in an effort to escape their modern lifestyles.

### COVID-19 and dog ownership

The COVID-19 pandemic resulted in a substantial boom in pet ownership in Australia. Nationally, 69% of households now own a pet, up from 61% at the start if the pandemic. This increase has largely been led by a surge in dog ownership, with over a million additional dogs being brought into Australian households since 2019. Companionship is by far the most common reason for wanting a dog.

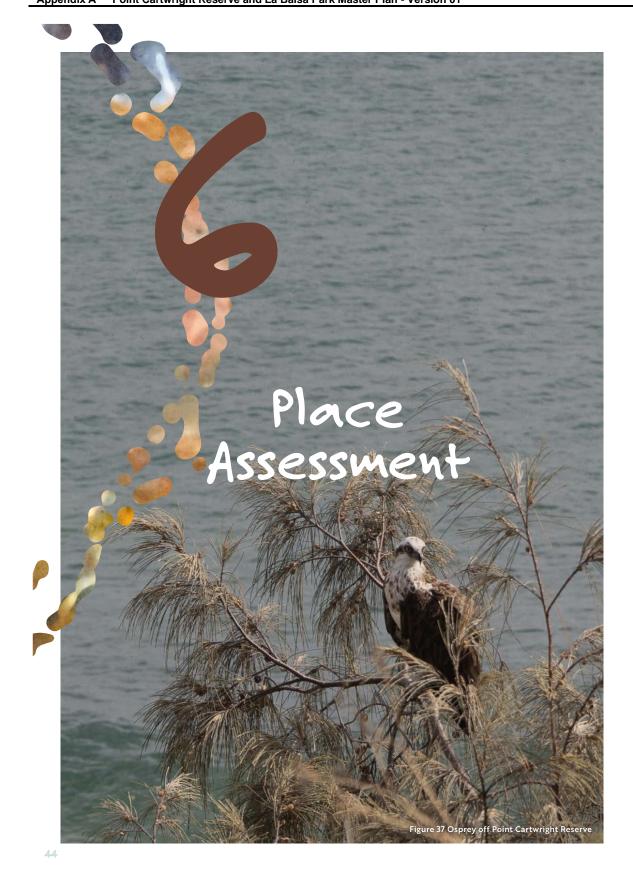
These significant increases in dog ownership are resulting in higher demand for dog parks and dog on- and off-leash areas. Point Cartwright Reserve and the surrounding foreshore areas are some of the more popular areas for recreation with dogs across the Sunshine Coast. Dog clubs from outside the region are also known to undertake group activities within the study area.



Figure 34 The Coastal Pathway is an popular link through the site that connects with the regional open space network

Figure 35 The open spaces offer a vraity of experiences

Figure 36 Places to exercise and socialise dogs are in high demand across the region



This chapter brings together an assessment of the physical site with all the other

considerations outlined in the previous chapters, to form a clear picture of the challenges and

opportunities for the Master Plan.

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# **Site Analysis**

#### Climate

The Sunshine Coast experiences a sub-tropical climate with long summers that are warm, muggy, wet and partly cloudy; and winters that are short, cool, and mostly clear. Over the course of the year, temperatures typically vary from 10°C to 28°C and are rarely below 5°C or above 35°C.

The site faces north, affording sunrises from the ocean to the east and sunsets over the river to the west.

Prevailing winds are from the south-east. The site also experiences north and south-west winds. The site's dual water address means that visitors have opportunities to enjoy cool breezes off the water.

The average yearly rainfall is 600mm over 48 days.

### Geology

The project area lies within Land Zone 2: Coastal Dunes - Quaternary coastal dunes and beach ridges; and Land Zone 12: hills and lowlands on granitic rocks.

The general area is dominated by numerous Jurassic period igneous intrusions into older sedimentary sandstones resulting in their uplift to form scattered and isolated hills and mountains. Point Cartwright is an eroded remnant of one of these features.

### **Topography**

Point Cartwright, characterised by sandstone terraces at the shoreline, rock outcrops and cliffs, is at the very northern end of Kawana Beach.

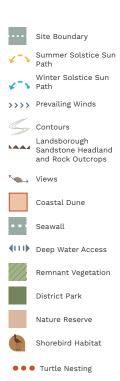
High cliffs provide spectacular views of Mooloolaba, the Mooloolah River mouth, Mount Coolum, Mount Ninderry and Mudjimba Island to the north and Kawana Beach to the south. The site's natural landform creates features that are an essential part of the local character.

To the east, a well-defined dunal system runs north south defining the area's coastal edge, and the low-lying land to the west fronts the Mooloolah River.

Both Point Cartwright Reserve and La Balsa Park's topography have been modified through sand extraction. Sand was mined from the central area on Point Cartwright Reserve and used to fill the area east of the western breakwater and sand dunes in La Balsa Park were trimmed and leveled.

### **Regional Ecosystem**

The Regional Ecosystem Description Database search identifies that the project area lies within Bioregion 12: Southeast Queensland Bioregion. From a biogeographic perspective, the project area lies within the Gympie Block province of the Southeast Queensland bioregion (Sattler and Williams 1999:12). This province comprises low, hilly landscapes on old sedimentary rocks, metamorphic's and intermediate and basic volcanics with scattered acid volcanic intrusions. The relatively fertile soils associated with the intermediate basic volcanics support extensive patches of Araucarian notophyll and microphyll rainforest and mixed eucalypt forests. Ironbark woodlands replace the mixed eucalypt forests in areas of low rainfall (Sattler and Williams 1999, p. 12/6)





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# **Place Character**

### **Cultural Heritage**

The parkland holds profound cultural heritage importance. Although the site has experienced substantial alterations dating from the 1960's, much of the cultural and ecological value is intact.

There are several Tangible and Intangible Places outlined in the Point Cartwright and La Balsa Park Cultural Heritage Survey Report for the Kabi Kabi First Nations Aboriginal Corporation and Sunshine Coast Council. Converge 2022.

The report made the following recommendations:

#### **Recommendation 1**

Protection and management of archaeological sites.

### **Recommendation 2**

Broader consultation.

· Seek additional layers of significance to identify unidentified issues of cultural concern.

### **Recommendation 3**

Cultural interpretation and revitalisation opportunities.

- · Signage, public art, guided tours, revegetation, cultural revitalisation.
- · Opportunity for Kabi Kabi people to outline the traditional use and significance values of the precinct.
- · Recommended that collaborative talks be undertaken to explore the full range of initiatives and further develop those that Kabi Kabi People feel are appropriate.

It is important to note that the identification of an Aboriginal area or object of significance is determined because of the area or objects significance in Aboriginal tradition and its history, including the contemporary history. Importantly, the area around a place or object may also be considered part of that place or object. It is also not necessary for the area to contain markings or physical evidence to be of significance i.e., it might be a story place. Historical archaeological sites include those places or objects involving the activities of non-Aboriginal peoples. In Queensland such sites are protected under provisions of the Queensland Heritage Act 1992 (Qld).

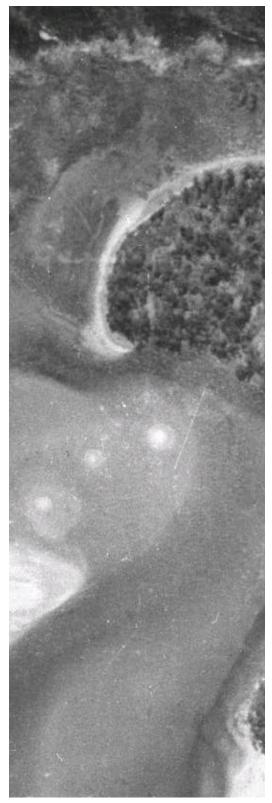


Figure 39 Aerial photo of Point Cartwright Reserve 1940



# **Place Character**

### Local character

There are several landscape character precincts within the parklands, ranging from closed forests to open forests, open grassed areas with shady trees, coastal dunes, rocky headland and shrubland. These precincts provide a range of diverse landscape experiences for the community to appreciate.

Throughout the parklands, there is a wide array of design characters and quality seen in the collection of the amenity buildings, shade structures, furniture, pathway finishes and planting palette. Some elements such as the sandstone block seats and timber and gravel access stairs feel very appropriate and complimentary to the natural local character while others, such as exotic planting beds in La Balsa Park (carpark 3) and brown brick barbecues, could be 'anvwhere'.

#### **Views**

The project area features multiple and varied views looking within the site and looking out to significant Creation story Sunshine Coast landmarks including Mudjimba Island, Mount Coolum, and Mount Ninderry, give visitors a strong sense of where they are and an appreciation for how the parkland fits in the greater coastline, the Mooloolah River system and this part of land, sea and sky Country.



### **Art, Interpretation and Memorials**

The Point Cartwright Reservoir is registered on the Silo Art Trail. The reservoir was painted in 2016 and 2022 with a seascape mural by artists Joel Fergie and Travis Vinson (Brightsiders).

Point Cartwright also features a collection of memorial plaques mounted to the coastal fence rail at the headland lookout. The majority of plaques have been installed without Council permission. Some visitors feel that the memorial plaques are morbid and make the headland feel like a cemetery while others find the plaques add meaning to the place.

There are further memorial plaques that have been illegally installed onto the cliff faces. These plaques are at odds with the majestic beauty and cultural significance of the ancient cliff faces.

The La Balsa raft voyage is marked by a sign and concrete pad featuring the crews' footprints, set in 1970.

A new addition to the parkland is the 2020 Pente Poets Hinterland to Headland Poetry Trail along Half Moon Bay which has been sponsored by Sunshine Coast Council. Poems have been carved into large format sandstone blocks/seats along the trail providing the visitors with a new experience connecting to nature and the arts.

Most of the interpretation/education signage relates to fauna and flora information and is of low quality.



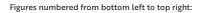


Figure 40 Casuarina equisetifolia

Figure 41 Sandstone rock shelf

Figure 42 Point Cartwright foreshore

Figure 43 Banksia integrifolia

Figure 44 Surf off Point Cartwright

Figure 45 Fossilised plant material in rocks

Figure 46 Point Cartwright lighthouse and water tower







# Key Challenges Place Character

- Unrecognised and under-appreciated cultural heritage sites and remnant ecology have resulted in damage to attributes and missed opportunities to engender community pride and enjoyment of the parkland.
- Infrastructure and park embellishments have been added in an ad-hoc manner over time resulting in an array of design characters and quality. This has diluted the unique qualities of the site resulting in weak and inconsistent place character.

# **Environment and Ecology**

### Vegetation

The Point Cartwright Reserve Regeneration Works Plan (2014) currently guides management and maintenance of the reserve including revegetation, restoration and weed treatment programs.

The 2022 Environmental Values Report undertaken by by Future-Plus Environmental, assessed that the project area contains five Vegetation Communities (VC).

#### **Vegetation Community 1**

L. suaveolens & C. glauca closed forest on Landsborough Sandstone with rainforest elements.

Two species listed as CEEVNT under the The Nature Conservation Act 1992 were encountered during vegetation assessments including:

- Pararistolochia praevenosa (Richmond birdwing butterfly vine) - 'near threatened'. Eight vines were encountered with recruitment evident (seedling plant); and
- Murraya crenulata (Smyrell's clausena) 'endangered'. One plant was encountered.

From information available, it is likely that both of these species have been planted between 2002 - 2014 due to their absence in historical local records and outside their known distribution and preferred habitat areas. Despite this, they provide ecological value to the site and should be protected and enhanced.

### **Vegetation Community 2**

Closed wind-sheared shrubland, Casuarina equisetifolia woodland to open woodland with mid-dense to closed shrub layer and patches of grassland (plus herbaceous plants) on Landsborough Sandstone on seaward side of the headland.

The survey found that the shrubland and grassland patches at Point Cartwright retain a diversity of native species despite competition from habitat-modifying invasive species.

### **Vegetation Community 3**

Closed microphyll vine forest growing on foredune (Regional Ecosystem 12.2.2)

Regional Ecosystem 12.2.2 forms part of the littoral rainforest and coastal vine thickets of eastern Australia threatened ecological community (TEC).

Littoral Rainforest and Coastal Vine Thickets of Eastern Australia are listed asa Critically Endangered Ecological Community under the Environment Protection and Conservation Act 1999

#### **Vegetation Community 4**

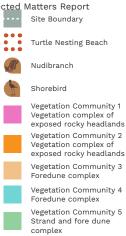
Macaranga tanarius +Banksia, Acacia & Casuarina sp. regeneration area.

This area is mapped as Regional Ecosystem 12.2.14 (foredune complex) but may have formed part of the Regional Ecosystem 12.2.2 vegetation community prior to the clearing/disturbance associated with construction of the break walls and channel realignment in the 1960s. This area has since been subject to bush regeneration works to redevelop a canopy.

### **Vegetation Community 5**

Strand and foredune complex on beach and dunes.

The Environment Protection and Biodiversity Conservation Act 1999, Protected Matters Report



Riparian Protection Area



# **Environment and Ecology**

Figures numbered from left to right:

Figure 48 Brush turkey

Figure 49 Vegetation Community 5. Strand and fore dune complex on beach and dunes

Figure 50 Turtle hatchling, Buddina Beach

Figure 51 Loggerhead turtle

Figure 52 Vegetation Community 3 Closed microphyll vine forest

### **Habitat**

Due to its unique geographical location, bounded by the Pacific Ocean and the Mooloolah River, varied topography and geology, the Point Cartwright Reserve and its immediate surrounds contain a unique mosaic of habitats worth restoring and protecting. There are 5 distinct vegetation communities across the site that provide habitat to a range of flora and fauna, some of which is critically endangered and nationally significant.

The Ocean facing foreshore including the north facing beach, rocky foreshore and Buddina beach are all mapped as significant sea turtle nesting areas by Queensland Government. The rocky foreshore is also mapped as Shorebird habitat by Sunshine Coast Council.

The Point Cartwright Reserve and Buddina Beach dune habitat include a number of areas, mapped by Queensland Government as Matters of state environmental significance (MSES), including:

- MSES high ecological significance wetlands the entire rocky foreshore area
- MSES wildlife habitat (endangered or vulnerable) Buddina beach dunal habitat
- MSES wildlife habitat (special least concern animal) – all naturally vegetated parts of the site
- MSES wildlife habitat (sea turtle nesting areas) –
  all ocean facing parts of the site
- MSES regulated vegetation (category B endangered or of concern)
- MSES regulated vegetation (essential habitat) Buddina Beach dune vegetation

An independent assessment of the closed microphyll vine forest growing on foredune (RE 12.2.2) found that is met the diagnostic criteria and condition thresholds for the Littoral Rainforest and Coastal Vine Thickets of Eastern Australia Threatened Ecological Communities (TEC)



### **Littoral Rainforest**

Littoral Rainforest and Coastal Vine Thickets of Eastern Australia are listed as Critically Endangered under the Environment Protection and Conservation Act 1999

The National Recovery Plan for the Littoral Rainforest and Coastal Vine Thickets of Eastern Australia Ecological Community (DEE 2019) provides guidance on strategies and actions to reduce threats to this TEC, that are recommendations of this master plan, including;

- Reducing feral animal activity
- · Reducing pathogens and disease
- Reducing damage caused by recreation uses
- Rehabilitation and restoration of the vegetation structure
- Increasing connectivity and natural buffers
- Engaging with engaging with the public to Promote the values of Littoral Rainforest
- Seek funding applications for management and rehabilitation activities
- Fine-scale mapping of Littoral Rainforest
- Establish baseline conditions at local and regional scales and compare these against the condition thresholds
- Monitor and evaluate patches at regular (maximum 5 yearly) intervals

The significance of the habitat areas is proven by the fauna that uses the site including a range of international migratory and resident shorebirds, EPBC listed birds including the Eastern Osprey, Wandering Tattler, various Terns, endangered Loggerhead Turtles, and a globally significant diversity of Nudibranchs. There are also threatened and endangered plant species present on the site.





### Sea turtles

There are only seven recognised species of sea turtle surviving in the world today.

Queensland's coast has some of the most important marine turtle nesting sites in the world.

The main species nesting on Sunshine Coast beaches are the endangered loggerhead turtle and, less frequently, the green turtle.

Given that Australia's eastern population of nesting loggerheads comprises only around 500 nesting females, the Sunshine Coast population continues to be a small but important sub-population.

Loggerheads lay between 95-150 eggs, depending on which geographic region they belong to. In Australia the average clutch size is 127 eggs although this can vary considerably between individual nests. Females nesting on the Sunshine Coast usually nest at intervals of 10-14 days and incubation can vary from 56-90 days, although in an average summer it is usually around 63 days.

The conservation status of the Loggerhead turtle, Caretta caretta is:

- Nature Conservation Act 1992: Endangered
- **Environment Protection and Biodiversity** Conservation Act 1999: Endangered
- IUCN Red List of Threatened Species: Endangered

The South Pacific Loggerhead subpopulation is listed as Critically Endangered on the IUCN Red List.

The Sunshine Coast Turtle Nesting Technical Report (2005 - 2016) details the nesting populations of loggerhead turtles (Caretta caretta) and green turtles (Chelonia mydas). Buddina Beach contains one of the highest numbers of nest sites on the Sunshine Coast, this is due to the landform including a high dune system that creates a dark land silhouette.

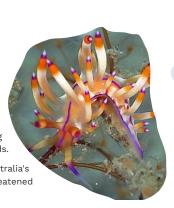
The northern extremity of Buddina beach is a particularly popular nesting site. However, due to variable erosion and ground water discharge from the headland, the nests are commonly relocated south of Beach Access #201 where they are monitored and protected by TurtleCare volunteers.

#### Threats

Major threats to loggerhead turtle populations include climate change, marine debris -entanglement and ingestion, chemical and terrestrial discharge, light pollution and fisheries bycatch. Other threats include feral animal predation, habitat modification and boat

- Climate change impacts appear to be affecting nesting sand temperatures with changes in hatchling sex ratios and emergence success and increased extreme weather events resulting in erosion of nesting sites.
- Light pollution: Lights from coastal development results in changed light horizons, which causes increased mortality of hatchlings when they move towards stronger light sources inland instead of the low horizon out at sea. There is also a decline in the recruitment of new adults to nesting populations on lit beaches as they avoid brightly illuminated beaches.
- Crab pots: Loggerhead turtles get tangled and drown in commercial and recreational crab pots and their float lines. Trap types that cause an impact include round crab pots, collapsible pots, and spanner crab traps.

The turtle nesting beaches within the project area are mapped by the Queensland Government as Significant. Managing and monitoring the turtle nests require very high levels of effort from council and community volunteers. The outcomes of the masterplan aim to reduce existing impacts on the turtle nesting areas, mitigate concentration of impacts and reduce light pollution from the general project area.



### **Shorebirds**

Shorebirds, also known as waders, are a diverse group of birds commonly seen feeding in intertidal areas or on the fringes of wetlands.

Shorebirds make up about ten percent of Australia's species of birds and are the world's most threatened group of birds.

#### Migratory shorebirds

The Sunshine Coast is an important non-breeding habitat in the East Asian-Australasian Flyway, which is one of only eight international routes taken by migratory

About two thirds of the Sunshine Coast's shorebird species migrate from the Northern Hemisphere each year, some travelling distances up to 15,000 kilometres

Migratory shorebirds spend the summer in Australia feeding, recovering from the long migration, and readying themselves for the return flight. Any disturbance to the birds during this time limits their ability to gain essential weight and energy. Even short disturbances add up and impact on their return journey, breeding success, and survival.

## **Resident shorebirds**

The Sunshine Coast has a population of resident shorebirds. Some of the most recognisable species include the pied and sooty oystercatchers, the beach stone-curlew and the red-capped plover. The beach stone-curlew and the sooty oystercatcher are less common. Resident shorebirds do not migrate to breed, and the Sunshine Coast provides nesting habitat for them on dunes along the beaches and on rocky headlands. However, nesting success of resident shorebirds on the Sunshine Coast is unknown and likely to be low due to high disturbance and potentially high predation and egg/chick destruction rates.

Point Cartwright Reserve is considered a high value roosting and (potential) nesting location for resident and migratory shorebirds, including conservation significant species.

Surveys conducted by volunteers of the Queensland Wader Study Group have recorded several Environment Protection and Biodiversity Conservation Act 1999 listed birds within the area, including the Wandering tattler (Tringa incana) and Eastern osprey (Pandion cristatus). Surveys by council officers regularly observed Sooty Oystercatchers, for which the Point Cartwright Reserve is a potential nesting habitat. In addition, searches on eBird found a total of 112 bird species identified at Point Cartwright Reserve and 28 species at La Balsa Park in 2022 (although this list is not limited to only shorebirds).

In 2022, the Queensland Government published Guidelines for Local Government dog off leash areas in State Marine Parks which provides valuable guidance and evidence based data to assist Local Governments in planning and managing dog off leash areas in State Marine Parks. While Point Cartwright is not a designated State Marine Park, the research, evidence and assessment processes are valuable and applicable to this site.

Point Cartwright can be considered as a High Value area\*, based on the following site-based assessment:

- Identified high tide roost site
- Presence of nesting species (Sooty Oystercatcher)
- Presence of conservation significant species (Wandering Tattler, Terns ), and
- Distance to other suitable shorebird roost areas

\*Based on the Guidelines for Local Government dog off leash areas in State Marine Parks. Queensland Government 2022

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Figure 53 Nudibranch, Mooloolah River
Figure 54 Crested turn, Point Cartwright foreshore
Figure 55 Wandering Tattler

shorebirds are protected by state and federal law.

brebirds are very easily disturbed by close activity. A disturbance is any action that interrupts the breeding, feeding or resting of shorebirds. For example, causing a shorebird to take flight represents a significant disturbance.

Disturbance by human recreational activities and free-roaming dogs are probably the biggest threats to foraging and roosting migratory shorebirds at Point Cartwright.

There is strong evidence about the negative effects of dogs on shorebirds—and striking a balance between recreational demand and protection of wildlife is a significant challenge. For example, dogs that are allowed to run about off-lead cover considerably more ground than the route of a footpath, so their effects can be widespread (Priestman 2017).

The distance at which a bird becomes vigilant or alert is referred to as the alarm initiation distance (AID). The distance at which shorebirds fly as a result of disturbance is referred to as the flight initiation distance (FID). In general, the AID of the bird is twice the FID (Lilleyman 2016).

A review of international and local research studies that assessed the response of shorebirds to the presence of dogs and human stimuli clearly indicated that dogs elicit a greater response from shorebirds than humans walking alone. Other common themes included the that FIDs were species dependent, longer for migratory birds and that the larger the birds were more sensitive to threats.

### **Marine Mammals**

Point Cartwright is considered a popular sighting point due to its broad ocean views. The seasonal migration of Humpback whale (*Megaptera novaeangliae*) runs from June to early October and is a highlight of the tourism calendar. Dolphin and turtle spotting in the water are also popular.

#### **Marine Invertebrates**

Nudibranch's (Noo-di-brahnk) are an order of Gastropoda that commonly occur in shallow waters and are famed for their diversity in size, colouring, and shape. The lower reaches of the Mooloolah River have long been established as a popular diving area for marine enthusiasts. Local dive groups have documented the species of Nudibranchs found within the Mooloolah River for over seven years. In total, 610 species of Nudibranch have been found along the shores of La Balsa Park. With only 3000 species known worldwide this number is quite extensive in a small area.

#### Recommendations

#### Retention of vegetated areas

Vegetation Community's 1 and 4 have been modified through regeneration efforts over the years. These areas should be preserved and improved through supplementary planting, weed control and restricted access as a matter of priority.

Weed treatment, bush revegetation and restoration Further monitoring and weed control.

### Increasing fauna habitat values

Installation of fauna nest boxes, installation of an osprey platform, consideration of unprotected fauna.

### Construction of new headland track/stairway

A track be formalised connecting beach to headland, the others closed and rehabilitated.

### Construction of exclusion fencing

Exclusion fencing and revegetation of bike trails.

### Dog access

The requirement for all dogs to be on leads and to remain with their owners while on the headland would assist in improving and preserving fauna and flora values associated with vegetation within the reserve

### Shorebirds

Based on its high value habitat, and potential for improvement, it is recommended that the mapped shorebird habitat around Point Cartwright should be protected, where dogs are prohibited from High Value areas, and the requirement for all dogs to be on leads and to remain with their owners while within the reserve would assist in improving and preserving ecological

# **Getting to and Around**

The Coastal Pathway accomodates shared pedestrian and cycle access to the site. There are currently no separated cycle on-road travel lanes and no access to public transport in the area resulting in visitors beyond walking and recreation cycling distance, or ability, being dependent on car use and car parking. There are five separate off-street car parks within designated public open space that not only dominate, but fragment what could be continuous open space along the foreshore.

In general pedestrian links into the parkland via the surrounding street network do not prioritise pedestrians.

The Coastal Pathway runs through the project area providing good access for the community to enjoy the greater Coastal Pathway network. The southern link at La Balsa Park does not meet current design standards however, there is a planned upgrade to define this connection. Through the reserve, the Coastal Pathway also requires upgrading and widening to align with the required provision of a shared path pedestrian/cycle that is safe, accessible and meets the volume of foot and cycle traffic of local and neighbouring communities. To the north, the current link across Pacific Boulevard also requires better definition to improve safety.

La Balsa Park has only the Coastal Pathway running along the eastern foreshore and lacks east/west connections from on-street car parking to the foreshore. Within Point Cartwright Reserve, the circulation network includes a series of paths that circumnavigate and crisscross the space. These could be improved to better align with desire lines and to define and control the range of experiences throughout the parkland, for example, a wide high use edge path contrasting with more narrow intimate paths through bushland. There are several informal goat tracks through erosion prone and protected areas that will need to be revegetated to protect from further degradation or formalised to provide safe access.

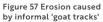
Members of the community have expressed safety concerns around high cycle, skateboard and scooter speeds conflicting with pedestrian use. In addition, there is ample evidence of damage to valuable cultural heritage and ecological areas caused by off-track biking.

Site Boundary Beach Access | | | | | Pedestrian Crossing Pedestrian Refuge •••• Beach Walk Coastal Pathway (shared bicycle and pedestrian path Pedestrian Foothpath Through Block Access On-Street Car Parking Off-street car park Boat Trailer Parking Accessible Car Parking

> Motorcycle Parking Bicycle Parking









vegetation cause by mountain bikers

Figure 59 Damage to



# **Getting to and Around**

### **Car Parking Analysis**

Existing car parking areas, including on-street and off-street car parking provide 331 spaces.

AF	REA	Off Street	On Street	
1	Harbour Pde Boat Ramp	43	-	
2	Harbour Pde 1	20	-	
3	Harbour Pde 2	19	-	
4	Harbour Pde 3	29	-	
	Harbour Pde - east side	-	••• 45	
	Harbour Pde - west side	-	• • • 74	
	Gulai Street	-	••• 12	
- 5	Point Cartwright car park	46	-	
	Pacific Blvd	29	• • • 14	
	TOTAL (331)	186	145	

## **Key Challenges Getting to and Around**

- Visitors beyond walking and cycling distance or ability, are dependent on car use and car parking as there are no other alternatives to getting to the
- High pedestrian use areas around the Harbour Parade off-street boat trailer and carpark, Gulai Street and the Pacific Boulevard off-street carpark do not prioritise pedestrians.
- There are substantial opportunities to improve equitable access throughout the parkland and surrounding streets.
- Paths throughout the parkland are used by walkers, joggers, and motorised and no-motorised cyclists, skateboarders and scooter riders. At times respectful and safe sharing of paths are not observed resulting in conflicts between



# Relaxation and **Enjoyment**

Together, La Balsa Park and Point Cartwright Reserve offer a set of unique recreation experiences that are utilised by the local community, the wider Sunshine Coast community and tourists visiting the Sunshine Coast. They provide for a range of activities including walking, running, riding, barbecuing, picnicking, playing, and exercising, swimming, surfing, fishing, diving, snorkeling, boating and hang gliding.

La Balsa Park and Point Cartwright Reserve are often viewed by users as one 'site'. However, up to this point. Council has planned and developed the two parks as separate areas providing largely different experiences.

Point Cartwright Reserve has been left as mainly natural open space with limited embellishments. Other than two toilet facilities, the space includes limited seating, no picnic shelters and no barbecues.

In contrast, La Balsa Park has been heavily embellished with barbecues, picnic shelters of varying sizes, uncovered picnic tables, an array of seating, two toilet facilities and three play nodes across the length of the park. As a result, the park is very popular as a site for family outings and all forms of celebrations.

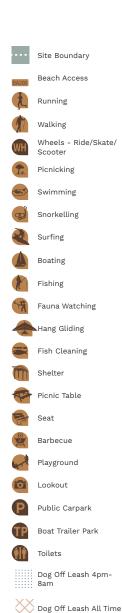
Dog on-leash and off-leash areas are very popular in the parkland and the community is equally divided on the future of dog use in the parkland.

Dog owners place a high value on their ability to access the parkland.

Other members of the community believe that there is too much access to off-leash areas, noting the presence of faeces, and poor behaviour of dogs and owners.

Dog companionship has many benefits for individual wellbeing and for connecting with other members of the community. Training, exercise and socialisation are very important parts of a healthy dog's life, and it is acknowledged that all these needs can be met on a lead while in the park.

The Boat Ramp is particularly popular for offshore fishers and the boat trailer park is regularly filled to capacity.



Commercial Permit Area (Fitness Trainers)



# Relaxation and **Enjoyment**

### Recommendations

The Point Cartwright Reserve and La Balsa Park Recreation Values Report by ROSS Planning 2022 made the following recommendations:

#### Paths, tracks and trails

- · Formalise the desire line short cuts toward the lighthouse end of Point Cartwright Reserve.
- · Construct an additional formal track link from the sealed path down to the rocky headland up toward the lighthouse end of Point Cartwright Reserve. The one close to Buddina beach is preferred.
- Construct a formal track leading from the lighthouse to the fenced grass area at the headland end of Point Cartwright Reserve (and close and rehabilitate the other existing goat tracks in this area).
- · Restrict inappropriate access to the unsealed tracks and trails (and the heavily vegetated areas).

### Play and picnic

• Retain the existing range of play and picnic facilities (with La Balsa Park heavily embellished and Point Cartwright Reserve sparingly embellished).

### **Activities with dogs**

· Reduce the amount of area available for off-leash dog activities at Point Cartwright Reserve to the existing beach section only (Beach access 198 to 201). The current Point Cartwright Reserve area (including Half Moon Bay) are to be converted to on-leash only areas). Dogs will be prohibited from environmentally sensitive environments.

### Additional uses

Continue to monitor formal bookings for celebrations such as weddings. Current levels of bookings are appropriate. However, if these uses increase significantly a capped system may be required.

### Water-based recreation elements, uses and experiences

#### Fishing

Retain the existing embellishments supporting fishing opportunities.

### **Boating and paddling**

· Investigate opportunities to expand and upgrade the parking area for the La Balsa Park boat ramp.

### Swimming, snorkeling and diving

• Ensure opportunities for swimming, snorkeling and diving are not diminished through future development.

#### Surfing

· Formalise one track link from the sealed path down to the rocky headland up toward the lighthouse end of Point Cartwright Reserve.

### Air-based recreation elements, uses and experiences

### Hang gliding and paragliding

· Continue to approve hang gliding and paragliding from Point Cartwright Reserve (assuming Civil Aviation Authority approvals remain in-place). No additional infrastructure is required to support this use.





Figures numbered from top to bottom:

Figure 63 Generic park furniture at Point Cartwright Reserve

Figure 64 Ad hoc park infrastructure

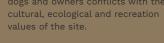
Figure 65 Existing playground

Figure 66 Mixture of structures



# **Key Challenges Relaxation and Enjoyment**

- Park visitation is on the increase due to population growth, putting pressure on the type and suitability of existing infrastructure.
- Some existing infrastructure is outdated and in need of renewal.
- Some existing embellishments and infrastructure have been located in an ad-hoc manner and do not enrich relaxation and enjoyment of the
- High dog use and poor behaviour of dogs and owners conflicts with the cultural, ecological and recreation



# **Climate Change and** Resilience

The project area is highly susceptible to the impacts of climate change.

The eastern coastal dune system establishes a natural defence and protection against coastal erosion. This system is increasingly exposed to open coastal and human erosion and the impacts of climate change.

The low-lying and highly altered environment along the river edge is at risk from future impacts of climate change. The southern parkland currently experiences flooding and is vulnerable to increased flooding in the future due to sea level rise and storm surges.

The existing seawall in the southern parkland is nearing the end of its design life and will require replacement.

Safe passage into the Mooloolaba Harbour is an ongoing requirement for recreation and commercial boat users. Maritime Safety Queensland continue to dredge the sand shoal to achieve 2.5m water depth.

Buddina currently experiences the impacts of heat island effect due to lack of shade. Mapping shows that only 20.8% of Buddina benefits from shade generated by tree canopy. Of this, 5.5% is in open space and 1.2% is in streets. Increased tree canopy will reduce the impacts of heat island effect for the community.

# Key Challenges Climate Changes and Resilience

The southern parkland currently experiences flooding and is vulnerable to increased flooding in the future due to sea level rise and storm surges.

- The existing seawall in the southern parkland is nearing the end of its design life and will require replacement.
- The Buddina Beach dunes are vulnerable to erosion caused by sea level rise and storm surges and will require ongoing maintenance.
- Buddina currently experiences the impacts of heat island effect due to lack of shade cover.

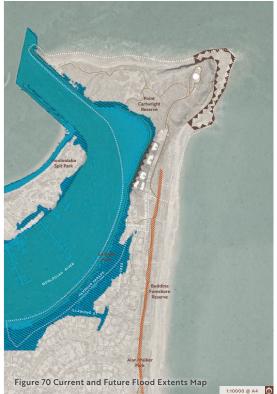


Figure 68 Point Cartwright Reserve erosion

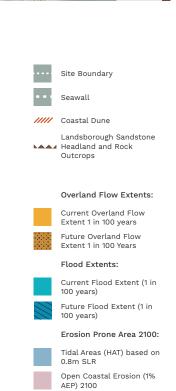
Figure 67 La Balsa Park revetment wall











An easement provides access through the Pacific Boulevarde carpark to the reservoir.

Energex have an area of underground easement in

# Management and **Maintenance**

La Balsa Park and Point Cartwright Reserve are owned by the Queensland Government and designated as Reserves under the control of Sunshine Coast Regional Council as trustee. Point Cartwright Reserve is comprised of two allotments, both designated as Reserve for Recreation and Scenic Purposes. La Balsa Park is also comprised of two allotments, one designated as Reserve for Parks and Gardens, and the other Reserve for Park and Recreation. Council classifies the combined parklands as a district level recreation

Several State Government departments are share management responsibilities within the project area. these include:

- · Department of State Development, Manufacturing, Inrastructure and Planning (DSDILP) - for planning and engagement processes etc.
- · Department of Transport and Main Roads (TMR), Maritime Safety Queensland (MSQ) - for safe harbour access, boat ramps, navigable waterways etc.
- Department of Agriculture and Fisheries (DAF) for marine plants, access to fisheries resources, dedging impacts etc.
- · Department of Environmental Science (DES) for coastal processes, revetment walls etc.
- · Department of Resources (DoR) for mapped vegetation etc.

Operated by the Australian Maritime Safety Authority, Point Cartwright Light is an active lighthouse located on Point Cartwright. It marks the entrance to the northwest channel, a deep-water channel into Moreton Bay and the Port of Brisbane and provides guidance into the Mooloolaba Harbour. The land is leased from Sunshine Coast Council.

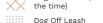
Point Cartwright Reservoir is leased from Sunshine













- Manufacturing. Inrastructure and Planning
- Department of Transport and Main Roads, Maritime Safety Queensland
- Energex Easement and Infrustructure
- Department of Agriculture and Fisheries
- Department of Environmental Science
- Department of Resources
- Telecommunications including (Telstra and Surf Lifesaving Queesnalnd assets and Unity Water (Tanks and associated infrastructure)
- Maritime Saftey Authority (Functioning Lighthouse)





# Management and Maintenance

# **Maritime Safety Queensland**

Figure 70 illustrates state authorities responsible for waterways and infrastructure including Maritime Safety Queensland's eastern and western breakwaters at the mouth of the Mooloolah River.

To maintain a safe navigable entrance for boats, the Mooloolaba Harbour and entrance training walls, including the eastern breakwater on the west side of Point Cartwright, were built by Maritime Safety Queensland (MSQ) in the late 1960's. Since that time, sand shoaling events, where sand accretes to form a shoal (like a sand bar), have occurred regularly in the entrance channel. The shoal decreases the water depths making navigation more hazardous. To counter this, MSQ conduct sand dredging to remove the sand shoal by pumping the sand onto Mooloolaba Beach. In 2014, MSQ undertook investigations to determine a long-term solution. A 60m extension to the eastern breakwater, to intercept most of the sand before it enters the channel, was determined as the preferred option. It is noted that this area of the site is controlled by MSQ.

As stakeholders, the community and Sunshine Coast Regional Council continue to be informed as the project progresses.

### **Dog Management**

Point Cartwright Reserve and La Balsa Park are popular places for people to exercise their dogs. Field survey results suggest almost 1 in 5 uses each week involve dogs.

Figure 70 shows that dogs are allowed off-leash at all times across much of the headland and south across Buddina beach. Additionally, between 4pm and 8am dogs can be off-leash across the outer perimeter of the headland and south through Half Moon Bay.

It is also important to recognise that while the sites are popular for exercising dogs, there are also large parts of the community that would like to see the presence of dogs managed more tightly by Council. This is particularly the case for Point Cartwright Reserve where much of the headland is designated off-leash at all times and Half Moon Bay, where off-leash activities are allowed at restricted times.



Key reasons, cited by those seeking reduced dog activity, include:

- potential harm to cultural heritage sites
- · potential harm to important flora and fauna
- public health concerns (resulting from dog faeces)
- · noise-related impacts from barking
- potential for inappropriate interactions (attacks) between dogs and park users.

Figures numbered from left to right: Figure 73 Environmental education signage Figure 74 Stabilized gravel steps Figure 75 Timber boardwalk Figure 76 Dog exercise

# **Key Challenges** Management and Maintenance

- The absence of a current long-term Master Plan encompassing both Point Cartwright Reserve and La Balsa Park, has made good planning, design and management and the ability to achieve appropriate funding difficult. In addition, a process for maintenance coordination and collaboration between Councils various asset owners is not clear resulting in ad-hoc decision making.
- · State ownership of the marine channel and their requirements to provide a safe navigable harbour will have unknown effects on the edge of the study area.
- · Marine recreation access and management: pressure on boat trailer parking has led to non-compliant parking at peak times and requires the boat trailer carpark to be upgraded.
- Conflict between divers and snorkelers, and boat users has resulted in an unsafe environment and requires further education and management
- Dog management and responsible dog ownership: non-compliance in dog offleash and on-leash areas and lack of collection and disposal of dog faeces, has led to degradation of flora and fauna habitat, cultural heritage sites and for some parkland users, personal





This chapter summarises engagement methods and activities used to gain insights from the community about their vision, values and issues, in order to guide the development of the Master Plan.

tı

I feel so lucky that
I get to enjoy this
stunning place evreyday!
I love looking after the turtles
and caring for the bush,
catching up with my friends...
and my dog ABOLUTELY loves
catching up with her friends
too!

11



73

# Phase 1 **Community Engagement**

### **Community Reference Group**

At the initiation of the master planning process in 2021, Council called for Expressions of Interest to form a Community Reference Group. The purpose of the group was to provide a forum to ensure community views and needs were represented and provided, to guide Council in the planning and management of the project area.

The groups' role was to bring local knowledge and individual skills and passion to help guide the project, and to share progress with their family, friends, colleagues, and neighbours.

The group consisted of an independent chair, appointed by Council, Councillor representation, and 10 community representatives appointed through the Expression of Interest process.

Members were chosen based on a range of interest areas and demographics to ensure a diverse representation of the Sunshine Coast community.

The group met officially four times over an 18 month period, with unofficial and informal group meetings and information sharing along the way. Unfortunately, throughout the engagement process, several members resigned. The remaining members are primarily active members of the Point Cartwright Care Group Inc.



Figure 78 Pop up in the park

### **Have Your Say Phase 1**

From the 29 November 2021 to 9 January 2022, the community were invited to share their values and future vision for the Point Cartwright Reserve and La Balsa Park

Through a community workshop, school visioning workshop, park pop-up events, an online and hardcopy survey and a social media campaign, the community were asked:

- · how people travel to these open spaces
- how frequently they visit Point Cartwright Reserve and La Balsa Park and when they visit
- main reasons they visit Point Cartwright Reserve and La Balsa Park
- what they love about Point Cartwright Reserve and La Balsa Park
- · what they see as an issue with how the open spaces are used and managed
- ideas about the future of Point Cartwright Reserve

These activities resulted in:

- · 2350 on-line survey responses
- 100 plus community members speaking to the project team at three pop up sessions at La Balsa Park
- 30 attendees at the community workshop at Kawana Community Hall
- · 25 attendees at the school workshop and visioning
- 830 signatures submitted to Council via a petition to retain the dog areas.

The engagement process:

- gathered significant feedback, insight and understanding
- increased community awareness of the project
- provided multiple inclusive and accessible options to be involved.



### **Summary of findings**

Analysis of community and stakeholder feedback about what they 'love' about Point Cartwright Reserve and La Balsa Park indicated the following values:

- · natural environment and beauty
- · dog and pet access and friendliness
- · peaceful character of the space
- · opportunities for recreation, exercise and active transport.

Analysis of community and stakeholder feedback about what they consider to be 'issues' with the use and management of Point Cartwright Reserve and La Balsa Park indicated the following issues:

- dog and dog owner behavior
- · traffic management and parking
- · adequate park infrastructure
- management and maintenance of the spaces.

Analysis of community and stakeholder feedback about what they would like to 'see' at Point Cartwright Reserve and La Balsa Park in the future indicated the following vision elements:

- · improved management and maintenance of the
- maintained dog access with improved behavior of dogs and dog owners
- · preserved and restored natural environment with community education to improve awareness of the environmental values of the spaces
- · improved park infrastructure.

Feedback collected clearly demonstrated that the community loves the parklands. The most popular response on three of four survey questions on issues and vision of the area were that people have no issues with the space and would it like it to remain the same.



It is important to acknowledge when responding to 'issues' about how the parkland is managed and maintained, participants also requested additional park infrastructure including paths, seating, barbecues and shade and upgrades to playgrounds; and that this will inherently result in 'change'. A key challenge for the Master Plan is to incorporate change sensitively to improve what the community love and value about the

School Workshop

Another key challenge for the Master Plan is divergent community opinion about dog access. Analysis of community and stakeholder feedback indicates a strong response from participants who want dog access to be retained coupled with a strong response from participants who want to minimise this access. Analysis also indicates that the issues participants raised in relation to dog access relate to dog and dog owner behavior.



Figure 81 Pop up in the park

# Phase 2 **Community Engagement**

### **Have Your Say Phase 2**

From the 5 June to July 2023, the community were invited to have their say on the draft master plan for Point Cartwright Reserve and La Balsa Park area.

Phase two involved conducting one-on-one meetings with key community representatives as well as the online component. Council's 'Have Your Say' website provided educational information about the reserve, presenting the draft master plan in an easily understandable format, and hosting a survey to collect feedback. The feedback received from the community influenced the refinement of guiding strategies, design responses, and recommendations for the master plan.

The survey was well-promoted through various communication channels, and participants were provided with key documents such as expert reports on environmental and recreational values, the draft master guiding strategies, illustrative plans and information on proposed changes to pet access.

In total, 1509 survey responses and 87 email responses were received. The majority of respondents were between the ages of 45-54, and there was a higher level of female participation. The feedback was analysed and grouped into themes and sub-themes to capture community views.

### **Summary of findings**

The overarching message from the community feedback is the importance of a balanced approach in the design and management of the area. The community expressed their passion for the area but had competing desires and opposing views regarding its use, protection, and preservation.

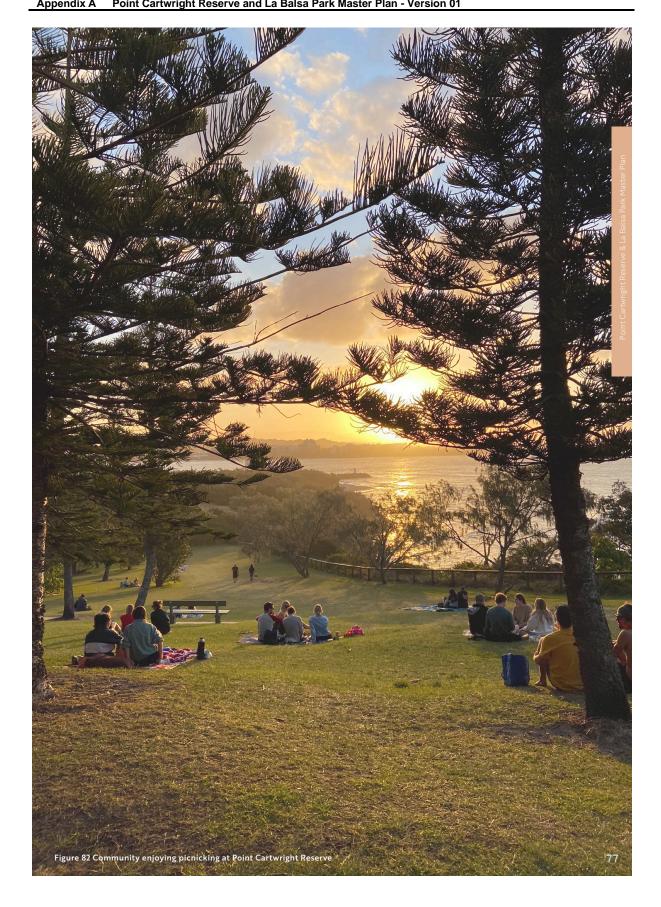
One significant theme was the need to balance pet access and responsible pet ownership. There were some interest groups that expressed no support for any pet access changes while other groups wanted to see reduced access or no pet access to the Reserve. The community expressed interest in suitable pet access while raising concerns about proposed changes to dog access locations and control. Equitable access for all community members, including those with mobility issues, was emphasised.

enhance enjoyment without impacting native plants & animals Cultural heritage, Environment & Recreation Cultural heritage and native plants & animals need to be protected while enabling recreational use

Concerns were also raised about proposed infrastructure, such as the location of the barge platform at La Balsa, which some felt could impact native plants and animals. Safety issues related to e-transport, brush turkeys, and dogs were also highlighted by the community.

Cultural heritage and environmental protection were important to the community, with a focus on protecting nesting marine turtles and improving habitat. The community supported measures such as low-growing vegetation to allow hang/paragliding and the closure of unauthorised/goat trails.

There were no major objections for the broader draft master plan proposal which includes improvements to the park infrastructure, car parking, vegetation restoration and tree planting.



# **Guiding themes**

Engagement feedback has been grouped into four themes in order to distil the community's values and visions to guide the Master Plan.



The environment preserve and enhance the sites natural environmental values and scenic amenity



Improve awareness provide education and awareness of the rich history of the site, the environmental values, and the significance of the land for Kabi Kabi People

Figure 83 Community Values Diagram

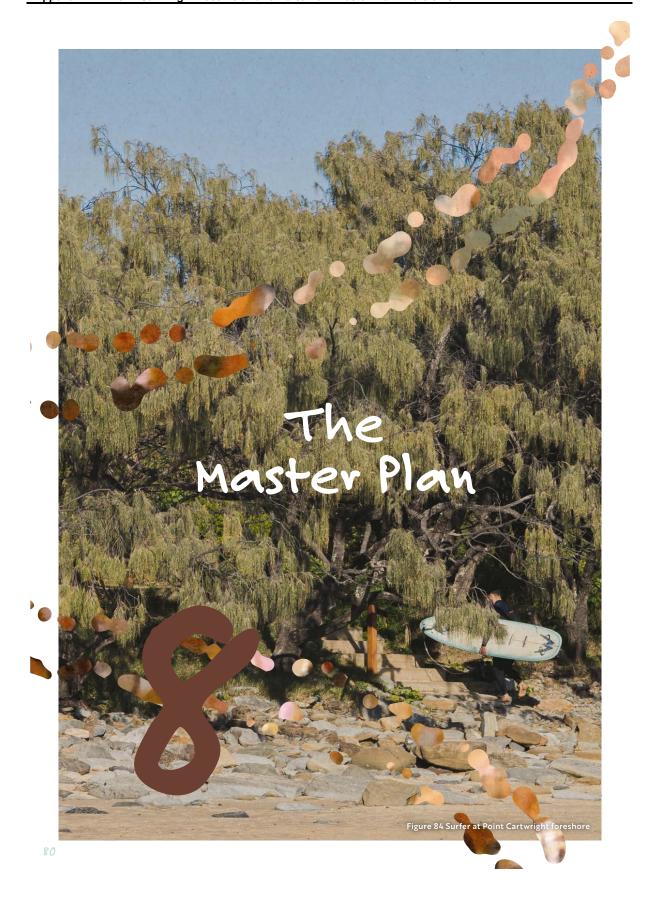


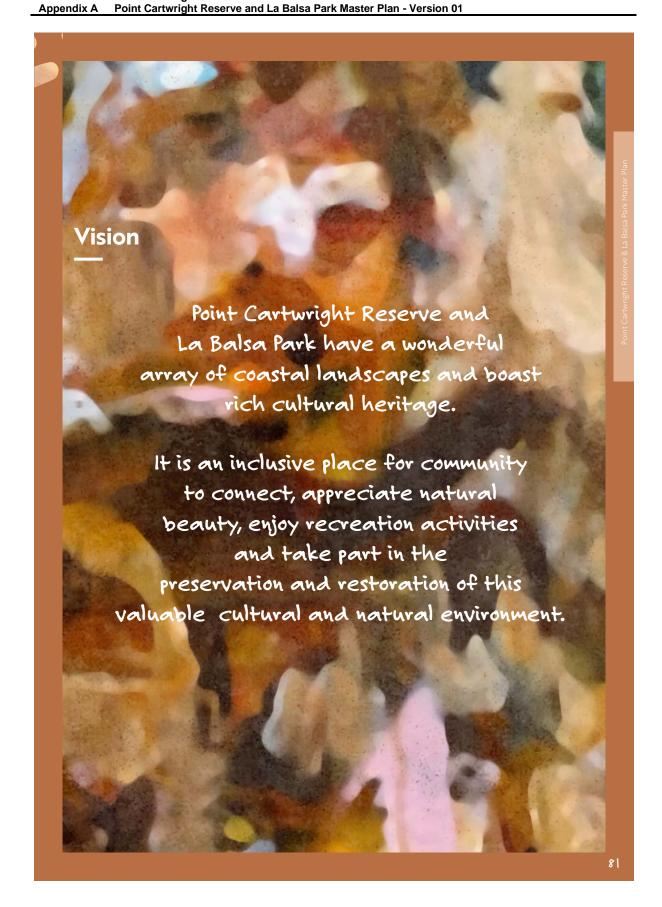


Social and recreational maintain social connections, exercise opportunities and pet friendly activities



Inclusive create an inclusive place for people of all ages and abilities to enjoy





# The Master Plan **Strategies**

### Strategy 1

## Manage park use

### Why?

The parkland plays an important role providing a relaxing and inviting atmosphere where people can come and decompress from their stressful daily routines at home and work, either by relaxing or being physically active. Equally important are the parklands' complex and multiple layers of cultural significance and ecological value.

In public spaces, it is not uncommon to experience conflict when people disagree on how spaces should be shared and used and when people use spaces in a way that threatens or damages the natural environment. The key challenges for the parkland include dog activity management, population growth, climate change, protection of turtle hatching areas, shorebird and Nudibranch habitat, safe diving and snorkelling, damage to cultural sites, damage to vegetation and sustainable asset management.

It will not be possible to meet everyone's desires for how the parkland is used. This strategy seeks balance for the mutual long-term benefit of place and people.

### How?

- S.1.1 Amend dog access throughout the reserve to protect the ecology, cultural heritage, reduce park user conflicts and improve amenity (eliminating unattended dog waste).
- Retain dog access through the park and reserve S.1.2 and change to be on-leash at all times.
- S.1.3 Restrict dog access to certain areas to protect ecology and cultural heritage.
- S.1.4 Provide a new 3 metre wide Coastal Pathway in La Balsa Park to accommodate shared pedestrian and cycle use.
- S15 Link the new section of the Coastal Pathway with the coastal pathway network at Gulai Street for clearer navigation through Buddina.
- Encourage reduced cycle, scooter, and skateboard speeds throughout the parkland to minimise pedestrian and cycle conflicts; and impose some 'path only' use to protect

- the ecology and cultural heritage.
- Improve safety and accessibility by clearly delineating spaces for pedestrians and spaces for vehicles, introducing additional pedestrian crossing points, and reducing traffic speeds.
- S.1.8 Manage light spill from the Pacific Boulevard residential towers and car park to protect turtle
- Define areas for special uses and events.

## What happens if we do nothing?

If the recreation needs of the community are not balanced with the long-term need to protect and enhance cultural heritage and the ecology, the parklands existing value will continue to be degraded.

## Strategy 2

## Enrich the place experience

### Why?

While the parkland is already a much loved and well used destination, the excePointional history and ecological qualities of the site are not well known and appreciated. Gaining a better understanding of these qualities through knowledge sharing will help foster community pride, delight and respect, enriching the experience of this special place.

The history and qualities of the area can be reflected through the design of infrastructure. This will help to strengthen its distinctive character and identity, ensuring its look and feel is unique.

### How?

- S.2.1 Reveal and share the place story at arrival points, gateways, lookouts, and special places.
- 5.2.2 Provide a cultural and ecological education area in the heart of the reserve to educate the community, elevating the cultural and environmental significance of the reserve.
- S.2.3 Strengthen the place character through design of infrastructure, built form and furniture elements, and selection of materials and planting.
- S.2.4 Establish a clear and accessible pedestrian pathway network.
- S.2.5 Improve existing lookouts and create more opportunities to highlight and enjoy views.
- S.2.6 Locate tables and seating in a variety of landscape character settings across the parkland to increase the range of possible experiences and appreciation of the place.
- S.2.7 Enhance playgrounds with interpretive

elements, educating children about the reserve and its surroundings while increasing

## play value.

- S.2.8 Enhance community awareness and appreciation of this unique place by incorporating interpretation and education to deepen understanding and enrich experiences throughout the reserve and park.
- S.2.9 Elevate the environmental and cultural significance by implementing a statement/ interpretation/experience at the reserve entrances, enhancing awareness and respect.
- S.2.10 Improve connection to the Mooloolah River with accessible river viewing platforms at La Balsa Park.
- S.2.11 Retain the existing informal hang gliding and paragliding headland launch area.

# The Master Plan **Strategies**

### Strategy 3

## Prioritise places for people

Population growth puts pressure on existing amenities, infrastructure, housing and services. It is critical to plan well so that we can shape sustainable growth and maintain all that we love about living on the Sunshine

Parks, reserves and open spaces are especially valuable as they give the community a place to be active and relax for free, whether it's walking, swimming, socialising or connecting with nature.

People visiting the reserve and parkland get there by walking, cycling, or driving. The main method of transport is by car and these visitors park in one of five off-street car park areas. While these are well used, they could be better configured to utilise the open space along the foreshore, while maintaining convenient

This long-term Master Plan provides the opportunity to advance a solution to the community's future transport needs in balance with their need for high quality open

### How?

- S.3.1 Reconfigure the car park at the end of Pacific Boulevard to improve pedestrian accessibility and safety. Screen vehicle headlight impacts on the turtle nesting beach.
- S.3.2 Reconfigure the Gulai off-street car park to make better use of the space, improving pedestrian accessibility and safety.
- Reclaim valuable parkland by reconfiguring the two southern off-street car parks in La Balsa Park to on-street angle parking arrangement increasing high value parkland area
- S.3.4 Provide open 'kick and throw' lawn areas for recreation and exercise
- S.3.5 Reconfigure Harbour Parade off-street boat trailer and car park to improve efficiency, improve function, reduce conflict and improve pedestrian safety.

- S.3.6 Improve water access by integrating an accessible terraced revetment wall and ramp at Half Moon Bay to increase accessibility and activation.
- S.3.7 Provide opportunities for sustainable recreation activities within the reserve, park and surrounding area e.g. hang gliding launch lawn, nudiebranch diving.
- S.3.8 Improve comfort and equity through design of accessible paths, park infrastructure, built form and furniture elements, motorised and non-motorised vehicle parking.
- S.3.9 Improve east-west pedestrian links from Buddina Beach to the Mooloolah River
- S.3.10 Allow for the future transport needs for the community by incorporating active and public transport and reduced car reliance.
- S.3.11 Investigate the feasibility of a frequent bus loop and a ferry connection to Mooloolaba spit.

### What happens if we do nothing?

If parkland is not prioritised for the community's recreation use, car parking will continue to dominate and fracture valuable public open space and the community's recreation needs will be adversely impacted.

## **Proposed Car Parking**

The Master Plan concept design reconfigures car parking areas to better utilise valuable open space by removing two off street car park within La Balsa Park, and by maximising car parking in existing areas.

Proposed car parking areas, including on and off street car parking, provide 304 spaces

AREA	Off Street	On Street
Harbour Pde Boat Ramp	53	3
Harbour Pde 1	-	13
Harbour Pde 2	-	15
Harbour Pde 3	34	-
Harbour Pde - east side	-	• • • 45
Harbour Pde - west side	-	••• 50
Gulai Street	-	••• 18
Point Cartwright car park	52	-
Pacific Blvd	21	• • • 14
TOTAL (318)	160	158



Figure 85 Existing section through Harbour Parade car park 2



Figure 86 Proposed section through Harbour Parade car park 2

# The Master Plan **Strategies**

## Strategy 4

## **Embed resilience and adaptation**

### Why?

Whether rapid or gradual, change is a fact of life on the Sunshine Coast, as it is across the planet. Responding to climate changes is one of the many challenges that need to be planned for.

Good planning, design and construction, and plant species and material selection, play a critical role in reducing the projects 'whole of life' costs and long-term sustainability.

- S.4.1 Design a new seawall that can be adapted to accommodate sea level rise, as well as raise park levels to minimise impacts to valuable open space
- S.4.2 Where necessary, raise park levels in the southern parkland to future proof valuable open space and assets.
- S.4.3 Maintain and enhance the Buddina Beach dunes and dunal vegetation to reduce coastal erosion and the impacts of climate change.
- S.4.4 Increase shade and tree canopy coverage to reduce heat island effect to create comfortable places for recreation, walking and cycling.
- S.4.5 Integrate water sensitive designs through the parkland that improve water quality.
- S.4.6 Prioritise good planning, design and construction; and select endemic vegetation species and robust materials suitable to the local climate and place character.

# What happened if we do nothing?

Ignoring the impacts of climate changes will result in a loss of useable open space, safe entry into the Mooloolaba Harbour and poor health outcomes.

## Strategy 5

## Advance healing and caring for Country

### Why?

Indigenous Australians are the oldest continuing living culture in the world. The richness of this culture(s) is something we can all take pride in as a nation. The parkland holds profound cultural heritage importance and features high value fauna and flora. Although the site has experienced substantial alterations dating from the 1960's, much of the cultural and ecological value is intact.

- S.5.1 Work with the Traditional Custodians of this land to improve land management, foster cultural awareness and respect the significance of this place.
- S.5.2 Create a long-term management and maintenance framework for the parkland. Bring together relevant Council areas with community volunteer groups to support Indigenous Land Management activities.
- S.5.3 Raise awareness and deepen appreciation of this place by providing learning and education opportunities throughout the reserve and park.
- Provide interpretation elements such as signage and art, as well as activities like a yarning circle, sound trails, cultural tours, and volunteer programs.
- Reconnect fragmented vegetation patches by revegetation, providing increased continuous habitat for vulnerable flora and fauna within the

- S.5.6 Close off goat tracks within the reserve removing human presence allowing ecological regeneration.
- S.5.7 Establish environmental protection areas prohibited to pets to minimise impacts to endangered migratory shorebirds and other vulnerable flora and fauna.
- S.5.8 Establish designated dog on-leash areas to minimise impacts on other vulnerable flora and fauna in the reserve.

### What happens if we do nothing?

The cultural heritage and remnant vegetation attributes are currently at risk of being damaged and/or lost. If they are not protected future generations will not have the opportunity to enjoy them.

# **The Master Plan**

- Site boundary
- Entry/threshold treatment
- Cultural/ecological interpretation opportunity
- Exercise equipment
- Kick-around space
- Playground
- Revegetated area
- Lookout
- Toilets
- Parking
- Trailer Parking
- Tree
- Revegetation Type 1
- Revegetation Type 2
- Revegetation Type 3 (low planting)
- 1 Natural play area
- 2 Informal shaded picnic zone
- 3 Yarning circle, timber deck
- 4 Terraced/seating timber deck

- 5 Paragliding launch/viewing lawn
- 6 Decking over retaining wall and water access
- 7 Outdoor shower and stair access
- 8 Cultural heritage protection
- 9 Turtle habitat protection (timber louvre and vegetation screening)
- Restricted access (barriers and planting)
- 11 Potential Bus Loop Stop
- Potential ferry landing
- New shade tree planting and pedestrian link
- Ramp access and terraced revetment wall
- 15 Formalised beach access track
- 16 Existing path
- 17 1.2m wide nature walk
- 18 1.8m wide connector path
- 19 2m wide nature walk
- 20 3m wide Coastal Pathway
- 3m wide maintenance access road/ Coastal Pathway
- 22 Existing parallel parking to remain
- 23 45 Degree angle on-street parking
- Proposed reconfiguration of off-street car parking
- Overflow car with boat trailer parking
- Proposed reduction of street corners to low speed radius

88



Figure 87 Master Plan



Entry/threshold treatment

Cultural/ecological interpretation opportunity

Exercise equipment

Playground

Revegetated area

Lookout

Toilets

Parking

New Tree

Revegetation Type 1

Revegetation Type 2

Revegetation Type 3 (low planting)

Natural play area

Informal shaded picnic zone

Yarning circle, timber deck Terraced/seating timber

Paragliding launch/viewing

Cultural heritage protection (indicative)

Turtle habitat protection and vegetation screening)

Restricted access (barriers and planting)

Potential ferry landing

Ramp access and terraced revetment wall

Formalised beach access track

Existing path

1.2m wide nature walk

1.8m wide connector path

2m wide nature walk

3m wide Coastal Pathway

3m wide maintenance access road/ Coastal Pathway

Existing parallel parking to

Proposed reconfiguration of off-street car parking

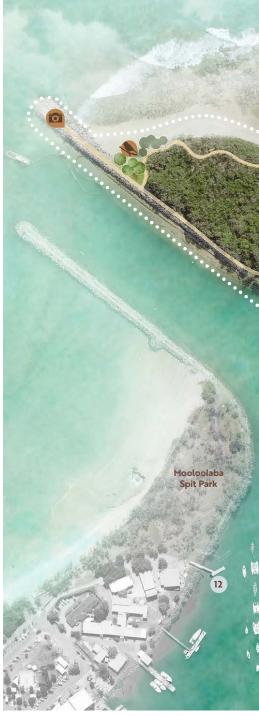


Figure 88 Master Plan Area 1



- Site boundary
- Entry/threshold treatment
- Cultural/ecological interpretation opportunity
- Exercise equipment
- Kick-around space
- Toilets
- Parking
- Tree
- 1 Natural play area
- 2 Informal shaded picnic zone
- 7 Outdoor shower and stair access
- 11 Potential Bus Loop Stop
- Potential ferry
- 16 Existing Coastal Path
- 20 3m wide Coastal Pathway
- 3m wide access road/ Coastal Pathway
- 22 Existing parallel parking to remain
- Proposed reconfiguration of off-street car parking



Figure 89 Master Plan Area 2





Kick-around space



Playground



Parking



Tree

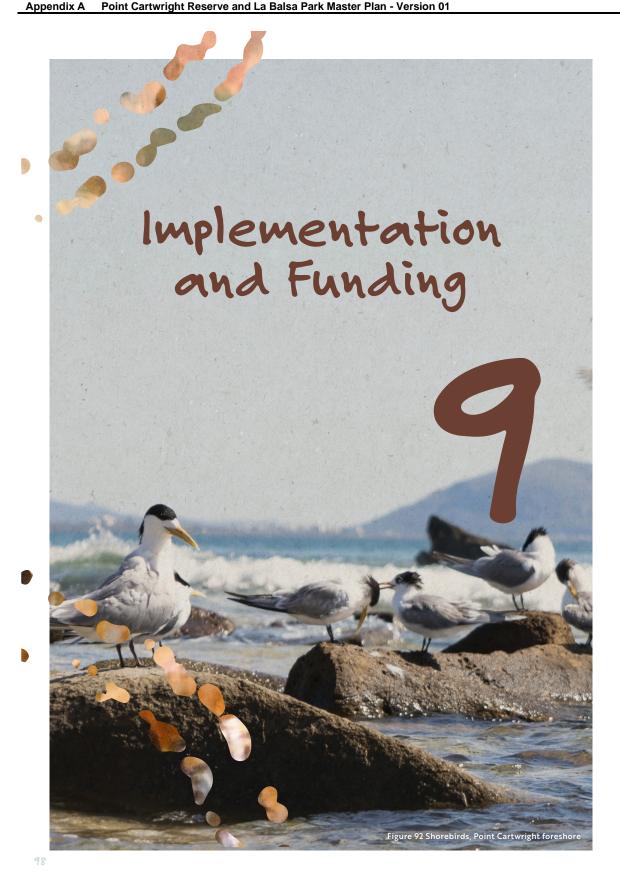
- 2 Informal shaded picnic zone
- 6 Decking over retaining wall and water access
- 7 Outdoor shower and stair access
- 11 Potential Bus Loop Stop
- New shade tree planting and pedestrian link
- 20 3m wide Coastal Pathway
- 22 Existing parallel parking to remain
- 23 45 Degree angle on-street parking
- Proposed reconfiguration of off-street car parking
- Proposed reduction of street corners to low speed radius

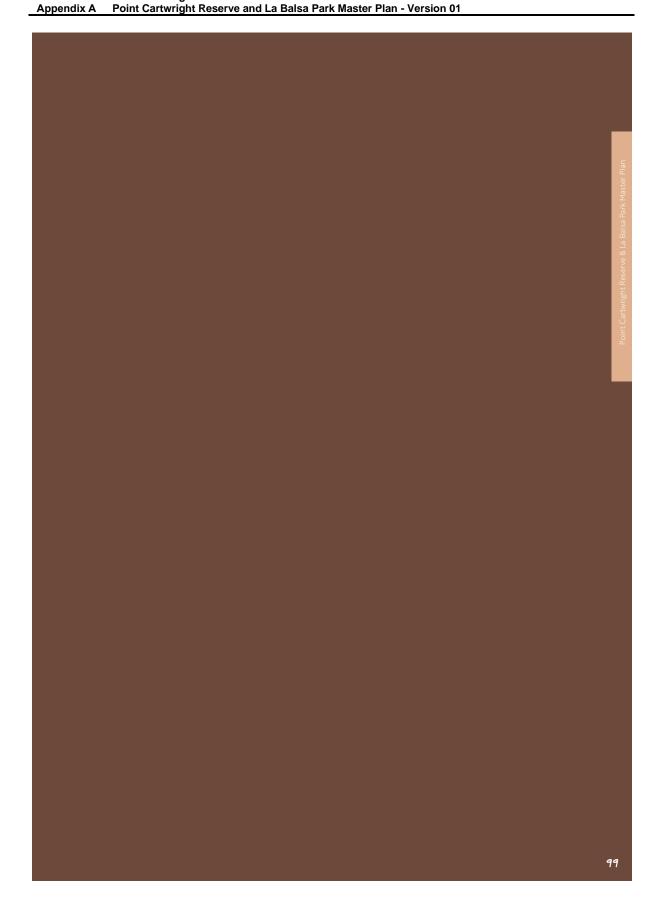


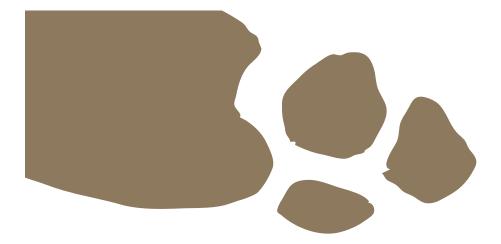
Figure 90 Master Plan Area 3

- Site boundary
- Entry/threshold treatment
- Playground
- Toilets
- Parking
- Trailer Parking
- Tree
- 2 Informal shaded picnic zone
- 6 Decking over retaining wall and water access
- New shade tree planting and pedestrian link
- 20 3m wide Coastal Pathway
- 22 Existing parallel parking to remain
- 23 45 Degree angle on-street parking
- Proposed reconfiguration of off-street car parking
- Overflow car with boat trailer parking
- Proposed reduction of street corners to low speed radius









# **Measuring Success**

# **Review and Monitoring**

To effectively implement the Action Plan performance indicators are required to demonstrate that the desired outcomes from the Master Plan have been achieved. It is essential that the strategies and actions of this plan can be measured by some means.

For this purpose, the following activities are considered practical survey methods of monitoring the progress and performance of the Action Plan:

### Surveys

Carry out surveys and questionnaires periodically (approximately every five years) accompanied by a survey of user numbers in various parts of the area; qualitative and quantitative in nature. The survey/ questionnaire should establish any changes in park usage, visitor experience and perceptions etc. Additionally, web surveys can be undertaken to request feedback on the implementation of programs and management strategies.

### Register of correspondence

Review of letters, emails and community requests received each year (positive and negative) on various subjects related to the parklands. This register can be used to indicate general trends and changes in issues and opportunities and the management of the spaces.

## Photographic survey

Taken at key and consistent locations every five years to establish degrees of change (either positive or negative). This could be compared with aerial photographs reviewed every five years.

If the Master Plan is to remain relevant in the future, it is essential that its implementation is reviewed on a regular basis to ensure any relevant changes are

Changes which may need to be addressed include new legislation, changes in community values, project priorities, funding resources and new opportunities for future upgrades. Given that community desires and expectation change over time, this Master Plan also needs to have some flexibility to adapt to any changes of circumstance. As such, review of the plan allows for the values to be redefined over time.

In line with the outcomes described in the Action Plan, it is recommended that the Master Plan be reviewed in the following sequences and time spans.

## **Annually**

Review progress of Action Plan.

### Two years

Review management and administration structures and update priorities.

Major review of all values based on revised analysis and issues and amended planning legislation. Review outcomes against survey information, photographic record and register of correspondence.

Council funding for implementing the Master Plan will

# **Funding**

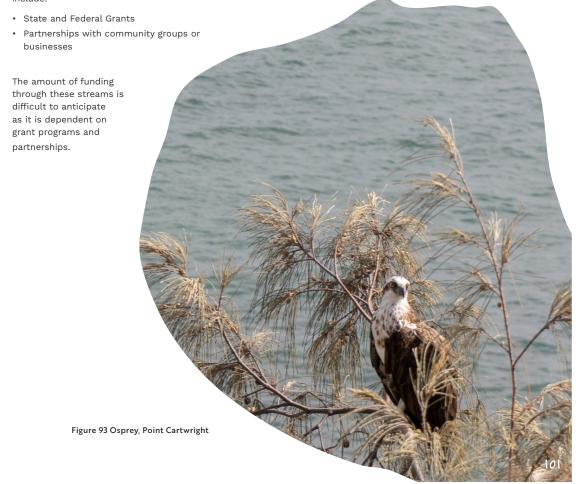
either be allocated for:

- future asset renewal works through the Capital Works Program
- · maintenance and management of the parklands through the Operational Works Program

Funding is currently provided through Council's 10 year

Funding of the more substantial changes (included in the long-term plan) are subject to securing additional funding.

Additional funding options which may be investigated include:





# **Action Plan**

The Action and Implementation Plan outlines the actions associated with the Master Plan strategies and identifies timeframe, delivery responsibility, cost, benefit and prioritisation.

## **Master Plan strategies and actions**

The plan includes a list of detailed actions recommended to deliver the five Master Plan strategies.

- 1. Manage park use
- 2. Enrich the place experience
- 3. Prioritise places for people
- 4. Embed enduring sustainability
- 5. Advance healing and caring for Country

### **Time**

Timeframe is defined in the following categories.

## Short

1-5 years

## Medium

5-10 years

### Long

10+ years

### **Cost Estimate**

The cost of an action is classified in the following catagories.

Low

\$0-\$150k

Medium

\$151k-\$500k

High

\$501k+

### **Benefit**

### **High Benefit**

High benefit is when the proposed action has a profound impact on the broad community, disadvantaged user group, or the environment. It means that the project will significantly improve the wellbeing and quality of life for a group or the environment. For example, it could involve the development of infrastructure that enhances accessibility for people with disabilities or implementing initiatives that have a substantial positive impact on the environment.

## **Medium Benefit**

Medium benefit is when a smaller user group stands to benefit from the project, even though the majority may not experience a significant impact. This category typically involves more localised or specific improvements that cater to specific needs. For example, it could include a playground upgrade to benefit children and families or implementing conservation measures that protect a specific species within an ecosystem.

### **Low Benefit**

Low benefit is when the existing situation is acceptable but could be improved. It means that the proposed action or solution would bring about refinements or enhancements. For example, it could involve resealing a car park.

### **Priority Factors**

Additional factors that influence the prioritisation of projects or assets based on specific circumstances or conditions. For example for scheduled asset renewals when and asset is at end of life or if a policy position increases priority.

### **Priority**

### **High Priority**

High priority indicates that the proposed action offers significant benefits while the associated costs remain within an acceptable range. This means that the potential positive impact outweighs the expenses involved, making it a top priority for allocation of resources.

### **Medium Priority**

Medium priority signifies that the benefits derived from the proposed action or solution justify the costs involved, although they may not be as pronounced as in high-priority cases. The balance between cost and benefit is moderate, indicating a reasonable investment of resources to achieve meaningful outcomes. Projects or actions classified as medium priority warrant attention and resources but may require further evaluation to determine the optimal allocation.

### **Low Priority**

Low priority indicates that the benefits derived from the proposed action or solution may not be significant enough to justify the associated costs. While there may be some advantages, the overall value gained does not outweigh the expenses incurred. Projects or actions classified as low priority may be considered for implementation only if resources become available after higher priority initiatives are addressed.

# **Action Plan**

Strategy	Action/Task				
1. Manage park use	Undertake local law amendment process to amend dog access throughout the reserve to balance protection of ecology, cultural heritage, recreation and to reduce park user conflicts and improve safety and amenity.				
	Prepare detailed design and costing for a new 3 metre wide Coastal Pathway in La Balsa Park to accommodate safe shared pedestrian and cycle use.				
	Prepare detailed design and costing for a Coastal Pathway link between La Balsa Park and Buddina Foreshore Reserve at beach access 201 (Gulai Street) providing an accessible link in the coastal pathway network.				
	Prepare detailed design and costing for a new 3 metre wide Coastal Pathway through Point Cartwright Reserve to accommodate safe shared pedestrian and cycle use.				
	Prepare detailed design and costing for new nature trails in Point Cartwright Reserve that includes restricting access to vegetated areas and decommissioning undesirable goat tracks.				
	Prepare detailed design and costing for lighting upgrade to public lighting in La Balsa Park to meet National Light Pollution Guidelines for Wildlife.				
	Undertake waste management assessment with recommendations for services provided in the reserve and park.				
	Continue shared path user behaviour campaigns to ensure safe shared path use taking into consideration Etransport modes and conflicts with other users				
	Plan and implement measures to manage light spill from the Pacific Boulevard residential towers and car park to protect turtle nesting areas.				
2. Enrich the place experience	Develop signage and wayfinding strategy including entry statement concept design, cost estimate, interpretive/ educational elements. This action will require capital funding for delivery.				
	Prepare detailed design for a cultural and ecological education area in the heart of the reserve to educate the community, elevating the cultural and environmental significance of the reserve. This action will require capital funding for delivery.				
	Prepare furniture, finishes and planting design guideline to strengthen the place character through design of infrastructure, built-form and furniture elements, and selection of materials and planting.				
	Prepare detailed design for playgrounds with interpretive elements, educating children about the reserve and its surroundings while increasing play value.				
	Prepare detailed design for accessible river viewing platforms (x2) in La Balsa Park to improve connection to the Mooloolah River. This action will require capital funding for delivery.				
	Locate tables and seating in a variety of landscape character settings across the parkland to increase the range of possible experiences and appreciation of the place.				

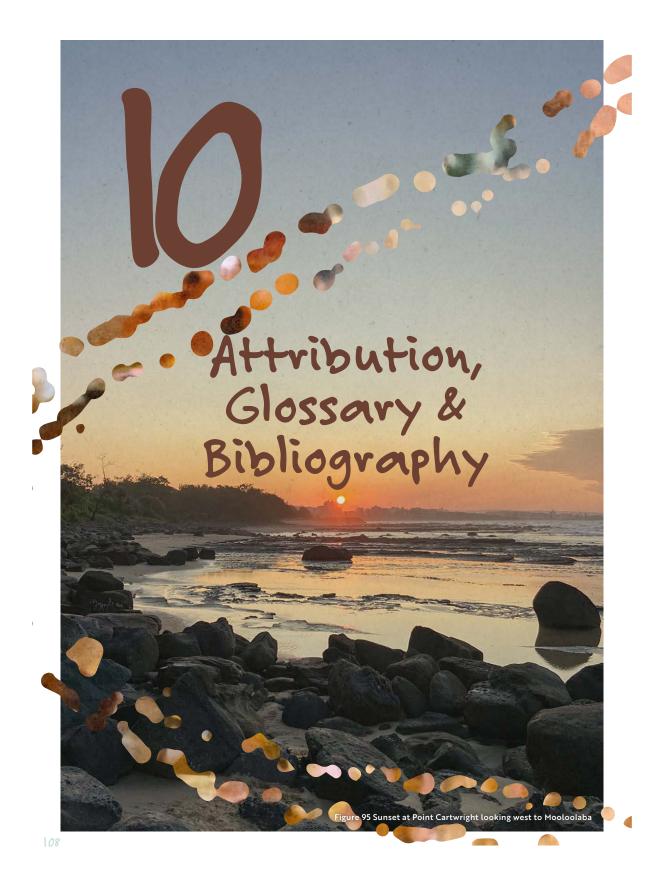
The Action Plan has been developed with relevant parts of Council. Implementation will be based on future availability of resources, funding and detailed design outcomes.

Time	Who		Cost Estimate	Benefit	Priority Factors	Priority
Short/Med/ Long	Group	Branch			(end of life asset renewals, policy position)	
S	Civic Governance	Civic Governance	Low	High		High
М	Built Infrastructure	Parks and Gardens	Low	Medium		Medium
М	Built Infrastructure	Parks and Gardens	Low	Medium		Medium
М	Built Infrastructure	Parks and Gardens	Low	Medium		Medium
М	Built Infrastructure/ LaNA	Parks and Gardens/ Environmental Operations	Low	High		High
М	Built Infrastructure/ LaNA	Transport Infrastructure Management	Low	High		High
S	LaNA	Waste & Resource Management	Low	Medium		Medium
S	Built Infrastructure	Sustainable Transport Services	Low	Medium		Medium
S	LaNA	Environmental Operations	Medium	Medium		Medium
S	Built Infrastructure/ LaNA	Environmental Operations/ Parks and Gardens	Low	High		High
М	Built Infrastructure/ LaNA	Environmental Operations/ Parks and Gardens	Low	High		High
S	Built Infrastructure	Parks and Gardens	Low	Medium		Medium
S	Built Infrastructure	Parks and Gardens	Low	High	*	High
М	Built Infrastructure	Parks and Gardens	Medium	Medium		Medium
S	Built Infrastructure	Parks and Gardens	Low	High	*	High

# **Action Plan**

Strategy	Action/Task			
3. Prioritise places for people	Undertake parking study and prepare recommendations for car parking changes.			
	Prepare detailed design for Harbour Parade off-street boat trailer and carpark to make best use of the space, improving accessibility maximising parking and space for planting.			
	Prepared detailed design for a terraced revetment wall and ramp at Half Moon Bay to increase accessibility and activation. This action will require capital funding for delivery.			
	Prepare detailed design for upgrade to park infrastructure to meet current council standards for accessibility - consolidating the barbeques, and some park furniture under new shelters.			
	Prepare detailed design for exercise equipment that meets the community needs.			
	Prepare detailed design to improve east-west pedestrian links from Buddina Beach to the Mooloolah River via Illawong Street.			
	Investigate traffic calming devices & crossing points in the surrounding road network to encourage slower vehicle speeds and promote pedestrian priority.			
	Prepare detailed design for central amenities building upgrade to improve accessibility and openness.			
	Prepare Regional Dog Exercise Areas (DEA) Network Plan			
	Investigate future sustainable transport opportunities for the community by incorporating active and public transport and reduced car reliance.			
4. Imbed enduring sustainability	Prepare detailed design for a new seawall that can be adapted to accommodate sea level rise, as well as raise park levels to minimise impacts to valuable open space.			
Sustamability	Maintain and enhance the Buddina Beach dunes and dunal vegetation to reduce coastal erosion and the impacts of climate change and people through education and signage.			
	Prepare detailed design for additional tree planning in the reserve and park to increase shade and tree canopy coverage to reduce heat island effect to create comfortable places for recreation, walking and cycling.			
	Prepare detailed design for water sensitive urban design initiatives through the parkland that improve storm water runoff quality.			
	Undertake a comprehensive Flora and Fauna Survey and Assessment of the area identified as Littoral Rainforest and Vine Thicket of Eastern Australia Ecological Community			
	Undertake an education campaign in conjunction with the relevant State departments to raise awareness of State legislation regarding foraging and harvesting of shells and fossils on the rocky foreshore areas			
	Prepare a plan of how to manage the Littoral Rainforest and Vine Thicket Ecological Community in accordance with the National Recovery Plan			
5. Advance healing	Undertake further cultural heritage investigations to contribute to the interpretation strategy, including the creation of an intellectual property (IP) agreement, incorporate anthropological insights.			
and caring for Country	Prepare Cultural Heritage Management Plan (part 7 of Cultural Heritage Act) with detailed design for cultural protection mitigation measures.			
	Work with the Traditional Custodians of this land to improve land management, foster cultural awareness and respect the significance of this place.			
	Prepare detailed design for revegetation areas to reconnect fragmented vegetation patches, providing increased continuous habitat for vulnerable flora and fauna within the reserve.			
	Create a long-term management and maintenance framework for the parkland. Bring together relevant Council areas with community volunteer groups to support Indigenous Land Management activities. Noting that this is not a current service provided by EO for this category of environment reserve, but could be implemented with appropriate resourcing and support.			
	Benchmark, survey and report the recovery of habitat and biodiversity through Bushland Operational Assessment methodology on a 5 yearly basis			
	Continue to engage with Kabi Kabi Elders to gain knowledge of additional layers of significance.			

Time	Who		Cost Estimate	Benefit	Priority Factors	Priority
Short/Med/ Long	Group	Branch			(end of life asset renewals, policy position)	
М	Built Infrastructure	Transport Infrastructure Management	Low	Low		Low
S	LaNA	Environmental Operations	Medium	High	*	High
М	LaNA	Environmental Operations	Medium	Medium		Medium
S	Built Infrastructure	Parks and Gardens	Low	High	*	High
S	Built Infrastructure	Parks and Gardens	Low	Medium	*	Medium
М	Built Infrastructure	Parks and Gardens	Low	Medium		Medium
М	Built Infrastructure	Parks and Gardens	Low	Medium		Medium
L	Business Performance	Property	Low	Medium		Medium
S	Built Infrastructure	Parks and Gardens	Low	Medium		Medium
М	Built Infrastructure	Transport Infrastructure Management	Low	Medium		Medium
М	Customer & Planning Services	Strategic Infrastructure Planning & Policy	Low	Medium		Medium
S	LaNA	Environmental Operations	Low	High		High
S	Built Infrastructure	Parks and Gardens	Low	High		High
L	Customer & Planning Services	Strategic Infrastructure Planning & Policy	Low	Medium		Medium
S	LaNA	Environmental Operations	Low	Medium		Medium
S	LaNA	Environmental Operations	Low	High		Medium
S	LaNA	Environmental Operations	Low	Medium		Medium
М	LaNA	Environmental Operations	Medium	High		High
S	LaNA	Environmental Operations	Low	High		High
М	Economic & Community Development / LaNA	First Nations Partnerships / Environmental Operations	Medium	High		High
S	LaNA / Built Infrastructure	Environmental Operations / Parks and Gardens	Low	High		High
S	LaNA / Built Infrastructure	Environmental Operations / Parks and Gardens	Low	High		High
S	LaNA	Environmental Operations	Low	High		High
S	Economic & Community Development / LaNA	Community Development / Environmental Operations	Low	High		High



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Shane Hastings, Michael Blair, Erin Johnston, ROSS Planning, Converge Heritage, Place Design Group

# Glossary

### **Caring for Country**

Caring for country centres on the relationships between Indigenous peoples and their country, which includes their lands, waters, plants, animals, heritage, culture, ancestors, laws, religions and more.

### Country

Country is the term often used by Aboriginal peoples to describe the lands, waterways and seas to which they are connected. The term contains complex ideas about law, place, custom, language, spiritual belief, cultural practice, material sustenance, family and identity.

### **Ecotones**

Areas of steep transition between ecological communities, ecosystems, and/or ecological regions along an environmental or other gradient. Ecotones occur at multiple spatial scales and range from natural ecotones between ecosystems and biomes to humangenerated boundaries.

### **Embayment**

A recess in a coastline forming a bay.

### Design life

The design life of a component or product is the period of time during which the item is expected by its designers to work within its specified parameters; in other words, the life expectancy of the item.

### Intangible cultural heritage

A practice, representation, expression, knowledge, or skill considered by UNESCO to be part of a place's cultural heritage.

### Nudibranch

Nudibranchs are a group of soft-bodied marine gastropod molluscs that shed their shells after their larval stage. They are noted for their often extraordinary colours and striking forms, and they have been given colourful nicknames to match, such as "clown", "marigold", "splendid", "dancer", "dragon", and "sea rabbit". Currently, about 3,000 valid species of nudibranchs are known.

### **Regional Ecosystem**

Regional ecosystems are vegetation communities in a bioregion that are consistently associated with a particular combination of geology, landform and soil.

### **Shared path**

Where people walking and cycling are moving at speed and sharing space. A shared path is recommended to be 3m wide to allow two people to walk side by side and a bicycle rider to pass with adequate operating space and clearance.

### Tangible cultural heritage

Physical artefacts produced, maintained and transmitted intergenerationally in a society. It includes artistic creations, built heritage such as buildings and monuments, and other physical or tangible products of human creativity that are invested with cultural significance in a society.

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Sunsh Planni Sunsh

Lands Sunsh Turtle

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and Co Sunsh Reserv

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Sunshine Coast Regional Council (2021) Coastal Hazard Adaptation Strategy.

Sunshine Coast Regional Council (2021) Sunshine Coast Heritage Plan 2021

Sunshine Coast Regional Council (2021) Sunshine Coast Reconciliation Action Plan 2021-2022

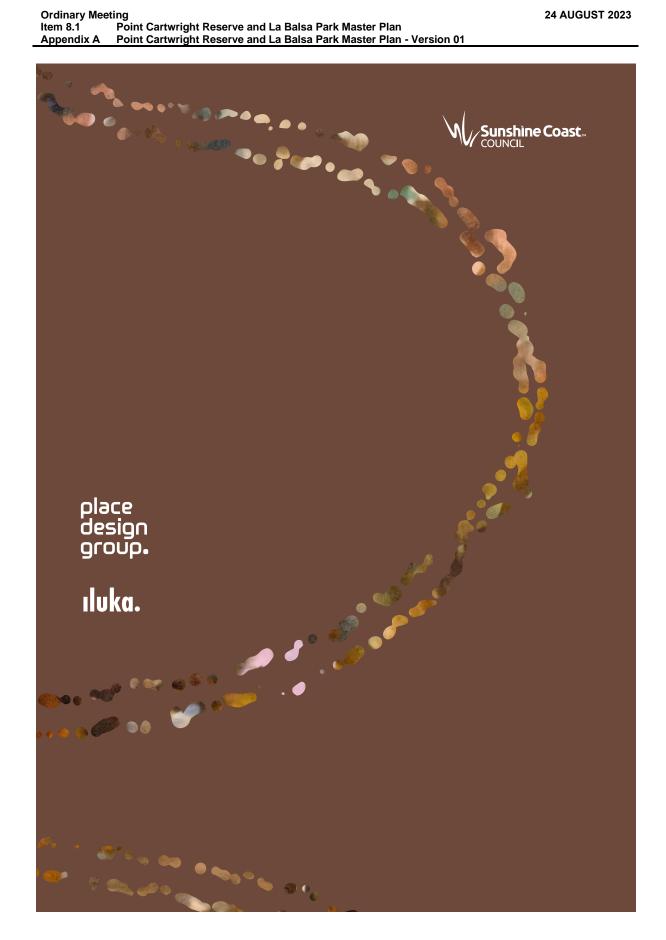
Sunshine Coast Regional Council (2021) Sunshine Coast

Sunshine Coast Regional Council (2022) Coast Green Space Background and Direction Report.

Recreation Parks Plan 2021-2031

Sunshine Coast Regional Council (2023) Point Cartwright - Field Survey and nCounter Data.

Tract, Urban Enquiry (2021) Buddina Place and Character





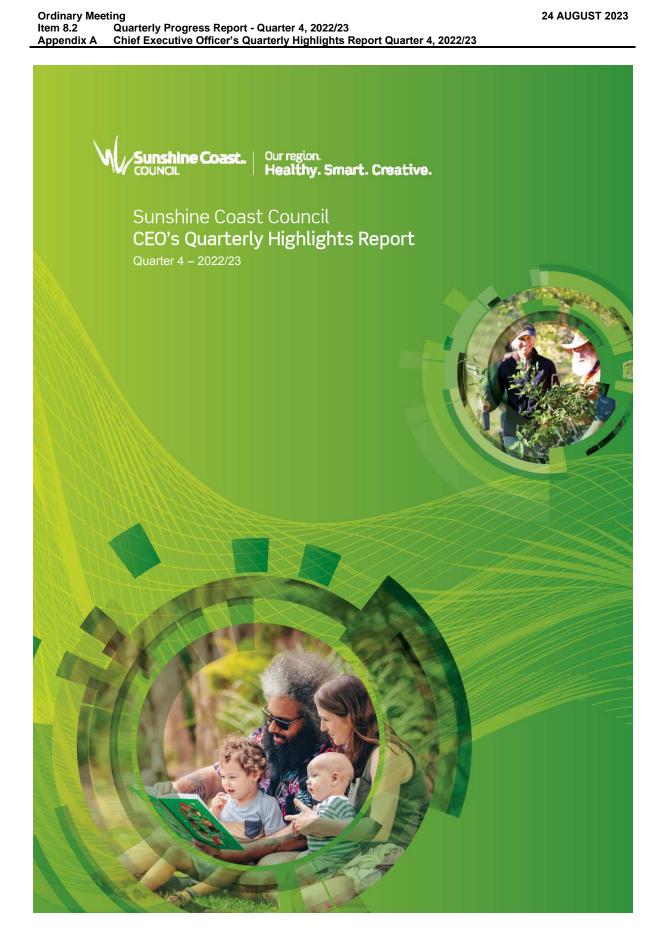


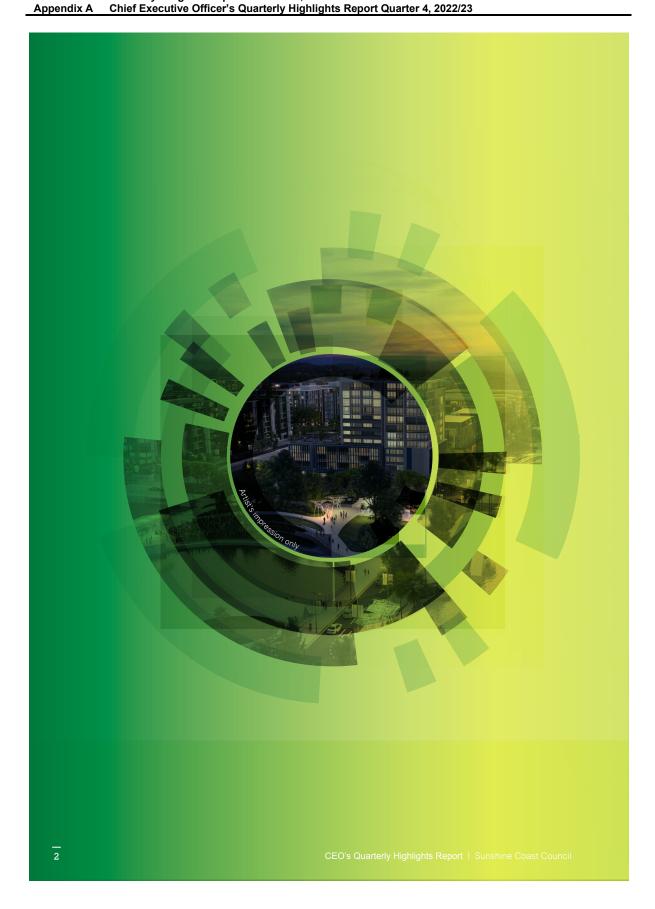


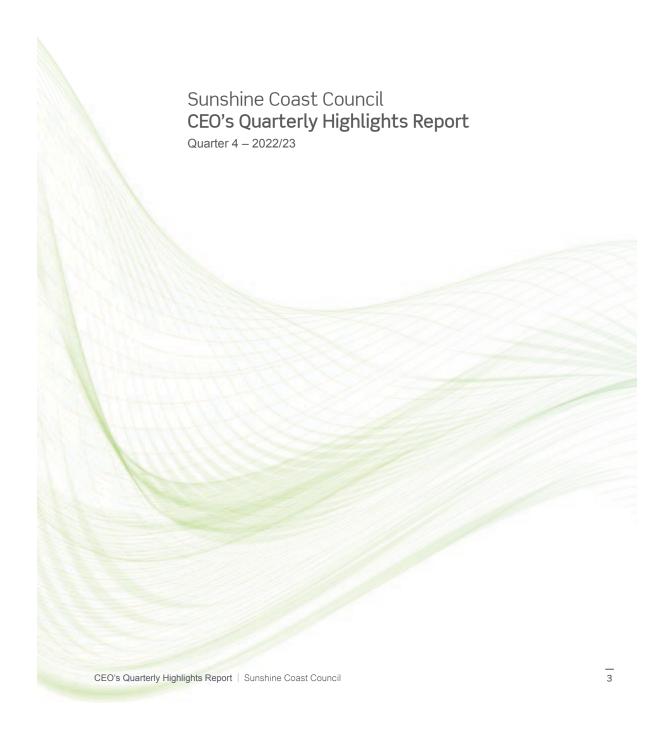
Point Cartwright Reserve & La Balsa Park Master Plan Appendix C - Proposed Changes to Pet Access Map



August 2023

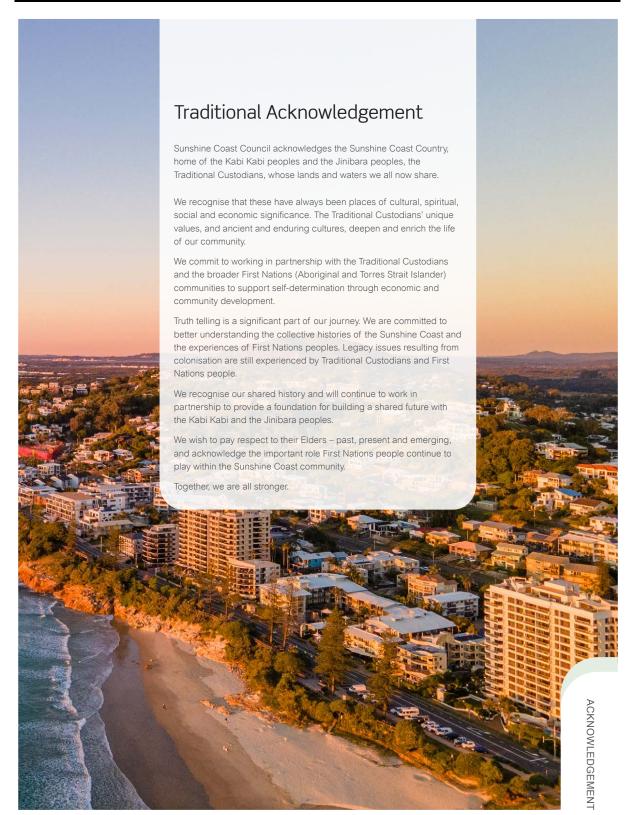


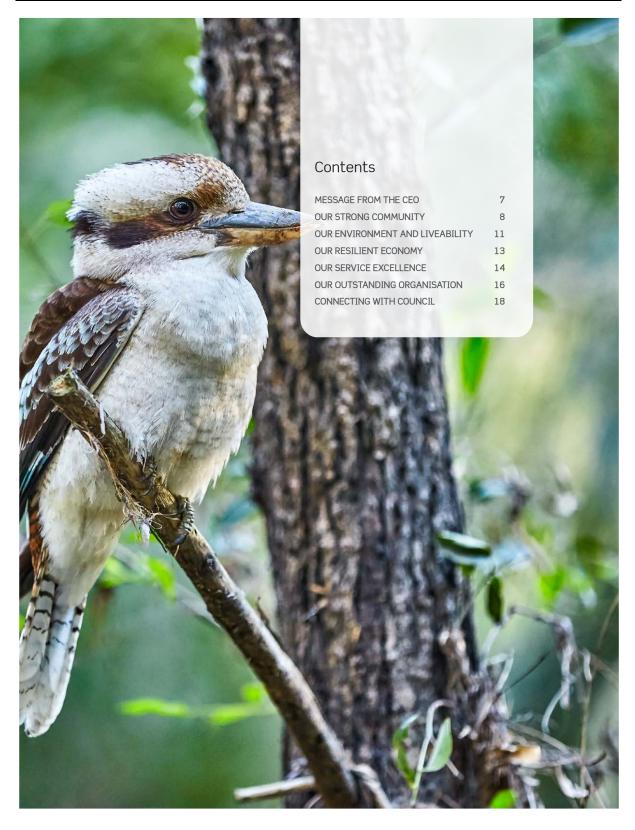






CEO's Quarterly Highlights Report | Sunshine Coast Council





CEO's Quarterly Highlights Report | Sunshine Coast Council

## Message from the CEO



Emma Thomas
Chief Executive Officer

In June, Council announced the 2023/24 budget, with services, community and sustainability at the heart of the budget. It is the first billion-dollar budget in our Council's history, that will deliver now, and for the future and support our ongoing commitment to serve our community with excellence and position our region for the future.

The Quarter 4 highlights report showcases our key achievements across the 2022/23 financial year, in delivering our Operational Plan 2022/23. Council achieved over 81% of our planned operational activities this year, which is an exceptional result, as we continue to face significant challenges through supply chain constraints, and the cost and availability of labour and materials. Through the varied challenges that we face, our people, our community and our local businesses have continued to work together to advance the interests of our region as we continue on our journey as Australia's most sustainable region: Healthy. Smart. Creative.

This quarter, we celebrated the anniversary of our region's international recognition as a UNESCO Biosphere Reserve, as well as being recognised, for the fourth year, as a Top7 Intelligent Community, recognising our region as a connected and smart community with a thriving innovation ecosystem

Since moving to Sunshine Coast City Hall in December 2022, it has been fantastic to welcome new teams to Maroochydore and see the collaboration and enthusiasm for the new ways of working that the building's design promotes.

Through this move and the relocation of our staff, we have utilised the ASPIRE program for our used furniture and equipment so it can be repurposed both across Council and the wider community. The program supports our sustainability goals and enables a circular economy approach, which is one of several ways we are working towards our target of zero net emissions by 2041.

Across the region, and in partnership with our stakeholders we have seen amazing innovation. This quarter we saw the launching of an ecosystem function mapping tool, which was developed in partnership with the University of the Sunshine Coast. The world-first technology can report the ecosystem services for every location across the region, giving Council and the community a greater understanding of which areas are most valuable from a holistic ecological perspective to

support decision making.

Our Council remains committed to supporting connected and thriving communities, where everyone is treated with respect and has opportunities.

We have been involved in supporting several related initiatives, including Domestic and Family Violence Month and celebrating National Reconciliation week, as well as through Council's grant funding for community groups and other initiatives across the regions.

The reviews of our regional strategies, the Community Strategy Action Plan 2019-2024, the Environment and Liveability Strategy 2017 and the Regional Economic Development Strategy 2013-2033 continue, with engagement to date providing great insights that shape the refresh and update of these guiding strategies, ensuring our region plans for our future.

There has been great progress across our region with the revitalisation of streetscapes, improvement and many upgrade projects across our parks and recreation and sporting facilities, which have produced amazing results for the community to enjoy.

There are many more fantastic highlights mentioned throughout this progress report and I encourage you to read on and find out how Council is partnering with our community, business and other tiers of government to advance our healthy, smart, creative region.

Emma Thomas
Chief Executive Officer



# Our Strong Community

Our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.



## 158,074

people attended community events at Council's venues



## 177,584

attendances to Council owned aquatic centres



## 94%

customer satisfaction with library and cultural programs



#### 294

community grant applications awarded, allocating more than \$889,000 for the quarter

## Community and cultural development and partnerships

#### National Reconciliation Week

Sunshine Coast Traditional Custodians, community members and Council representatives gathered on Jinibara country for the launch of National Reconciliation Week on 24 May 2023. The event was held at TribalLink in Mapleton, and was a great example of collaboration with Council's partners to celebrate National Reconciliation Week and support reconciliation efforts. The event featured several traditional performances and stories from Deerum Wandem, truth-telling with Jinibara Elders Aunty Zeitha Jalamala Murphy and Uncle Noel Blair, and Wagga Torres Strait Islander Dance Company sharing song, traditional music and dance. The 2023 National Reconciliation Week theme "Be a Voice for Generations" encouraged all Australians to be a voice for reconciliation in tangible ways in our everyday lives - where we live, work and socialise.

#### The Sunshine Coast says NO to domestic and family violence

The Sunshine Coast community united as one to mark Domestic and Family Violence (DFV) Prevention Month in May 2023. A number of activities were undertaken to raise awareness of domestic and family violence and the support services available. This is a key initiative aligned to the Sunshine Coast Community Strategy

2019-2041 commitment to addressing community challenges through partnership, collaboration, advocacy and direct action.

Over 1000 purple ribbons were handed out at the Sunshine Coast Lightning game held at the University of the Sunshine Coast Arena on 30 April 2023, where Sunshine Coast Lightning player, Tara Hinchcliffe, was interviewed courtside about the teams support for DFV Prevention. Purple ribbons were made available at Council offices, libraries and venues for staff, alongside a QR code to access more information.

An incredibly powerful and moving candle-lighting vigil was held at Cotton Tree Park on 3 May 2023 in partnership with Centacare. The Empower Her Voice event asked the community to pause, reflect and hear the voices, stories and perspectives from victims and survivors, and to remember the women and children who have lost their lives as a result of domestic and family violence in the past 12 months. The annual event sends a message of support and acts as a reminder that there is no place for domestic and family violence.

#### Stronger Together Forum

More than 100 people took part in the Stronger Together Forum at Meridan Community Centre on 16 May 2023 to help review and refresh the Sunshine Coast Community Strategy Action Plan 2019-2024. The forum brought a range of individuals of all ages, abilities, backgrounds and interests together to share unique insights and experiences.

The gathering used a variety of methods such as storytelling and group activities, designed to listen and better understand what the future opportunities and challenges are for our region. The day was full of conversations and connection, and the energy and enthusiasm in the room was overwhelmingly positive, and a true demonstration of how we can collectively seek to build a stronger community together.

The information collected at the forum will help to inform a refreshed Sunshine Coast Community Strategy Action Plan for 2024-2029 that will continue to improve the way we live, work and play on the Sunshine Coast.

#### Grants to our community

Over \$889,000 in grants were allocated during the quarter to assist our community at a grass roots level

Significant community grants included:

- \$588,519 in funding from the Major Grants round to support 100 local projects
- \$115,941 in funding from the Minor Grants round to support 75 community groups.

Funding was also allocated in the Festive and Commemorative, Emergency Grants, Individual Development Grants, Environmental Grants, the Regional Arts Development Fund and the Councillor Discretionary Funding programs.

Grants continue to provide a major boost for local community groups which make a difference and contribute to our thriving community.

#### Community Venues

#### Venue 114

Venue 114 organised and hosted a number of successful community and live music events. The venue created 34 separate green rooms for Groovin the Moo artists.

Key live music events held this quarter included:

- · Lime Cordiale
- Spacy Jane
- The Jungle Giants.

#### The Events Centre

The Events Centre hosted 33,175 patrons across 105 events during the quarter. Some of these events included:

- · Queen's Bohemian Rhapsody
- · Chocolate Starfish
- · Don McLean 50th anniversary tour
- Grand Kyiv Ballet
- Jimmy Carr Terribly Funny shows
- Mark Vincent Phantom of The Opera
- · Dr Seuss Cat in the Hat shows.

## **Disaster Management**

Council operates to an annual replenishment cycle aligned to the Standard for Disaster Management in Queensland, which includes Planning, Preparation, Response and Recovery with an overarching principle of building resilience. This quarter, Council's disaster management community engagement focussed on our youth, by visiting schools to enhance disaster preparedness and developing online resources to support school engagement. It is anticipated that these online resources will be launched during a school visit in late 2023 and will be available for use through the Disaster Hub and Council's website.

#### Libraries

Engagement with the community is strong and continues to grow though a wide range of Library programs and services that meet community needs

Key library statistics highlighted for the quarter include:

- Adult programming delivered 124 events and workshops to an estimated 950 attendees
- Early literacy programming, Storytime and Rhymetime, continued to see good attendance with over 5300 people participating in sessions this quarter.
- Vulnerable or disadvantaged families and children were targeted via referral agencies such as IFYS, North Coast Aboriginal Corporation for Community Health and Life

Without Barriers. Around 580 people attended the event over the two nights.

- Council worked with Deaf Connect Services to create Auslan translation videos on existing Rhymes with Ryan episodes for the provision of inclusive early literacy programming.
- The Heritage Library focused on outreach attending the Landsborough Museum Street Festival, as well as delivering local history talks to 145 students from two local state schools.

### Lifeguards

The lifeguard service area provided over 16,000 preventative actions across the quarter.

A review, inclusive of stakeholder consultation was completed for the Surf Life Saving Queensland five-year service plan, the plan will be presented to Council at the Ordinary Meeting in July 2023.

## **Public Lighting**

Key deliverables for the quarter included:

- An extension has been granted for the Whole of Region (WOR) LED streetlight upgrades project, extending the time of completion to 2024
- Assistance and subject matter technical advice
  was provided during Shelly Beach lighting
  retrofit project. The proposed project includes
  the design, replacement and retrofit of at
  least 19 luminaires in the locality. The project
  impact will be monitored through an artificial
  light at night study, and through turtle hatchling
  orientation data collection on the beach.
  The project outcomes will be recorded and
  summarised in a brief report that will be used
  as a case study for the Federal Government to
  demonstrate the implementation of the National
  Light Pollution Guidelines for Wildlife.

## Roads, Cycleways and Pathways

#### E-transport trial

Neuron Mobility launched the trial of its e-scooters and e-bikes this quarter, with a total of 400 e-scooters and 75 e-bikes available to hire from a number of designated parking stations located throughout Mooloolaba and Maroochydore.

The operation of the eco-friendly trial provides residents and visitors an alternate means of travel, that is environmentally friendly with zero emissions. With the aim to foster healthy, smart and creative solutions to how we live and move around the region.

### Sporting Facilities

#### Sunshine Coast Stadium

Highlights include:

- The Sunshine Coast Stadium held the Groovin the Moo music festival, it is the first time the sold-out event has been held on the Sunshine Coast, with 24,559 people attending
- The Queensland Oztag Super Series had over 9000 people attend across the weekend
- The newest National Rugby League team, the Dolphins, played their historic first ever match at Sunshine Coast Stadium against the Parramatta Eels in front of 8821 fans.

#### Showgrounds

The annual Maleny and Sunshine Coast
Agricultural shows were held, with entertainment
for all ages. This year was a particularly special
event for the Maleny Show, with its' historical 100th
anniversary. The two events, both held over twonights featured whip cracking, equestrian shows,
wood chopping, carnival rides, side show alley,
show bags, fireworks and much more.

#### Kawana Aquatic Centre

The Kawana Aquatic Centre upgrade progressed well with the new program pool shell in place and the building foundations being installed.

## Honey Farm Road Sport and Recreation Precinct

Construction tenders for the next stage of the region's newest sports facility at Honey Farm Road will be released to market in mid-2023 before construction progresses.

The precinct is designed to cater for formal and informal sport, leisure and recreation activities, catering for current and future growth and trends in sport and recreation.

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# Our Environment and Liveability

Our natural assets, healthy environment and liveability credentials are maintained and enhanced.



## 4813 hectares

of landscape and garden beds maintained



## 518

wheelie bins of weeds removed by 133 volunteers with the Community Nature Conservation Program



## 10,376 hectares

managed for conservation under the Sunshine Coast Land for Wildlife program



#### 1674 MWh

of power generated from Council's landfill Renewable Energy Facility in Caloundra, with an associated reduction in greenhouse gas emissions of 31,346 tonnes

#### Ecosystem function mapping tool

Council and the University of the Sunshine Coast have teamed up to create a world-first ecosystem function mapping resource. The mapping and reporting tool shows the different ecosystem services for every location across the region.

Ecosystem services are the benefits each type of ecosystem provides, including climate regulation, pollination, food supply, water quality, habitat and more. When these functions are mapped, the visual format shows where our ecosystem functions lie across the region, and which areas are most valuable from a holistic ecological perspective. This valuable tool will assist to inform decisions that will benefit generations to come.

#### Sunshine Coast Biosphere

The Sunshine Coast Biosphere leaders converged at the inaugural joint meeting of the Sunshine Coast Biosphere Community Advisory Group and Coordinating Committee. It was an opportunity to consider a vision for the region as a biosphere and to discuss challenges and opportunities ahead in the next decade and beyond. The meeting strengthened the ability of our diverse community representative, recognising the partnership approach to implementing our Biosphere.

#### Kids in action

Ideas big and small were explored when 22 Sunshine Coast schools came together at the Kids in Action Environmental Projects Day held at the University of the Sunshine Coast. The program, funded by the Environment Levy, aims to grow a culture that values caring for the natural

## Beaches, foreshores, coastal infrastructure and canals

Key highlights from the quarter include:

- 133 participants attended nine clean-up events on our beaches and removed 198 kilograms from our beaches
- · Maroochydore dredging campaign has commenced, renourishing the section between Alex and Maroochy Surf clubs with approximately 100,000m3 of sand from the Maroochy River mouth
- The Cod Hole boat ramp in Maroochydore underwent significant upgrades. The car park area was extended for more space when reversing trailers onto the boat ramp and the revetment wall upgraded.

**QUARTERLY HIGHLIGHTS 2022/23** 

#### Living seawall

In a first for the region, 50 unusually shaped panels have been bolted to the side of the artificial lake wall at Brightwater Lake and Mountain Creek, to create a living seawall. Each panel has been uniquely designed to mimic a variety of natural shoreline habitats, encourage seaweed growth and serve as a refuge for marine creatures.

The 18-month research trial is a partnership between Council and the University of the Sunshine Coast under the Regional Partnership Agreement.

It is hoped the living seawall will create more habitat for marine life and improve biodiversity and water quality, within the constructed waterbody.

## Bushland Conservation and habitat

For the third year, BushCare Sunshine Coast hosted Caring for Country Community Planting around Grandmother tree at Lower Mooloolah River Environment Reserve. The planting included a Welcome to Country smoking ceremony and cultural talk by Bridgette Chilli Davis, 20 volunteers were involved planting 800 stems.

## Recreation parks, trails and facilities

Implementation of Council's Street Tree Master Plan progressed with a total of 1194 trees planted throughout the quarter, including four 'Free Tree' days with Councillors.

Council was awarded a commendation for the Best Use of Technology Award at the Queensland Regional Parks and Leisure Australia awards night for the sustainable advancements in using battery powered mowers.

Other notable highlights include:

- Completion of Sippy Downs Forest Park West
- Completion of Blackall Street, Woombye Placemaking Project

 Queensland Reconstruction Authority approved funding for all Recreation Trail repair projects arising from the 2022 flood events.

## Stormwater drainage

Council installed 12 Waterwatch gauges at high-risk sites across the region. The gauges will detect rising water levels at an early stage that will automatically trigger maintenance intervention when required.

## Sustainable growth and network planning

As part of the preparation of the new planning scheme, all natural hazard planning layers have now been updated to reflect the most recent data and modelling outputs. Council has also recently commissioned an updated Growth Scenario Testing Platform, this population modelling tool is now being used across key planning and infrastructure projects.

Our resilient, high-value economy of choice drives business performance, investment and enduring employment.



## \$5.3 million

in revenue for Sunshine Coast holiday parks



## 38,860

guests attended 25 major events, which generated approximately \$26.4 million in economic activity for the region



## 3082

businesses accessed specialist advice and information



## \$86 million

or 69% of the total available purchasing spend for the quarter went to local businesses

## Economic development

#### Top7 Intelligent Community, 2023

For the fourth consecutive year, the Sunshine Coast has been named as a Top7 Intelligent Community for 2023. The esteemed status was awarded by New York based Intelligent Community Forum.

The Top7 communities represent models of economic and social transformation in the 21st century, demonstrating best practices in broadband deployment and use, workforce development, innovation, digital inclusion and advocacy that offer lessons to regions, cities, towns and villages around the world.

#### Regional Economic Development Strategy 2013-2033

Initiatives from the Regional Economic
Development Strategy 2013-2033 continued to be implemented, including the delivery of multiple events. Some event highlights included:

- TAFE Build a Better Business Program workshops
- Sunshine Coast Business Awards Information Sessions
- A migrant job and business expo
- The Sunny Coast Showdown event delivered in collaboration with the Sunshine Coast Screen Collective.

#### ASPIRE circular economy marketplace

The ASPIRE circular economy program has seen an increase in membership of 54 businesses this quarter, with a total of 331 businesses registered. This is a significant increase with 187 businesses registering over the financial year, representing a 125% increase compared to 12 months ago.

The ASPIRE program creates matches between organisations based on their waste profiles. In practice, an organisation will list potential inputs they use (materials and/or items) alongside their outputs (unwanted waste streams). This develops a waste profile where the platform cleverly connects organisations based on the required inputs and outputs, facilitating an opportunity of circular resource exchange. This enables greater opportunity to exchange goods, divert resources from landfill, save on disposal costs and develop innovative solutions for troublesome materials.

The total ASPIRE ecosystem outcomes for the Sunshine Coast region the 2022/23 financial year, include:

- · Total emissions savings 1009 tonnes
- · Waste diverted from landfill 2539 tonnes
- Resources exchanged 262
- · Earnings/Savings \$694,248.

### Holiday Parks

Sunshine Coast Council holiday parks had 74% occupancy for the quarter, this figure is well above the industry average of 48%.



## Our Service Excellence

Our services are consistent and accessible and provide positive experiences for our customers and value to our community.



## 87%

of development applications assessed within statutory timeframes



## 55,266

customers assisted through the development and customer contact centres



## 1805

building approvals issued with a construction value of \$470 million



## \$4.2 million

invested into our local road network to rehabilitate and resurface 14kms of road with a total area of 93,525m² for the safety of our community

#### Cemeteries

Draft Terms of Reference and an Expressions of Interest for the Community Reference Group have been completed. Council will now progress the Expressions of Interest from the community to inform the Kulangoor Masterplan.

## Customer and community relations

Council received a strong customer satisfaction result for the quarter, and a reduction in contact volumes by more than 10,000, to 55,266 contacts compared to the same quarter last year which had 65,416 contacts. The decrease is primarily related to a reduction in waste transactions (customers moving inquiries online) and good weather (less damage to infrastructure).

## Development services

During this quarter, we have continued to see development activity returning to pre COVID-19 levels, resulting from increases in interest rates, changes in development market appetite and impacts of construction costs and resourcing.

In this quarter, Council approved a number of developments in particular a 246 residential lot development at Yandina and a medium density residential development consisting of 201 units at Maroochydore. These developments deliver a

diversity of lot and unit sizes to meet the current market. A total of 1329 residential lots and 1028 multiple dwelling units have been approved for the 2022/23 financial year.

## Local amenity and local laws

#### Animal management education

The animal management education program engaged with the community through:

- 25 public events (pop up booths, Maleny Wood Expo, Maleny and Nambour Show, Disaster Management Expo, Sunshine Coast Lightning match day)
- 2 community education sessions at a dog training facility or vet, resulting in 10 new owners being educated
- 19 Smart Paws Kindy visits, resulting in 1030 children (under 5 years) being educated
- 4 Smart Paws Junior visits, resulting in 465 children (over 5 years) being educated
- 300 responsible pet ownership booklets and 200 cats on the coast booklets provided to vets, pet shops, pet parlours, dog trainers with puppy pre-school classes, real estate agents, and Sunshine Coast Animal Refuge.

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#### Management of illegal dumping

Council continued to partner with the Department of Environment and Science as part of the State Governments Grants program, supporting the management of illegal dumping by councils. This has provided the support necessary to continue the monitoring and enforcement of illegal dumping on the Sunshine Coast including the purchase of new monitoring cameras with improved capability which will further support the identification of persons illegally dumping items and assist Council in holding those persons accountable.

## Property management

The consolidation of office space has been completed with City Hall close to full occupation. The relinquishment of leased office space will generate significant savings, in excess of \$685,000 annually. Other locations have now been released for redevelopment.

The ASPIRE program has been utilised for the used furniture and equipment to be reused and re-purposed both within council and for the wider community. This initiative, together with further control system integration, energy efficiency, and solar PV installations are progressing the Sunshine Coast Council Organisational Zero-net Emissions Plan 2022.

### Road network management

#### Mooloolaba Transport Corridor Upgrade

Mayes Canal bridge works progressed on the Mooloolaba Transport Corridor Upgrade with road pavement and traffic lane changes imminent in early July 2023. The design of stage four is being finalised ahead of the construction tender process in the second half of 2023, with construction planned throughout 2024.

#### ThinkChange

Council's ThinkChange travel behaviour change initiatives progressed, including:

- the delivery of artificial intelligent (AI) sensors at City Hall to capture end of trip data
- conducting joint marketing of new public transport services with Translink
- commencement of the school program at Palmview State School.

## Waste and resource management

Waste collection, disposal and resource recovery services were delivered on schedule and within budget. Over three million bin collection services were provided during the last quarter and 151,931 transactions were recorded at Council's Resource Recovery Centres.

Bulk earthworks were completed on the Nambour Landfill expansion with clay liner installation underway. The new Hi-tech Material Recovery Facility building works are nearing completion with the installation of processing plant and equipment well underway in preparation for commissioning in the second half of 2023.

QUARTERLY HIGHLIGHTS 2022/23



## Our Outstanding Organisation

Our organisation is high performing, innovative and community focused, marked by great people, good governance and regional leadership.



offers of employment



11 national and international awards received during

## Financial and procurement services

#### 2023/24 budget adoption

Council adopted the 2023/24 Council Budget at a Special Meeting on 22 June 2023. Services, community and sustainability were at the heart of the budget, with foreshore transformations, road improvements, a new district library, worldclass sporting precincts and preserving and celebrating the environment as key inclusions. The budget is set to deliver now and into the future. investing in projects that will enrich how we live, work and play.

For the first time the budget has reached \$1 billion, providing \$331 million in capital works to support our growing region. Highlights from the budget included:

- Over \$21 million invested in the region's new district library at Caloundra
- Over \$5 million to improve road safety and reduce congestion by advancing the Caloundra Transport Corridor Upgrade
- · Almost \$3 million to finalise placemaking and streetscape works in Eumundi Town Centre
- Beautifying Maleny's main street and historic Landsborough's streetscapes, along with and enhancing Mary Cairncross and the Maroochy Regional Bushland Botanic Gardens have also attracted significant funding
- \$24 million has been allocated to key sporting projects, including the evolution of the Honey Farm Road Sports Precinct, Kawana Waters Regional Aquatic Centre and expansion of Sunshine Coast Stadium.

The budget included a Minimum General Rate increase of 5.5%, an 8% increase to the 240 litre domestic wheelie and recycling bin and a \$2 increase for each of the Environment, Transport and Arts and Heritage Levies.

#### Procurement and contracting

Council's procurement and contracting framework has been adopted for the 2023/24 financial year in accordance with legislation. The framework encompasses the required aspects to provide for effective procurement management. governance and legislative compliance relating to procurement, contract and supply functions.

The 2023/24 Procurement Policy and Disposal Framework was adopted by Council on 23 June 2023. This forms the basis of all procurement and disposal business activities. Council continues to focus on positive social and economic outcomes through the various supporting guidelines such as:

- · Local Preference in Procurement Guideline
- · Social Benefit Procurement Guideline
- · First Nations Procurement Guideline
- · Environment and Sustainability in Procurement Guideline.

The adopted policy included new procurement thresholds, that will result in new procurement activities (with a value of \$500,000 or lower) will have only local, social or first nation suppliers invited when identified within the market.

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Appendix A

### Digital information services

Council has successfully transitioned our data centre and supporting networks from Brisbane to the NextDC data centre at Maroochydore. This transition provides cost savings for council whilst allowing for greater control over our data management and technical infrastructure, providing better performance and integrity for our digital services both internally and to the community. The transition also promotes the NextDC data centre at Maroochydore as a Digital Hub for the region, promoting local employment.

Council has operationalised a new enterprise data platform. The data platform provides Council with business intelligence reporting capabilities that provide greater insights to our services allowing for continual efficiencies and process improvements to serve our customers with excellence.

#### Awards

Awards allocated during the quarter include:

- Two awards were won at the Local Government Managers Australia Awards for Excellence 2023:
  - Council's 'Kids in Action' Program won the Excellence in Community Shaping category
  - Council employee, Hannah Maloney, Community and Animal Education Supervisor, received the Above and Beyond award for her heart-warming story 'When Sammy met Sunny' aimed at educating the community about responsible pet ownership.
- The Sunshine Coast Biosphere logo received two awards:
  - Silver (Better Future) in the GOV Design Awards 2023 for Graphic Design (identity and branding); and
  - The LGX Award for Best Graphic Design.
- The 'Shine a light on Racism' campaign won Silver (Better Future) in the GOV Design Awards 2023 for Graphic Design
- In a collaboration between Council and the Caloundra Chamber of Commerce, Caloundra

- won the coveted Queensland Top Tourist Town award by the Queensland Tourism Industry Council
- Council was awarded with the Queensland Regional Parks and Leisure Australia Commendation Award for Best Use of Technology for 'Clean Green Electric Mowers' Electric Powered Small Plant.
- The Urban Design and Architecture Team received the Regional Award for Urban Design Architecture in the 2023 Australian Institute of Architects Awards program. This award was for the Sunshine Coast Design and Education Campaign.
- Two awards were received at the Australian Institute of Landscape Architects, in the Parks and Open Space category, including Buderim Village Park and Mooloolaba Foreshore Revitalisation, Northern Parkland.

## Connecting with Council

Council invites the community to take part in many forms of community engagement.

To receive Council news and information you can subscribe to Council's <u>e-newsletters</u> by visiting Council's website at sunshinecoast.qld.gov.au.

Through social media, Council aims to keep you up to date on a range of Council activities.

#### Follow Council on:







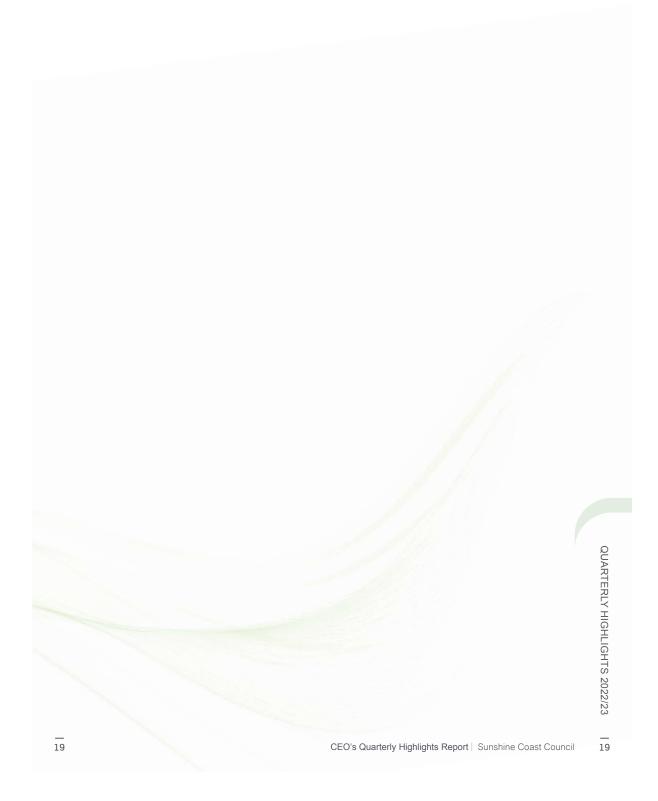
Visit our have your say website at <a href="haveyoursay.sunshinecoast.qld.gov.au">have your say website at <a href="haveyoursay.sunshinecoast.qld.gov.au">haveyoursay.sunshinecoast.qld.gov.au</a> to comment on current consultations and projects or read about how community engagement helped shape Council projects.

Contact us via MyCouncil online anywhere, anytime to ask a question, report a problem, lodge a request or provide your feedback. Complete an online form or chat with a Customer Service Officer using Council's SMS, or request a callback service from 9am-4.30pm Monday to Friday or email mail@

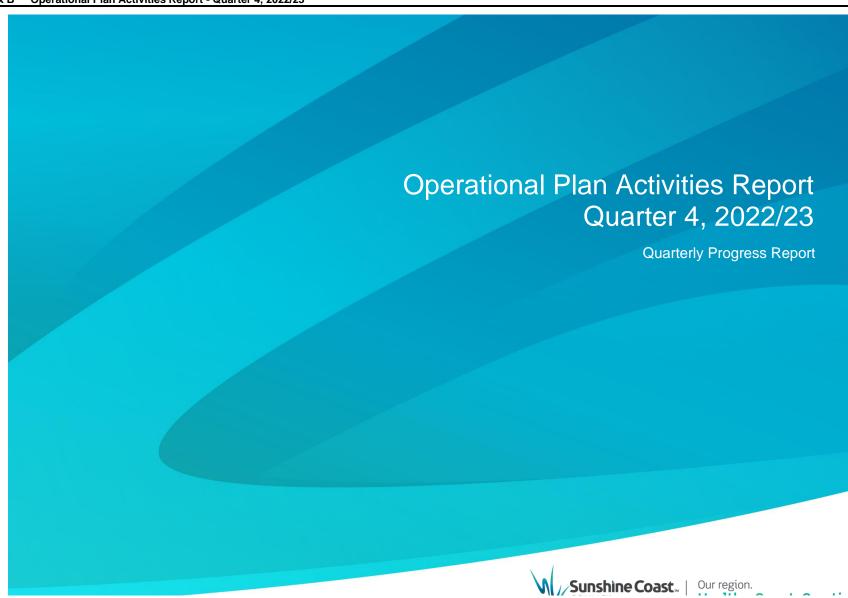
Customer contact counters are open 8.30am-4.30pm Monday to Friday in Caloundra, Maroochydore and Nambour, for visits in person, or by phone on (07) 5475 7272. For after-hours emergencies, Council receives calls 24 hours a day, seven days a week.

We encourage you to visit sunshinecoast.qld.gov.au.

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## **Corporate Plan Goal: Our strong community**

Goal Objective: In all our communities, people are included, treated with respect, and opportunities are available to all.

## Healthy and active communities

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.1.1	Deliver the 'Healthy Sunshine Coast' program to increase health and wellbeing in the community through low cost or free activities and workshops.	01/07/2022	30/06/2023	100%			Healthy Sunshine Coast is running a full program with 46 recurring activities hosted by 33 service providers currently on offer . There are 3573 people registered with Healthy Sunshine Coast with over 1000 people regularly attending activities on a monthly basis. Further to the recurring activities, there have also been seven one off or short-term workshops delivered, covering areas such as behaviour change, e-bike introduction, bicycle maintenance and introduction to bushwalking for young people. All of these workshops were fully booked with a total attendance of 370 people. Healthy Sunshine Coast's branding has been bolstered through renewed promotion via digital signage in prominent locations and strong support through radio interviews and advertising. Current programming will continue in 2023/24 with further exploration of new opportunities being undertaken.	CD: Community Development

Ordinary Meeting
Item 8.2 Quarterly Progress Report - Quarter 4, 2022/23
Appendix B Operational Plan Activities Report - Quarter 4, 2022/23

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.1.2	Partner with the State Government and school communities to deliver travel behavioural change programs that support active transport options, including the 'RideScore Active School Travel' program, walking and cycling to school events, the cycle skills education course and the safe school travel program.	01/07/2022	30/06/2023	100%			The RideScore Active School Travel Program continued throughout term one and two to 10 Schools. As part of the program, the bluetooth readers at each of the 10 schools were upgraded to include uninterrupted power supply devices for quality assurance.  The Program partnered with Deakin University to engage 60 parental phone interviews of children on the RideScore program to inform the program Evaluation Final Report.  The Bike Restoration Program continues at two of the RideScore Schools (Caloundra State School and Baringa State School) who also intend to continue and self-fund the program. Council will extend the RideScore Schools Program next term for two new schools.  Support is being provided to Palmview State School and Bli Bli State School in forming a school travel working group to encourage interventions to increase active travel and alternate modes of transport. Council will work collaboratively with both schools to implement a School Travel Plan to reduce private vehicle travel to school. The plan will include a range of initiatives over the remaining school terms to encourage more walking, cycling, scootering and carpooling travel to and from school.	TIM: Transport Infrastructure Management

Ordinary Meeting
Item 8.2 Quarterly Progress Report - Quarter 4, 2022/23
Appendix B Operational Plan Activities Report - Quarter 4, 2022/23

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.1.3	Identify and secure an enduring legacy for the Sunshine Coast as a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games and work collaboratively with our Community Reference Group and key partners to identify Sunshine Coast specific themes, opportunities and challenges.	01/07/2022	30/06/2023	100%			In early 2023, Council launched its '10+10+ legacy vision' for what the region should seek to achieve from being a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games. The vision document was unveiled with members of the Sunshine Coast 2032 Legacy Plan Community Reference Group, who have worked with Council to develop a shared legacy vision and aspirations for our region arising from the Brisbane 2032 Games. Since this time, Council has been actively involved in the overarching Brisbane 2032 Olympic and Paralympic Games Legacy Plan, including involvement in the Legacy Discussion Paper - Elevate 2042. Feedback from our Legacy Plan Community Reference Group was gathered and submitted in June 2023 - Council will remain active in discussions and feedback with Games Delivery Partners as the Legacy Discussion Paper forms into the draft Brisbane 2032 Olympic and Paralympic Games Legacy Plan.	ECDGE: Group Executive Economic and Community Development

## Vibrant community places and spaces that are inclusive, accessible and adaptable

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.2.1	Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices through travel behaviour change programs and connecting our local communities by supporting transport services such as Council Link, Flexilink and Kenilworth Community Transport Service.	01/07/2022	30/06/2023	100%			The Transport Levy expended greater than 97% of its 2022/23 financial year budget. The Transport Levy supported initiatives including continuation of existing services such as Council Link, support of the Kenilworth trial and the Flexilink bus services in the Hinterland. The Transport Levy funded the delivery of a two-year trial to extend bus route 631 to better serve Yandina, and the scheduled upgrade of bus stops across the region to ensure they meet the Disability Discrimination Act 1992 compliance requirements. The Transport Levy also funded the delivery of ThinkChange, Council's Travel Behaviour Change Program and the RideScore initiative across participating schools. The Levy contributed to the Detailed Business Case for Sunshine Coast Public Transport project, which is being led by the State Government in collaboration with Council as a funding partner.  Remaining funds as at 30 June 2023 will return to the Transport Levy reserve to be allocated in accordance with the supporting policy.	SIPP: Strategic Infrastructure Planning and Policy

Ordinary Meeting
Item 8.2 Quarterly Progress Report - Quarter 4, 2022/23
Appendix B Operational Plan Activities Report - Quarter 4, 2022/23

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.2.2	Continue implementation of 'smart parking' technology with two additional car park locations in Maroochydore and Maleny that will improve car park usage data to inform future planning, travel choices for our residents and assist to reduce traffic congestion.	01/07/2022	30/06/2023	80%			The roll out of the parking counter systems has been delayed due to the late delivery of additional parking counter equipment. Further delays occurred due to not having ancillary supporting works in place, resulting in not being able to complete works in the 2022/23 financial year.	TIM: Transport Infrastructure Management
							Furthermore, an opportunity was identified where available capital funding initiated expansion of deliverables at the original nominated sites, and also allowed for two additional sites to be delivered as part of the program. To ensure works are completed early in the 2023/24 financial year, additional contractors are being engaged.	
							The program will deliver parking technology improvements (car parking counter system and digital counting signage) at the following locations:  Maroochydore - Maud St Car Parks 1,2 and 3;  Maroochydore - Duporth Ave Car Park; Mooloolaba - Wharf Car Park; Mooloolaba - Club Lane Car Park; Caloundra - Happy Valley Car Park; Montville - Russell Family Park Car Park.	
1.2.3	Expand the trial and implementation of regulated parking technology to provide a safer work environment while encouraging vehicle turnover to provide fair and equitable access to the town centres, destinations and tourism locations.	01/07/2022	30/06/2023	100%			In April 2023, the Buderim Mountain State School and its P&C Association invited Council to promote safe parking behaviour in the area. As a result, the school and Council are working together as part of a pilot project using the ParkSmart Program, by introducing static cameras that monitor parking near the school. Cameras are fixed to poles in key parking locations and use number plate recognition technology to identify unlawful parking in and around the school Zone.	CR: Customer Response
							The program aims to alleviate parking problems at the school by encouraging vehicle turnover, creating parking opportunities and allowing equitable and safe access to the area. The trial concludes in September 2023.	

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.2.4	Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026 including: commencing civil works at Honey Farm Sport and Recreation Precinct, completion of the equestrian arena upgrade at Nambour showgrounds, and major upgrades to the North Shore Multi-Sports Complex and Palmwoods football clubhouses.	01/07/2022	30/06/2023	100%			The civil works tender package for the Honey Farm Sport and Recreation Precinct is now ready to be released to the market. The Moss Day Pavilion Indoor Equestrian Arena upgrade at the Nambour Showgrounds and Palmwoods Warriors Football clubhouse have both been completed and are now in use. Construction of the North Shore Multi-Sports Complex clubhouse has commenced this quarter.	SCV: Sports and Community Venues
1.2.5	Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011- 2026 including: commissioning of the Nambour Aquatic Centre water slides, completing the Kawana Aquatic Centre staged detailed designs with commencement of stage 1 construction including a new program pool, and improved car parking and demolition of the existing Learn to Swim pool.	01/07/2022	30/06/2023	100%			The Nambour Aquatic Centre slides were commissioned in September 2022. Works have progressed on Stage 1 of the Kawana Aquatic Centre upgrade this quarter as planned with the demolition of the program pool and splash park, completion of groundworks and inground services, and installation of the new pool shell.	SCV: Sports and Community Venues
1.2.6	Implement prioritised projects and programs from the Sunshine Coast Library Plan 2014-2024 and the Library Network Plan 2019-2041 including delivery of programs that support life-long learning and planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs.	01/07/2022	30/06/2023	100%			During National Reconciliation Week from 27 May to 3 June 2023, libraries issued 400 library cards depicting First Nations artworks. The libraries in-conversation true-crime event held on 20 April 2023 with authors Hedley Thomas and Matthew Condon attracted 526 people. Online Sofa Storytime saw a 50% growth in viewership. Auslan translations were added to online Rhymetime episodes. Libraries promoted diversity and inclusion through collection displays to coincide with the International Day Against Homophobia, Biphobia and Transphobia on 17 May. This quarter, digital loans increased by 8% and physical loans increased by 5.35% on last quarter. Library visitation increased by 8.3% (online and physical) on the previous quarter. More than 145 people attended digital literacy classes. Library venue usage increased by 15% on the previous quarter and the Makerspace Showcase attracted over 400 people, held in June at Beerwah Heart.	AHL: Arts, Heritage and Libraries

## An inclusive community, with opportunities for everyone

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.1	Implement key actions from the Sunshine Coast Innovate Reconciliation Action Plan 2021-2022 and develop a new Stretch Reconciliation Action Plan that strengthens relationships and supports social and economic opportunities for the First Nations community.	01/07/2022	30/06/2023	90%			Actions from the Sunshine Coast Innovate Reconciliation Action Plan 2021-2022 continue with a small number to be carried over into 2023/24. Monthly meetings were held with the Sunshine Coast First Nations Accord (corporate round table) and the Sunshine Coast First Nations community to build relationships and facilitate community conversations. National Reconciliation Week activities were held from 27 May to 3 June 2023, including an official launch of National Reconciliation Week in partnership with TribalLink on 24 May. Hundreds gathered on Jinibara Country to celebrate and learn more about First Nations' history and culture. Planning was undertaken for NAIDOC Week, commencing on 2 July 2023 including development of a Regional Guide of activities and events.	CD: Community Development
1.3.2	Deliver a 'Youth Council' program that fosters youth leadership and empowers young people to advocate and implement youth-led initiatives.	01/07/2022	30/06/2023	100%			The first cohort of Youth Council representatives completed their two-year term in June 2023.  Achievements of the Youth Council included planning and delivering a Youth Engagement project, supporting the first Youth "Chill out" zone at the 2022 Caloundra Music Festival, co-hosting the 2023 Domestic and Family Violence Prevention month candlelight vigil and march, various input into Council engagements and plans, and participation in forums/conferences including the Brisbane 2032 Legacy Forum and the Infrastructure Summit. Following a review with Youth Council members, work will begin to strengthen the Youth Council's structure and process ahead of the next intake that will begin in January 2024. Council also partnered with youth services and organisations to host several fun and free events throughout Youth Week held from 11 to 17 April 2023, including a skate and scooter competition at Beerwah, Kings Beach Youth Fest and Beerwah Movie Night.	CD: Community Development

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.3	Work collaboratively to deliver initiatives and outcomes that foster social inclusion and diversity, with a focus on multicultural communities and accessibility.	01/07/2022	30/06/2023	100%			A draft Inclusion Action Plan for People With Disability has been developed with community engagement to occur in July 2023. The Accessible Beaches Program has strong interest from two new clubs, Dicky Beach Surf Life Saving Club and Maroochydore Surf Life Saving Club, as well as continuing work to determine new locations in non-surf beach locations. Further strengthening the program is a new online booking calendar for the service. Council has signed onto the Welcoming Cities Network and will further explore how it can be a welcoming region for people from diverse cultural backgrounds using the Standard developed through the program. Phase two of the Shine a Light on Racism campaign has been developed through a codesign process and is scheduled to launch in August/September 2023.	CD: Community Development
1.3.4	Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.	01/07/2022	30/06/2023	100%			This quarter, 20 Council employees participated in the annual Excellence in Engagement Framework training program during April and May 2023 to advance Council's continued commitment towards delivering best practice engagement. Research and planning is underway to create inclusive project pages on the 'Have Your Say' Sunshine Coast website. Programs of broad and targeted engagement progressed in line with the review processes of the three regional strategies - the Community Strategy Action Plan 2019-2024, the Environment and Liveability Strategy 2017 and the Regional Economic Development Strategy 2013-2033. Approximately 100 people took part in the Stronger Together Forum on 16 May 2023 to help review and refresh the Community Strategy Action Plan, bringing together a range of individuals of all ages, abilities, backgrounds and interests with unique insights and experiences, to better understand what the future opportunities and challenges are for our region.	CD: Community Development

## Connected, resilient communities, with the capacity to respond to local issues

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.4.1	Provide support to the community and other not- for-profit organisations in the delivery of resources, facilities and services that meet the needs of communities through the grants program.	01/07/2022	30/06/2023	100%			This quarter, \$889,849 in funding was allocated to the community through 294 applications to Major Grants, Minor Grants, Festive and Commemorative Grants, Emergency Grants, Individual Development Grants, Environment Grants, the Regional Arts Development Fund and the Councillor Discretionary Funding Program, bringing the total grant funding for the 2022/23 financial year to \$5 million, which supported 1038 applications.	CD: Community Development
1.4.2	Undertake a review and develop the next version of the Active Transport Plan that sees walking and cycling playing an essential part in an integrated transport system to provide improved mobility, safer streets, healthier residents and a reduced impact on global climate	01/07/2022	30/06/2023	15%			This project was placed on hold in 2022/23 due to competing priorities, however Active Transport remains a key priority for Council, with funds allocated in the 2023/24 financial year to resource its delivery.	SIPP: Strategic Infrastructure Planning and Policy
1.4.3	Develop a Roads Plan that ensures the road network plays its intended role in moving people and goods while connecting our communities efficiently and effectivity, including: applying technology to improve network efficiency, guiding future investment in Council roads and informing advocacy for State and Federal Government investment.	01/07/2022	30/06/2023	50%			Council has commenced a road network planning review to inform the new Local Government Infrastructure Plan for inclusion in the new Planning Scheme.  Council is also working with the Department of Transport and Main Roads to undertake modelling for the City Centre to inform changes for the Maroochydore City Centre Master Plan.  Development of the Roads Plan is currently sitting at 50% completion as the project was placed on hold earlier this year to ensure alignment between the new Local Government Infrastructure Plan and the new Planning Scheme.	SIPP: Strategic Infrastructure Planning and Policy
1.4.4	Progress a detailed business case with the State Government for staged development of a local mass transit solution that integrates transport and land use planning to maintain the liveability of the region.	01/07/2022	30/06/2023	100%			Council continues to work with the Department of Transport and Main Roads (DTMR) to progress the Detailed Business Case for the Sunshine Coast Public Transport Project providing input to ensure Council interests are considered as the project progresses.  Council awaits advice from DTMR regarding the formation of the Sunshine Coast Public Transport Community Reference Group.	UGP: Urban Growth Projects

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.4.5	Work collaboratively to raise awareness and support initiatives for key social issues with a focus on homelessness and domestic and family violence prevention.	01/07/2022	30/06/2023	100%			A pilot Homelessness Awareness training that was collaboratively developed for Council staff, was delivered by QShelter and IFYS to 50 frontline Council staff from across multiple areas for the first time. The Lived Experience of Homelessness project has developed the capacity of four people who are now beginning to provide valuable input to Council programs, plans and activities in a way that strengthens the alignment of service to delivery for those impacted by homelessness. Domestic Family Violence Prevention Month in May 2023 saw a number of powerful opportunities to consider the impact of family violence including engagement at the Sunshine Coast Lightning home game on 30 April, the annual march and candlelight vigil alongside Centacare on 3 May 2023, and organisational awareness training were instrumental in elevating awareness of the need to act to prevent family violence.	CD: Community Development

## Creative and innovative approaches to building a strong community

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.5.1	Deliver the Sunshine Coast's premier multi-arts Horizon Festival for 2022 to celebrate place, encourage community participation and provide opportunities to present and build capacity for our local arts sector.	01/07/2022	30/06/2023	100%			The 2023 Horizon Festival's Homegrown program launched throughout May 2023 and the full Festival program was launched on 14 June 2023 at Light Industries, Kunda Park with 130 people in attendance. Local artists Jack MacRae, Tim Birch and Helena Papergeorgiou created the promotional video for the Festival. Sponsorship agreements are in place with Visit Sunshine Coast, We Are VA, Frankie Magazine, The Old Ambulance Station, Sunshine Coast Creative Alliance, The Shelter, Hot 91.1, Aruga PR, UniSC, IN ARI, Bishopp, Your Local Film Lab, Sunreef and the De Deyne Family.	AHL: Arts, Heritage and Libraries

Appendix B	Operational Plan Activities Report - Quarter 4, 2022/23
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Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.5.2	Plan and coordinate Council's Arts Levy Program to deliver an annual program of developmental opportunities for the creative sector and, in line with the Sunshine Coast Arts Plan 2018-2038 coordinate the delivery of the Regional Arts Development Fund, plan and implement the delivery of the Regional Arts Infrastructure Framework and deliver an engaging Regional Gallery program of exhibitions and events including the Sunshine Coast Art Prize.	01/07/2022	30/06/2023	100%			The Refinery Incubator program commenced this quarter with 18 participants in a 6-week program, while the First Nations stream saw five First Nations participants undertake two First Nations' specific sessions which engaged 11 First Nations creatives. The Project 24 program enabled 17 artists to activate two studio spaces at 2nd Space Nambour. A total of 32 Regional Arts Development Fund consultations were held and 30 applications were received, with 18 successful applicants receiving \$87,949 for projects valued at \$319,930. Notable this quarter is the First Nations Capability and Humility session held on 31 May 2023 for recipients of the Arts and Heritage Levy funded Creative Industries Investment Program. The session is one in a series of learning and networking programs that successful applicants are asked to attend. This session of the Skills Exchange and Capacity Development Program, which is also open to unsuccessful applicants, was taken up by 13 participants from nine arts, events and creative industry organisations. This quarter, over 5500 people attended the Caloundra Regional Gallery and its 40 public programs.	CD: Community Development
1.5.3	Develop the annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including: next stage planning for the Sunshine Coast Regional Collection Store, delivery of activation events for Bankfoot House and the Landsborough Museum, building the capacity of the region's network of heritage community organisations, and support to First Nations priority projects.	01/07/2022	30/06/2023	100%			The Heritage Program for the Arts and Heritage Levy was developed for 2023/24 and endorsed by Council at the Ordinary Meeting on 22 June 2023. This quarter saw the completion of the two Historians in Residence research projects - Farming Practices in the Region, and the Impact of World War II. A range of family and educational programs were delivered at Bankfoot House, including the First Nations Family Fun Day on 15 April 2023. The Landsborough Street Festival was held on 13 May 2023 to relaunch the State heritage listed Landsborough Museum with revitalised exhibitions, building improvements and an enhanced visitor experience. Bankfoot House recorded 1626 visitors this quarter (4332 for the year, up 14.7% from 3778 in 2021/22) and Landsborough Museum recorded 2252 visitors this quarter (5796 for the year, up 249% from 1662 in 2021/22).	AHL: Arts, Heritage and Libraries

## **Corporate Plan Goal: Our environment and liveability**

## A resilient region shaped by clever planning and good design

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.1	Undertake a review of the Environment and Liveability Strategy 2017 five-year implementation plan and progress embedding sustainability into organisational business while responding to climate change by building a more resilient Sunshine Coast through emissions reduction and climate risk management.	01/07/2022	30/06/2023	100%			The Environment and Liveability Strategy 2017 refresh project has continued with phase one community engagement completed in May 2023. Phase two community engagement is proposed for late July 2023. Procurement and recruitment has been progressed to support implementation of the cascading climate risks project.	ESP: Environment and Sustainability Policy
2.1.2	Progress the drafting of the new planning scheme informed by the preliminary community consultation outcomes and the state interest review, prior to undertaking formal community consultation on the proposed planning scheme that will shape future settlement patterns across the region.	01/07/2022	30/06/2023	100%			The new Planning Scheme project continues to progress informed by preliminary consultation feedback. This quarter, Council continued to confirm its policy positions and regulatory approaches to inform drafting of key elements of the new Planning Scheme. There has also been ongoing consultation with internal and external stakeholders to inform the detailed drafting of the planning scheme including meetings, briefings and workshops with the State Government, Technical Reference Group and relevant internal branches of Council.	SP: Strategic Planning
2.1.3	Continue to negotiate with parties to the Palmview Infrastructure Agreement to ensure the timely delivery of all infrastructure obligations under the agreement.	01/07/2022	30/06/2023	100%			Council is continuing to negotiate amendments to the Infrastructure Agreement with the Palmview landowners. Budget impacts will not be known until such time that all matters are resolved and drafting is finalised.	UGP: Urban Growth Projects

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Appendix B	Operational Plan	<b>Activities Report</b>	- Quarter 4. 2022/23

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.4	Advocate Council's policy positions to the State Government to inform the review of the South East Queensland Regional Plan.	01/07/2022	30/06/2023	100%			The State Government is understood to have substantially progressed the drafting of an amended South East Queensland (SEQ) Regional Plan with public consultation anticipated to occur in the second half of 2023. To date, Council has been actively involved in consultation opportunities provided via the Local Government Working Group, Regional Planning Committee and Infill Sub-working Group. Council officers have continued to advocate key Council positions around the protection of the Regional Interurban Break, the need to expedite the delivery of the Beerwah East Major Development Area, support for delivery of Sunshine Coast Direct and the Sunshine Coast Public Transport projects, support for urban consolidation done well and in the right location, and identification of Blue Heart Sunshine Coast as critical environmental and flood management infrastructure for South East Queensland. It remains unclear how these positions will ultimately be reflected in the draft (amended) SEQ Regional Plan with these matters subject to ongoing State Government deliberations. Council officers are continuing to provide additional information as requested by the State Government to inform its deliberations.	SP: Strategic Planning
2.1.5	Continue to work with the State Government to progress the preparation of planning for the Beerwah East Major Development Area.	01/07/2022	30/06/2023	100%			Council is continuing to work in collaboration with the State Government to progress the Detailed Business Case, the preparation of which is being managed by the State Government.	UGP: Urban Growth Projects
2.1.6	Plan for the protection of the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values through: advocating for its retention at current extent, identifying and acquiring strategic land and implementing the Inter-urban Break Outdoor Recreation Plan with partners.	01/07/2022	30/06/2023	100%			As one of Council's five major green spaces, Council continues to provide information and advocate its position to the State Government for the protection of the Regional Inter-urban Break as a critical space separating the Sunshine Coast from the Greater Brisbane area.	ESP: Environment and Sustainability Policy

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.7	Develop a project to enable improved identification and updating of stormwater assets in Council's asset register, to better shape appropriate levels of service in accordance with the Stormwater Management Strategy.	01/07/2022	30/06/2023	100%			As CCTV drainage inspections continue, around 290 previously unknown stormwater pipes have been identified. Most of these are in older areas and seem to date from the 1960's era. When identified, they are inspected, mapped, and condition rated. The GIS and asset databases are updated to include these on Council systems. This ensures that routine maintenance can be scheduled, and also that financial recognition by asset accounting is completed.	TIM: Transport Infrastructure Management
2.1.8	Deliver placemaking initiatives including streetscape improvements for Eumundi, Woombye, Nambour, Landsborough, Maleny, Glass House Mountains and Maroochydore (First Avenue and Ocean Street).	01/07/2022	30/06/2023	85%			Council continues to experience project delivery challenges due to changes in the broader market, including cost escalations, market supply impacts, rising labour costs and labour shortages. These impacts have placed pressure on the delivery of our placemaking projects. Key updates this quarter include: Eumundi Placemaking Detailed Design is being finalised following the additional community workshop at the end of April, with construction proposed to commence late 2023. The Woombye construction is now completed. The Nambour Concept Design has been in review with community groups, open community engagement is rescheduled for Quarter 1 2023/24. Landsborough Stage 2 re-tender being accepted in July to move to construction with minor design changes to fit rising construction costs. Maleny design rescoped and in final preparations for community engagement in July 2023. The Glass House project has been postponed to a future program. The Maroochydore, First Avenue project is scheduled to start in the second half of the 2023 calendar year. Maroochydore, Ocean Street Concept Design being feasibility tested with community engagement / information rescheduled to July 2023.	DPS: Design and Placemaking Services
2.1.9	Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response to disaster events and undertake a review of Council's Local Disaster Management Plan.	01/07/2022	30/06/2023	90%			The annual review of the Local Disaster Management Plan for 2022/2023 was completed between August and October 2022. The plan has been redrafted and will presented to Council for consideration in August 2023. Annual reviews facilitated by the Queensland Inspector-General Emergency Management office are conducted in August each year, and Council's review period will align to this moving forward.	SF: Specialist Functions

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.1.10	Implement the Coastal Hazard Adaptation Strategy through, informing the development of the new planning scheme, undertaking dune protection, enhancement and management in identified areas, and seeking external funding opportunities to establish program partnerships and collaboration.	01/07/2022	30/06/2023	100%			Implementation continues for the following key 2022/23 Coastal Hazard Adaptation Strategy (CHAS) actions:  * The ongoing development of the Shoreline Erosion Management Plan  * The collaborative design of Special Area Adaptation Plans Project through QCoast2100 Funding  * The planning and investigations to analyse different coastal hazard adaptation and drainage options for Mooloolaba, Maroochydore and Golden Beach have progressed.	ESP: Environment and Sustainability Policy

## Protection and enhancement of our natural assets and distinctive landscapes

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.2.1	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.	01/07/2022	30/06/2023	100%			Implementation of the 2022/23 Environment Levy Program has continued with steps now being taken to prepare the annual report to recognise the achievements made. The properties for acquisition are continually being considered and negotiated to secure. The 2023/24 Environment Levy Program was adopted by Council as part of the budget process.	ESP: Environment and Sustainability Policy
2.2.2	Complete the upgrade and replacement of the ageing groyne field at Maroochy River to protect the natural assets.	01/07/2022	30/06/2023	100%			This project was completed in quarter 1. The projected budget was impacted by unforeseen conditions produced in this weather impacted coastal environment, given the work occurs in the beach zone. The completed groyne will protect the current beach area and river mouth environment from coastal erosion, providing a stabilised beach environment protecting the very popular Cotton Tree Holiday Park.	PD: Project Delivery
2.2.3	Progress the Point Cartwright Master Plan project, including management of the Community Reference Group, consultation activities, master plan development and readiness for implementation.	01/07/2022	30/06/2023	90%			The draft Master Plan is complete and internal engagement has been undertaken and is ongoing. The final round of community engagement is underway via Council's 'Have Your Say' webpage and meetings with special interest groups. The final Master Plan is expected to be presented to Council for consideration during Quarter 1 2023/24. Subject to Master Plan approval, a decision will be made to proceed with a Local Law amendments process regarding animal management, requiring a separate consultation process.	DPS: Design and Placemaking Services

## Responsive, accessible and well managed assets and infrastructure

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.3.1	Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government including delivery of the Blue Carbon Pilot project, land acquisitions, land management activities and stakeholder engagement.	01/07/2022	30/06/2023	100%			Implementation of Blue Heart Sunshine Coast is continuing, with landholder engagement undertaken to share information around tidal inundation and Blue Carbon. The implementation of the Commonwealth's Blue Carbon restoration grant is continuing, with planning progressing to support tidal inundation initially on two Council owned properties in early 2024. The engagement with Kabi Kabi peoples has also continued.	ESP: Environment and Sustainability Policy
2.3.2	Progress the master planning and strategic business case development to support establishing a Sunshine Coast Ecological Park on land adjoining the Mary Cairncross Scenic Reserve.	01/07/2022	30/06/2023	100%			Key findings from Stage 3 community engagement were reported to stakeholders and made available to the broader community via Council's website.  Community feedback received has been used to inform the finalisation of the Master Plan for Council consideration in Quarter 1 2023/24.	ESP: Environment and Sustainability Policy
2.3.3	Coordination of weed management activities, demonstration sites, and exploring new technology and methodologies to improve industry and community understanding of weed management practices.	01/07/2022	30/06/2023	100%			The Invasive Weeds project continued at Maleny Community Precinct with all zones within the site being managed and over 5500 tubestock planted. A community information day was held with nearly 50 attendees and positive community feedback received. Initial weed management and over 2000 tubestock planted at the Witta demonstration site. Work in nearly every zone has been started, and trials with drone chemical spraying and remote machinery undertaken. All drone and ground distribution data has been collected and Queensland University of Technology have started the machine learning aspect of the pepper mapping proof of concept trial. A Council media story has been published and a Civil Aviation Safety Authority interview will be released shortly on this trial. Scoping discussions with the University of the Sunshine Coast and Hinterland Bushlinks for the eDNA catchment scale trial are underway. Research and trial plots have been established on private property next to the Upper Mooloolah Nature Refuge to trial herbicide capsule treatment efficacy on cat's claw creeper.	EO: Environmental Operations

#### Transitioning to a sustainable and affordable way of living

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.4.1	Implement the Street Tree Master Plan to protect, enhance and sustain the region's existing and future street tree network through better selection, placement and care of these environmental assets across the Sunshine Coast.	01/07/2022	30/06/2023	100%			Implementation of Council's Street Tree Master Plan progressed with a total of 1194 trees planted throughout the quarter, including four Councillors 'Free Tree' days.	P&G: Parks and Gardens
2.4.2	Coordinate the implementation of the Sunshine Coast Biosphere in partnership with our community.	01/07/2022	30/06/2023	100%			The inaugural joint meeting was held between Sunshine Coast Biosphere governance groups - the Coordinating Committee and Community Advisory Group. The Sunshine Coast Biosphere logo received two awards: Silver (Better Future) in the GOV Design Awards 2023 for Graphic Design (identity and branding); and the LGX Award for Best Graphic Design. A Sunshine Coast Biosphere brand strategy was developed to guide and inform the use of the logo by Council and the community.	ESP: Environment and Sustainability Policy

## A reputation for innovation, sustainability and liveability

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.5.1	Commence construction of the new hi-tech material recovery facility at Nambour waste precinct to improve the quality of processed recyclable materials, key deliverables include: procuring plant and equipment, designing and constructing a weighbridge and an internal site access road.	01/07/2022	30/06/2023	100%			The new hi-tech Material Recovery Facility building works are almost complete with the installation of processing plant and equipment well underway quarter in preparation for commissioning in the second half of 2023.	WRM: Waste and Resource Management
2.5.2	Develop a new Sunshine Coast Waste Strategy to guide service provision, emissions reduction, diversion of waste from landfill and continued modernisation of Council's waste management facilities and practices.	01/07/2022	30/06/2023	100%			The draft Waste Strategy has been prepared for public consultation in July / August 2023.	WRM: Waste and Resource Management
2.5.3	Deliver education programs that make a difference to household waste behaviours towards a cleaner, greener and sustainable Sunshine Coast.	01/07/2022	30/06/2023	100%			The 2022/23 Waste Education Plan was completed in full. A total of 64 Waste to Resource presentations were provided to schools, community and business groups during the quarter as well as a school tour of a landfill site and links into the Clean up Australia Day campaign.	WRM: Waste and Resource Management

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Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.5.4	Expansion of the garden organics program to reduce the amount of material that goes into general waste and landfill.	01/07/2022	30/06/2023	100%			This activity was completed in July 2022 when the expanded garden organics collection service commenced and 45,000 new services were introduced. The organic bin collection service provides residents with an easy, convenient way to recycle their garden waste and help the environment.	WRM: Waste and Resource Management

# **Corporate Plan Goal : Our resilient economy**

## Strong economic leadership, collaboration and identity

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.1.1	Undertake a review of the Regional Economic Development Strategy Implementation Plan 2019-2023 to drive further progress towards the delivery of a resilient and strong economy for the Sunshine Coast region.	01/07/2022	30/06/2023	100%			The review of the Regional Economic Development Strategy is progressing as planned with initial external and internal consultation now completed. Key structural elements of the refreshed strategy have now been identified and drafting for further consultation and refinement commenced. The annual Economy.id Health Check has also been completed.	ECDEV: Economic Development
3.1.2	Enhance the sports industry through the 'Sport Industry Development' program that maximises the use of existing assets and enhances the region's capabilities through event attraction, training camps, targeted promotion, industry development and research.	01/07/2022	30/06/2023	100%			The Sports Industry Development program concluded in December 2022 with the final report submitted in March 2023. The following key outcomes were delivered through the Program:  -Virtual tours of key sports venues across the region -Promotional activities with the Australian Cycling Academy to promote the region as a premier cycle destination -Training camps for the Australian Women's Water Polo Team, Melbourne Storm, Brisbane Lions AFLW, and Super Netball teams -Development of the Sunshine Coast Lightning coaching portal -EventsConnect, a local events industry supplier directory and business to business portal -Support to the Indigenous Marathon Foundation and Sunshine Coast Marathon, enhancing the event's capabilities as an all-inclusive event with World Label event classification -Upskilling of kite racing instructors and content capture of the sport to strengthen its development in the region -the hosting of 15 sporting events as part of an Event Attraction Strategy -Industry development through initiatives such as the Accessible and Inclusive Tourism Conference, USC High Performance Talent ID and Sunshine Coast Sports, and -Research projects including the Sunshine Coast Events Industry research project, park and trail audit, and a trail run feasibility study.	ECDEV: Economic Development

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.1.3	Provide financial support to 'Visit Sunshine Coast' to underpin its activities to promote the Sunshine Coast as a tourism destination, and develop and finalise a new performance deed.	01/07/2022	30/06/2023	100%			A financial agreement is in place between Visit Sunshine Coast and Council. Payments are being made to Visit Sunshine Coast in accordance with this agreement and Council's allocated budget. A new Heads of Agreement has been executed between Council and Visit Sunshine Coast. Negotiations are continuing to prepare a new funding deed.	ECDEV: Economic Development

## New capital investment in the region

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.2.1	Progress amendments to the Maroochydore City Centre Priority Development Area scheme in conjunction with Economic Development Queensland.	01/07/2022	30/06/2023	100%			Council is continuing to engage with Economic Development Queensland in relation to amendments to the Maroochydore City Centre Priority Development Area.	UGP: Urban Growth Projects
3.2.2	Progress the designation of the Sunshine Coast Airport as a Priority Development Area including preparation of an Interim Land Use Plan and Development Scheme.	01/07/2022	30/06/2023	100%			Council is working in collaboration with the Sunshine Coast Airport and Economic Development Queensland to progress the declaration of the Sunshine Coast Airport as a Priority Development Area, which is in its final stages.	UGP: Urban Growth Projects
3.2.3	Progress implementation of the Caloundra Centre Master Plan 2017 in alignment with the Caloundra centre activation project, including finalising the business case for the new Caloundra Regional Gallery, and preliminary feasibility and design for the Community and Creative Hub Precinct.	01/07/2022	30/06/2023	80%			The construction procurement process for the Caloundra Administration Building has advanced and at the end of the financial year was still under evaluation. Staff vacating has been completed and materials removal has commenced and will continue ahead of major works forecast to start in Quarter 1 2023/24. The Regional Gallery Business Case has advanced and will be provided to Council for consideration later in 2023. Concept design for the broader Community and Creative Hub work has recommenced and is expected to be completed late-2023.	LANAGE: Group Executive Liveability and Natural Assets
3.2.4	Work with Walker Maroochydore Developments Pty Ltd and SunCentral Maroochydore Pty Ltd to support the implementation of the Maroochydore City Centre Development Agreement to advance the delivery of a contemporary city centre for the Sunshine Coast.	01/07/2022	30/06/2023	100%			Council continued to work with SunCentral Maroochydore Pty Ltd and Walker Maroochydore Developments Pty Ltd during this quarter to progress development of the Maroochydore City Centre. Five commercial lots were sold during this quarter totalling \$17.8 million.	EMSS: Executive Management and Support Services

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Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.2.5	Leverage our digital connectivity to generate new enduring investment, trade and employment opportunities for local business and industry.	01/07/2022	30/06/2023	100%			The Mayor officially welcomed the Critical Infrastructure, Information Sharing and Analysis Centre (CI-ISAC) to the region on 8 May 2023, with a number of high profile national and international cybersecurity and IT professionals in attendance. CI-ISAC play a significant role in Australia's cyber defence supply chain by providing threat intelligence and have set up their national headquarters in Maroochydore. It is envisaged this organisation will grow locally and create job opportunities for administration, management, and intelligence roles in this developing sector. A "Sports Tech" Ideation Session was held on 9 May 2023 with 50 people in attendance representing technology users, industry associations, and technology providers and supporters. A technical expert facilitated the session resulting in 38 ideas. Three technology themes have resulted for follow up - Effective crowd management (wayfinding), Enhanced communication, and Competitor performance monitoring. The 26th World Mining Congress was held in Brisbane on 26 June to 29 June 2023 - the Sunshine Coast was profiled on the Congress' website to a global audience as a prime location to run Australian mining operations through Remote Operations Centres utilising the Sunshine Coast International Broadband Network.	ECDEV: Economic Development

#### Investment and growth in high-value industries

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.3.1	Progress implementation of Mooloolaba Master Plan, including consultation and design of the Foreshore Central Meeting Place project and completion of the next stages of the Brisbane Road four lane road upgrade (Walan Street to Kyamba Court) that incorporates the new Mayes Canal Bridge.	01/07/2022	30/06/2023	95%			The Central Meeting Place design phase is advancing. Construction timing will be influenced by design outcomes, grant funding milestones, existing asset life integrity and a constraints overlay including community and economic factors. A Federal Government grant contribution of \$7,950,000 has been successfully acquired through the Disaster Ready Fund for the new seawall construction. The Brisbane Road four-lane road upgrade has been delayed due to material and resource shortages and wet weather, with the revised completion date now the end of August 2023 for the four lanes across the bridge, full asphalt surfacing and boardwalk. The Stage 4 Design documentation has been received and preparations are underway for the demolition of existing buildings. Construction stage procurement will conclude in late 2023 with on site commencement planned after February 2024. Energex's early works are estimated for completion by end February 2024, weather permitting.	PD: Project Delivery
3.3.2	Work with key stakeholders to identify investment opportunities, undertake marketing activities and support investment projects across the region's high value industries.	01/07/2022	30/06/2023	100%			Council worked with industry stakeholders including the XR Hub and industry participants Walker Corporation and NextDC to identify further specific areas to target to attract investment projects to the region that will create high-value job opportunities. The areas of cyber security, remote operations, robotics, drones and immersive technology being identified for specific investment attraction efforts. As a result, Council worked with the director of the Critical Infrastructure - Information Sharing and Information Centre, (who play a significant role in Australia's cyber defence supply chain by providing threat intelligence), to set up their national headquarters in Maroochydore. It is envisaged this organisation will grow locally and create job opportunities for administration, management, and intelligence roles in this developing sector.	ECDEV: Economic Development

# Strong local to global connections

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.4.1	Drive export activity from the Sunshine Coast and support local businesses to expand into national and international markets by providing access to specialist services, contacts and training and partnering with State and Federal Government trade agencies for in-market assistance.	01/07/2022	30/06/2023	100%			This quarter, Council adopted a revised International Relations and Trade Policy to continue to support the delivery of the Regional Economic Development Strategy. Simultaneously, Council continued to deliver initiatives including the Trade Capability Program workshop series (19 April and 10 May 2023) with 10 local business owners and 13 attendees to prepare businesses to be export ready. Five local companies were supported to enter the 2023 Premier of Queensland Export Awards, of which Council is a Silver Sponsor. The winners will be announced at the awards ceremony on 18 October 2023.	ECDEV: Economic Development

#### A natural, major and regional event destination

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.5.1	Develop and attract events and sporting opportunities at Council venues including Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium and Venue 114.	01/07/2022	30/06/2023	100%			Caloundra Indoor Stadium hosted a Brazilian Jiu-Jitsu Tournament, the Football QLD School Futsal Tournament and the National Antiques and Collectibles Show; the Health Equity Expo and Queensland School Sport 10-12 years Netball State Championships. Maroochydore Multi Sports Complex hosted the Netball Queensland Senior State Age competition in April and the Sunshine Coast School Sport AFL State Age Championships in June. The Nambour Showgrounds held the Nambour Expo, Lifeline Bookfest, Ray White Nambour Rodeo, Collectorama, Multicultural Business Expo and the Sunshine Coast Agricultural Show. Sunshine Coast Stadium hosted the Queensland Christian Soccer State Carnival and sold-out, first-time Groovin the Moo music festival in April (24,559 attendees). The Emergency Services Expo was in May, and June saw the Queensland Oztag Super Series and newest National Rugby League team, the Dolphins, play their first Sunshine Coast match against the Parramatta Eels. Venue 114 delivered live music events Lime Cordiale, Spacey Jane and The Jungle Giants; provided Groovin The Moo green rooms and held community events including Justin Crosby Memorial Gala Dinner, Sunshine Coast Master Builders Roadshow, Visit Sunshine Coast SCOUT-23, burlesque performances and the Sunshine Coast Bridal Expo.	SCV: Sports and Community Venues
3.5.2	Implement priority activities from the Major Events Strategy 2018-2027 including: strengthening arts and cultural events, capitalising on the growing demand for off road and adventure style events and ensuring close alignment with opportunities identified from the 2032 Brisbane Olympic and Paralympic Games.	01/07/2022	30/06/2023	100%			During the quarter, 25 events were held (with three of these events classified as business, lifestyle or cultural). Key events include the Maleny Wood Expo, six events as part of the Surfing Queensland series, South Queensland Rugby Championships, Queensland Oztag Super Series Championships, Downunder Beachfest, and Winterfest (junior football). The Sunshine Coast Events Board met once during the quarter and considered seven applications and six acquittals. One event application was not recommended for sponsorship, whilst the remaining six applications supported were for sporting events. One application is strategically aligned to future opportunities surrounding the Brisbane 2032 Olympic and Paralympic Games, and new venues for the region.	ECDEV: Economic Development

#### A regional hub for innovation, entrepreneurship and creativity

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.6.1	Work with Education Sunshine Coast and the broader education and training industry to implement 'Study Sunshine Coast' and better prepare and connect young people to education and employment opportunities in the region including through skills development within schools and working closely with the State Government on regional initiatives.	01/07/2022	30/06/2023	100%			This quarter, Council and Study Sunshine Coast participated in a forum with Trade and Investment Queensland regarding the new Study Queensland International Education and Training Strategy, which identifies three key areas to support the growth of international education in Queensland. These pillars include 'Promote, Grow and Foster' and support action such as education destination marketing, student employability outcomes and experience, and education sector advocacy. Study Sunshine Coast will reflect these pillars in its strategic direction for 2023/24.	ECDEV: Economic Development
3.6.2	Finalise the Caloundra Aerodrome Master Plan and prepare the implementation plan.	01/07/2022	30/06/2023	100%			Council endorsed the Caloundra Aerodrome Master Plan, including an implementation plan in November 2022, completing this activity.	STP: Strategic Property
3.6.3	Strengthen the collective resilience of our business communities and the destination appeal of precincts, through the development and delivery of activation plans, and support the business community through the 'Small Business Friendly Council' initiative and to help drive the 'Buy Local' initiative within the region.	01/07/2022	30/06/2023	100%			The Queensland Small Business Commissioner brought their annual Small Business Friendly Conference to the Sunshine Coast on 28 April 2023 which was attended by 80 delegates to discuss ways in which Council's and other anchor institutions can support small businesses. Place activation activities in Caloundra included three days of Easter Eggstravaganza activations with thousands of locals and visitors attending, five shopfront improvement program contributions, promotional campaigns, delivery of a new branding project including street murals, street signage and path decals, and a video and submission that culminated in Caloundra winning the Queensland Tourism Industry Council's coveted Queensland Top Tourist Town award. Place activation activities in Nambour included three Nambour Forecourt Live events and the I Am Nambour event on 21 June to celebrate and promote the I Am Nambour collaborative marketing campaign. Place activation in Mooloolaba included promotional campaigns, a Mooloolaba specific TAFE Build A Better Business Program, development of a strategic social media program, and planning commenced for the Mooloolaba Foreshore Festival which is scheduled for 4 November 2023.	ECDEV: Economic Development

## **Corporate Plan Goal: Our service excellence**

#### Engage with our community to inform asset management and service delivery

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.1.1	Develop Service Excellence principles that consider customer insights to support the design of contemporary business approaches and deliver efficient and effective customer experiences.	01/07/2022	30/06/2023	100%			Service Excellence principles have been designed based on customer feedback and service opportunities. These principles guide Council to get it right for the customers first time, every time and to design better, fairer and more accessible services.  The Service Excellence principles will be considered in the refinement of our strategic approach and as Council further embeds customer experience in our values and deepens our service-oriented focus.	CR: Customer Response
4.1.2	Develop and implement a Strategic Asset Management Plan that delivers consistent asset management practices, processes and systems throughout the organisation.	01/07/2022	30/06/2023	90%			A draft Strategic Asset Management Plan has been developed and is undergoing internal review. Feedback on the draft Strategic Asset Management Plan continues to inform the development of the final plan. The final plan will be presented to Council for consideration in September 2023.	AM: Asset Management

#### Design accessible, flexible and innovative services that meet community needs

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.3.1	Implement the new Smart City Framework and commence execution of the implementation plan to realise Smart City opportunities and further develop Council's data driven decision making capability.	01/07/2022	30/06/2023	100%			The Smart City Framework activities continued, publishing updates to the Landscape Infrastructure Manual Smart Technologies appendix, providing guidance for the design and delivery of council-controlled digital infrastructure, new attachments for telecommunications connectivity, and smart technologies for key development locations that are guiding Maroochydore City Centre and Mooloolaba foreshore digital infrastructure development.  Achievements this quarter include:  -34 council staff accessing real-time dashboards from sensor data produced by low-powered, battery-operated devices across council's network of 17 long-range gateways.  -Artificial Intelligence camera sensors are counting bicycles in City Hall, supporting active transport data.  -Vibration and infra-red sensors collecting usage data on natural area trails, mountain bike obstacles and amenities blocks.  -Water meter sensors helping to detect leaks.  -Silent WiFi device counters monitoring park usage pattern to inform master-planning.  -Longitudinal record of weather and environmental phenomena providing insights into our region's microclimate.  In June, the Sunshine Coast was heralded as a 2023 Top 7 Intelligent community by New York-based Intelligent Community Forum, its fourth consecutive year.	Bl: Business and Innovation
4.3.2	Expand the online plumbing inspection system to include commercial permits which will provide efficiencies through allowing all plumbing inspections to be requested online.	01/07/2022	30/06/2023	100%			The second phase of the online plumbing inspection booking system has been developed and implemented for commercial plumbing inspections in this quarter. External communication and information was provided to all active commercial plumbing industry customers to promote the next phase of this system. The online booking inspection system was officially launched on 19 June 2023. Plumbing industry customer feedback has been positive to date. This project has now been actioned and completed by the business within the project timeframes and under budget.	DS: Development Services

## Deliver consistent service levels that provide positive experiences for our community

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.4.1	Utilise the customer experience program and analyse customer feedback and interactions to design solutions that improve outcomes for key business areas and our customers, including making it easier for our customers to find what they need and self service.	01/07/2022	30/06/2023	100%			As the Customer Experience program draws to completion, key outcomes include:  - Introduced a service request system helping us better serve customers and streamline requests  - Rolled out a telephony system integrated with our request system making it easier for customers to contact Council and launched two-way SMS for enquiries.  - Helping customers contact Council in a way that suits them with 40%+ coming through digitally. Launched 'OurCouncil' better enabling digital communication directly to customers.  - Launched 'OurCouncil' to better enable digital communication directly to customers.  - Conducted 4000 surveys to understand customer experience and guide service improvements.  These foundations will be built upon as we shift our focus to refine our strategic approach, further embed customer experience in our values and deepen our service-oriented focus.	CR: Customer Response
4.4.2	Mobilise the next generation waste collection contract to ensure continuous provision of essential waste services to the community.	01/07/2022	30/06/2023	100%			The service provision under next generation waste collection contract commenced on 10 July 2022, ensuring essential waste services are delivered to the community, with the contractor performing to high standard.	WRM: Waste and Resource Management

## Assess service performance and sustainability to inform evidence-based business planning

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Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
4.5.1	Deliver the capital works program based on robust scopes, cost and risk assessment with well sequenced delivery schedules aligned to corporate priorities and long-term financial plans.	01/07/2022	30/06/2023	82%			Council's core capital works program delivered a large range of community infrastructure required to meet service levels, with 91% of the program delivered, exceeding the annual delivery target.	PD: Project Delivery
							The Transportation (95%), Parks (94%), Holiday Parks (103%) and Waste (93%) programs achieved the highest results ensuring the community receives many local and regional renewals and upgrades including key waste and energy transition projects.	
							Land purchases funded by the capital program were more difficult to achieve due to market uplift and competition resulting in the overall capital program (including major projects) result being under the anticipated target. Inflationary impacts and market challenges, including supply chain and contractor availability have caused a range of delays and pricing variations which has been carefully managed throughout the financial year to deliver best value results.	
							Projects yet to be completed will be the focus early in the new financial year.	
4.5.2	Progress a program of service planning and reviews that explore more efficient ways to deliver the right services, at the right service levels at a sustainable cost.	01/07/2022	30/06/2023	100%			A Sustainable Service Planning program is underway that has been informed by the Community Satisfaction Survey 2022 and analysis of demographic, economic, community, technological and environmental trends that shape customer expectations. This program will seek to ensure Council services remain appropriate, efficient and effective for current and future communities as we advance the desired outcomes and vision for the region.	CPP: Corporate Planning and Performance

## **Corporate Plan Goal: Our outstanding organisation**

#### Maintain a financially sustainable organisation that balances the needs of our growing region

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.1.1	Review the long term financial plan based on sound financial modelling that includes improved contributed asset processes, enhanced asset management valuation systems and the delivery of a well informed budget.	01/07/2022	30/06/2023	100%			Council's 2015-2025 Financial Sustainability Plan is currently under review, with the intention to finalise a revised plan in 2024. The long-term financial model, which underpins the Financial Sustainability Plan, was amended as part of the annual budget process and adopted by Council on 22 June 2023.  Council's 2023/24 adopted budget provides a strong financial outlook, maintaining Council's financials within the recommended financial sustainability metrics while also delivering services and key infrastructure for the region.  An external review was undertaken to improve the contributed and constructed asset write on process. The review is to be implemented over the coming financial year, with an outcome being to provide improvements in the workflow process.	F: Finance

#### Provide quality information, systems and processes to deliver fit for purpose solutions

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.2.1	Implement the information technology management program that provides a focus on software rationalisation, hardware replacement and progress the records and information management improvement program.	01/07/2022	30/06/2023	100%			The 10-year Information Communications Technology capital program has been established, supporting eight core programs: systems rationalisation, cyber security, workplaces technology, records and information management, data platform, IT infrastructure / networks, improved customer experience for online web and service management.	DIS: Digital and Information Services
5.2.2	Develop and implement an Information and Communication Technology Plan with a strong focus on cyber-security, mobility, connectivity, accessibility, cloud computing and building capability to provide efficient and secure systems and processes.	01/07/2022	30/06/2023	95%			The draft Digital Plan 2023-27 has been aligned to Council's Corporate Plan 2023-2027, action plans and priorities and is in its final review and approval phase. The Plan will be finalised in the first quarter of 2023/24.	DIS: Digital and Information Services

#### Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.3.1	Progress people and culture strategic initiatives including a focus on the organisational priorities of diversity, inclusion and culture.	01/07/2022	30/06/2023	100%			Actions were taken to implement the new organisational values and bring them to life in daily activity within Council. A Diversity and Inclusion Advisory Group continues to meet regularly and share perspectives on how Council can continue to be inclusive of people from all backgrounds. Council continued to recognise important cultural events. Council reached in-principle agreement with the unions for the next Field Based Certified Agreement and is proceeding to the employee vote. The Certified Agreement provides certainty of the key employment conditions for employees.	P&C: People and Culture
5.3.2	Implement the Wellbeing, Health and Safety Plan with a focus on managing critical risks and continuing to improve the safety management system.	01/07/2022	30/06/2023	100%			The Wellbeing, Health and Safety Plan was implemented for this financial year. Phase two of the critical risk program was completed and included workshops undertaken for Dropped/falling Objects, Operating Vehicles, Working On, Beside or Near a Road Corridor, Plant Collision and Rollover and Occupational Violence. The next Phase of this project will commence in next financial year. The Safety Management System Overview and Architecture was developed. An updated safety risk management framework was developed. The Wellbeing, Health and Safety Plan will continue to be implemented in the next financial year.	P&C: People and Culture
5.3.3	Complete staff relocations to the Maroochydore, Caloundra and Nambour administration centres and progress the delivery of the 10-year depot refurbishment program that includes the provision of additional accommodation for service delivery teams at the Caloundra depot.	01/07/2022	30/06/2023	95%			Relocations amongst Council's administration precinct are nearing completion, with the final stage of occupying City Hall forecast for end of July 2023. The final movement requires the completed fit out of level eight of City Hall which has experienced minor delays. Other minor works at various locations were completed through Quarter 4 to facilitate the vacating of Caloundra Administration Building ahead of its repurposing into a regional library and community facility. The depot strategy review has commenced and will progress through 2023/24, inclusive of broader consideration of future service delivery models as a key input.	SCCW: SCC Workplaces

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.3.4	Finalise construction of the Sunshine Coast City Hall in the Maroochydore City Centre by end of 2022 in preparation for staff relocations.	01/07/2022	30/06/2023	100%			The construction of the Sunshine Coast City Hall building has been completed and over 700 staff have now been inducted and transitioned to an activity based working environment. Levels 1 to 7 are now fully operational and final fit-out is being completed on level 8 with expected completion July 2023.	SCCW: SCC Workplaces
5.3.5	Facilitate and progress the Nambour centre activation project including the preliminary feasibility and design for the Nambour administration precinct buildings.	01/07/2022	30/06/2023	80%			Further optioneering and feasibility analysis has progressed in response to addressing the preferred functional requirements current cost estimates. This includes asset life examination to optimise future investment planning. Refining the options including prioritisation will be a key task in Quarter 1 2023/24, ahead of recommencing detail design.	SCCW: SCC Workplaces
5.3.6	Complete detailed design for the Caloundra administration building repurposing project, including an associated operational management plan.	01/07/2022	30/06/2023	100%			Detailed design is completed. The construction procurement process has advanced and at the end of reporting period was still under evaluation. Staff vacating has been completed and materials removal has commenced and will continue ahead of major works forecast to start in Quarter 1 2023/24. A preliminary Operational Management Plan for the building has been completed.	SCCW: SCC Workplaces

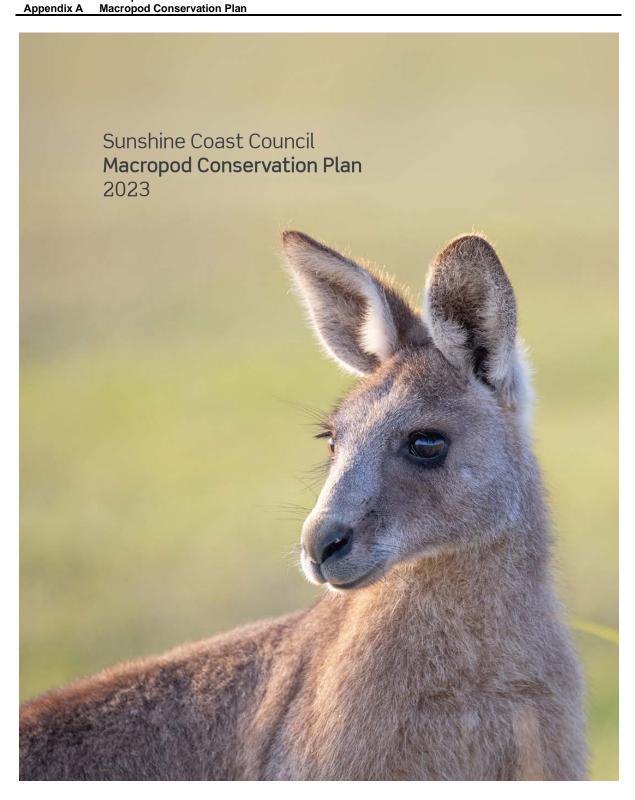
## Demonstrate accountable leadership, future planning, and good governance that provides confidence to our community

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.4.1	Develop an Outstanding Organisation Strategy that demonstrates positive culture, accountable leadership and future planning, underpinned by good governance that builds confidence and trust with our community.	01/07/2022	30/06/2023	75%			Development of the People Plan and Digital Plan are key pillars of the Outstanding Organisation Strategy, and these pieces of work are nearing completion.  The Digital Plan is expected to be finalised in Quarter 1 of 2023/24, and the People Plan will be delivered in the 2023/24 financial year.	BPGE: Group Executive Business Performance Group

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.4.2	Complete implementation of the recommendations of the Office of the Information Commissioner's compliance audit report within the agreed timeframes.	01/07/2022	30/06/2023	100%			The Office of the Information Commissioner (OIC) is currently undertaking its follow up audit of Council's Compliance Audit of the application of the <i>Right to Information Act 2009</i> and the Information <i>Privacy Act 2009</i> . The recommendations that are currently in progress, have revised completion dates that reflects the time and resourcing required for completion. The remaining items are well underway and are due for completion during 2023/24.	CG: Corporate Governance
5.4.3	Prepare a revised Strategic Risk Management Framework for Council that assists with the identification, consideration and mitigation of strategic level risks across the broad spectrum of Council's corporate and service delivery responsibilities.	01/07/2022	30/06/2023	100%			The revised Risk Management Framework is now complete and was supported by the Audit Committee in May 2023. Mitigation and control reporting will proceed for the 2023/24 financial year.	CG: Corporate Governance

#### Partner with community, business and government to represent and advocate the needs of our region

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.5.1	Advance our region's major projects outlined in the Corporate Plan 2022-2026 through establishment of a strategic approach to stakeholder relationships, advocacy and funding partnerships.	01/07/2022	30/06/2023	100%			Funding partnerships and contributions from other tiers of government are critical to deliver a number of projects and provide important infrastructure required to ensure our region is resilient and safe, and that our community thrives now and for future generations. During the quarter, Council was successful in establishing funding commitments towards transport infrastructure, community sporting facilities, parks and disaster management activities. In addition, Council continues to progress claims through the Queensland Reconstruction Authority for the February and March 2022 natural disaster declared flood event.  On 2 June 2023, Council partnered with the Sunshine Coast Business Council and Infrastructure Association of Queensland to host the inaugural Sunshine Coast Infrastructure Summit with attendees from all tiers of government, industry and business leaders and the community. This event will provide input into establishing the priority infrastructure needs for the Sunshine Coast through to 2050.	CPP: Corporate Planning and Performance
5.5.2	Develop a Relationship Framework to support stakeholder trust, confidence and connection with the Sunshine Coast Council.	01/07/2022	30/06/2023	100%			The Relationship Framework in respect external communications, including social media and graphic design has been finalised. This included a review of all external communication practices.	C: Communication





Edition August 2023

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#### Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

#### Reference document

This document should be cited as follows:
Sunshine Coast Council.

Macropod Conservation Pla

# Macropod Conservation Plan 2023.

#### Disclaimer

To the extent this document contains future plans, activities, policies and strategies, these matters are aspirational and subject to change at any time without notice.

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#### Cover image

Eastern grey kangaroo

## Traditional Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

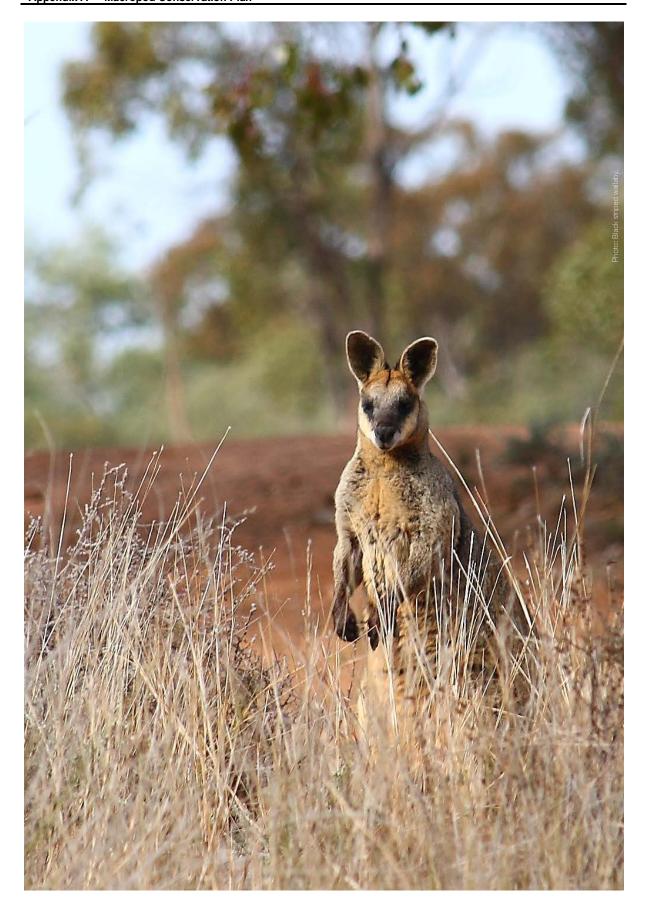
We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

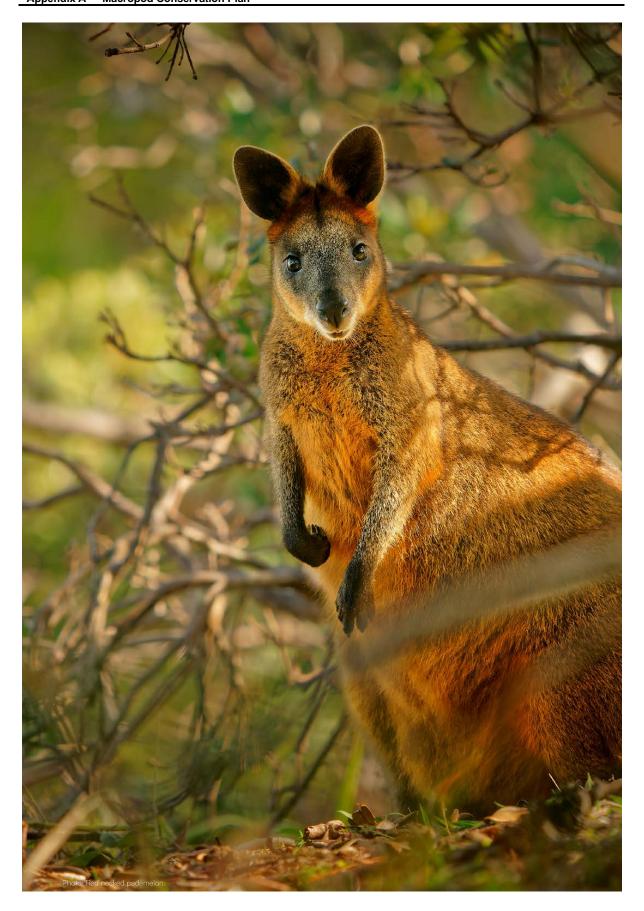
Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi peoples and the Jinibara peoples.

We wish to pay respect to their Elders — past, present and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

Together, we are all stronger.

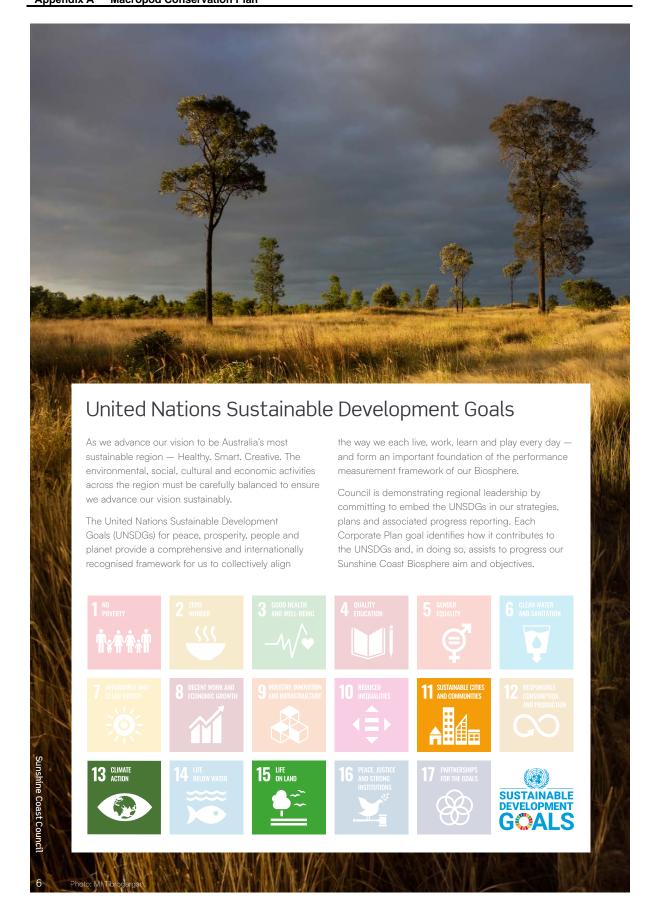






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# Our global commitment

Towards this end, the *Macropod Conservation Plan* embeds the United Nations Sustainable Development Goals (UNSDGs) into its actions.

#### UNSDG 11 - Sustainable cities and communities.

Macropods are valued by the local community as an important part of the regions natural and cultural heritage. The *Macropod Conservation Plan* includes desired outcomes that will support evidence based management decisions, education and stronger partnerships which will strengthen efforts to protect macropods and make our cities and human settlements safe, resilient and sustainable. Planning and development guidelines for safe movement and habitat protection of macropods will provide positive economic, social and environmental links between urban, peri-urban and rural areas.

#### UNSDG 13 — Climate action.

The Macropod Conservation Plan includes actions to address future threats to macropod populations caused by climate change. This includes population monitoring and the identification and protection of viable movement pathways, and refugia.

#### UNSDG 15 — Life on land.

Halting biodiversity loss requires the protection of all species of native wildlife in our region. The *Macropod Conservation Plan* takes a whole of landscape and partnerships approach to sustainable development which is required for these highly mobile group of animals.



In June 2022, our Sunshine Coast local government area was recognised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) as a biosphere reserve - where responsible development and people living sustainably sit alongside active conservation.

Our region has joined a global effort of 738 biospheres in 134 countries to balance the environmental, social, cultural and economic needs of today, without compromising the ability to meet the needs of future generations.

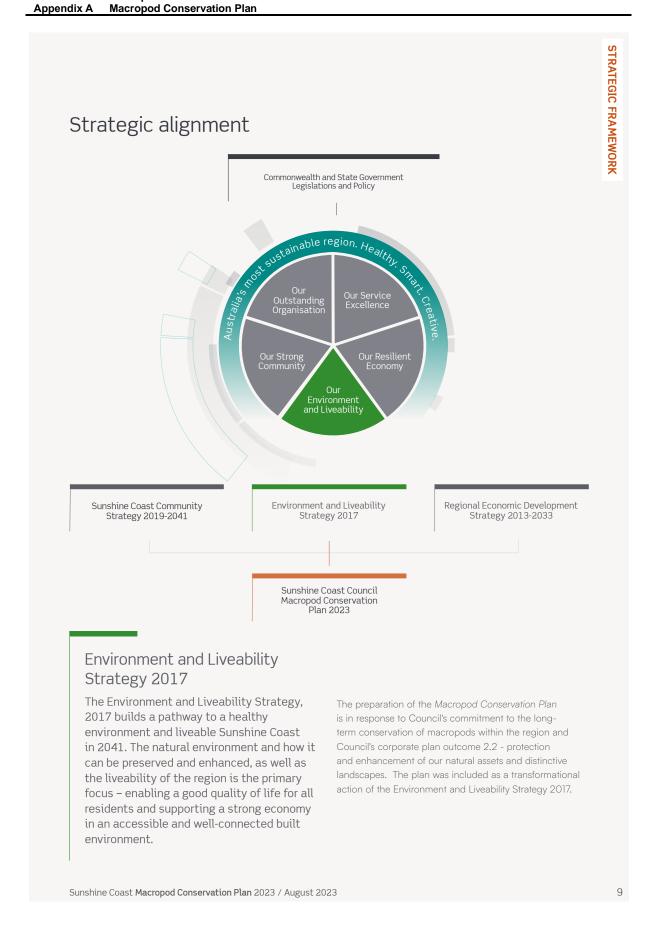
Our region's international recognition as a special place where people are living, working, learning and playing

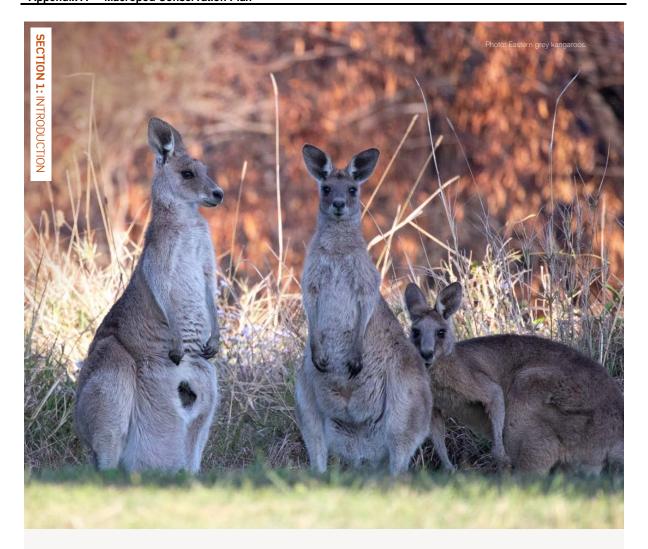
sustainably highlights the values of our region that we are seeking to protect and enhance, brings new opportunities and a range of possible benefits to our natural environment, community, lifestyle and economy.

Being recognised as a UNESCO Biosphere reserve and maintaining this credential is our region's commitment to create a positive legacy for future generations. Every resident, visitor, business and government entity has a key role to play in maintaining and enhancing the Sunshine Coast Biosphere reserve for our children, grandchildren and all those who will enjoy the prosperity, beauty and liveability of our region into the future.

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# Introduction

# 1.1 Background

Sunshine Coast residents and visitors place a high value on the region's beautiful natural amenity and relaxed lifestyle. It is a region of abundant natural resources with 55% of its native vegetation remaining, over 78,000 ha of open spaces, and abundant wildlife. But it is also a rapidly developing region, with population expected to exceed 500,000 by 2041 (SCC 2017).

While this brings economic and lifestyle opportunities to the region, it also increases the necessity to protect the other species with whom we share this space.

Macropods, particularly the eastern grey kangaroo, are iconic species in eastern Australia. But Council's aspirational vision for the *Macropod Conservation Plan* is about more than protecting iconic species. This Plan, with the assistance of the community, will help ensure that creating safe space for other species remains front of mind as the Sunshine Coast region continues to grow.



Kangaroos and wallabies are some of Australia's most recognisable and popular animals. Macropods appeal to our identity and culture, as well as being tourism icons, valued by both domestic and international visitors. Highly significant to Indigenous Australians, many traditional land management practices are related to macropods (Bowman et al. 2001).

There is a strong desire by the Sunshine Coast community to protect current and future macropod populations in the local government area (LGA). There are many dedicated residents, wildlife rescue/care groups, researchers, conservationists, and advocates who support the development of a conservation plan for our macropods. Commitment by Sunshine Coast residents, businesses, industry, and community groups is integral to the success of any species conservation plan.

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#### 1.2 Purpose

The purpose of this *Macropod Conservation Plan* is to ensure that sustainable populations of eastern grey kangaroos (*Macropus giganteus*) and other macropods (Section 2) continue to thrive in the LGA.

The Macropod Conservation Plan will use a whole of landscape and integrated partnerships approach to macropod conservation by:

- Spatially identifying macropod habitat, occurrence clusters and movement pathways (and threats to survival) in the LGA.
- Setting out the approaches to be adopted in maintaining wild populations of eastern grey kangaroo and several other key macropod species.
- Allocating responsibilities to stakeholders to ensure desired outcomes are reached during the life of this ten-year plan.

The Macropod Conservation Plan has considered and integrated a complex array of issues, data and expert advice and is supported by a literature review of the focus species' ecology, preferred habitat, home ranges and characteristics of the landscape that facilitate or limit movement of macropods (Ecosure 2020).

#### 1.3 Desired outcomes

The success of the Plan relies on meeting objectives that are measurable, attainable, and prioritised according to resource availability.

To achieve this, Council has a strategic framework for the *Macropod Conservation Plan* comprised of the following Desired Outcomes:

- Management is evidence based and informed by contemporary research and knowledge of Sunshine Coast macropod populations.
- 2 Planning and development assessment processes and supporting guidelines are in place to support the protection of macropods and their habitat.
- 3 The impacts of threatening processes on macropods in the Sunshine Coast local government area are understood and minimised.
- 4 A landscape approach to macropod conservation is achieved through advocacy, education, and partnerships with the community.

This Plan can serve as a reference document for Council during the operational works phase of development assessment where possible.





# 1.4 Legislative and policy context

All species covered in this Plan are declared 'least concern wildlife' under the Nature Conservation Act 1992 (NC Act) and supporting legislation. Other applicable legislation and policy is provided in Table 1

This Macropod Conservation Plan aligns with the aspirations of the Sunshine Coast Biosphere reserve where responsible development and people living sustainably sit alongside active conservation.

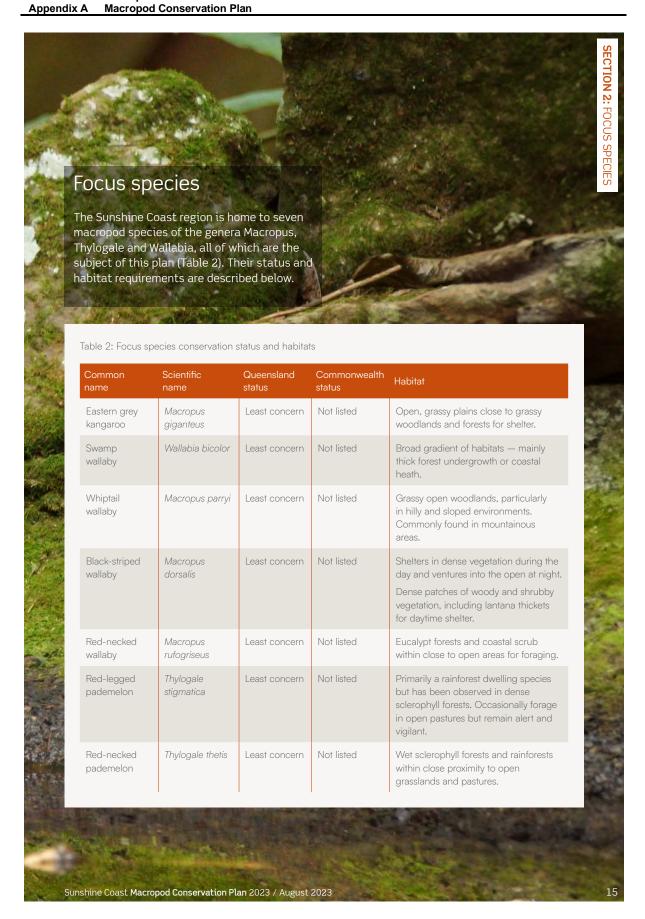
Table 1: Applicable legislation and policy

Legislation	Application and purpose of legislation			
Nature Conservation Act 1992 (NC Act) and its subordinate legislation:	"The protection of native wildlife and its habitat"			
<ul> <li>Nature Conservation (Animals)     Regulation 2020</li> <li>Nature Conservation (Macropod)     Conservation Plan 2017</li> </ul>				
Conservation Plan 2017				
Animal Care and Protection Act 2001	"Provide standards for the care and use of animals" and to  "Protect animals from unjustifiable, unnecessary or unreasonable pain"			
Sunshine Coast Planning Scheme 2014	"Maintenance of the Sunshine Coast as one of the most biologicall diverse areas in Australia through use of planning scheme features such as Strategic Framework Map 5 Natural Environment Elements (Part 3 Strategic Framework, 3.7 Natural Environment)			
Sunshine Coast Environment and iveability Strategy 2017	Vision of a healthy and liveable Sunshine Coast in 2041.			
	Sets the strategic framework for our natural environment, including biodiversity:			
	2.1 Natural ecosystems and the native plants and animals they support are preserved.			
	2.2 Priority habitat areas are protected, enhanced, connected and responsive to changing environmental conditions.			
	2.9 Biodiversity is valued, respected, and used sustainably to support our lifestyle, livelihoods and sense of place.			
	Transformational Action 6: Connecting Nature with People included Task 6.9: Develop a Macropod Conservation Plan.			

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### Objectives and actions

The strategic framework for the *Macropod Conservation Plan* comprises the following Desired Outcomes:

#### 3.1 Desired outcome 1:

Management is evidence based and informed by contemporary research and knowledge of Sunshine Coast macropod populations.

#### Objective:

Develop a better understanding of macropod population dynamics and habitat on the Sunshine Coast to inform and strengthen eastern grey kangaroo and other macropod conservation planning.

#### Actions:

- 3.1.1 Engage with research partners, including the University of the Sunshine Coast (UniSC) to continue to monitor and explore SCC eastern grey kangaroo population trends, and conservation genetics.
- 3.1.2 Contribute to habitat permeability and critical habitat mapping to identify where macropods could persist during unsuitable climatic periods, drought, bushfire and with urban development pressures.

- 3.1.3 Build on current data to create a more robust macropod dataset for future use.
  - Establish mapping and database resources to deliver continuous program delivery:
  - integrate the findings of the Sunshine Coast Planning for Improved Fauna Movement Study where applicable
  - create consistent data collection methods internally and with external partners
  - seek opportunities to gather incidental macropod records from other programs (e.g. SCC Healthy Places invasive animals and uncontrolled domestic dogs monitoring).

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#### 3.2 Desired outcome 2:

Planning and development assessment processes and supporting guidelines are in place to support the protection of macropods and their habitat.

#### Objective:

Consider future development areas identified in Shaping SEQ and the Sunshine Coast Planning Scheme 2014 and associated amendments/new planning schemes to ensure proactive consideration of macropod populations and their habitat requirements.

#### Objective:

Provide planning guidelines to help maintain a landscape that contains sufficient habitat to sustain a viable population of eastern grey kangaroos in the Sunshine Coast Council LGA, giving due consideration to quantity, connectivity, and condition of habitat in areas of urban growth.

#### Actions:

- 3.2.1 Incorporate macropod mapping data outputs in policy and planning through:
  - Preparation of mapping tools showing movement pathways and high-quality habitat for macropods.
  - Review of the correlation between macropod mapping and the new planning scheme biodiversity mapping layers including vegetation/ habitat (core and connecting) areas and riparian corridors.
  - Developing a guideline that includes provisions for ground-truthing requirements for macropods in new developments.
  - Developing conditions within the Planning Scheme to regulate infrastructure associated with developments to mitigate the impacts on macropods. e.g., culverts and under/overpasses.

- 3.2.2 Develop guidelines to minimise macropod mortality associated with entrapment and forced dispersal at development sites.
- 3.2.3 New developments include macropod sensitive design with the following range of (but not limited to) macropod impact mitigation options:
  - Road design and speed limits in place to reduce macropod interactions with vehicles and facilitate safe movement for wildlife and people.
  - Fauna crossing infrastructure to facilitate safe movement for macropods e.g., fauna underpass.
  - Use of proven signage such as electronic signs, and road surface markings at appropriate locations.
  - Roadside plantings which ensure visibility and discourage grazing.
  - Kangaroo friendly habitat planting in suitable locations.
- 3.2.4 Develop property fencing guidelines for macropod movement pathways and high human use areas:
  - Which prevents isolation of genetic movement for macropods and all wildlife between critical habitats.
  - To stipulate acceptable methods for construction and materials.
- 3.2.5 Undertake inventory of all existing fauna connectivity structures, assets and purpose-built fauna exclusion fencing across entire LGA.

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#### 3.3 Desired outcome 3:

The impacts of threatening processes on macropods in the Sunshine Coast local government area are understood and minimised.

#### Objective:

Identify and recommend measures that reduce macropod mortality and protect and enhance macropod populations and their habitat.

#### Actions:

- 3.3.1 Install appropriately located and effective injury/ mortality mitigation measures (such as strategic sign installation; underpasses; virtual fencing; and targeted traffic calming) at kangaroo-related road accident hot spots. Explore innovative options and monitor for efficacy.
- 3.3.2 Continue to record information regarding macropod-vehicle accidents, trauma to macropods and negative human/ macropod interactions as applicable
- 3.3.3 Continue monitoring and control (if required) of wild canids and mapping of wild canid data.
- 3.3.4 Continue to monitor and respond to problematic behaviour by domestic dogs that impact on macropods and other wildlife.
  - Develop a responsible dog ownership brochure dealing with wildlife generally and kangaroos specifically.

- 3.3.5 Contribute to the incorporation of environmental threats to macropods into relevant drought and bushfire response plans.
- 3.3.6 Identify best practice strategies that are being used to protect urban macropod populations elsewhere in Australia.
- 3.3.7 Build on current data to create a more robust macropod dataset for future use.Establish mapping and database resources to deliver continuous program delivery:
  - integrate the findings of the Sunshine Coast Planning for Improved Fauna Movement Study where applicable
  - create consistent data collection methods internally and with external partners
  - seek opportunities to gather incidental macropod records from other programs (e.g. SCC Healthy Places invasive animals and uncontrolled domestic dogs monitoring).

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#### 3.4 Desired outcome 4:

A landscape approach to macropod conservation is achieved through advocacy, education, and partnerships with the community.

#### Objective:

Connect community, government, industry, and research bodies in a collaborative approach to macropod conservation.

#### Objective:

Increase understanding and ownership of macropod conservation actions across all sectors of the community.

#### Actions:

- 3.4.1 Create opportunities to engage the community and other partners to investigate important habitat or movement pathways close to urban centres with a view to:
  - Identifying preferred macropod movement pathways around residential developments, schools, or golf courses where interactions between macropods and humans may increase.
- 3.4.2 Actively seek to enhance habitat connectivity on private land within southeast Queensland — utilising existing programs such as Voluntary Conservation Agreements (VCAs), Land for Wildlife, and other partnerships.

- 3.4.3 Engage with traditional owners to incorporate traditional knowledge and practices into education and on-ground management.
- 3.4.4 Develop and encourage community adoption of citizen science opportunities for macropod research, data collection and awareness.
- 3.4.5 Develop targeted educational material and a communication plan—consistent with background paper key messages and incorporating the "save my mob" marketing tool. Including the preparation of a "Living with Kangaroos" information package with a focus on eastern grey kangaroos.
- 3.4.6 Collaborate with State Government agencies for a coordinated fauna movement approach including the installation of signage and fauna movement infrastructure at priority locations.

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# Governance, Implementing, Evaluating and Reviewing

Many groups have an interest in and are already contributing to macropod conservation on the Sunshine Coast.

Table 3: Key delivery partners and stakeholders

Delivery partners and stakeholders	Role/contribution in delivering the Macropod Conservation Plan
Sunshine Coast Council	Lead implementation responsibilities and program coordination.
Kabi Kabi and Jinibara First Nations People	Traditional custodians with cultural authority for land and sea country covered by this Plan.
Sunshine Coast wildlife care and rescue groups including Australia Zoo Wildlife Hospital	Volunteers leading delivery of wildlife rescue and reporting throughout the Sunshine Coast contributing to threat mapping data.
Queensland Department of Environment and Science	Permits, advice, communication support.
Department of Transport and Main Roads	Interagency working groups for a coordinated approach to implementing fauna crossing infrastructure on State Roads.
South-east Queensland coastal councils (especially neighbouring Noosa and Moreton Bay)	Opportunities for regional collaboration and advocacy for improved management of risks and opportunities.
Broader community	Advocates and supporters for macropod conservation awareness through injury and sightings reporting; urban and peri-urban landuse; domestic dog handling and safe driving.
University of the Sunshine Coast	Building our knowledge through research partnerships.
Sunshine Coast Environment Council	Advocacy for conservation outcomes through statutory instruments.

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#### The Macropod Conservation Plan seeks to:

Improve coordination and communication between all groups; capitalise on emerging opportunities; and better utilise the collective resources available with a clear, agreed set of priorities and governance processes.

The Sunshine Coast Council is to have lead responsibility for plan implementation, in collaboration with the delivery partners and stakeholders listed above. The responsibilities of this leadership role include approving the Plan; identifying annual implementation priorities; coordinating inputs from others; reviewing progress towards the strategy objectives; and, considering opportunities to further improve for capacity to deliver the Plan.

It is important to note that many of the management actions require input from a range of organisations and council is not responsible for addressing all the identified threats. However, Council can respond in areas of Council controlled lands and can act to provide guidelines and advocacy to empower others.

#### Action Plan

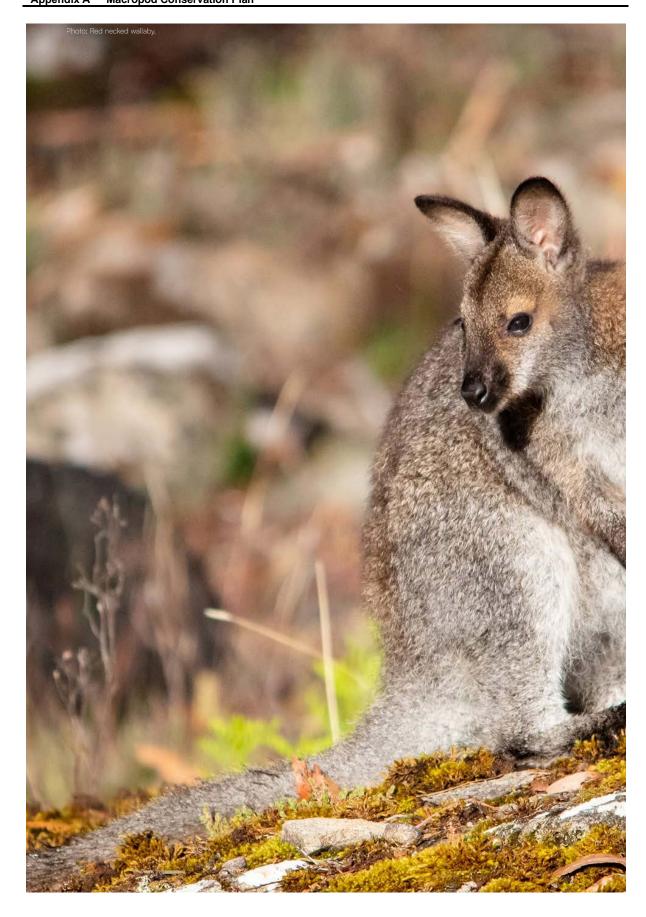
The key mechanism for achieving the desired outcomes of the Plan over 10 years is the Action Plan — Attachment 1. This prioritises activities, identifies the responsibility for implementation, defines the timing of implementation, and identifies financial and other resources required.

It is proposed that the Implementation Plan be a three-year rolling plan with an annual review. Greater detail would be included for the upcoming financial year at each annual review. Individual implementation actions will be included in annual council work plans, and if required, in project plans involving external parties.

An annual report on activities, outcomes and expenditure will be provided as part of the SCC annual report. A comprehensive evaluation and review of the Plan is to be undertaken every five years.



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### References

Bowman D, Garde M, and Saulwick A, 2001, Kunj-ken makka man-wurrk Fire is for kangaroos: interpreting Aboriginal accounts of landscape burning in Central Arnhem Land. In *Histories of Old Ages: Essays in honour of Rhys Jones* (ed O'Connor S), Pandanus Books, Research School of Pacific and Asian Studies, Australian National University, Canberra.

Brunton E, Conroy G, Ogbourne S, Brunton A, Hohwieler K, 2021, *Sunshine Coast eastern grey kangaroo conservation genetics: Phase 1*, University of the Sunshine Coast. Prepared for Sunshine Coast

Ecosure Ltd, 2020, Sunshine Coast Macropod Conservation Plan: Background Paper.

Sunshine Coast Regional Council, 2017, *Environment & Liveability Strategy 2017* 



### Attachment 1 Macropod Conservation Plan – Action Plan

Table 1 provides a summary of all the actions described under the Desired Outcomes and Success Indicators, along with proposed timeframes, estimated costs, funding source, action status and the responsible branch.

The Macropod Conservation Plan will undergo a complete review in 2032. The Action Plan (Attachment 1) will be reviewed annually.

Table 1: Action plan summary

No.	Action Summary	Success Indicator	Timeframe	Estimated cost	Funding source*	Status	Branch Responsibility	
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Desired Outcome 1: Management is evidence based and informed by contemporary research and knowledge of Sunshine Coast macropod populations.

Objective: Develop a better understanding of macropod population dynamics and habitat on the Sunshine Coast to inform and strengthen eastern grey kangaroo and other macropod conservation planning.

3.1.1	Engage with research partners, including the University of the Sunshine Coast (USC) to continue to monitor and explore SC eastern grey kangaroo population trends, and conservation genetics.	<ul> <li>phases 1 &amp; 2 of eastern grey kangaroo genetic study have been completed and received by council.</li> <li>unique Sunshine Coast eastern grey kangaroo genetic profile confirmed and recognised in SCC significant species database and communications.</li> <li>prepare response to recommendations of SCC gene flow analysis.</li> </ul>	Ongoing	Low	SCC USC research Partnership's grant; EL, Op	Underway	EO
3.1.2	Contribute to habitat permeability and critical habitat mapping to identify where macropods could persist during unsuitable climatic periods, drought, bushfire and with urban development pressures.	strategic mapping has been completed and incorporated into council's mapping system.	Medium	High	EL	Future	EO, ESP

\* Funding source or potential funding source. Budgets subject to annual development and approvals processes.

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#### ATTACHMENT 1: MACROPOD CONSERVATION PLAN - ACTION PLAN

No.	Action Summary	Success Indicator	Timeframe	Estimated cost	Funding source*	Status	Branch Responsibility
3.1.3	Build on current data to create a more robust macropod dataset for future use.  Establish mapping and database resources to deliver continuous program delivery:  - integrate the findings of the Sunshine Coast Planning for Improved Fauna Movement Study where applicable.  - create consistent data collection methods internally and with external partners.  - seek opportunities to gather incidental macropod records from other programs (e.g. SCC Healthy Places invasive animals and uncontrolled domestic dogs monitoring).	<ul> <li>business case finalised for database management staffing resource.</li> <li>Council's internal macropod data consolidated into a single dataset, and investigations are underway into the feasibility of a built-for-purpose or existing app.</li> </ul>	On-going	Medium- high	Op: EL	Underway	EO

Desired Outcome 2: Planning and development assessment processes and supporting guidelines are in place to support the protection of macropods and their habitat.

Objective: Consider future development areas identified in Shaping SEQ and the Sunshine Coast Planning Scheme 2014 and associated amendments/new planning schemes to ensure proactive consideration of macropod populations and their habitat requirements.

Objective: Provide planning guidelines to help maintain a landscape that contains sufficient habitat to sustain a viable population of eastern grey kangaroos in the Sunshine Coast LGA, giving due consideration to quantity.

3.2.1	Incorporate macropod mapping data outputs in policy and planning through:	a technical guideline is used for ground truthing requirements in new developments.	Ongoing	Medium	Op, EL	Underway	ESP, TIP, EO & PSP
	preparation of mapping tools showing movement pathways and high-quality habitat for macropods.      review of the correlation between macropod	<ul> <li>biodiversity layers to include the findings of the Sunshine Coast Planning for Improved Fauna Movement Study.</li> </ul>					
	mapping and the new planning scheme biodiversity mapping layers including vegetation/ habitat (core and connecting) areas and riparian corridors.      developing a guideline that includes provisions for ground-truthing requirements for Macropods in new developments.	<ul> <li>identified unobstructed movement pathways for macropods are retained/protected.</li> <li>movement pathways and high-quality macropod habitat mapped and ground-truthed for application in development areas.</li> </ul>					

No.	Action Summary	Success Indicator	Timeframe	Estimated cost	Funding source*	Status	Branch Responsibility
	Developing conditions within the Planning     Scheme to regulate infrastructure associated     with developments to mitigate the impacts on     macropods. e.g., culverts and under/overpasses.      update background report with new planning     scheme and macropod mapping /population     data.	modelling for macropods in the SCC Improved Fauna Movement Study updated bi-annually — including fauna records and USC eastern grey kangaroo genetics research data.      background report updated and reflected contemporary data.	Ongoing	Medium	Op, EL	Underway	ESP, TIP, EO & PSP
3.2.2	Develop guidelines to prevent macropod mortality associated with entrapment and forced dispersal at development sites.	a technical guideline includes advice on how to avoid translocation and prevent entrapment and forced dispersal at development sites.  exclusion fencing for macropods has been incorporated into the Open Space Landscape Infrastructure Manual (LIM): Environmental Management of Flora and Fauna.	Short	Low	Ор	Underway	DS, EO, TIM, P&G
3.2.3	New developments include macropod sensitive design with the following range of developer-sponsored macropod impact mitigation options:  road design and speed limits to reduce macropod interactions with vehicles and facilitate safe movement for wildlife and people.  proven signage such as electronic signs, and road surface markings,  roadside plantings ensure visibility and discourage grazing.  Kangaroo friendly planting in suitable locations.	<ul> <li>property fencing guidelines have been developed and incorporated into the Open Space Landscape Infrastructure Manual (LIM): Fences and Gates.</li> <li>annual or biennial review of recent developments that presented opportunities for developer sponsored initiatives.</li> <li>appropriate flora species selection guidelines have been included in the Open Space Landscape Infrastructure manual (LIM): Environmental Management of Flora and Fauna.</li> </ul>	Ongoing	Low	Ор	Ongoing	P&G, DS, EO

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#### ATTACHMENT 1: MACROPOD CONSERVATION PLAN - ACTION PLAN

No.	Action Summary	Success Indicator	Timeframe	Estimated cost	Funding source*	Status	Branch Responsibility
3.2.4	Develop property fencing guidelines for macropod movement pathways and high human use areas:  that prevents isolation of genetic movement for macropods and all wildlife between critical habitats.  to stipulate acceptable methods for construction and materials.	property fencing guidelines have been developed and incorporated into the Open Space Landscape Infrastructure Manual (LIM): Fences and Gates.	Ongoing	Low	Ор	Complete	DS, P&G, EO
3.2.5	Undertake inventory of all existing fauna connectivity structures assets and fauna exclusion fencing across entire LGA.	an inventory of fauna infrastructure has been completed and a process for updating has been developed.	Medium	High	Op, EL	Underway	EO, ESP, DS

Desired Outcome 3: The impacts of threatening processes on macropods in the Sunshine Coast local government area are understood and minimised.

Objective: Identify and recommend measures that reduce macropod mortality and protect and enhance macropod populations and their habitat.

Objective: Identify best practice strategies that are being used to protect urban macropod populations elsewhere in Australia.

3.3.1	Install appropriate and effective injury/mortality mitigation measures (such as strategic sign installation virtual fencing, and targeted traffic calming) at kangaroo-related road accident hot spots. Explore innovative options and monitor for efficacy. (Refer to Appendix 5: Macropod Conservation Plan Background Paper).	<ul> <li>signage locations mapped.</li> <li>signage installation guide developed and added to LIM.</li> <li>mitigation measures, such as virtual fencing, underpasses, and signage etc continue to be installed at appropriate locations.</li> </ul>	Ongoing	Low	Op. EL	Underway	EO
3.3.2	Continue to record information regarding macropod-vehicle accidents, trauma to macropods and negative human/ macropod interactions as applicable	roadkill app finalised.	Medium	Medium	Ор	Underway	EO
3.3.3	Continue monitoring and control (if required) of wild canids and mapping of wild canid data.	monitoring of wild canids is routinely undertaken and needs- based control is being implemented.	Ongoing	High	Op, EL	Underway	НР, ЕО

No.	Action Summary	Success Indicator	Timeframe	Estimated cost	Funding source*	Status	Branch Responsibility
3.3.4	Continue to monitor and respond to problematic behaviour by domestic dogs that impact on macropods and other wildlife.	data collected by Australia Zoo Wildlife Hospital and Council's Community Response team is being monitored by EO and community education has been amended as required.	Long	Low	Ор	Underway	CR, EO
3.3.5	Contribute to the incorporation of environmental threats to macropods into relevant drought and bushfire response plans.	the Bushfire Management Guidelines: Appendix 5 Ecological Guidelines for prescribed burn planning and implementation addresses macropods and other wildlife.  the updated Local Disaster Management Plan (2019-2022) includes actions relating to macropods and/or wildlife in general.	Medium	Low	Ор	Underway	EO, ESP
3.3.6	Identify and apply best practice strategies that are being used to protect urban macropod populations elsewhere in Australia.	interagency fauna infrastructure working group is established to share ideas	Medium	Low	Ор	Underway	EO

Desired Outcome 4: A landscape approach to macropod conservation is achieved through advocacy, education, and partnerships with the community.

Objective: Connect community, government, industry, and research bodies in a collaborative approach to macropod conservation.

Objective: Increase understanding and ownership of macropod conservation actions across all sectors of the community.

3.4.1	Create opportunities to engage the community and other partners to investigate important habitat or movement pathways close to urban centres with a view to:  - identifying preferred macropod movement pathways around residential developments, schools, or golf courses where interactions between macropods and humans may increase.  - consider promoting macropod populations as a valuable tourism attraction.	USC eastern grey kangaroo research project.  NatureWatch Sunshine Coast—Councils new citizen science engagement platform—has included at least one Macropod project/platform.  finalised scoping discussions with USC re tourism opportunity.	Short	Medium	EL	Underway	EO; IT
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#### **ATTACHMENT 1:** MACROPOD CONSERVATION PLAN – ACTION PLAN

No.	Action Summary	Success Indicator	Timeframe	Estimated cost	Funding source*	Status	Branch Responsibilit
3.4.2	Actively seek to enhance habitat connectivity on private land within southeast Queensland—utilising existing programs such as VCAs, Land for Wildlife, and other partnerships.	the Conservation Partnerships programs such as LFW, VCA and EL Grants & Partnerships continue to be funded and implemented by council.  connectivity opportunities identified in the LFWSEQ Geospatial Analysis 2022 (Draft) are being implemented by council and other SEQ local governments.	Ongoing	Medium	Op, EL	Underway	EO
3.4.3	Engage with Traditional Owners to incorporate traditional knowledge and practices into education and on-ground management.	in accordance with council's Sunshine Coast Reconciliation Action Plan, Traditional Owners continue to be included in environmental management issues that affect biodiversity, including, e.g. cultural burning.	Ongoing	Low	Ор	Underway	EO, ESP
3.4.4	Develop and encourage community adoption of citizen science opportunities for macropod research, data collection and awareness.	a community project for surveying macropods in Biocollect (or similar) has been assessed and progressed if deemed suitable.     future new opportunities for citizen science are assessed as required.	Ongoing	Low	Ор	Underway	EO
3.4.5	Develop targeted educational material and a communication plan —consistent with the background paper key messages and incorporating the "save my mob" marketing too. Including through the development of a "Living with Kangaroos" information package with a focus on eastern grey kangaroos.	a Living with Kangaroos suite of interpretive material has been developed and is publicly available.     liaison with internal SCC teams has been undertaken to modify the existing Responsible Dog Ownership fact sheet to include dog behaviour around macropods and other wildlife.     a planting guide for residents who would like to encourage/discourage kangaroos on their property	Short	Low	Op, HP, EO	Future	EO, CB, HP, CR

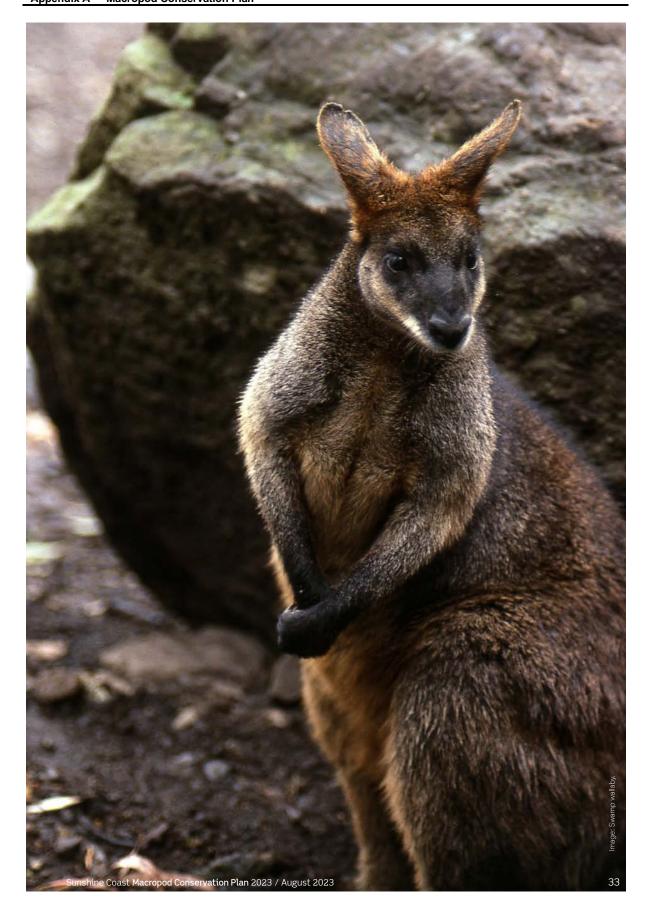
No.	Action Summary	Success Indicator	Timeframe	Estimated cost	Funding source*	Status	Branch Responsibility
		kangaroo awareness and safety information available to SCC caravan parks, holiday parks, aged-care facilities, golf courses and schools as required     create a virtual fence fact sheet	Short	Low	Ор, НР, ЕО	Future	EO, CB, HP, CR
3.4.6	Collaborate with State government agencies for a coordinated fauna movement approach including the installation of signage and fauna movement infrastructure at priority locations.	<ul> <li>fauna movement project priorities identified and added to this plan</li> <li>active collaboration between council and State Government (DTMR, DES) is continuing in relation to fauna movement on state roads.</li> <li>at least one additional eastern grey kangaroo movement structure has been installed and monitored at a priority location.</li> <li>discussion paper for single road network approach to the management of fauna movement and/or installation of signage and fauna movement infrastructure at priority locations.</li> </ul>	Short	Low	Ор	Underway	ESP, EO, TIM, TIP

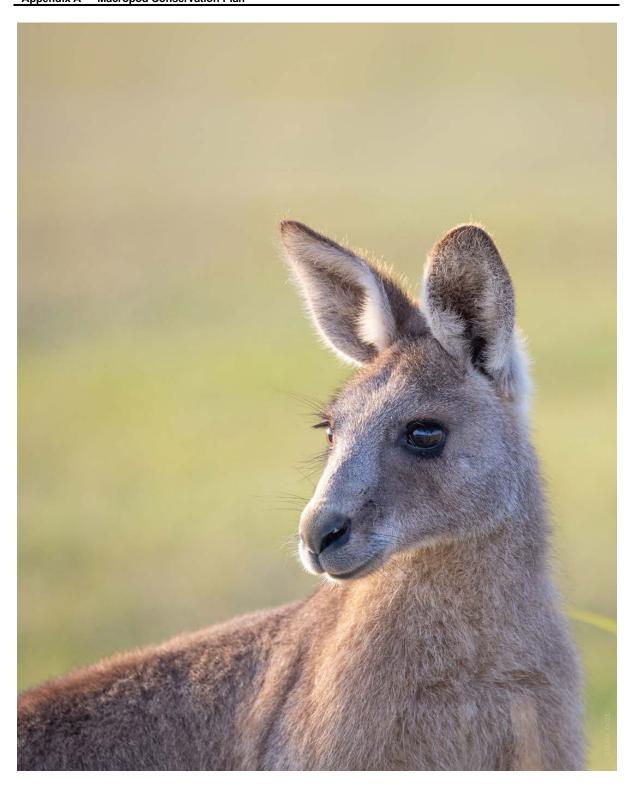
Sunshine Coast Macropod Conservation Plan 2023 / August 2023

Table 2: Definitions of attributes

	Implementation	Definitions
Timeframe	On-going	Actions that will continue to be undertaken for the life of the Macropod Conservation Plan
	Short	Actions that will commence within the next 12 months
	Medium	Actions that will commence within the next two years
	Long	Actions that will commence within the next five years
Cost	High	Over \$100,000
	Medium	\$10,000-\$100,000
	Low	Below \$10,000
Branch	EO	Environmental Operations
Responsibility	ESP	Environment and Sustainability Policy
	IT	Information Technology
	TIM	Transport Infrastructure Management
	TIP	Transport Infrastructure Planning
	СВ	Communications Branch
	DS	Development Services
	SP	Strategic Planning
	P&G	Parks and Gardens
	HP	Healthy Places
	CR	Community Response

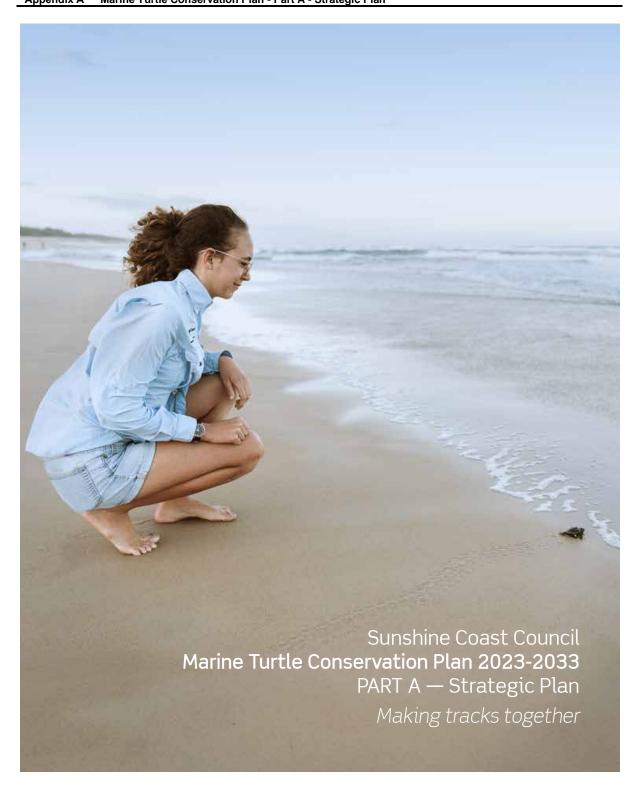
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Edition August 2023

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#### Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document. In particular, the Technical Advisory Panel (Dr Colin Limpus, Dr Vikki Schaffer, and Dr Ken Wishaw), TurtleCare, Coolum North Shore Coast Care and Bribie Island Turtle Tracker leaders and the Kabi Kabi First Nations Peoples representatives.

#### Reference document

This document should be cited as follows:

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033 Part A.

#### Disclaimer

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#### Cover image Adriana Watson Photography.

### Traditional Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

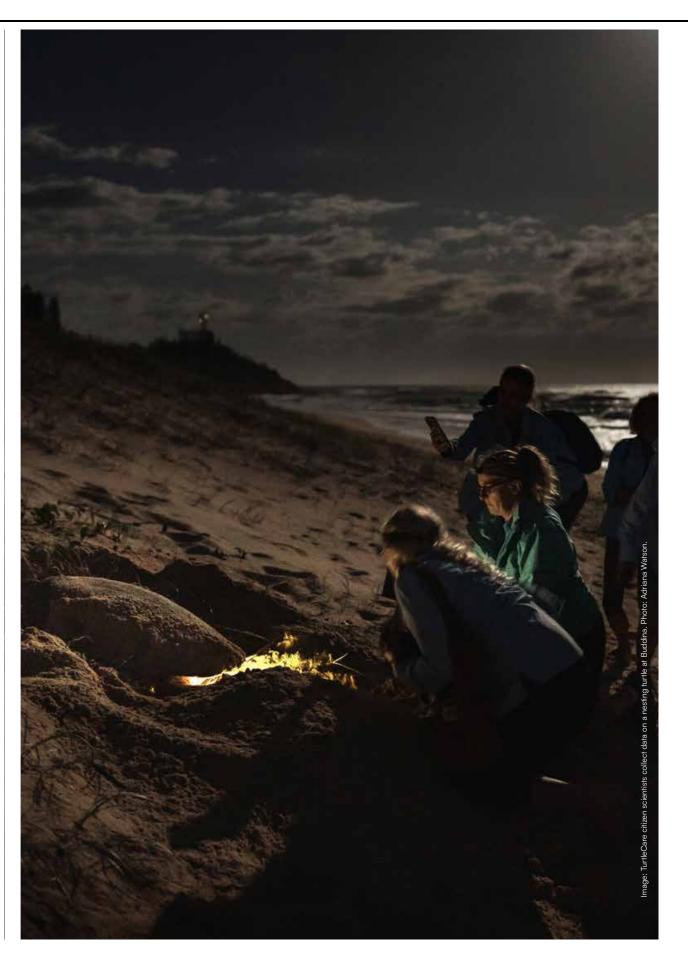
We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi peoples and the Jinibara peoples.

We wish to pay respect to their Elders — past, present and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

Together, we are all stronger.



Ordinary Meeting Item 8.5 Marine Turtle Conservation Plan Appendix A Marine Turtle Conservation Plan - Part A - Strategic Plan



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### Preface

The Sunshine Coast is blessed with the wonders and richness of a biodiverse natural environment. Within a fast-growing urban community and popular tourism destination, our world-famous beaches and coastal waters provide critical habitat for six species of marine turtles. As the global environment changes, these habitats, together with our local climate, are forecast to be an important refuge for future populations of these marine turtles.

Ensuring that turtles and people co-exist in our region into the future provides both challenges and opportunities for our community. This Marine Turtle Conservation Plan (the Plan or MTCP) has been developed to explore and address these, and to map a path of action to ensure the best outcomes for all.

Marine turtles are long-lived animals—at least 100 years—foraging in waters along the Queensland coast and internationally. Every summer, the Sunshine Coast community welcomes the arrival of our two species of nesting marine turtles—the critically endangered loggerhead turtle and the vulnerable green turtle. Between October and March, the loggerhead and green turtles can be found nesting on Sunshine Coast beaches, which is then followed by the emergence of hundreds of turtle hatchlings making their way to the ocean for their long journey ahead.

The Plan has been prepared in collaboration with Sunshine Coast Council officers and elected representatives, Kabi Kabi First Nation Peoples, Queensland Government representatives, scientific experts (through a Technical Advisory Panel) and community leaders of TurtleCare, Coolum and North Shore Coast Care and Bribie Island Turtle Trackers citizen science volunteers.

The Kabi Kabi First Nation Peoples are the traditional custodians for the land and sea country covered by this

Plan and marine turtles are of enormous practical, cultural, and spiritual significance to them. This Plan therefore includes their input and prescribes involvement of Kabi Kabi peoples in current and future management.

The Sunshine Coast TurtleCare volunteers, Coolum and North Shore Coast Care and Bribie Island Turtle Trackers comprise more than 250 trained citizen scientist volunteers, who help manage and protect our nesting marine turtles and their hatchlings. The volunteers work on behalf of our Sunshine Coast community to ensure that the intergenerational responsibility of marine turtle conservation is achieved.

We, the community, and Sunshine Coast Council (SCC or Council) that have created this Plan, recognise that risks arising from climate change are an overwhelming threat that require urgent action, and believe that our local actions can help deliver global benefits, and demonstrate global leadership, for marine turtles and people. Our Plan supports our vision to be Australia's most sustainable region —Healthy, Smart, Creative — and is a clear demonstration of our commitment to marine turtle conservation. The Plan recognises the need for people and turtles to co-exist and 'make tracks together' on the path to recovery.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033



### **Executive Summary**

All populations of marine turtle found on the Sunshine Coast are depleted to the point that every turtle, every nest, every egg and every hatchling matter to population recovery.

### Purpose of the Plan

This Marine Turtle Conservation Plan supports efforts by the Queensland and Australian Governments to stop the decline of depleted stocks, support recovery and maintain functional populations of marine turtles on the Sunshine Coast through managing threats to population viability. The Plan will guide Council decision-making to achieve future conservation and management goals for nesting marine turtles and hatchlings within the Sunshine Coast Local Government Area (LGA). It is particularly focused on the nesting and hatchling success of the critically endangered loggerhead and vulnerable green turtle populations.

### High Value Turtle Habitat — 'Critical to Survival'

Marine turtles are an essential part of the Sunshine Coast environment, and the Sunshine Coast environment is essential to the future of marine turtles. The region, with relatively cooler temperatures than more northern turtle habitat, provides critical nesting sites that produce a higher proportion of the male hatchlings that are essential for longterm recovery of turtle populations. The Sunshine Coast environment is likely to become increasingly important in the future as predicted climate change progresses, and this Plan seeks to optimise the benefits for both marine turtles and people living in or visiting the region.

### Threat Management

All populations of marine turtles found on the coast are depleted or severely depleted and subject to ongoing threats to the point that now every turtle, every nest, every egg and every hatchling matter to population recovery, and direct management intervention will be increasingly required. The most significant threats to the region's marine turtles include altered temperatures from climate change, urban light pollution, terrestrial predation, entanglement by and ingestion of marine debris, habitat modification, recreational activities, accidental death as fisheries by-catch, chemical and terrestrial discharge, and vessel disturbance.





Greater levels of human intervention are likely to be required to achieve the nesting and hatchling success rates necessary for recovery of populations found on the Sunshine Coast.





#### Vision

The long-term vision of this Plan is:

'Marine turtles surviving and thriving on the Sunshine Coast, co-existing in harmony with people.'

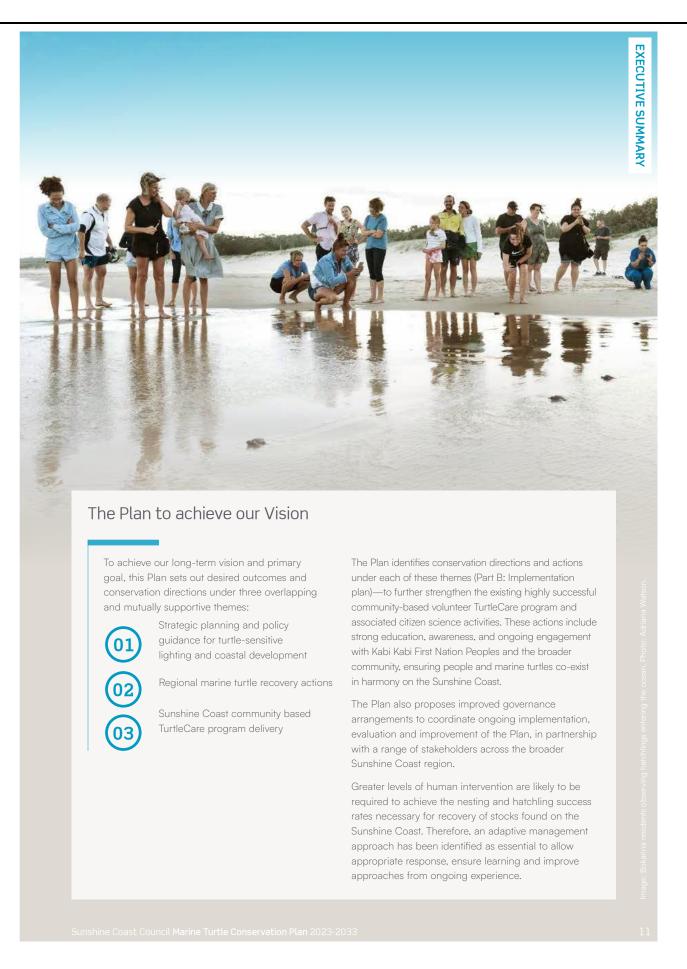
Achieving this vision will require a reduction in all manageable threats to allow for the conservation status of these marine turtles to improve to a point at which they can be removed from Queensland and Commonwealth threatened species lists by 2122<sup>1</sup>.

#### Primary Goal

Recognising the long timeframes required to achieve our vision, a Primary Goal provides intermediate guidance for marine turtle management on the Sunshine Coast:

'Supporting the recovery of self-sustaining populations of marine turtles on the Sunshine Coast by reducing threats, improving habitat quality and strengthening community-based management.'

<sup>&</sup>lt;sup>1</sup> Three successive generations of sustained population growth are required before a species can be removed from the threatened species list — in the case of marine turtles that means about 100 years (and even then, the population is unlikely to return to original levels of abundance).



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Item 8.5 Marine Turtle Conservation Plan
Appendix A Marine Turtle Conservation Plan - Part A - Strategic Plan



### Our global commitment

This Plan embeds the United Nations Sustainable Development Goals (UNSDGs) into its actions. The United Nations Sustainable Development Goals for peace, prosperity, people and planet provide a comprehensive and internationally recognised framework to collectively align the way we each live, work, learn and play every day.

UNSDG 04 — There are numerous actions under theme three of this plan, Community-based TurtleCare program delivery, that deliver on the targets within the quality education goal by providing key knowledge and skills for youth, women and men, indigenous people and persons with disabilities. (Targets: 4.3, 4.4, 4.5 and 4.7)

SDG06 — This plan identifies actions that deliver improved water quality and aquatic ecosystem protection through supporting community partnerships, improving waste management initiatives and achieving beyond compliance for water treatment (Targets: 6.3, 6.6, 6.b).

SDG 10 — This plan promotes social and economic inclusion of all, noting a desired outcome for Kabi Kabi First Nations peoples to be fully integrated into marine turtle management — the knowledge, culture, traditions, traditional rights, interests, management capacity and customary obligations are respected, valued and promoted (Targets: 10.1 and 10.2).

SDG11 — Theme one of this plan, turtle-sensitive lighting and coastal development, supports efforts to safeguard cultural and natural heritage and provides sustainable development planning outcomes for turtle conservation by providing a statutory instrument through the planning scheme (Targets 11.4 and 11.a).

SDG 12 — This plan aims to substantially reduce waste generation, such as marine debris and light pollution and has a vision for 'Marine turtles surviving and thriving on the Sunshine Coast, co-existing in harmony with people' (Targets: 12.4, 12.5 and 12.8)

SDG 13 — This plan integrates coastal hazard adaptation strategies and undertakes planning, active management and awareness-raising to strengthen resilience and adaptive capacity for marine turtle nesting success (Targets: 13.1, 13.2 and 13.3).

SDG 14 — There are numerous activities under all three themes of focus in this plan that are relevant to life below water, in particular, reduction of marine plastic and light pollution, sustainable management and protection of coastal ecosystems and the contribution to marine scientific knowledge through partnerships with our community (Targets: 14.1, 14.2, 14.5 and 14.a)

SDG 15 — The primary goal of this plan aligns with Life on Land by supporting the recovery of self-sustaining populations of marine turtles on the Sunshine Coast by reducing threats, improving habitat quality and strengthening community-based management (Targets: 15.1, 15.5, 15.8, 15.9 and 15a).



In June 2022, our Sunshine Coast local government area was recognised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) as a biosphere reserve—where responsible development and people living sustainably sit alongside active conservation.

Our region has joined a global effort of 738 biospheres in 134 countries to balance the environmental, social, cultural and economic needs of today, without compromising the ability to meet the needs of future generations.

Our region's international recognition as a special place where people are living, working, learning and playing

sustainably highlights the values of our region that we are seeking to protect and enhance, brings new opportunities and a range of possible benefits to our natural environment, community, lifestyle and economy.

Being recognised as a UNESCO Biosphere reserve and maintaining this credential is our region's commitment to create a positive legacy for future generations. Every resident, visitor, business and government entity has a key role to play in maintaining and enhancing the Sunshine Coast Biosphere reserve for our children, grandchildren and all those who will enjoy the prosperity, beauty and liveability of our region into the future.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

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### Strategic alignment

# Environment and Liveability Strategy 2017

The Environment and Liveability Strategy, 2017 builds a pathway to a healthy environment and liveable Sunshine Coast in 2041. The natural environment and how it can be preserved and enhanced, as well as the liveability of the region is the primary focus — enabling a good quality of life for all residents and supporting a strong economy in an accessible and well-connected built environment.

By implementing our threatened species management plans we are protecting and enhancing our natural landscapes and its inhabitants and delivering on the Strategic Pathways of the Environment and Liveability Strategy. We are connecting our valued habitat areas to support our native flora and fauna and providing the community with opportunities to participate in conservation and to experience the natural environment. Our protection, sustainable use and enjoyment of our dunes, rocky-shores and near shore marine waters protect our threatened local turtle species. We build resilience into our region by proactively planning for climate change, and build knowledge to enable evidence-based decisions.

### Sunshine Coast Community Strategy 2019-2041

The Sunshine Coast Community Strategy 2019-2041, focuses on inclusive communities by supporting the growth of social connection and collaboration through a place-based approach. Place based planning is an enduring concept in this strategy. Outcomes sought include an emphasis on active transport, community facilities, including supporting facilities, parks, open space and civic spaces, affordable living options, smart infrastructure and sense of place in the public realm.

Council's premiere citizen science program TurtleCare has strong strategic alignment with the Sunshine Coast Community Strategy. The TurtleCare program is a highly-valued volunteer program where Council is able to strengthen the health and wellbeing of our community. Council's TurtleCare program promotes inclusive, connected and resilient community through ongoing training and capacity-building, trust and shared values.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033



### 1. Introduction

Marine turtles have been around for the best part of 240 million years — living, breeding, and nesting on the Sunshine Coast long before there were suburbs and town centres. The Sunshine Coast is a fast-growing urban community and a world-renowned tourism destination that is located about an hour (53 km) north of the Queensland capital, Brisbane. Most of the region's population of 356,000 (forecast to exceed 500,000 by 2041) live within 16 beach suburbs that stretch along a 52 km coastline of predominately white sandy beaches, punctuated by rocky headlands and coastal rivers and streams.

Despite having survived and thrived for millions of years, over the last several hundred years many marine turtle populations—including those found on the Sunshine Coast—have been pushed towards extinction by a combination of human-related threats. Urgent action is now required to reduce these threats, reverse the decline, and help recover self-sustaining populations of these iconic marine animals in our region.

Queensland was a pioneer in marine turtle management and continues to be a leader<sup>(1)</sup>. The current community-based Sunshine Coast TurtleCare program is regarded as one of the best of its kind in Australia<sup>(2)</sup>. These are part of a proud tradition and strong foundation on which future efforts will be built.

This Marine Turtle Conservation Plan represents the maturity of the TurtleCare program over the past 17 years and sets out the conservation directions for marine turtle management on the Sunshine Coast over the next decade and beyond. It has been prepared as a guide and information tool for a range of users including Council, turtle volunteers, delivery partners and the broader community. The Plan considers threats and management arrangements at the international, national, state and regional scale and identifies practical measures that can be implemented by Sunshine Coast Council and its partners on the Sunshine Coast, to help recover our local marine turtle populations—a case of thinking globally and acting locally.

The Plan supplements a range of existing marine turtle recovery plans developed at the international, national, and state levels and provides considered best practice approaches that have been informed by experience from other jurisdictions<sup>(3) (1) (4)</sup>. It builds on and should be read in conjunction with the National Recovery Plan for Marine Turtles in Australia, the Queensland Marine Turtle Conservation Strategy and Single Species Action Plan for the Loggerhead Turtle (Caretta caretta) in the South Pacific Ocean.

Marine turtles that regularly forage or nest along the Sunshine Coast are part of genetically distinct populations (called stocks) that are severely depleted (by 90%) and subject to a range of continuing threats and pressures<sup>(3)</sup>. Operating in combination, these threats must be reduced if the stocks are to recover to previous natural levels of abundance.

In the same way that threats are cumulative, so are the benefits of recovery actions—a combination of many targeted local actions can help aid population recovery while global efforts to address climate change and other overarching threats are implemented. Therefore, this Plan aims to further strengthen the national and international recovery efforts by addressing relevant threats that are under the control and influence of Sunshine Coast Council and our community. It provides partners, the community and decision-makers with a clear framework of actions for maintaining and recovering the marine turtle stocks of the Sunshine Coast marine turtle nesting bioregion (Figure 1).

### Purpose and Scope

The purpose of the Plan is to support a growing TurtleCare citizen science management program and guide Council decision-making to achieve future conservation and management goals for nesting marine turtles and hatchlings within the Sunshine Coast LGA.

The Plan is particularly focused on the nesting and hatchling success of the critically endangered loggerhead and vulnerable green turtle populations, however, specific measures to recover these two stocks will have flow on benefits for all other marine turtle species found in the coastal waters of the Sunshine Coast.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033



### 2. The Journey Ahead: Pathway to Marine Turtle Recovery

#### Vision

Consistent with the national Recovery Plan and the Queensland Marine Turtle Conservation Strategy—this Plan aims to stop the decline and support the recovery of depleted stocks and maintain functional populations of the six species of marine turtles found on the Sunshine Coast. The focus of this Plan is on the nesting populations of loggerhead and green turtles. The long-term vision is:

Marine turtles surviving and thriving on the Sunshine Coast, co-existing in harmony with people.

Achieving the vision will require reduction in all manageable threats to allow the conservation status of these marine turtles to improve to a point at which they can be removed from Queensland and Commonwealth threatened species lists by 21222. Recognising the long timeframes required to achieve the vision, a Primary Goal provides intermediate guidance for marine turtle management on the Sunshine Coast.

### Primary Goal

Supporting the recovery of self-sustaining populations of marine turtles on the Sunshine Coast by reducing threats, improving habitat quality and strengthening community-based management.

#### Framework of Actions

A comprehensive framework of actions and success indicators has been developed to guide the journey ahead and achieve the Plan's vision and primary goal. The details of this framework are included in Part B: Implementation Plan—developed through stakeholder workshops and further refined and tested with expert panels and Sunshine Coast Council focus groups.

The framework, structured around three overlapping and mutually supportive themes, provides a strategically and practically aligned delivery model for the Plan. The themes are:



Turtle-sensitive lighting and coastal development.



Regional marine turtle recovery actions.



Sunshine Coast community based TurtleCare program delivery.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

<sup>&</sup>lt;sup>2</sup> Three successive generations of sustained population growth are required before a species can be removed from the threatened species list—in the case of marine turtles that means about 100 years (and even then, the population is unlikely to return to original natural levels of abundance).

The targets are ambitious but potentially achievable through the active support of a turtle-friendly community to implement the necessary recovery actions.





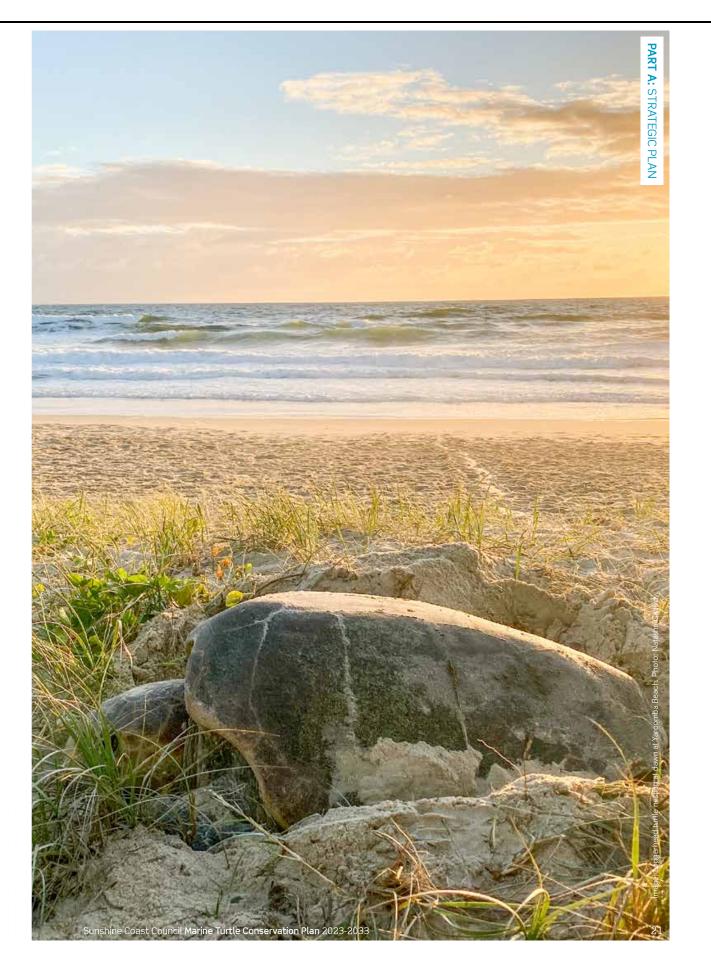
For each theme, the journey ahead is explained using:

- essential **background** information (where are we now?)
- long-term desired outcome (where do we want to be?)
- conservation directions and actions to achieve desired outcomes (how are we going to get there?)
- success indicators including targets and performance measures (are we on track?)

Taken together, the actions identified under all three themes are expected to support the recovery of marine turtles on the Sunshine Coast in line with recognised contemporary practice (11).

The actions identified in the framework include an annual Implementation Plan in collaboration with delivery partners. The Implementation Plan includes proposed timings—now (1-2yrs), next (3-5yrs) and later (5-10yrs).

The actions described in the Plan are intentionally ambitious, necessarily realistic, and have been tested through Sunshine Coast Council expert focus groups and the Technical Advisory Panel. Some targets identified in the success indicators are higher than those in the national Recovery Plan and considered necessary to recover depleted stocks in the face of increasing threats such as climate change. The targets are ambitious but potentially achievable through the active support of a turtle-friendly community to implement the necessary recovery actions.





### 3. Context

## The Sunshine Coast and marine turtles

Six of the world's seven species of marine turtle have been recorded on the Sunshine Coast<sup>3</sup>. The region is home to three species of marine turtle and three others have been recorded visiting adjacent marine waters or stranded (alive, dead, or moribund) on Sunshine Coast beaches.

The six species found in the region are:

- 1 Loggerhead turtle (Caretta caretta)
  Caretta caretta (nesting on Sunshine Coast
  beaches; foraging and breeding in surrounding
  inshore and offshore reefs, rocky shores,
  and islands).
- 2 Green turtle (Chelonia mydas)
  Chelonia mydas (nesting on Sunshine Coast beaches; foraging and breeding in surrounding inshore and offshore reefs, rocky shores, and islands).
- 3 Hawksbill turtle (*Eretmochyls imbricata*)
  Eretmochyls imbricata (foraging and breeding in surrounding inshore and offshore reefs, rocky shores, and islands).
- 4 Olive ridley turtle (Lepidochyls olivacea)
  Lepidochelys olivacea (vagrants uncommonly found in adjacent waters).
- 5 Flatback turtle (Natator depressus)

  Natator depressus (vagrants uncommonly found in adjacent waters).
- 6 Leatherback turtle (Dermochelys coriacea)

  Dermochelys coriacea (occasionally foraging and migrating in adjacent waters).

Marine turtles are migratory species and frequently travel long distances between breeding seasons and across international boundaries. In the case of the loggerhead turtle, hatchlings undergo a once-in-a-lifetime journey—travelling thousands of kilometres across the South Pacific Ocean to the coast of South America before returning to eastern Australian waters as sub-adults at about 16 years of age<sup>(5)</sup>. Here they remain for the rest of their adult life.

The life history traits of marine turtles make them vulnerable to a wide range of anthropogenic threats. These traits include decades to reach maturity, high natural mortality of hatchlings and small juveniles, strong fidelity to breeding areas, migrating over long distances to breed, and use of both terrestrial and marine environments to complete their lifecycle. At the same time, marine turtles have traits that contribute to population resilience, including each stock being supported by multiple breeding locations and wildly dispersed foraging populations.

Whilst all Sunshine Coast beaches have the potential for turtle nests, there are physical conditions which favour some nesting beaches. Buddina and Shelly beaches typically record many more nests than any other beaches as demonstrated in Figure  $2^{(6)}$ .

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

<sup>&</sup>lt;sup>3</sup> Profiles for the turtle stock nesting on the Sunshine Coast and for non-nesting turtle stock found on the Sunshine Coast are included in Appendix 2 are identified on Council's website.

endangered loggerhead Turtle'.

All marine turtles are recognised as species of conservation concern under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on the Conservation of Migratory Species of Wild Animals (CMS, also known as the Bonn Convention) and the 2000 IUCN (International Union for Conservation of Nature) Red List of Threatened Species.

All six species of marine turtles on the Sunshine Coast are protected under a range of international, national, state, and local mechanisms. Specifically, the leatherback, loggerhead and olive ridley turtles are listed under the Australian Government's Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act), and the Queensland Nature Conservation Act 1992, (NCA) as endangered and may become extinct if the threats to their survival continue. The green, hawksbill and flatback turtles are each listed as vulnerable under the EPBC (hawksbill are listed as endangered under the NCA) and may become endangered under the EPBC (or extinct under the NCA in the case of hawksbill) if threats continue.

Due to a significant decline in population numbers, the United Nations Environment Program (UNEP) prepared a Single Species Action Plan for the Loggerhead Turtle (Caretta caretta) in the South Pacific Ocean. This was ratified by the Australian Government and other international signatory states in 2014 (4). Further to this in 2017, the Commonwealth Government developed the Recovery Plan for Marine Turtles in Australia which identified the area from Pumicestone Passage to Double Island Point as 'habitat critical to survival' for the loggerhead turtle (3) (Figure 2). In 2020 the Commonwealth also released

The Recovery Plan for Australian Marine Turtles identified the area from Pumicestone Passage to Double Island Point as Habitat Critical to survival for the loggerhead turtle.

National Light Pollution Guidelines for Wildlife Including Marine Turtles, Seabirds and Migratory Shorebirds<sup>(8)</sup>. Each of these documents are a foundation for management recommendations in this Plan.

There is no contemporary practice of traditional hunting on the Sunshine Coast, however under section 211 of the Native Title Act 1993, turtles may be legally hunted by Aboriginal and Torres Strait Islander people for personal, domestic, or non-commercial communal needs. Analysis of the interplay between various State and Commonwealth laws relating to Indigenous harvest is complex and described in more detail in the National Recovery Plan.

The Sunshine Coast Marine Turtle Conservation Plan is complemented by the Queensland Marine Turtle Conservation Strategy<sup>(1)</sup> which has been developed by the Queensland Government as an update to the original 2018 strategy<sup>(7)</sup>.



24 AUGUST 2023



The values of marine turtle conservation on the Sunshine Coast

Marine turtles and the Sunshine Coast have a mutually dependent relationship—marine turtles are an essential part of the Sunshine Coast environment, and the Sunshine Coast environment is essential to the future of marine turtles. Maintaining healthy marine turtle populations is also important more broadly for Queensland's biodiversity, maintaining Indigenous cultural heritage, and supporting the Queensland economy by adding to world-class tourism and research opportunities.

The following values (Table 1) of marine turtles on the Sunshine Coast underpin the priorities identified later in the Plan. These values were identified through engagement with Kabi Kabi First Nation Peoples, Sunshine Coast Council representatives, team leaders from TurtleCare, Coolum and North Shore Coast Care and Bribie Island Turtle Trackers.

It is clear from these values that the relationship between marine turtles and the Sunshine Coast environment is likely to become increasingly important in the future and this Plan seeks to optimise the benefits for both marine turtles and people living in or visiting the region.

Maintaining healthy marine turtle populations is also important more broadly for Queensland's biodiversity, maintaining Indigenous cultural heritage, and supporting the Queensland economy by adding to world-class tourism and research opportunities.

Table 1. The identified values of Marine Turtles and Marine Turtle Conservation on the Sunshine Coast

Value	Significance — Sunshine Coast
Significant nesting population	Loggerhead turtles nesting on the Sunshine Coast make up approximately 4% of the south-west Pacific breeding population (anything above 1% is considered significant). The Sunshine Coast also provides a potential insurance population if the major loggerhead rookery at Mon Repos were to fail.
Highly regarded volunteer program, citizen science and long-term data	With over 250 volunteers and 17 years of citizen science, the Sunshine Coast community-based volunteer turtle programs are regarded as among the best in Australia. The long-term data set collected by volunteers is critical to the success of the program.
	Review of Sunshine Coast marine turtle nesting data (2005-2016) — Summary*  Total of 742 clutches of Loggerhead turtle eggs were laid between Bribie Island and Noosa  71% of crawls up the beach resulted in a clutch of eggs being laid  78% of eggs resulted in hatchlings reaching the ocean  30% of nests were relocated due to threats such as erosion, storm tides and artificial light  Nesting population is neither increasing or decreasing, and shows normal demographic features for loggerhead and green turtles of Queensland  *Based on standardised data collected by Sunshine Coast citizen scientists — TurtleCare, Coolum and North Shore Coast Care and Bribie Island Turtle Trackers (6).
Majority male hatchlings (ecologically appropriate sex ratios)	Sunshine Coast beach sand temperatures are mostly cooler than other nesting areas in Queensland and therefore uniquely produce majority male hatchlings—except for Shelly Beach. Elsewhere in Queensland sand temperatures on nesting beaches are leading to an unsustainable feminisation and potential collapse of populations over the next generation (because there are too few males available for breeding) (1).
Climate change refugia	In response to increasing temperatures in higher latitudes, turtles are predicted to undertake a southward shift in nesting distribution over future decades and the Sunshine Coast is likely to provide increasingly important alternative nesting sites. Another potential response is that some species are nesting earlier in the season, during milder temperature conditions.
Kabi Kabi First Nations culture	This Plan provides an opportunity to celebrate and further strengthen Traditional Custodians' connections to turtles and the marine ecosystem.

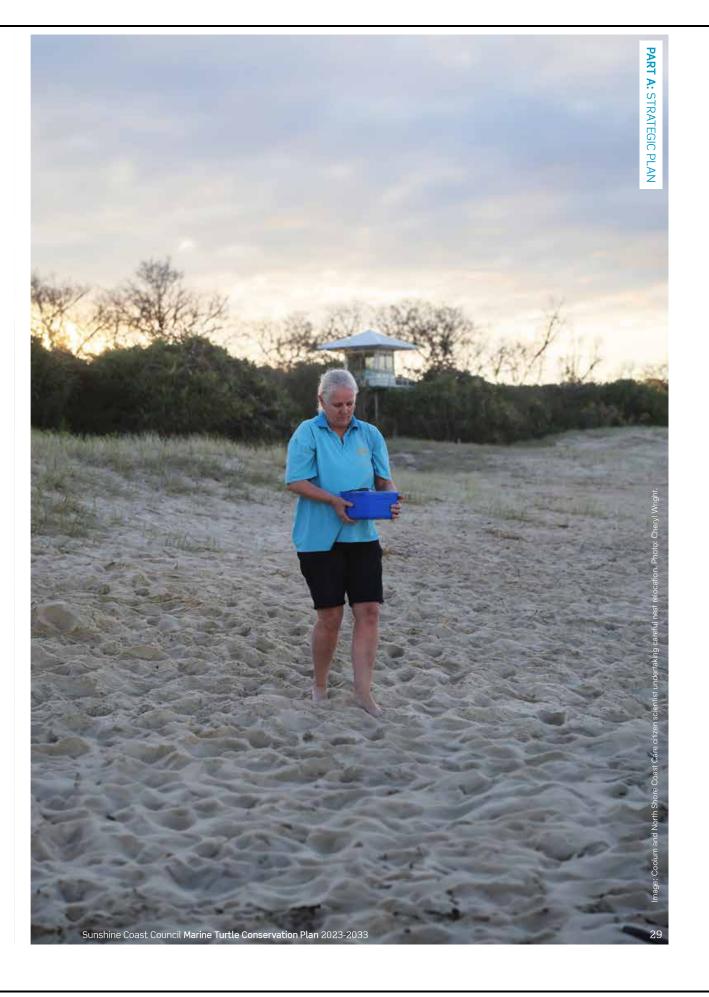
Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

Ordinary Meeting
Item 8.5 Marine Turtle Conservation Plan
Appendix A Marine Turtle Conservation Plan - Part A - Strategic Plan 24 AUGUST 2023

PART A: STRATEGIC PLAN

Table 1. The identified values of Marine Turtles and Marine Turtle Conservation on the Sunshine Coast

Value	Significance — Sunshine Coast
Keystone species	Protecting and enhancing marine turtle habitats provide co-benefits for many native species and people (healthy turtles=heathy coast=healthy ecosystems=healthy community).
Regional drawcard and lifestyle quality	Marine turtles are a locally iconic animal for the Sunshine Coast community and visitors. The cultural connections for the Kabi Kabi First Nation Peoples; history of citizen science and academic research; and community-led management are all potential drawcards and help make the Sunshine Coast a great place to live, work and play.
The long game — intergenerational stewardship	Every year, when hatchlings emerge from the beach, a new page in the turtle story begins and an opportunity to build inter-generational connections within and between the population of people and marine turtles living on and visiting the Sunshine Coast.  Every hatchling has a one in 1,000 chance of surviving ocean life and grows very slowly,
	reaching breeding age at around 30 years. With a growing marine turtle sensitive community, the hatchlings protected by this generation of Sunshine Coast residents and visitors will become the adult nesting females that return to our shores for future generations to see, experience and enjoy.
A team of turtle ambassadors with the will and skill to intervene	Recovering marine turtle populations on the Sunshine Coast may increasingly need labour intensive interventions such as clutch relocations, intensive predator control, individual nest shading, targeted irrigation to maintain ideal sand moisture levels, and importantly, public education.
Healthy coastal environments — good for turtles, good for people	Marine turtles and humans both need and want healthy coastal environments—clean coastal waters and estuaries; sandy beaches with natural dune vegetation and shade for cool sand; popular surf beaches by day turtle maternity sites by night; intact dune landscapes providing coastal stability essential for turtle nesting and protecting residential communities. These shared interests mean we can and should co-exist in harmony, safe in the knowledge that efforts to protect natural coastal habitats will benefit people as much as marine turtles.
Recognised as a turtle sensitive community— leading the way	Building on the highly successful TurtleCare program, the Sunshine Coast can be increasingly recognised as a global leader in community-based marine turtle conservation.
Part of our vision to be Australia's most sustainable region	Recovering marine turtle populations on the Sunshine Coast is consistent with council's aspiration to be Australia's most sustainable region—Healthy. Smart. Creative. Community stewardship for marine turtles also supports the SCC Biosphere Reserve, celebrating people living in harmony with nature.





# 4. Addressing Threats to Marine Turtles on the Sunshine Coast

Marine turtles that regularly forage or nest along the Sunshine Coast are part of genetically distinct populations (called stocks) that are severely depleted (by as much as 90%). Local management efforts on the Sunshine Coast are a small but essential piece in the global puzzle to recover all depleted marine turtle populations.

Using the same methods as the national Recovery Plan, the Queensland Marine Turtle Conservation Strategy (2022) provides an updated risk assessment for each marine turtle stock inhabiting the Sunshine Coast (3) (1)

A combination of historic and continuing human-caused threats operating at the local to global scale hinder the recovery of marine turtle populations in this region. The risk posed by these threats varies depending on the unique characteristics of each marine turtle species and stock, the life phase and behaviour of individual turtles, and the strength of existing habitat protection and management arrangements. Using the same methods as the national Recovery Plan, the Queensland Marine Turtle Conservation Strategy (2022) provides an updated risk assessment for each marine turtle stock inhabiting the Sunshine Coast<sup>(3)</sup> (1).

Based on the National and Queensland threat assessments and consultation with experts and local stakeholders, priority threats to Sunshine Coast marine turtles were identified, with a focus on nesting beaches and inshore foraging habitat. Table 2 lists these threats in further detail.

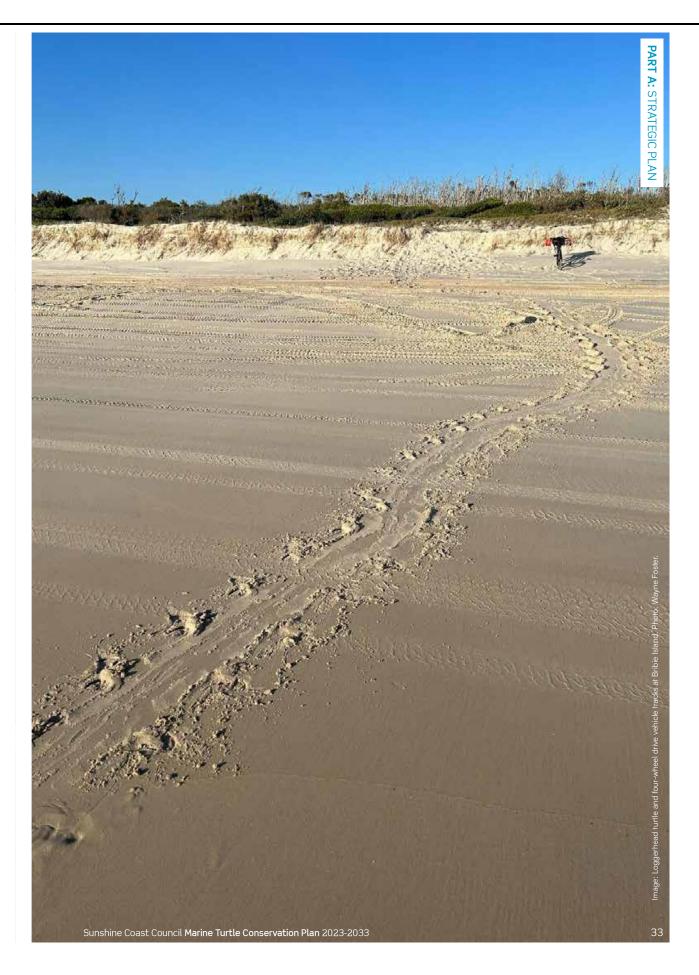


Table 2. Priority threats to marine turtles nesting and foraging on the Sunshine Coast beaches and offshore areas

Threat	Significance — Sunshine Coast
Climate change and vulnerability	Increased sand temperature affects incubation success and sex determination. Sea level rise and extreme weather impact nests in beaches and dunes.
Light pollution	Artificial light at night (ALAN) associated with human development is an emerging threat to a wide range of wildlife worldwide <sup>(8)</sup> . Changes in ambient light levels and the night sky horizon can cause a decline in successful marine turtle nesting and disrupt ocean-finding by emerging hatchlings <sup>(5)</sup> . With population growth and proximity to a major metropolitan area (Brisbane), the Sunshine Coast is an identified hotspot for altered light horizon impacts.
Terrestrial predation	Ongoing control measures (for example, installing fox exclusion devices on nests) have effectively reduced loss of eggs and hatchlings from predation on Sunshine Coast beaches, from an estimated 27% to less than 3% <sup>(10)</sup> .
Marine debris	The East Australian Current and South East Queensland are local hotspots for loggerhead turtles with ingested debris <sup>(15)</sup> .
Habitat modification	Includes removal of coastal vegetation for views and infrastructure, beach modification for public access; hard infrastructure replacing dunes for erosion control. Where habitat is lost permanently there is likely to be an impact on the viability of the population utilising that habitat.
Recreation activities	When mismanaged, these operations have the potential for disturbing marine turtle nesting, internesting and foraging behaviour, ultimately impacting the viability of the population.
Fisheries by-catch and shark control nets	Reports of two leatherback deaths in South East Queensland in 2020 appear linked to negative interactions with shark control nets. Trawl fisheries by-catch of breeding adults has been largely mitigated in Queensland waters by the legislated use of Turtle Exclusion Devices in 1999.
Chemical and terrestrial discharge	On the Sunshine Coast chemical and terrestrial discharge of sediment and other chemical pollutants can result from urban runoff, effluent treatment, and land use changes in the catchment.
Vessel disturbance	Waters off the Sunshine Coast are a major shipping channel and increasingly a fishing and recreational boating area. This is particularly an issue in shallow coastal foraging habitats (such as the Pumicestone Passage) and internesting areas.

All stocks of marine turtles found on the Coast are depleted or severely depleted and subject to ongoing threats to the point that now 'every nest and every egg matter to population recovery'.

For most marine turtle populations, it is the cumulative impacts of multiple threats operating at different scales that need to be addressed to secure their recovery. However, in the same way that threats are cumulative, the benefits of individual recovery actions can also accumulate. This means that any actions taken locally, even to address relatively lower-level risks, can make a cumulative positive difference for the recovery of marine turtle stocks found along the Sunshine Coast.





# 5. The Desired Future for Marine Turtles on the Sunshine Coast

In the context of the Vision, and Primary Goal the desired outcomes for marine turtles on the Sunshine Coast are presented under three overlapping and mutually supportive themes.

# Vision

Marine turtles surviving and thriving on the Sunshine Coast, co-existing in harmony with people.

# Primary goal

Supporting the recovery of self-sustaining populations of marine turtles on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.





## Desired outcomes

The desired future for marine turtle conservation on the Sunshine Coast.



Turtle-sensitive lighting and coastal development

By 2023 the desired future for marine turtles on the Sunshine Coast is to have:

- DO1 strategic planning and policy guidance tools in place including:
  - a regulatory framework for coastal development in the Sunshine Coast LGA that appropriately integrates State interests and the MTCP
  - educational guidance tools to support the development sector, property owners and residents to seek to achieve world best practice turtle sensitive development outcomes
- DO2 development and implementation of lighting policies and standards that deliver a commitment to Dark Sky objectives and a naturally dark coastline at night, with minimisation of direct light sources and ambient light visible from sensitive nesting beaches and adjacent marine areas
- **DO3** nesting beaches identified as future climate refugia and protected as part of integrated coastal hazard management.



By 2023 the desired future for marine turtles on the sunshine coast is to have:

- DO4 the identified threats (that are under the influence of the Sunshine Coast Council) reduced to lowest residual risk level to minimise negative impacts on nesting marine turtle populations
- DO5 sufficient resilient essential habitat to support effective marine turtle nesting, foraging and courtship behaviour
- **DO6** maintain current male to female ratios on the Sunshine Coast to ensure continued recruitment of male turtles to the breeding population.



By 2023 the desired future for marine turtles on the sunshine coast is to have:

- DO7 the Sunshine Coast is recognised as a national and international leader in community-based marine and the TurtleCare program is fully integrated into Queensland and Australian strategies
- DO8 Turtlecare (and allied programs) have the capacity to support delivery of monitoring, managing and recovery of marine turtles in line with world best-practice
- DO9 Kabi Kabi First Nation Peoples are fully integrated into marine turtle management the knowledge, culture and traditions, traditional rights, interests, management capacity and customary obligations are respected, strengthened, valued, and promoted
- D10 a community of residents and visitors value marine turtles and are engaged in turtle conservation —community custodians/stewards.

For each theme and desired outcome, a detailed framework of actions and success indicators has been developed by stakeholder workshops and further refined and tested through expert panels and Sunshine Coast Council technical focus groups. The details of this framework are in Part B. Implementation Plan—this is an essential tool that will guide the journey over the next 10 years to achieve the aspirations of this Plan.



Coast Counc



# 6. Governance, Implementing, **Evaluating and Reviewing**

The MTCP seeks to: Improve coordination and communication between all groups; capitalise on emerging opportunities; and better utilise the collective resources available with a clear, agreed set of priorities and governance processes (Table 3).

 Table 3. Key delivery partners and stakeholders

Delivery partners and stakeholders	Role/contribution in delivering the MTCP
Sunshine Coast Council	Lead implementation responsibilities and program coordination.
Kabi Kabi First Nation Peoples	Traditional custodians with cultural authority for land and sea country covered by this Plan.
SCC TurtleCare, Coolum and North Shore Coast Care, Bribie Island Turtle Trackers	Citizen scientists that are leading research and monitoring of nesting beaches, and delivery of community engagement and education.
Queensland Department of Environment and Science	Training, coordination, and authorising agency.
Technical Advisory Panel	Independent expert advice on program design and delivery.
South-east Queensland coastal councils (especially neighbouring Noosa and Moreton Bay)	Opportunities for regional collaboration and advocacy for improved management of risks and opportunities.
Broader community	Advocates and practitioners of turtle sensitive behaviour.

The Sunshine Coast Council is to have lead responsibility for plan implementation, in collaboration with the delivery partners and stakeholders listed above. The responsibilities of this leadership role include approving the Plan; identifying annual implementation priorities; co-ordinating inputs from others; reviewing progress towards the strategy objectives; and, considering opportunities to further improve for capacity to deliver the Plan.

To facilitate collaboration and smooth implementation of the Plan, the establishment of a small Working Group is proposed. Membership will include representatives from Sunshine Coast Council, Kabi Kabi First Nation Peoples, neighbouring Local Government Areas, Department of Environment and Science, leaders from each primary turtle volunteer group and others as required.



Figure 3. Expanding circles of control, influence, concern, and awareness for marine turtle conservation

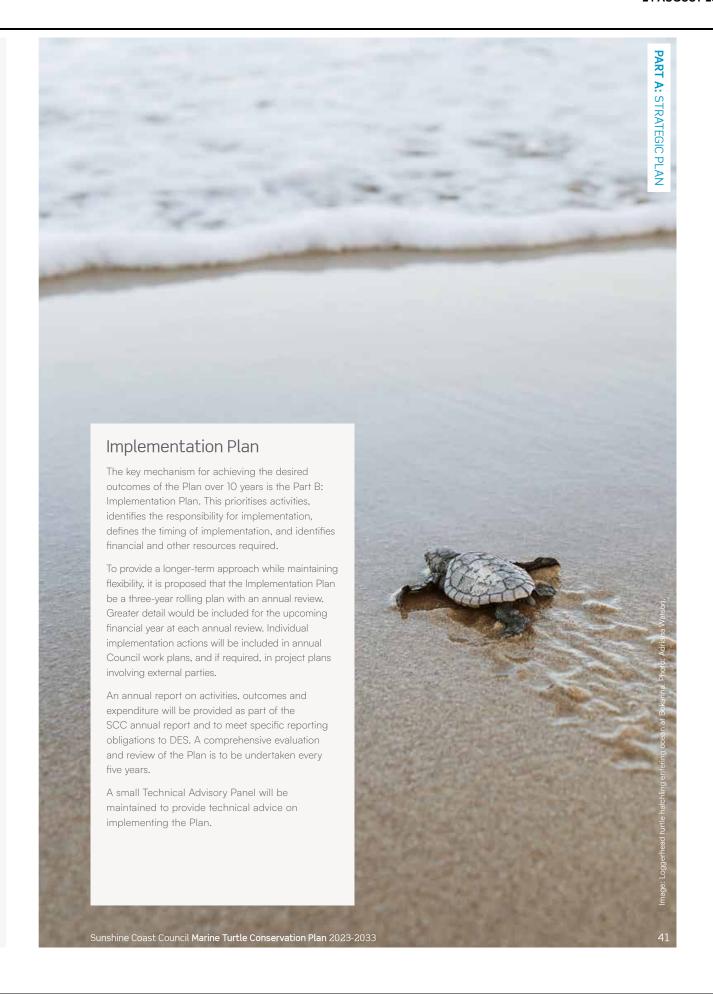




Proposed key functions for the Working Group include:

- 1 Sharing of information and facilitation of communication between stakeholders.
- 2 Identification of ways to ensure community input is incorporated into ongoing planning and program delivery.
- 3 Collaborative development of annual implementation plans, containing practical and agreed actions to achieve the short and long-term outcomes of the Plan.
- 4 Development of requests for funding from Council and other Program investors/sponsors.
- 5 Monitoring, reporting on implementation and evaluation of progress towards the desired outcomes.
- 6 Provision of reports to participating organisations, along with recommendations for ongoing review and improvement of the Plan and its implementation.

The circles of awareness, concern, influence, and control shown in Figure 3 provides a useful framework for understanding how Council, Queensland Government and other collaborators can expand their spheres of control and influence, to increasingly address areas of broader concern. It is important to note that many marine turtle recovery actions require input from a range of organisations and Council is not responsible for addressing all the identified threats. However, it can act as a champion to empower others.







# Learning and improving with experience

This Plan recognises there are many uncertainties and supports adaptive management through regular monitoring, evaluation, and review, leading to evidence-based decision-making. A ten-year technical report and a citizen science evaluation report, together, have already provided the foundation for the development of this MTCP and will assist with future reviews.

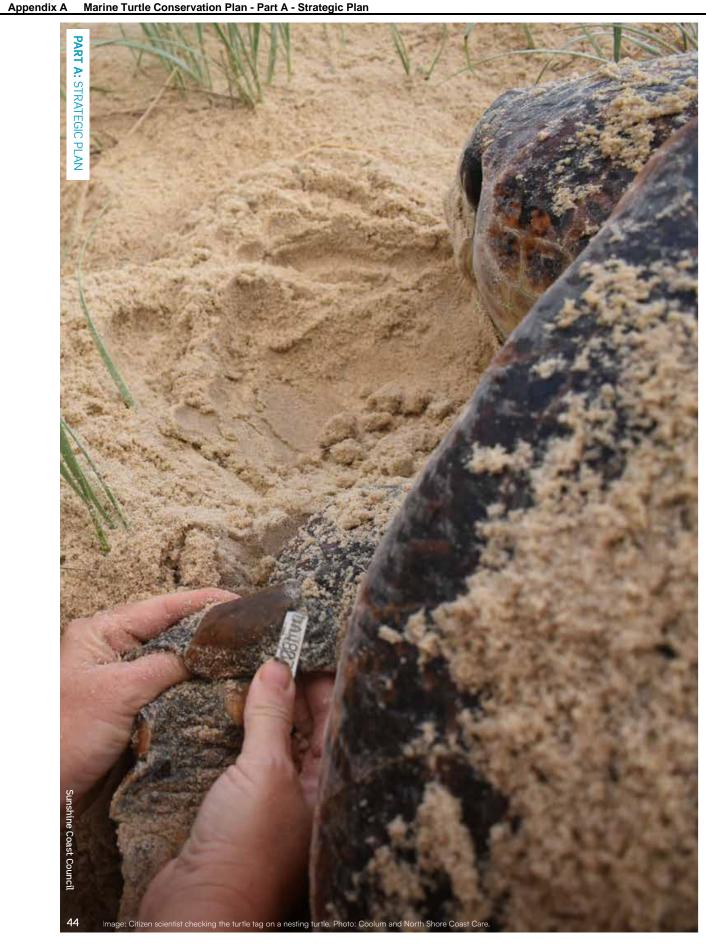
The adaptive management cycle (think, plan, do, learn, and improve) facilitates continuous learning and improvement, based on real-world experience. The annual implementation planning and reporting processes, and working group and Technical Advisory Panel, provide the framework to implement the adaptive management approach.

# TurtleCare program – evaluation highlights

- The program is well-organised and provides a positive, meaningful experience for volunteers, including opportunities to volunteer in other community activities.
- The leadership provided by the Sunshine Coast Council and its recognised expertise in sea turtle conservation is highly regarded.
- Community awareness of the TurtleCare program is very high (90%).
- The program is supporting the Guideline aim to sustain an ongoing marine turtle monitoring program.
- Almost three quarters (74%) of surveyed residents are aware of actions needed to protect marine turtles.
- More than half (56%) of surveyed residents reported learning about turtle conservation by observing TurtleCare volunteers in action.

(Schaffer, V. Community Engagement Evaluation of the TurtleCare Program. University of the Sunshine Coast, 2019.)

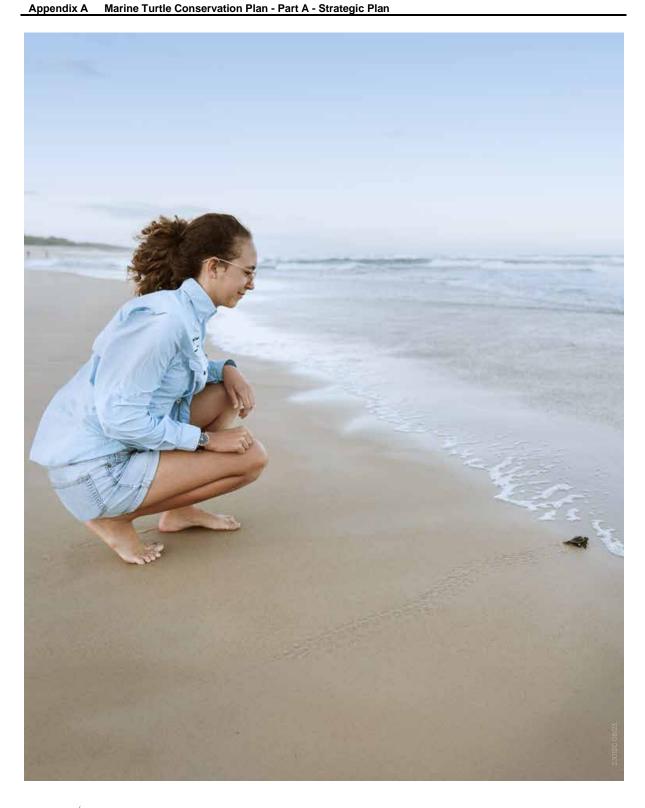




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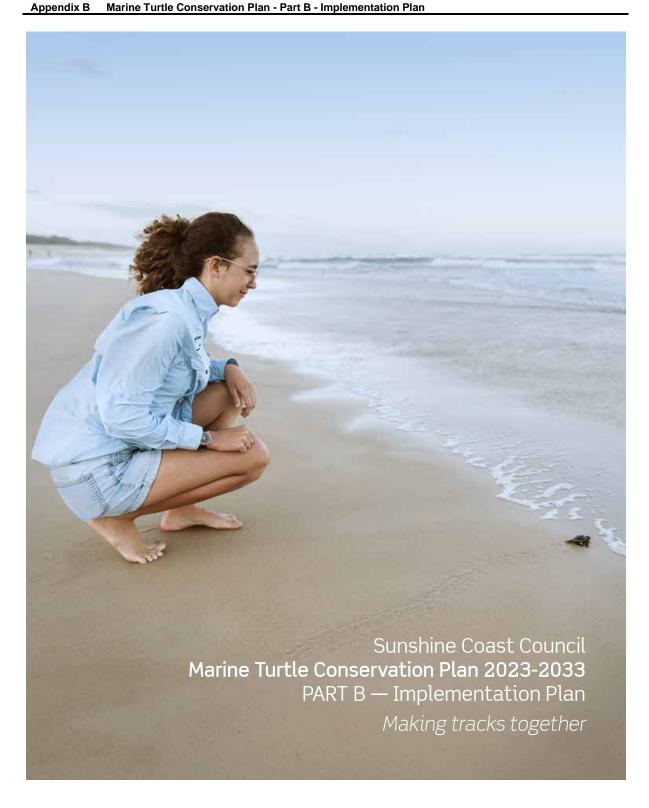
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Edition August 2023

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## Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document. In particular, the Technical Advisory Panel (Dr Colin Limpus, Dr Vikki Schaffer, and Dr Ken Wishaw), TurtleCare, Coolum North Shore Coast Care and Bribie Island Turtle Tracker leaders and the Kabi Kabi First Nations Peoples representatives.

## Reference document

This document should be cited as follows:

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033 Part B.

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Cover image Adriana Watson Photography.

# Traditional Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi peoples and the Jinibara peoples.

We wish to pay respect to their Elders — past, present and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

Together, we are all stronger.



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PART B:



## Vision

Marine turtles surviving and thriving on the Sunshine Coast, co-existing in harmony with people.

## Primary goal

Supporting the recovery of self-sustaining populations of marine turtles on the Sunshine Coast by reducing threats, improving habitat quality and strengthening community-based management.

# Desired outcomes

Desired future for marine turtle conservation on the Sunshine Coast.



Turtle-sensitive lighting and coastal development

By 2033 to have:

DO1 strategic planning and policy guidance tools in place including:

- a regulatory framework for coastal development in the Sunshine Coast LGA that appropriately integrates State interests and the MTCP
- educational guidance tools to support the development sector, property owners and residents to seek to achieve world best practice turtle sensitive development outcomes
- DO2 development and implementation of lighting policies and standards that deliver a commitment to Dark Sky objectives and a naturally dark coastline at night, with minimisation of direct light sources and ambient light visible from sensitive nesting beaches and adjacent marine areas
- DO3 nesting beaches identified as future climate refugia and protected as part of integrated coastal hazard management.



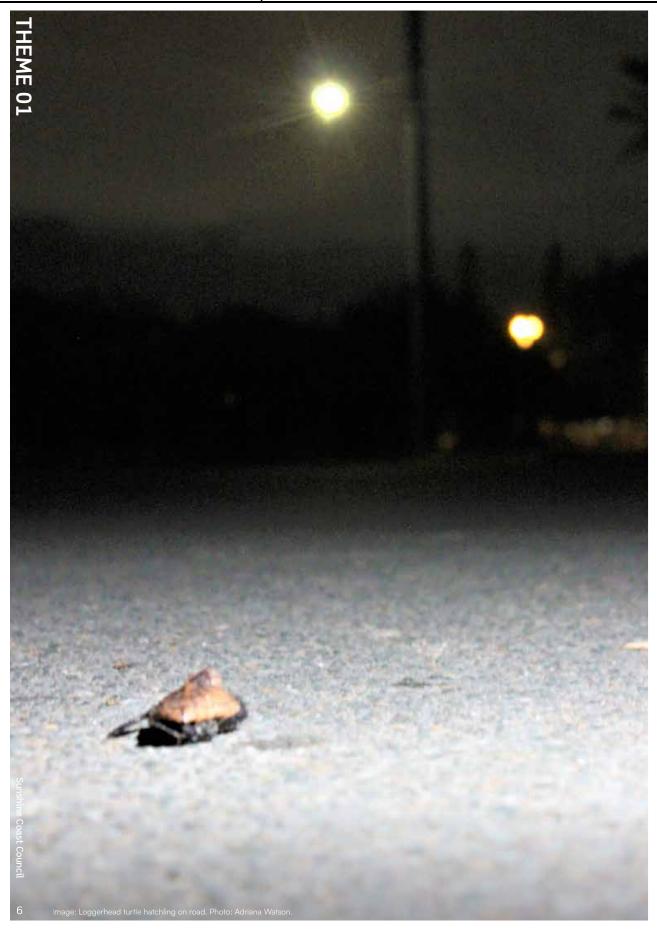
By 2033 to have:

- DO4 the identified threats (that are under the influence of the Sunshine Coast Council) reduced to lowest residual risk level to minimise negative impacts on nesting marine turtle populations
- DO5 sufficient resilient essential habitat to support effective marine turtle nesting, foraging and courtship behaviour
- DO6 maintain current male to female ratios on the Sunshine Coast to ensure continued recruitment of male turtles to the breeding population.



By 2033 to have:

- D07 the Sunshine Coast is recognised as a national and international leader in community-based marine and the TurtleCare program is fully integrated into Queensland and Australian strategies
- DO8 Turtlecare (and allied programs) have the capacity to support delivery of monitoring, managing and recovery of marine turtles in line with world best-practice
- DO9 Kabi Kabi First Nation Peoples are fully integrated into marine turtle management — the knowledge, culture and traditions, traditional rights, interests, management capacity and customary obligations are respected, strengthened, valued, and promoted
- D10 a community of residents and visitors value marine turtles and are engaged in turtle conservation —community custodians/stewards.



# Theme 01:

# Turtle-sensitive lighting and coastal development

## Background

With some of Australia's best beaches, the Sunshine Coast is a rapidly growing region with most of the population living close to the coast. Without careful management, the coastal development required to support this growth and maintain the enviable 'Sunny Coast lifestyle' can directly and indirectly impact on critical habitats required by marine turtles for nesting, foraging and courtship. Potential development impacts can include changes in vegetation cover and coastal freshwater flows, hardening of coastlines through rock walls, roads, and foreshore facilities, altered night skies and marine feeding areas such as seagrass meadows and coral reefs, and discarded waste.

Existing development and associated human uses also need to be carefully considered to minimise the potential legacy impacts of past decisions. This can include artificial lighting on and near nesting beaches, human behaviour around critical marine turtle nesting, foraging and courtship activity, and ongoing use of pre-existing coastal facilities.

By committing to a bold vision of helping to bring marine turtles back from the brink of extinction, this Plan reinforces the Sunshine Coast as a leader in sustainability, creativity, and liveability. Appropriate land use planning and policy guidance is required to achieve this vision, especially in relation to artificial light, modified beach habitat (including landform, vegetation cover and barriers preventing access from the water, retreat options to maintain viable future nesting beaches, and maintaining natural hydrological systems affecting beaches used by turtles).

Providing guidance for practical and effective guidance for turtle-sensitive development in the Sunshine Coast (LGA) using world best-practice statutory and non-statutory sustainable development guidelines and related tools (e.g. planning scheme provisions, local laws, advisory information, capital works and maintenance programs.)

# Artificial light at night

Artificial light at night (ALAN) associated with human development is an emerging threat to a wide range of wildlife worldwide<sup>(8)</sup>. Changes in ambient light levels and the night sky horizon can cause a decline in successful

marine turtle nesting and disrupt ocean-finding by emerging hatchlings<sup>(3) (1)</sup>. In 2017 and again in 2022, Sunshine Coast Council engaged leading experts to scientifically quantify the biologically available light on Sunshine Coast beach sites(12).

The study recorded levels of light ranging from 'rural area night sky' to 'poor urban night sky' and established a benchmark allowing for changes in illumination to be quantified, assigned to a source and where problematic, reduced or removed. The initial study found that a combination of vegetation screening, cliff elevation, lighting design and management, and building orientation can be used to reduce the impacts of artificial light and support hatchling sea-finding along the coastline.

According to the ALAN Benchmark survey the primary source of sky glow at all locations was towns and cities located along the coastline. Glow from Brisbane was visible from Bribie Island and Caloundra and is likely to be contributing to the sky glow visible from beaches along the Sunshine Coast albeit at lower intensity levels than more localised sources. The 2022 survey found that light pollution had increased between 22-77% on Sunshine Coast nesting beaches over the five-year period from 2017<sup>(18)</sup>. This represents considerably higher than global average increase in light pollution at some locations in our region<sup>(17)</sup>. Local efforts to limit light pollution on Sunshine Coast beaches can help reduce navigation risks for both nesting turtles and hatchlings making their way to the ocean. A collaborative approach from all coastal councils in south-east Queensland will be required over the long-term to restore dark skies over critical turtle nesting beaches and other priority areas such as the rural hinterland.

The lighting solutions required for marine turtle conservation and dark skies preservation in the hinterland are identical. The Australian Government's National Light Pollution Guidelines for Wildlife<sup>3</sup> suggest only using outdoor lighting where required, ensuring all light is directed down, using dimmers, timers, motion sensors, and turning lights off when not required, and using warm colours in preference to blue rich or daylight tones<sup>(8)</sup>. These principles are encompassed in Council's Urban Lighting Master Plan<sup>(14)</sup> and associated technical standards.

3 The National Light Pollution Guidelines aim to raise awareness of the potential impacts of artificial light on wildlife and provide a framework for assessing and managing these impacts around susceptible listed wildlife. The Marine Turtle Conservation Plan aligns with the national guidelines while being esponsive to Sunshine Coast circumstances https://www.environment.gov.au/biodiversity/publications/national-light-pollution-guidelines-wildlife

## Turtle-sensitive coastal development

The Queensland Government Sea Turtle Sensitive Area Code: A Model Code for Local Government (the model code) provides councils with a set of provisions that can be implemented in planning schemes on a voluntary basis. Councils can adapt the provisions within the model code to suit their local area.

The model code suggests that the provisions contained within it (if included within a planning scheme) could apply to all assessable development (other than for reconfiguring a lot) occurring within a Sea Turtle Sensitive Area defined in a planning scheme<sup>(13)</sup>. The purpose of the model code is to ensure that development does not create harm to sea turtle nesting and sea turtle activity by avoiding adverse impacts generated from artificial light that is directly visible from the beach or ocean, or ambient light that contributes to sky glow within the Sea Turtle Sensitive Area. The model code includes acceptable solutions to achieve the purpose and overall outcomes of the code.

The Queensland Government has prepared mapping to ensure that councils reflect this State interest in their planning schemes. All beaches within the Sunshine Coast local government area are identified as significant nesting beaches under the State Planning Policy.

To support implementation of the State interests, Sunshine Coast Council has developed Sea Turtle Sensitive Area Mapping that defines two scaled impact zones and applies acceptable solutions to achieve the management objectives of each zone. A third zone extending to the hinterland is identified consistent with impact area identified in the National Light Pollution Guidelines for future consideration. These mapping tools may be used to inform future planning scheme provisions, developed in conjunction with the State Planning Policy mapping.

The current Sunshine Coast Planning Scheme 2014 does not have specific provisions in relation to sea turtle sensitive areas. However, there are more general provisions in the biodiversity, waterways and wetlands overlay code and the Coastal Protection overlay code that relate to the protection of biodiversity values and coastal development. In addition, various development approvals have been issued by council that contain development conditions with respect to managing the impacts of development on sea turtle sensitive areas. To date, many of these conditions require a higher performance standard than those identified in the model code. The inclusion of specific planning scheme provisions is therefore a priority to provide clear guidance for marine turtle sensitive development that reflects State interests and community expectations.

## Turtle sensitive lighting in public places

Sunshine Coast Council has already retrofitted many lights in public areas to be motion activated after 8pm and appropriately shielded from adjacent nesting habitat. For example, the Point Cartwright Toilet Block has 14 lights—12 motion activated after 8pm and 2 shielded lights stay on all night. As a person approaches the building, the lights come on; as they enter a toilet stall, more lights come on, and after they leave the lights automatically turn off. Turtle-sensitive lighting is a smarter approach to meeting human lighting needs in a way that helps recover marine turtle populations, as well as achieving greater energy efficiency.

NB: public safety is recognised as an important consideration in this approach.

## **Desired Outcomes**

The desired outcomes are, by 2033 to have:

- D01: Strategic planning and policy guidance tools in place including:
- a regulatory framework for coastal development in the Sunshine Coast LGA that appropriately integrates State interests and the MTCP
- educational guidance tools to support the development sector, property owners and residents to seek to achieve world best practice turtle sensitive development outcomes.
- DO2: Development and implementation of lighting policies and standards that deliver a commitment to Dark Sky objectives and a naturally dark coastline at night, with minimisation of direct light sources and ambient light visible from sensitive nesting beaches and adjacent marine areas
- DO3: Nesting beaches identified as future climate refugia and protected as part of integrated coastal hazard management.





# Conservation directions and Implementation\*

Conservation direction	Transformational Action	Priority	Cost	Status
1.1 An identified head of power assesses and prescribes the conditions in planning scheme provisions of development applications to achieve marine-turtle sensitive design requirements.	1.1.2 Develop a planning scheme provision that addresses problematic artificial light at night for marine turtles.	Now	Low	
1.2 Develop specific planning scheme provisions and sea turtle sensitive area mapping for the greater Sunshine Coast marine turtle nesting bioregion—to provide clear guidance for marine turtle sensitive development that is consistent with State interests and reflects contemporary community expectations on the Sunshine Coast.	1.2.2 Within the drafting of the Sunshine Coast planning scheme provisions, consider the application of a scaled approach (using viewshed analysis or other evidence-based investigation) for lighting management based on the significance and sensitivity of sites:  a) Direct Light (avoid new and actively mitigate existing direct light and sky glow): Structures directly visible of the nesting habitat, the beach or near shore environment.  b) Sky Glow (avoid new and opportunistically reduce existing indirect light and sky glow): Structures within 20km of the nesting habitat.	Now	Low	
	1.2.3 Develop practical, contemporary, and appropriate guidelines to achieve the outcomes for both existing and proposed development.	Now	Med	
1.3 Effective mechanisms ensure compliance with development approval conditions over time, including the potential requirement for an annual declaration of compliance from building owners and managers. These mechanisms may be built-in, self-regulated, or automated.	<b>1.3.2</b> Develop and implement effective mechanisms for compliance.	Next	Low	
1.4 Stakeholder consultation ensures development approval conditions appropriately reflect the MTCP and the Sunshine Coast Planning Scheme.	1.4.2 Implement appropriate education and engagement opportunities within council and with external stakeholders to develop shared understanding of contemporary turtle sensitive design principles and practices.	Next	Med	
	1.4.3 Develop a compliance methodology (eg. ALAN surveys in current conditions pre- and post-construction and in response to reasonable complaints).	Next	Med	
1.5 MTCP informs all planning scheme provisions and planning scheme policies, given its standing as council's policy position on marine turtle management.	<b>1.5.2</b> Identify appropriate provisions for building height, density, orientation, and form within sensitive marine turtle areas.	Now	Low	

*	now [1-2yrs], next [3-5yrs] and later [5-10yrs]; and cost—low [<10K], medium [10 — 100K], high [100k+].

Conservation direction	Transformational Action	Priority	Cost	Status
1.6 A proactive solutions-focussed approach is fostered through work with the development sector, local businesses, and residents to ensure marine turtle sensitive design outcomes using policy and planning instruments, providing, clarity, certainty, and consistency for all users of the development system.	<b>1.6.2</b> Establish a development toolkit that provides guidance to the development sector, local businesses, and residents in suitable products (commercially available) to manage ALAN.	Now	Med	
1.7 Research and monitoring of altered light horizon impact on marine turtles ongoing and supported.	1.7.2 In collaboration with Department of Environment and Science (DES) and research community, undertake hatchling orientation and survivorship research.	Next	Med	Ongoin
1.8 Light reductions measures are adopted and promoted through appropriate mechanisms (statutory and non-statutory) that are consistent with the National Light Pollution Guidelines and the United Nation Environment Programme Singles Species Action Plan for the Loggerhead Turtle in the	1.8.2 Public lighting is addressed to ensure consistency with the United Nation Environment Programme Single Species Action Plan for Loggerhead turtles and the national light pollution guidelines.	Now	High	Ongoin
	1.8.3 Lighting options researched, tested, and identified that support community life (e.g. parks, events, playgrounds) and do not impact turtle behaviour and population function.	Now	Low	Ongoin
South-west Pacific.	1.8.4 New community education and behaviour change campaign to 'Cut the Glow' encompassing residential, commercial, and industrial light pollution.	Now	High	Ongoin
	1.8.5 Consider incorporating public art, green landscapes or behaviour change approaches to address vehicle light impacts at high priority beaches.	Now	Low	
1.9 Dark skies protection and	1.9.2 Contribute to dark sky policy preparation and delivery.	Now	Low	
restoration within the Sunshine Coast LGA to achieve an area of at least 20% of the total.	1.9.3 Replace the current metal halide street lighting as identified in the Urban Lighting Master Plan with appropriate dark sky compliant LED lighting.	Next	High	
	1.9.4 Investigate feasibility and implement near to real time light pollution monitoring.	Later	High	
1.10 2017 Benchmark Survey of artificial light at night (ALAN) survey	1.10.2 Engage industry experts to undertake ALAN survey at nesting beaches every five years.	Now	Med	Ongoin
repeated every five years to better understand local light pollution levels, hatchling and adult turtle orientation and audit lighting assets to target further improvement	1.10.3 Continue to record high quality orientation data from adult and hatchling turtles at all nesting beaches to inform ALAN survey results and providing training to support accurate orientation data collection.	Now	Low	Ongoin
opportunities to reduce artificial light impacts on marine turtles.	1.10.4 Audit all council-controlled lighting impacting nesting beaches.	Now	Med	Ongoin

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Conservation direction  1.11 Light pollution at Shelly Beach	Transformational Action  1.11.2 Deliver a community education, behaviour	Priority Now	Cost Med	Status Ongoing
and Buddina Beach reduced as a priority through work of council and turtle partners with the residents and building owners	change and subsidy project to support the community to make voluntary changes to existing residential lighting and light use behaviours within 1.5km of nesting beaches.	14044	ivica	Origonia
adjacent to the high-density nesting sites.	<b>1.11.3</b> Address public lighting infrastructure at Shelly and Buddina beaches as a priority.	Now	Med	Ongoing
1.12 Actively participate in the implementation of the Sunshine Coast Urban Lighting Master Plan	1.12.2 Support council's Transport Infrastructure Management branch to integrate contemporary turtle sensitive lighting outcomes into public infrastructure.	Now	Low	Ongoing
(2016).	1.12.3 Emerging technologies and cost and energy efficiencies are monitored and promoted, facilitating the ongoing implementation of turtle sensitive lighting.	Now	Low	Ongoing
1.13 A voluntary mechanism in place to assess and recognise turtle sensitive light management best practice in existing buildings on the Sunshine Coast (e.g. a turtle star rating or accreditation system).	<b>1.13.2</b> Establish a turtle-friendly building (commercial and residential) accreditation program.	Next	Med	
1.14 Maintain accurate publicly available maps of marine turtle nesting habitat and in collaboration with the Queensland Department	1.14.2 Share data and provide feedback to Queensland Government to ensure that State Planning Policy - sea turtle sensitive area mapping, is accurate.	Now	Low	
with the Queensland Department of Environment and Science use best available evidence to develop a nesting habitat site quality index to assess, monitor and improve the quality of current and potential future refugial marine turtle nesting beaches in the Sunshine Coast marine bioregion.	1.14.3 Develop a nest habitat site quality index in partnership with research community.	Later	Med	
narine bioregion.  1.15 Planning controls and management actions safeguard identified future refugial nesting habitat that turtles will potentially use under a rising sea level scenario (e.g. higher elevation dunes with retreat options to accommodate sea level rise), where practical.	1.15.2 In collaboration with the Queensland Government, develop a fine-scale mapping and monitoring tool to identify and assess the quality of current and potential alternative 'refugia' marine turtle nesting habitat on the Sunshine Coast under climate change scenarios.	Later	Med	
	1.15.3 Explore options to protect potential future habitat including by managing development on foreshores to minimise unnatural barriers; maintain and enhance access by female nesting turtles to suitable nesting habitat; and maintain coastal retreat options.	Next	Low	

Conservation direction	Transformational Action	Priority	Cost	Status
1.16 Coastal hazard adaptation strategies avoid the use of engineering solutions such as	<b>1.16.2</b> Continue to engage with coastal land managers to support marine turtle conservation outcomes.	Now	Low	Ongoing
hard seawalls or coastal armouring in areas where this will impact marine turtle nesting beaches.	1.16.3 Undertake planning to consider where the use of buffers between future development and the coastal zone may be beneficial to enhance current and future marine-turtle nesting habitat and effectively manage coastal hazards (including those arising from predicted climate change). This includes potential consideration of development as impact assessable or code assessable development within mapped erosion-prone areas.	Next	Low	
1.17 A best practice 'business- as-usual' approach to protecting turtle habitat is in place in Council, demonstrating an integration of environmental management considerations in all aspects of operation.	1.17.2 Deliver annual workshops for council officers, development consultants and other industry specialists to discuss ALAN and management of ALAN. Focus on new research, technology, and habitat preservation e.g. Australian Dark Sky Alliance Certification for Wildlife Lighting.	Now	Low	Ongoing

## Success indicators

Progress towards achieving the desired outcome will be measured using the following success indicators:

- Planning scheme provisions and other non-statutory mechanisms support turtle sensitive development.
- Sunshine Coast recognised as leaders in sustainable urban design.
- 95% of all new developments voluntarily exceeding Code requirements.
- Incompatible development is managed at 100% of nesting beaches.
- Dark skies protected and restored over at least 20% of the Sunshine Coast LGA, including the Buddina and Shelly Beach council dark skies nominated areas.
- Progressive reduction in the level of direct and ambient light at all reference beaches (as measured every five years using the Artificial Light at Night — or ALAN — method).
- Annual voluntary adoption of turtle-sensitive lighting upgrades (e.g. 10 developments/buildings per year undertaking turtle-sensitive lighting upgrade programs.
- · Public lighting upgrades to all council-controlled lighting infrastructure adjacent to turtle nesting beaches, representing industry best practice lighting design and turtle-aware lighting initiatives
- Progressive increase in the quantity, quality and resilience of current and potential future nesting habitat using a peer-reviewed site quality index.
- Protection of existing and potential refugial nesting beaches in all relevant council planning instruments and coastal hazard management strategies.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

**Ordinary Meeting** 

Item 8.5 Marine Turtle Conservation Plan

Appendix B Marine Turtle Conservation Plan - Part B - Implementation Plan





# Theme 02: Regional marine turtle recovery actions

## Background

A combination of historic and continuing human-caused threats operating at the local to global scale hinder the recovery of marine turtle populations found along the Sunshine Coast (see section 4.0 for key threats). Regionally relevant recovery actions undertaken during the life of this plan are critical threads required to weave a global safety net for marine turtles and help restore local stocks over the next century.

Given the increasing pressures and threats facing marine turtle populations globally, and the severely depleted status of local stocks, it is necessary to aim higher than simply maintaining the current population and to take immediate and ongoing action. A greater level of human intervention is likely to be required to achieve the nesting and hatchling success rates necessary for recovery of stocks found on the Sunshine Coast. For example, interventions such as relocation of doomed nests, assisted incubation, proactive translocation of pioneer nesting populations, and habitat enhancements through artificial shading and watering are likely to increasingly become 'business as usual' to prevent further decline (or collapse) and support recovery of the existing stocks. Because the science and practice of intervention, including criteria for deciding why, when, where and how

to take active recovery action, is still emerging. An adaptive management approach will be essential.

Increasing marine turtle habitat and population resilience in the face of climate change and other threats will also benefit people who live, work, and recreate on the Sunshine Coast. For turtles, the priority is to increase nesting and hatchling success rates to ensure the maximum number of turtle hatchlings reach the ocean, preferably with a male gender bias.

When improving habitat quantity and quality and reducing risks for marine turtles, Council should focus on those matters for which they have some control or influence and work with other partners to make progress on those outside its jurisdiction. For example, in relation to nesting beaches, actions by council could include reducing light pollution, preventing beach obstructions, maintaining suitable sand temperatures, and reducing predation and visitor disturbance. Actions to manage threats in foraging habitat could include working with partners to reduce land based marine debris, boat strike, and negative interactions with the shark control program, and improve management of the marine environment more broadly.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

THEME 02







# Desired Outcomes

The desired outcomes are, by 2033 to have:

- **DO4:** The identified threats (that are under the influence of the Sunshine Coast Council) reduced to lowest residual risk level to minimise negative impacts on nesting marine turtle populations.
- DO5: Sufficient resilient essential habitat to support effective marine turtle nesting, foraging and courtship behaviour.
- DO6: Maintain current male to female ratios on the Sunshine Coast to ensure continued recruitment of male turtles to the breeding

# Conservation directions and Implementation\*

Conservation direction	Transformational Action	Priority	Cost	Status
2.1 Adaptive and responsive management of current and emerging threats consistent with the Queensland Turtle Conservation program	1.1.2 Consistent with Queensland Turtle Conservation Project guidelines, continue the program of rescuing at-risk or doomed eggs (laid near or below the high tide) and review the efficacy of adaptive management techniques (e.g use of tarpaulins, moving sand etc.) to protect at risk nests, increase hatch success and counter the effects of other threats.	Now	Low	Ongoing
	<b>2.1.2</b> Actively restore sand dunes on nesting beaches where natural processes fail to reinstate sand dunes following storm erosion events.	Next	High	
2.2 Contributions made to ongoing research and monitoring of marine turtles' population characteristics and habitat requirements.	2.2.1 Better understanding of population characteristics and habitat requirements of marine turtles on the Sunshine Coast including important nesting, internesting, foraging and courtship areas (using for example telemetry and citizen science-based photo identification tools).	Now	Med	Ongoing
	2.2.2 Expand the long-term sand temperature monitoring at representative sites across the Sunshine Coast (including maintaining historic temperature monitoring sites at Shelly Beach and Yaroomba Beach).	Now	Low	
2.3 Disruption to ocean finding behaviour of marine turtles minimised by ensuring a dark horizon on nesting beaches.	2.3.1 Restore natural light horizons through manipulation of dune vegetation, dune height (sand) and skylines behind nesting beaches to provide a dark horizon to minimise disruption to ocean finding behaviour of hatchlings and adult turtles.	Now	Med	
	2.3.2 Reassess existing regeneration works plans and condition assessments at turtle nest beaches to incorporate ecological role of vegetation for turtle nesting (such as shielding artificial light).	Now	Med	
	<b>2.3.3</b> Audit dune vegetation transparency and identify priority locations for 'trees for turtle' planting opportunities.	Now	Med	
	2.3.4 Prioritise recovery and compliance actions where evidence of illegal and willful vegetation damage/ removal/poisoning	Now	Low	
2.4 Turtle nests, hatchlings and nesting habitats are managed to minimise the impacts of pest animals, pet animals and plants.	2.4.1 Continue providing proactive nest protection and predator control actions during nesting seasons to maximise clutch output.			
	2.4.2 Undertake an assessment to identify actual and potential risk to turtles and their habitats, and volunteers, in the designation of dog off-leash local laws, and implement subsequent risk mitigatin controls where required			

 $^{\star} \quad \text{proposed timing} \\ -\text{now (1-2yrs), next (3-5yrs) and later (5-10yrs); and cost} \\ -\text{low (<10K), medium (10-100K), high (100k+).} \\$ 

Conservation direction	Transformational Action	Priority	Cost	Status
2.5 Natural beach vegetation maintained and enhanced to support optimal turtle nesting habitat.	2.5.1 Create a Sunshine Coast marine turtle dune vegetation plan that considers local species, vegetation communities and threats to marine turtle nesting. Use the plan to guide bush/coast care groups to improve dune vegetation.	Next	Low	
	2.5.2 Maintain and enhance coastal zone stability, shield artificial light spill, desired incubation temperatures and natural hydrological flows that achieve optimum sand moisture levels.	Now	Low	
	2.5.3 Maintain guidelines for use by bush/coast care groups to improve dune vegetation (including species selection for height, diversity, density, connectivity, and functionality).	Now	Low	
2.6 Practical nest cooling strategies at key nesting beaches result maintenance of hatchling sex ratios.	2.6.1 If/when required, partner with Queensland Government and research community to identify suitable nesting beaches, strategies, and resources to manage the temperature of sand incubating marine turtle nests.	Later	Moderate	
2.7 Water discharging into the Sunshine Coast marine environment is of high	2.7.1 Achieving beyond compliance (best practice) standards for municipal sewage treatment (including the 'Blue Heart' as a wetland filter).	Next	Moderate	
quality - no plastics and other pollutants.	<b>2.7.2</b> Supporting community partnerships to restore catchments, improving the retention and quality of stormwater runoff (especially along riparian zones and identified high risk sites in the catchment).	Now	Moderate	
	2.7.3 As part of region-wide waste management initiatives, seek to reduce all forms of land-based marine debris at source, including by conducting beach clean ups (especially during nesting season to remove beach washed debris that may impede successful nesting and hatching); a proactive program of installing gross pollution traps on all stormwater discharge points; community education and waste reduction programs including avoiding single-use plastics; and adopting circular economy principles to convert waste streams into resource recovery opportunities (e.g. conversion into useful landscape elements).	Now	Moderate	
2.8 Advocacy for marine park management arrangements that are beneficial to marine turtle populations.	2.8.1 Advocate the Queensland Government to establish a Sunshine Coast Marine Park over Queensland State waters (linking the existing Moreton Bay Marine Park with the existing Great Sandy Marine Park in areas that are beneficial to marine turtle conservation.	Now	Low	
	2.8.2 Support the appropriate use of green zones, go slow zones and other practical measures to protect important turtle nesting, foraging and courtship areas, and support community appreciation of the proposed marine park.	Now	Low	

Conservation direction Success indicators

Progress towards achieving the desired outcome will be measured using the following success indicators:

- At least 90% of Sunshine Coast beach nesting habitat is protected from incompatible development, is available for nesting and is and rated as 'suitable' or better.
- At least 80% of identified foraging and courtship areas in Queensland waters adjacent to the Sunshine Coast are effectively protected and managed (e.g. in declared protected areas or equivalent).
- Successful nesting rates of at least 80% (due to no or very few potential disturbances or barriers).
- Successful hatching of at least 80% of clutches laid (including through rescuing doomed eggs as feasible).
- Mean hatchling emergence success of at least 80% from clutches that produce hatchlings.
- A target sex ratio maintained at a regional scale to support long-term stock recovery.
- Statutory requirements for water quality are met.



# Theme 03: Community-based TurtleCare program delivery

## Background

TurtleCare Sunshine Coast is a community-based citizen science program coordinated through Sunshine Coast Council, in partnership with the Queensland Government, for the monitoring and protection of nesting marine turtles on Sunshine Coast beaches. From humble beginnings in 2005 when formal monitoring commenced, the program has grown to include over 200 volunteers and a dedicated council-employed coordinator.

TurtleCare Sunshine Coast operates under permit with the Queensland Government Turtle Conservation Project (QTCP) as a collaborative research partnership. With a study area that covers 22km of beach from North Bribie Island to Mooloolah River, the local program provides monitoring, protection, and conservation outcomes for marine turtles. TurtleCare Sunshine Coast works in collaboration with the Coolum and North Shore Coast Care (CNSCC) and Bribie Island Turtle Trackers which operate independently to the north and south respectively.

Through the TurtleCare program, trained volunteers record nesting and hatchling data which is provided to the Queensland Government turtle database. Volunteers also undertake surveillance and various interventions for the protection of nesting turtles, nests and hatchlings, throughout the season (e.g. installing fox exclusion devices, relocating doomed nests, and educating the community).

The TurtleCare program has been hugely successful and consequently is running at capacity in terms of available volunteer positions and trained supervisors. Growth and demand are key challenges that will need to be addressed to ensure the program continues to effectively contribute to marine turtle conservation, is rewarding for participants, is embraced by the community and operationally sustainable over the long-term. With over 10,000 in-kind hours provided each nesting season (October - May), volunteer citizen scientists are the heart and soul of the TurtleCare program and maintaining the quality of their volunteering experience and level of engagement is critical. This includes managing the disappointment of turning people away when the program is over subscribed.

Group leaders are responsible for coordinating teams of

up to 30 volunteers to conduct daily beach assessments throughout the nesting season. These roles require a significant level of commitment and training, and increased support and succession planning is considered necessary for the program to reach its full potential.

As a citizen science project, data quality control for the TurtleCare program is essential. Under the QTCP research agreement, daily data sheets completed by beach volunteers are collated and, depending on the volunteer group, checked by either the Sunshine Coast Council and/or the Queensland Department of Environment and Science. At the completion of each turtle season data collected by TurtleCare are reviewed by an independent expert before being entered into the Queensland marine turtle data base.

As part of the 10-year review undertaken by Sunshine Coast Council, community engagement specialists from the University of the Sunshine Coast evaluated the TurtleCare program in 2019 (see text box for highlights)<sup>2)</sup>. Griffith University peer reviewed the evaluation and considered it to be well designed and executed and providing a robust foundation for future improvement.

Overall, the review identified a range of program strengths including high quality training, strong support from Council, positive input into marine turtle policy and planning, contribution to scientific knowledge and research, support for community wellbeing and sense of belonging. Opportunities for program improvement included greater recognition of participants, better crowd management, stronger habitat protection, improved communications within and between the program and key stakeholders, and broader community engagement. In all cases, respectful relationships were identified as a pre-requisite for success.

The program is mature, well run, and considered best practice, but needs to be better recognised, resourced, and positioned for the next phase of growth and improvement. In terms of resourcing, the TurtleCare program (and more so the Coolum and North Shore CoastCare and Bribie Turtle Trackers) are overly reliant on volunteers, including a relatively small number of highly trained voluntary coordinator roles. Without additional investment and capacity building the program is potentially unsustainable in the long-term.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

THEME

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The key strengths, weaknesses, opportunities, and threats to undertake an expanded range of marine turtle of the current TurtleCare program are summarised in Table 1 and have been considered in developing conservation directions for future delivery of the program.

The Sunshine Coast TurtleCare program and related initiatives demonstrate the important contribution that can be made by dedicated community citizen science volunteers and supporting organisations. This Plan proposes to further strengthen the existing program with a dedicated coordinator and structured training and engagement program for a growing body of volunteers

conservation related activities.

This Plan recognises the significant cultural, social, and spiritual ties that Kabi Kabi First Nation Peoples have with marine turtles. Respecting and strengthening the traditional rights, interests, management capacity and customary obligations of Kabi Kabi First Nation Peoples in relation to marine turtles is fundamental to the long-term success of the Plan.

Table 1 Key strengths, weaknesses, opportunities, and threats of the TurtleCare program

- Over 200 committed volunteers with a primary focus
   Limited operating resources. on marine turtle conservation.
- Highly trained and dedicated coordinators.
- The only 'out of ordinary hours' volunteer program offered by council.
- High quality volunteer training.
- Strong support from council.
- Positive input into marine turtle policy and planning.
- Contribution to scientific knowledge and research.
- Sense of community wellbeing and belonging (strong) TurtleCare family culture).

- Kabi Kabi First Nations perspectives not yet integrated.
- Currently at capacity (turning people away).
- Inadequate communication resources.
- Reliance on small number of highly trained volunteers.

### Opportunities

- Additional investment from government, business, and
   Lack of appropriate resourcing to support program community sector.
- Chance to add more breadth and depth to the program (with specialist functions).
- Integrate with Kabi Kabi First Nations perspectives.
- · Greater recognition of participants.
- · Better management of crowds.
- Stronger habitat protection.
- Improved communications within and between the program and key stakeholders.
- · Broader community engagement.

- requirements and associated outcomes.
- Loss of experienced coordinators.
- Inadequate mentoring, succession arrangements.

## **Desired Outcomes**

The desired outcomes for Sunshine Coast community-based turtle program delivery by 2033 are:

- **D07:** The Sunshine Coast is recognised as a national and international leader in communitybased marine turtle care program fully integrated into Queensland and Australian strategies.
- DO8: Secure, adequate funding for TurtleCare (and allied programs) allows optimal contribution to monitoring, managing, and recovering marine turtles in line with world best-practices.
- DO9: Kabi Kabi First Nation Peoples are fully integrated into marine turtle management the knowledge, culture and traditions, traditional rights, interests, management capacity and customary obligations are respected, strengthened, valued, and promoted.
- **D010:** A community of residents and visitors value marine turtles and are engaged in turtle conservation—community custodians/stewards.





# Conservation directions and Implementation\*

Conservation direction	Transformational Action	Priority	Cost	Status
3.1 Collaboration and integration of community groups and partners engaged in marine turtle	<b>3.1.1</b> Expand the annual 'Clean Up for the Hatchlings' event to cover all Sunshine Coast nesting beaches, that celebrates arrival of nesting turtles 'Clean Up for the Mother Turtles'.	Now	Med	Completed
conservation across the Sunshine Coast marine turtle nesting bioregion.	<b>3.1.2</b> Explore options for an event delivered by First Nation's Partners to recognise the annual start of turtle nesting season, connecting community to marine turtles and traditional culture.	Next	Med	
3.2 The concept of a Council and Queensland Government turtle partnership explored, to coordinate an expanded community-based turtle monitoring program across the Sunshine Coast marine turtle nesting bioregion.	3.2.1 Explore the option with local non-government organisations and South East Queensland local governments to establish a permanent regional Turtle conservation program coordinator situated within Sunshine Coast Council the option of creating extension officer role(s) in participating councils to proactively lead delivery of community engagement and behaviour change programs across the Sunshine Coast marine turtle nesting bioregion.	Next	Med	
3.3 TurtleCare (and allied programs) profile is high, and the regional community recognised as	<b>3.3.1</b> Establish a control chart reporting scheme on council's website for key monitoring parameters for the nesting populations and actively promote access to the community.	Now	Low	Completed
leaders in the field of turtle conservation.	3.3.2 Actively promote partnerships and success.	Now	Low	Ongoing
	<b>3.3.3</b> TurtleCare (and allied program) representation at professional conferences.	Now	Low	Ongoing
	<b>3.3.4</b> Partner with research organisations to publish findings in peer-reviewed and open-access scientific journals.	Next	Low	Ongoing
	3.3.5 Data uploaded to open data website annually.	Now	Low	Completed
3.4 Strengthened TurtleCare and associated programs	<b>3.4.1</b> Transition the existing contract role to a permanent volunteer coordinator position to continue to support program growth.	Now	High	Underway
through supporting and valuing volunteers, intergenerational engagement, capacity building and exploring new volunteer opportunities.	3.4.2 Partner with Queensland Government and the Queensland Marine Turtle Network to create a nationally recognised Marine Turtle Conservation course to recognise the skills and expertise of community citizen scientists.	Next	Med	
	<b>3.4.3</b> Actively recruit volunteers from all age sectors to better reflect the makeup of the Sunshine Coast community.	Now	Low	

Conservation direction	Transformational Action	Priority	Cost	Status
	<b>3.4.4</b> Further developing mentoring, capability building and succession planning approaches to ensure a high level of skills, experience and accreditation under the <i>Nature Conservation Act 1992</i> are maintained long-term for enduring and sustainable capacity within the volunteer program.	Next	Med	Underway
	<b>3.4.5</b> Empowering volunteers to do increased community education and engagement using standard presentation resources.	Now	Low	Completed
	<b>3.4.6</b> Developing additional mechanisms (eg. Micro credentials) to formally recognise individual volunteer competencies.	Next	Med	
	<b>3.4.7</b> Updating TurtleCare Volunteers guidelines biannually to ensure advice is based on best available science and adaptive management feedback (e.g. response to spontaneous and pre-organised crowds of observers).	Now	Low	Ongoing
	<b>3.4.8</b> Create additional training resources for TurtleCare volunteers (e.g. method videos, waterproof handbook with key methods and messages).	Now	Med	Underway
	<b>3.4.9</b> Review and update the TurtleCare volunteer recruitment, training and retention programs.	Next	Low	
	<b>3.4.10</b> Partner with the University of Sunshine Coast to engage Animal Ecology and Tourism students in 'Turtle Guide' program to address work experience and community interpretation demands.	Next	Low	
	<b>3.4.11</b> Development of a 'Friends of TurtleCare' program to activate the demand for connection with the marine turtle program in the community.	Now	Med	Completed
	<b>3.4.12</b> Explicitly including habitat protection as an objective of the program and identify how volunteers can contribute (e.g. dune vegetation restoration and becoming a turtle lighting ambassador.)	Now	Low	
	<b>3.4.13</b> Working with research community and allied groups to expand and further strengthen citizen science programs to harness community input and augment academic and applied research relevant to the recovery of marine turtles on the Sunshine Coast.	Next	Low	Underway
	<b>3.4.14</b> Community understanding of TurtleCare citizen scientists facilitated: role, value and expertise.	Now	Low	Completed
	<b>3.4.15</b> Providing intra-season training to enhance hard and soft communication skills and team building.	Now	Med	Ongoing
	<b>3.4.16</b> Increase volunteer engagement through meaningful research-community interactions.	Now	Low	Ongoing

 $<sup>^{\</sup>star} \quad \text{proposed timing} \\ -\text{now} \, [\text{1-2yrs}], \, \text{next} \, [\text{3-5yrs}] \, \text{and later} \, [\text{5-10yrs}]; \, \text{and cost} \\ -\text{low} \, [\text{<10K}], \, \text{medium} \, [\text{10} \, -\text{100K}], \, \text{high} \, [\text{100k+}]. \\ \end{array}$ 

Conservation direction	Transformational Action	Priority	Cost	Status
<b>3.5</b> Use emerging technologies that improve research, monitoring and management of marine turtles on the Sunshine	<b>3.5.1</b> Seek tourism support for virtual experiences to develop a product offering that does not require visitation experience (e.g. low impact virtual tourism experience).	Later	Med	
Coast.	<b>3.5.2</b> Partner with research organisations to consider use of drone technologies to monitor remote nesting beaches (North Bribie Island).	Now	Low	Underway
<b>3.6</b> Reliable resourcing secured from suitable	<b>3.6.1</b> Prepare an investment prospectus and seek additional reliable resourcing from potential partners.	Next	Med	
partners across government, education, community, business, and tourism sectors to sustainably grow the TurtleCare program (including potentially using existing environment and tourism levy funding).	<b>3.6.2</b> Strengthened funding for the program's citizen science to deliver enhanced research and monitoring that fully integrates with Queensland and national strategies.	Next	Med	
3.27 A permanent extension officer role(s) established to deliver community engagement and education (preferably employing Kabi Kabi First Nations representatives).	<b>3.7.1</b> Establish a permanent extension officer role to deliver community engagement and education (preferably employing Kabi Kabi First Nations representative).	Next	High	
<b>3.8</b> Partnered with the Kabi Kabi First Nation Peoples to develop, deliver and	<b>3.8.1</b> Develop culturally appropriate marine turtle content for community education (interpretive signage, community education).	Next	Med	
integrate cultural content (as deemed appropriate) for the Sunshine Coast	<b>3.8.2</b> Valuing, protecting, and promoting Kabi Kabi First Nations knowledge, culture and traditions.	Next	Med	
marine turtle program.	<b>3.8.3</b> Establish a Kabi Kabi advisor role in the TurtleCare project governance.	Now	Low	Low
3.9 Other communities supported to live in harmony with marine turtles including by championing the benefits, principles, practices, and experience on the Sunshine Coast	<b>3.9.1</b> Establishment of Queensland marine turtle land managers network (community of practice) in partnership with the Commonwealth and Queensland Governments.	Now	Low	Complete
3.10 Marine turtles recognised as a keystone species for coastal processes of the Sunshine Coast and people understand the broader benefits of turtle protection.	<b>3.10.1</b> Develop culturally appropriate community education content including marine turtles as a keystone species for the Sunshine Coast.	Next	Low	

Conservation direction	Transformational Action	Priority	Cost	Status
Community education and	engagement			
3.11 Community engaged and educated to support the delivery of the MTCP — facilitated by a strategic program.	<b>3.11.1</b> Implement improvements identified by the University of the Sunshine Coast review of the TurtleCare program.	Now	High	Underway
3.12 An annual communication plan supports the delivery of the MTCP.	<b>3.12.1</b> Raise awareness about the challenges facing marine turtles, the need for recovery actions and empowering local community and business involvement in marine turtle conservation.	Now	Low	Underway
	<b>3.12.2</b> Use a diversity of communication channels and social marketing to reach target audiences (including TurtleCare volunteers, residents, visitors and students across multiple generations).	Now	Low	Ongoing
	<b>3.12.3</b> Actively involve TurtleCare citizen scientists in development of a communications plan.	Next	Low	
	<b>3.12.4</b> Developing suitable communication products including beach access and interpretive signage, community handouts, turtle presentations for community and school-based program and products for the tourism industry.	Now	Med	Underway
	<ul> <li>3.12.5 As part of the annual program communication plan, strengthen communication skills and processes within and between key program stakeholders including by:</li> <li>Clarifying volunteer responsibilities (including workplace health and safety and media obligations).</li> <li>Establishing a formal process to identify ongoing program improvement opportunities.</li> <li>Providing interpretation and public education training (including persuasive communication/active listening/conflict management) to support compliance with behavioural guidelines when observing or interacting with turtle nesting, engaging directly with residents, and improving advocacy of the turtle program (less 'us and them' conflict over difficult issues).</li> <li>Facilitate local resident custodianship of turtle nesting by promoting opportunity to view nest success digs.</li> </ul>	Next	Med	
3.13 TurtleCare Program is expanded and promoted the as a flagship element of the Sunshine Coast Biosphere.	3.13.1 Work with the tourism sector (e.g. Visit Sunshine Coast, Australia Zoo and Sea Life) to promote the Sunshine Coast as a domestic and international destination where both visitors and turtles are welcome (and treated like family) and highlight the regional aspiration to be a global leader in community-driven recovery of marine turtles in conjunction with the Biosphere initiative.	Later	Low	

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033

**Sunshine Coast Regional Council** 

THEME

Conservation direction	Transformational Action	Priority	Cost	Status
3.14 Opportunities to increase the scope of volunteering to increase environmental resilience explored. Consider tiers of involvement, and diversity of roles and responsibilities and coordination of volunteers across an expanded range of program activities.	<b>3.14.1</b> Maintaining a minimum of 200 volunteers in the current program and work towards a program of 500 volunteers (permanent and casual) by 2033 with sufficient guidance, resourcing, and support to be sustainable.	Next	High	
	<b>3.14.2</b> Explore opportunities to increase the breadth and depth of volunteering, to increase environmental resilience of the region. Consider tiers of involvement, and diversity of roles and responsibilities and coordination of volunteers across an expanded range of program activities for TurtleCare and turtle conservation affiliated volunteer opportunities through:			
	<ul> <li>Marine turtle nesting research and monitoring (maintain and enhance current program)</li> <li>Marine turtle foraging habitat use (photo identification)</li> <li>Trees for Turtles' coastal dune restoration (fully integrated with Bushcare)</li> <li>Community environmental education and engagement</li> <li>Indigenous Ranger program</li> <li>Partner with USC Animal Ecology and Tourism students in 'Turtle Guide' program to address work experience and community interpretation demands</li> <li>One off or casual volunteer opportunities</li> <li>Healthy waterways</li> <li>Short-term citizen science programs supporting priority academic research</li> <li>Cut the glow turtle ambassadors.</li> </ul>			

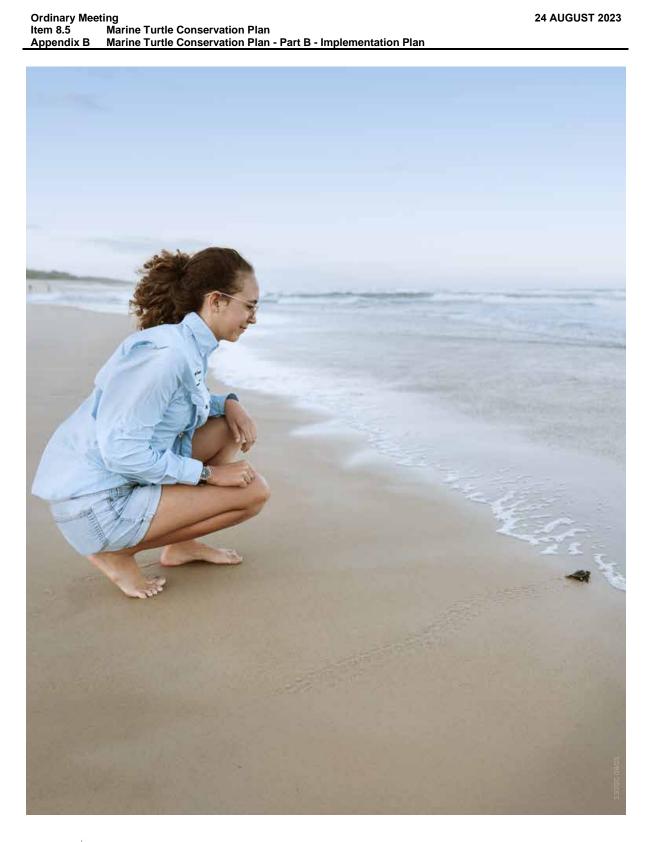
Conservation direction Transformational Action Priority Cost Status

Success indicators

Progress towards achieving the desired outcome will be measured using the following success indicators:

- Formal, but flexible cooperative arrangements between region's delivery partners: DES, Moreton Bay and Noosa Councils, TurtleCare, Coolum North Shore, Bribie Turtle Trackers, and others.
- At least 95% of all nesting activity (attempts and successful clutches) recorded within 24 hrs of occurrence in the Sunshine Coast marine turtle nesting bioregion.
- Successful nests actively managed throughout the incubation period for optimal survival rates.
- 500 active volunteers delivering an expanded multi-themed TurtleCare program throughout the year (target of 15,000 hours of in-kind contribution per year); the group self-sustaining.
- A successful and well-resourced citizen science program delivered in partnership with leaders in marine turtle
   management.
- Marine turtles recognised as Sunshine Coast asset, positively contributing to the regional economy and quality
  of life.
- A 10-year evaluation of TurtleCare is repeated and shows improvement in program strength, resilience, and sustainability - financial, social, personal, professional, resourcing and recognition.
- Investment prospectus and reliable resourcing established.
- Kabi Kabi knowledge culture embraced and enmeshed into the turtle program by Council and volunteers.
- A full time identified position embedded within Council's TurtleCare management team and Kabi Kabi representative within the program governance system.

Sunshine Coast Council Marine Turtle Conservation Plan 2023-2033





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## July 2023 Edition

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#### Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

#### Reference document

This document should be cited as follows: Sunshine Coast Council Local Disaster Management Plan.

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**Sunshine Coast Council Local Disaster Management Plan** 

## Introduction

Appendix A



## A message from Sunshine Coast's Local Disaster Management Group Chair

Storms and bushfires are part of life here on the Sunshine Coast. It's not a matter of 'if' severe weather will happen, but 'when'.

As we've learnt in recent years, events both natural and man-made, can strike the Sunshine Coast with little warning, leaving a severe impact.

Council is committed to working with our Disaster and Emergency Services to deliver a coordinated approach to disaster management and community support.

This Sunshine Coast Local Disaster Management Plan 2023 (the Plan) helps Council do that.

The Plan's primary focus is to ensure the safety of our communities.

It is based on the principles contained in the Queensland Disaster Management Act 2003 (The Act), which integrates both Australian and Queensland disaster management arrangements and details how the Local Disaster Management Group (LDMG) can best provide any assistance as and when required.

The Plan aims to preserve lives and prevent injuries, to mitigate property damage, protect our environment and help Council facilitate a speedy recovery as soon as possible after a disaster.

Council is determined to provide an efficient, all-hazards approach and to building resilient communities across the region.

But being prepared is everyone's responsibility and the best thing you can do for yourself, your family, business, and community, is to "Get Ready" for all weather events and emergencies.

Working together we can ensure a coordinated, strong, resilient Sunshine Coast, no matter what Mother Nature throws at us.

#### Mayor Mark Jamieson

Chair - Sunshine Coast Local Disaster Management Group.

## Abbreviations used

Abbreviation	Meaning
ADF	Australian Defence Force
BoM	Bureau of Meteorology
DACC	Defence Aid to the Civil Community
DCHDE	Department of Communities, Housing, and the Digital Economy
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DRFA	Disaster Recovery Funding Arrangements
EA	Emergency Alert
EWS	Early warning system
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
SCC	Sunshine Coast Council
PPRR	Prevention, Preparedness, Response and Recovery
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee (State level)
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Risk Management Framework
QRA	Queensland Reconstruction Authority
SDCC	State Disaster Coordination Centre
SDMP	State Disaster Management Plan
SitRep	Situation Report

## **Definitions**

Definitions of terms used in this plan are shown in Appendix 1.

## Authority to plan

This plan, the Local Disaster Management Plan (LDMP), has been prepared by the Local Disaster Management Group (the 'local group') for the Sunshine Coast Council under the provisions of s.57(1) of the Act.

## Approval of plan

In accordance with s80(1)(b) of the Act, Sunshine Coast Council approves this plan.

Signature

Mayor Mark Jamieson Sunshine Coast Council

Date:

## **Document management**

#### Version control

Sunshine Coast Local Disaster Management Plan (the 'plan') is a controlled document.

The controller of the document is the Local Disaster Coordinator (LDC) on behalf of the LDMG.

Any proposed amendments to this plan are to be forwarded in writing to -

Local Disaster Coordinator, Sunshine Coast LDMG Locked Bag 72 Sunshine Coast Mail Centre Qld 4560.

Minor amendments may be approved out of meeting, however, any significant alterations that change the intent of the plan must be submitted to the local group for endorsement.

## Amendment register

Version	Date	Prepared by	Content
1.0	Oct 2009	SCC	First edition
1.1	Aug 2012	SCC	Second edition
1.2	Dec 2013	Alan Rogers (LDC)	Third edition
1.3	Dec 2015	Andrew Ryan (LDC)	Fourth edition. The plan was endorsed for use by the Local Disaster Management Group on 2 December 2015 and adopted by Sunshine Coast Council on 25 February 2016.
1.4	Dec 2018	Tom Jamieson (LDC)	Fifth edition. This plan was endorsed for use by the Local Disaster Management Group on 5 December 2018 and adopted by Council on 6 December 2018.
2.0	Dec 2022	SCC	Sixth edition. Complete re-write of plan following review.
3.0	July 2023	SCC	July 2023 edition following addition of feedback.

#### **Distribution**

Position/Agency	Copy type	Comments
Sunshine Coast Local Disaster Management Group (LDMG) Chair and Deputy Chair	Electronic or hard copy	Copies as required
LDMG members	Electronic copy	One (1) copy for each member agency
Sunshine Coast District Disaster Management Group (SCDDMG) District Disaster Coordinator (DDC) and Executive Officer (XO)	Electronic or hard copy	Two (2) copies
LDMG Local Disaster Coordinator (LDC) and Secretariat	Electronic or hard copy	Copies as required
Sunshine Coast Council Disaster Hub website	Electronic copy	
Queensland Fire and Emergency Services (Disaster Management)	Electronic and hard copy	2 copies
LDMG Community Sub-Groups	Electronic copy	One (1) copy

## Review and Renewal of the plan

This plan should be renewed in accordance with the provisions described under s59 of the Act, in that the plan:

- May be reviewed or renewed when the local government considers it appropriate, however the effectiveness of the plan must be reviewed at least once per year.
- Reviewing the plan annually ensures a high level of operational efficacy.

Circumstances which may necessitate a review include

- Activation of the plan or elements of the plan due to an event
- A training activity designed to practice or evaluate specific aspects of the plan, or its overall operational efficacy
- Significant changes to an entity's roles, responsibilities, or functions
- Operational changes
- Emerging hazards (e.g., COVID-19)
- Following an assessment of the plan in line with the Emergency Management Assurance Framework.

## PART 1 - ADMINISTRATION

## **Applicable legislation**

This plan has been prepared in accordance with the Disaster Management Act 2003 (An Act to provide for matters relating to disaster management in the State, and for other purposes), hereinafter referred to as the 'Act', and is consistent with and aligns to provisions specified in the following:

- The Queensland Disaster Management 2016 Strategic Policy Statement
- The Prevention, Preparedness, Response and Recovery Disaster Management Guideline (the 'DM Guideline')
- The Standard for Disaster Management in Queensland (the 'Standard'), and
- The Queensland State Disaster Management Plan.

## **Application of the Act**

The Act binds all persons undertaking disaster management in Queensland (s5).

### Limitations of the Act

This Act does not authorise anyone to do, or prepare to do, any of the following:

- Engage in armed combat against an enemy
- Put down a riot or other civil disturbance, and
- End a strike or lockout.

#### Purpose of the plan

The purpose of this plan is to apply the provisions specified under s57(1) of the Act in that "a local government must prepare a plan (a local disaster management plan) for disaster management in the local government's area."

#### Aim of plan

The aim of this plan is to detail the arrangements for the prevention of, preparedness for, response to, and the recovery from disaster events that may impact the Sunshine Coast Council local government area.

## Key objectives of the plan <sup>1</sup>

The objectives of this plan reflect and are based on provisions detailed in s3(a) and 4A(a) the Act in that disaster management should be planned across the four phases of prevention, preparedness, response, and recovery to help communities:

- Mitigate the potential adverse effects of an event through the implementation of preventative strategies
- Prepare for managing the effects of an event, and
- Effectively respond to and recover from a disaster event in a timely manner.

## Availability of plan for inspection

In accordance with s60 of the Act, a local government must ensure a copy of its Local Disaster Management Plan (LDMP) is made available for inspection, free of charge, to members of the public. The plan is available:

- Online at www.sunshinecoast.qld.gov.au/Living-and-Community/Community-Safety/Disasters/Councils-Roles-and-Plans/Local-Plans-and-Procedures/Local-Disaster-Management-Plan
- For viewing at Sunshine Coast Council offices at:
  - Currie Street, Nambour Qld 4560
  - 77 Bulcock Street, Caloundra Qld 4551
  - Cnr. First Avenue and South Sea Islander Way, Maroochydore Qld 4558
- Council must, on payment of the appropriate fee, give a person a copy of the plan. In this section - appropriate fee means the fee as decided by the Chief Executive Officer of the local government. This must be no more than the reasonable cost of providing the copy.

<sup>&</sup>lt;sup>1</sup> Source: s3 Disaster Management Act 2003.

<sup>10</sup> Sunshine Coast Council Local Disaster Management Plan

## Planning cycle

The following table and figure illustrate a recommended planning cycle. Whilst this cycle is indicative only, it follows the recognised operational period from November to March.

**Table 1: Recommended Planning Cycle** 

Period	Phase	Comments
November to March	Recognised operational period (e.g., Storm, monsoon, cyclone season)	While it is recognised historically as the seasonal operational period, operations may occur at any time. As such, the planning and exercising phases of the cycle may have to be modified to suit the circumstances.
March to July	Planning phase	Period where plans are reviewed and revised based on lessons identified from operations etc.
July to August	Review and approval phase	Disaster management stakeholders review revised plans. Council approves plan.
August to November	Exercising phase	Period where plans or elements of plans are exercises to ensure operational efficacy.

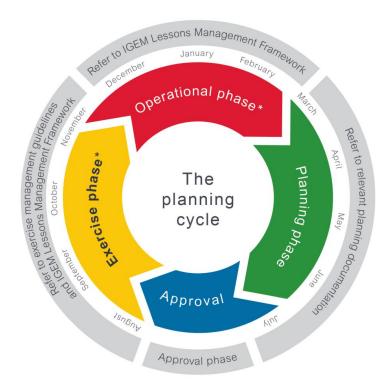


Figure 1: Recommended planning cycle

<sup>\*</sup> Note: The operational phase is recognised as the period from November to end of March. However, significant operations may occur at any time. As such, planning and exercise phases may need to be modified to suit the circumstances.

## **Planning structure**

In accordance with the Act, Council must prepare a Local Disaster Management Plan (LDMP) for their local government area. The <u>Queensland Prevention</u>, <u>Preparedness</u>, <u>Response and Recovery Disaster</u> <u>Management Guideline (PPRR)</u><sup>2</sup> also recommends the development of sub-plans that relate to hazards or functions that may be relevant to the region.

The following figure illustrates the relationship between the LDMP and relevant hazard specific and functional sub-plans, which are local to the Sunshine Coast region.

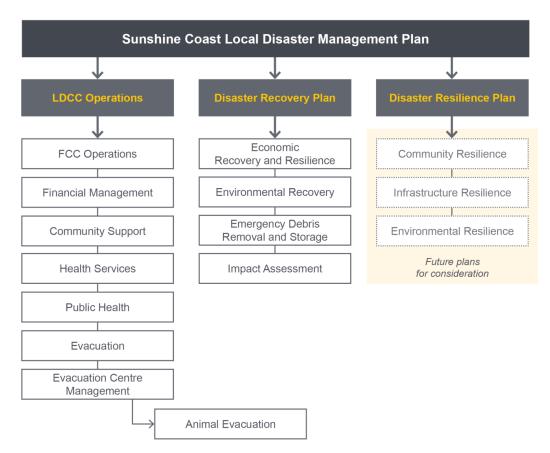


Figure 2: Sunshine Coast Disaster Management Planning Matrix

<sup>&</sup>lt;sup>2</sup> PPRR Disaster Management Guideline, Glossary, p.96

<sup>12</sup> Sunshine Coast Council Local Disaster Management Plan

## **Annual reporting**

In accordance with s44 of the Act, and as soon as practicable after the end of each financial year, The State Group (QDMC) must prepare and publish a written report about disaster management in the State. The report will include the following information:

- Activities undertaken during the financial year to maintain or enhance disaster management
- Details of disaster operations performed during the financial year
- Information about priorities for disaster management, and
- Any other matters about disaster management considered appropriate.

Consequently, it can be expected that there will be a requirement for Council to provide relevant information about disaster management conducted in the Sunshine Coast local government area to the District Disaster Coordinator in order to fulfil this obligation.

# Relationship with Sunshine Coast District Disaster Management Group

Sunshine Coast Council sits within the Sunshine Coast Disaster District along with Noosa Shire Council. The District Disaster Management Group (DDMG) provides a whole-of-government planning and coordination capacity to support Sunshine Coast Council in disaster operations and disaster management<sup>3</sup>. The DDMG is chaired by a senior Queensland Police Officer who is appointed by the Commissioner of Police in accordance with s25(2) of the Act and s6(1) of the Regulation.

The appointed Sunshine Coast District Disaster Coordinator and Chair of the DDMG is the District Superintendent of the Sunshine Coast District.

<sup>&</sup>lt;sup>3</sup> Primarily sourced from DM Guideline, p.10

## PART 2 – GOVERNANCE

## **Authorising environment**

The Act (Including the Disaster Management Regulation 2014) form the legislative basis for disaster management within all levels of government and Queensland's Disaster Management Arrangements<sup>4</sup>.

The Act binds all persons undertaking disaster management in Queensland and is supported by enabling doctrine (Instruments of the legislation – (refer to below figure), including the Queensland Disaster Management Strategic Policy Statement, the Standard for Disaster Management, the Prevention, Preparedness, Response and Recovery Guideline, and the Queensland State Disaster Management Plan.

The following figure illustrates the relationship between the legislation, the instrument of the legislation and disaster management planning.

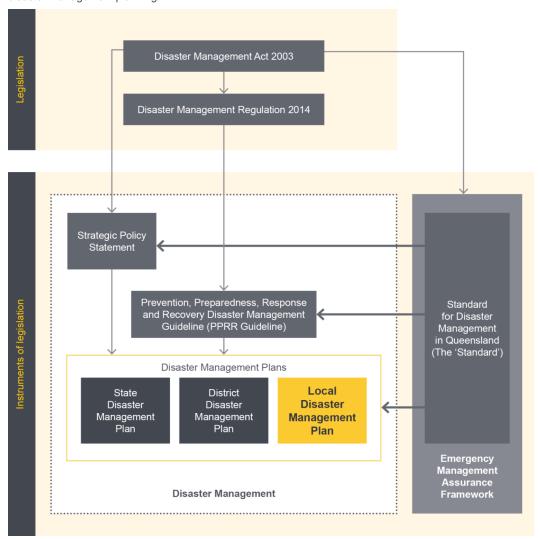


Figure 3: Queensland's Disaster Management Authorising Environment

<sup>&</sup>lt;sup>4</sup> Primarily sourced from the PPRR Guideline, s1.1

<sup>14</sup> Sunshine Coast Council Local Disaster Management Plan

## Legislation

Disaster management in Queensland is founded on the Act and Regulation. The following table details the provisions of that legislation that relate specifically to local government and apply to this plan.

Table 2: Local government legislative requirements

Act	Regulation	Description
4		Main objects of the Act
4A		Guiding principles
5		Application of the Act
16A(c)		Training requirement
29		Establishment of Local Disaster Management Group (LDMG)
30		Functions of LDMG
33	9	Membership of LDMG
34	10	Chair and Deputy Chair
34A		Functions of the Chair
35		Appointment of Local Disaster Coordinator (LDC)
36		Functions of LDC
37		Notice about membership of LDMG
38	12-14, 16-18	Conduct of business and meetings of LDMG
44		Annual reporting of information to DDC
57		Local disaster management plan and provisions of plan
58		Requirements of plan: Consistent with Guideline and Standard
59		Review and renewal of plan
60		Plan available for inspection
64		Declaration of disaster situation
80		Functions of local government
143(8)		Power of delegation of LDC

Legend: Black is mandatory Red is r

Red is not mandatory, however recommended as an inclusion

## Instruments of the legislation

# Queensland Government 2016 Strategic Policy Statement

The <u>Queensland Disaster Management Strategic</u>
<u>Policy Statement</u> informs the Queensland
Government's strategic approach to keeping
people safe and making communities more
resilient to disaster risks and impacts.

### Standard for Disaster Management

The <u>Standard for Disaster Management in Queensland</u> focusses on outcomes. These outcomes provide the parameters within which disaster management in Queensland should be conducted. It also provides a mechanism to assess performance. The Standard is made up of Shared Responsibilities, Outcomes, Indicators, and Accountabilities.

#### **PPRR Disaster Management Guideline**

The Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline (PPRR)<sup>5</sup> serves as the 'Guideline about Disaster Management Plans' as set out in s.63 of the Act and informs the State group, district groups and local governments about matters relating to:

- The preparation of disaster management plans
- The matters to be included in disaster management plans, and
- Other matters about the operation of a district group or local group the Chief Executive considers appropriate having regard to disaster management for the State.

#### **Queensland State Disaster Management Plan**

The Queensland State Disaster Management Plan (SDMP)<sup>6</sup> describes Queensland's disaster management arrangements, through which the guiding principles and objectives of the Act and the Standard are implemented. All disaster events in Queensland, whether natural or caused by human acts should be managed in accordance with the SDMP. The plan is consistent with the Standard and the Guideline as per s.50 of the Act and is supported by supplementary hazard-specific plans and functional plans.

## Planning principles

Section 4A(a) of the Act specifies that disaster management should be planned across the following four (4) phases described in the following table. This plan is based on these four (4) phases.

Table 3: Phases of disaster management

Phase	Brief description
PREVENTION	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.
PREPAREDNESS	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event.
RESPONSE	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.
RECOVERY	The taking of appropriate measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic, and physical wellbeing, and the restoration of the environment.

<sup>&</sup>lt;sup>5</sup> PPRR Disaster Management Guideline, Glossary, p.96

<sup>&</sup>lt;sup>6</sup> PPRR Disaster Management Guideline, section 4.2.1

<sup>16</sup> Sunshine Coast Council Local Disaster Management Plan

## Queensland's disaster management structure

Queensland's disaster management arrangements are based on a four-tiered approach of providing progressive support and assistance as shown in the following figure. These arrangements comprise several key management and coordination structures for achieving effective disaster management in Queensland.

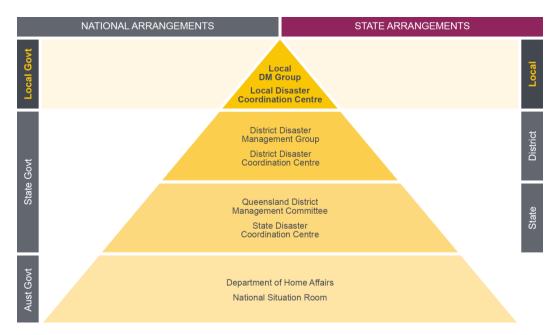


Figure 4: Queensland's Disaster Management Structure<sup>7</sup>

## Continuous improvement

Sunshine Coast Council is committed to the continuous improvement of its disaster management arrangements. Continuous improvement involves the regular evaluation and subsequent improvement of processes and arrangements to ensure they remain compliant.

Disaster management entities, researchers, and policy makers as well as the community have a joint responsibility to ensure continuous improvement initiatives are shared across the disaster management sector<sup>8</sup>.

Council will continue to research new and improved methods and approaches to enhance their disaster management capabilities by:

 Working with police, emergency services, State and Australian government agencies, The Queensland Government Strategic Policy Statement promotes 'continuous improvement of disaster management through implementation of innovation, research and lessons learned' and as such Council will ensure that future planning is driven by not only current community needs but emerging trends and learnings from across State, national and international disaster management sectors.

the business sector, as well as the community, to identify and improve its' disaster management capabilities including planning and systems, as well as;

Identifying opportunities for cooperative partnerships to improve disaster management outcomes.

<sup>&</sup>lt;sup>7</sup> Reproduced from PPRR Guideline

<sup>8</sup> DM Guideline, 1.5.1

## PART 3 – DISASTER RISK ASSESSMENT

Understanding disaster risk and disaster risk reduction are international priorities as encapsulated in the United Nations Office for Disaster Risk Reduction Sendai Framework for Disaster Risk Reduction 2015-2030 'Priorities for Action'. Australia is a signatory to the framework.

As a consequence, the Queensland Government has introduced the Queensland Emergency Risk Management Framework (QERMF) to assist all levels of the disaster management sector in their development of risk reduction strategies.

Assessing community risk is a key and integral building block of disaster management planning. An understanding of the potential hazards and the risks they pose enhances the development of effective disaster management plans thereby lessening the impact of a disaster event.

## Queensland Emergency Risk Management Framework (QERMF)<sup>9</sup>

#### Overview

The Queensland Emergency Risk Management Framework has been developed to inform a risk-based planning process across the disaster management sector in Queensland and has been endorsed by the Queensland Disaster Management Committee (QDMC). The methodology has been developed from a range of risk management standards including:

- ISO 31000:2009 Risk Management Principles and Guidelines
- SA/SNZ HB 436:2013 Risk Management Guidelines
- SA/SNZ HB 89:2013 Risk management Guidelines on Risk Assessment Techniques
- AS/NZS 5050:2010 Business Continuity Managing Disruption Related Risk
- National Emergency Risk Assessment Guidelines (NERAG) (Australian Emergency Management Institute, 2015).

Sunshine Coast Council has adopted the Queensland Emergency Risk Management Framework (QERMF) methodology in assessing and managing community risk.

## Benefits of using QERMF<sup>10</sup>

The implementation of this methodology provides the following benefits:

- Shifts risk assessment and management from a 'one size fits all' approach to a tailored methodology that accounts for the prioritisation of local characteristics.
- Embeds risk identification, assessment and management in proven, consistent, sciencebased methodologies that can be applied consistently across all levels of QDMA (Local, District and State)
- Allows clarity and transparency in communication and decision-making at all levels of QDMA and Improves the identification of an area's capability and capacity to manage the risks within that area, thereby informing resource planning for QDMA.

This in turn will create further multiple benefits, including:

- Risk governance will be improved through the strengthening of transparency and accountability in the acceptance, mitigation and/or transfer of residual risk between and across the three levels of QDMA
- Specific areas can prioritise their resources, based on localised assessed risks
- Robust, scientifically based risk assessments can be used for applications for resources and funding towards mitigation strategies and betterment projects
- All levels of government and community will have greater assurance through and confidence in scientifically underpinned riskbased planning
- Stakeholders will have improved confidence in State level coordination and support across all levels of QDMA, supported by State Government guidance and prioritisation of hazard risk, and
- Disaster management networks will be strengthened and better aligned.

www.disaster.qld.au/dmg/st/Documents/H1102-QFES-Risk-Assessment-Process-Handbook.pdf

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<sup>10</sup> QERMF Handbook, p.4

<sup>&</sup>lt;sup>9</sup> QERMF Handbook

## Risk assessment process

There are four steps in the risk assessment process as detailed in the QERMF, namely:

- Step 1 Establishing the context an understanding of the natural landscape, climate, demographics, economy, and community infrastructure.
- Step 2 Analysing the hazards relevant hazards are identified through probabilistic analysis of historical data for a specific area or region.
- Step 3 Assessing the risk formalises the risk analysis process and leads directly to the clear identification of risk that may arise when a potential hazard becomes reality.
- Step 4 Risk-based planning This comprises the treatment of identified risk and the management of residual risk and allows for effective planning at and between all levels of QDMA – Local, District and State.

The figure below illustrates the risk management framework.

For further information on the QERMF process refer to the following documents:

- www.disaster.qld.gov.au/ data/assets/pdf\_file/0025/339262/QERMF-Fact-Sheet.pdf
- www.disaster.qld.gov.au/ data/assets/pdf\_file/0031/339259/QERMF-Risk-Assessment-Process-Handbook.pdf



Figure 5: Queensland Emergency Risk Management Framework process

## Step 1 - Establishing the context

#### Description

The Sunshine Coast Council local government area is situated in South-East Queensland, about 100 kilometres north of Brisbane. It is bounded by Gympie Regional Council in the north-west, Noosa Shire Council in the north-east, the Coral Sea in the east, Moreton Bay Regional Council in the south, and Somerset Regional Council in the south-west.

The Sunshine Coast Council area encompasses a total land area of 2,291 square kilometers, including significant beaches, coastline, waterways, national parks, state forests and bushland. It is a rapidly growing residential and tourist area, with substantial rural, rural-residential and parkland areas.

Much of the rural area is used for dairy farming, cattle grazing and crop growing. The Sunshine Coast Council local government area includes coastal urban centres and inland towns.

The Sunshine Coast Council area (refer map) is served by the Bruce Highway, the Sunshine Motorway, Sunshine Coast Airport, and the North Coast rail line.

The topography of the Sunshine Coast is dominated by its broad coastal plain, the peaks of the Glass House Mountains in the south and the Blackall Ranges in the west. The highest elevations are about 800 metres above sea level and are located along the western border of the region.

From the hinterland to the sea, the Sunshine Coast has five major river catchments and waterways – the Maroochy and Mooloolah rivers, the headwaters of the Mary and Upper Stanley rivers, and the Pumicestone Passage. The Mary River and its tributaries flow to the north, the Stanley River and its tributaries flow to the south, and creeks such as Coochin and Bells flow into Pumicestone Passage. The Mooloolah and Maroochy rivers and their tributaries flow to the east.

Tourism is an important industry, with numerous resorts, holiday accommodations, attractions, and golf courses. The main industrial areas are in the suburbs of Beerwah, Bells Creek, Buderim, Caloundra West, Coolum Beach, Kunda Park, Maroochydore, Moffat Beach, and Warana. The Sunshine Coast features two tertiary institutions (Sunshine Coast Institute of TAFE and University of the Sunshine Coast) and numerous private and public schools.

#### Demographic snapshot11

The 2021 census identified that the residential population of the Sunshine Coast was 342,541, living in 149,010 dwellings with an average household size of 2.46 persons. This was an increase of 48,174 people from the 2016 ABS census.

People	342,541
Male	48.1%
Female	51.9%
Median age	43

Families	95,412
Average number of children per family	
For families with children	1.8
For all households (a)	0.7

All private dwellings	146,638
Average number of people per household	2.5
Median weekly household income	\$1,595
Median weekly mortgage repayments	\$442
Median weekly rent (b)	\$440
Average number of motor vehicles per dwelling	2

<sup>&</sup>lt;sup>11</sup> All population and demographic information in this section is reproduced from Sunshine Coast Community

Profile at www.profile.id.com.au/sunshine-coast/service-age-groups

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Figure 6: Demographic snapshot

Map 1: Sunshine Coast Local Government Area



## **Dominant groups**

Analysis of the service age groups of Sunshine Coast in 2021 compared to Greater Brisbane shows that there was a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 21.1% of the population was aged between 0 and 17, and 28.3% were aged 60 years and over, compared with 22.9% and 19.9% respectively for Greater Brisbane.

The major differences between the age structure of Sunshine Coast and Greater Brisbane were:

- A larger percentage of 'seniors' (12.9% -v-8.6%)
- A larger percentage of 'empty nesters and retirees' (12.7% -v- 9.6%)
- A smaller percentage of 'young workforce' (11.0% -v- 14.8%)
- A smaller percentage of 'tertiary education and independence' (7.2% -v- 9.4%)

#### **Emerging groups**

From 2016 to 2021, Sunshine Coast's population increased by 48,175 people (16.4%). This represents an average annual population change of 3.08% per year over the period.

The largest changes in the age structure in this area between 2016 and 2021 were in the age groups:

- Seniors (70 to 84) (+10,941 people)
- Parents and homebuilders (35 to 49) (+7,524 people)
- Young workforce (25 to 34) (+6,609 people)
- Empty nesters and retirees (60 to 69) (+5,997 people)

#### People with a disability

In 2021, 21,211 people (or 6.2% of the population) in Sunshine Coast reported needing help in their day-to-day lives due to disability. This was a slightly higher percentage to 2016.

## Economy<sup>12</sup>

The Sunshine Coast had a gross regional profit (GRP) valued at nearly \$18.5 billion as at 2021. It's underpinned by service industries, tourism, retail, and construction sectors.

By 2033, the economy is forecast to double and by 2041, it is expected that 100,000 new jobs will be created. The diversity of business sectors will include:

- Health and wellbeing
- · Education and research
- Knowledge industries and professional services
- Agribusiness
- Aviation and aerospace
- · Clean technologies, and
- Tourism, sport, and leisure.

### Climate and weather<sup>13</sup>

The region has a generally mild sub-tropical coastal climate modified by altitude in areas such as the Blackall and Conondale Range.

Temperature averages in summer range from a minimum of 20°C and a maximum of 29°C, and in winter the temperature averages from 10°C

The recorded annual rainfall average on the coast is approximately 1500mm, while in the ranges it is about 1850mm. The highest average rainfall occurs from December to May. Highest and lowest rainfall totals include 2011, when the Sunshine coast received a yearly total of 3549mm and in 1893 when Crohamhurst received an annual total of 4873mm. In 2002 the annual rainfall was recorded at a low 955mm.

#### Critical infrastructure

Critical infrastructure is physical structures, facilities, networks, and other assets which provide services that are essential to the social and economic functioning of a community or society. The following list details the identified critical infrastructure for the Sunshine Coast:

- Strategic road corridors including the Bruce Highway and Sunshine Motorway
- Arterial road network including council, state and federal sealed and unsealed roads, bridges, and culverts
- North Coast rail line
- Sunshine Coast Airport and Caloundra Aerodrome
- Sunshine Coast Solar Farm, Valdora
- Water storage reservoirs including Baroon Pocket, Wappa, and Ewen Maddock Dams
- Water supply network
- Sewerage treatment and disposal networks
- Stormwater and underground drainage network
- · Electricity distribution network
- Telecommunications networks (voice and data)
- Repeater stations for radio and television on Bald Knob, Buderim, and Dulong
- Beaches, recreational parks, and reserves
- Bikeways, footways, and footbridges, and
- Healthcare facilities, including:
  - Sunshine Coast University Hospital
  - Nambour General Hospital

through to a maximum of 22°C. The highest summer temperature of 41°C was recorded in January 2014, and the lowest winter temperature of minus 0.7 °C was recorded in July 2007.

<sup>12</sup> https://els.sunshinecoast.qld.gov.au/Planning-for-the-future/A-growing-economy

<sup>&</sup>lt;sup>13</sup> Source: Bureau of Meteorology

<sup>22</sup> Sunshine Coast Council Local Disaster Management Plan

- Buderim Private hospital
- Sunshine Coast University Private Hospital.

#### **Public spaces**

Public spaces that may be used for gathering large groups or establishing temporary facilities include:

- Corbould Park Racecourse.
- Parkland at Kings Beach, Alexandra Headland, and Cotton Tree.
- Multi-sports complexes at Bokarina (Sunshine Coast Stadium) and Maroochydore.
- Shopping centres and tourist precincts.
- Showgrounds at Kenilworth, Maleny and Nambour.
- Sunshine Coast Beaches, particularly the more popular beaches at Coolum, Alexandra Headlands, Maroochydore, Mooloolaba, and Kings Beach.
- Sunshine Coast Airport terminal.
- University of the Sunshine Coast.

The LDCC maintains a list of assessed spaces identified as suitable across the region.

#### **Essential utilities**

Essential utilities include:

- Electricity supply Energex is the region's electricity distribution network provider.
- Gas supply LP Gas is only available in cylinders and is distributed by authorised agents.
- Water supply Major water treatment plants are located at Image Flat and Landershute.
   Smaller local treatment plants are located at Ewen Maddock Dam, Maleny, and Kenilworth.
   Other small towns have local water supplies and other properties rely on tank water.
- Sewerage Most urban properties are connected to Unitywater's sewerage system.
   Those properties not connected to the system have a range of on-site treatment systems.
- Telecommunications The landline and mobile phone network has several service providers including Telstra, Optus, and Vodafone
- Internet connectivity It is estimated most households in the Sunshine Coast Region have an internet connection at their dwelling. The National Broadband Network (NBN), Fixed line, Wi-Fi, internet connections are available through a range of service providers.

 Flood telemetry – River height gauges, rain gauges, wave monitoring and storm tide gauges provide live intelligence for storm and flood related events.

#### **Public buildings**

Throughout the Sunshine Coast region there are several public and community buildings, with many of these able to be utilised as evacuation centres or places of refuge. These include:

- Recreation and Sports Stadiums
- Beerwah Community Hall
- Caloundra Indoor Sports Stadium and Events Centre Caloundra
- Kawana Community Hall
- Venue 114
- Landsborough Sports Complex
- Coolum Civic Centre
- Sunshine Coast Council Libraries located at Beerwah, Caloundra, Coolum Beach, Kawana, Kenilworth, Maleny, Maroochydore, and Nambour

#### Special events

Special events that attract large concentrations of people include:

- Australia Day celebrations
- Australia Zoo special celebration days
- Corbould Park racecourse special race-days
- High profile events at Sunshine Coast Statium
- Kings Beach Parkland special events
- New Year's Eve Celebrations
- Numerous Music Festivals across the region
- Maleny and Sunshine Coast shows
- Mooloolaba triathlon, and
- Queensland Garden Expo

There are many other events not listed where large concentrations of people gather due to the diversity of the Sunshine Coast region.

#### **Environment**

The Sunshine Coast region is recognised for its rich biodiversity which is supported in natural areas that include terrestrial bushland, the coast, waterways, and wetlands. It is also supported in both the rural and urban landscapes.

The Sunshine Coast's subtropical location and climate supports a diverse range of plants and animals with 153 locally recorded plant and animal species classified as rare or threatened.

Approximately 50% of the Sunshine Coast Council area is vegetated, of which approximately 41% is remnant and 9% non-remnant vegetation. The remnant vegetation consists of 76 regional ecosystems comprising more than 93,000 hectares, providing sanctuary for more than 800 animal species and over 1600 species of flora and fungi. The 76 regional ecosystems are grouped into six broad vegetation communities including: eucalypt, rainforest, melaleuca, heath and wallum, fore dune and mangrove, and saltmarsh.

The Sunshine Coast consists of 60km of open shoreline, divided into 30 pristine beach areas which identify the region as one of Australia's leading tourist destinations. Our coastal environments contribute significantly to our identity and lifestyles. Locals and tourists continue to admire the coastal landscapes and access the coastal environment to enjoy activities such as swimming, surfing, fishing, snorkelling and recreation, along the coastal pathways. The coast is critical for the tourism industry, which is a significant part of the regional economy.

# Step 2 - Hazard analysis

## Overview

Hazards may be natural, socionatural, or anthropogenic in origin. Natural hazards are predominantly associated with natural processes and phenomena. Anthropogenic hazards, or human-induced hazards, are induced entirely or predominantly by human activities and choices. Socionatural hazards are associated with a combination of natural and anthropogenic factors, including environmental degradation and climate change.

Whilst this plan will deal with only natural and human-induced hazards, it is important to understand that issues associated with socionatural hazards are increasing through climate change-related events. The following figure illustrates the three hazard types<sup>14</sup>.

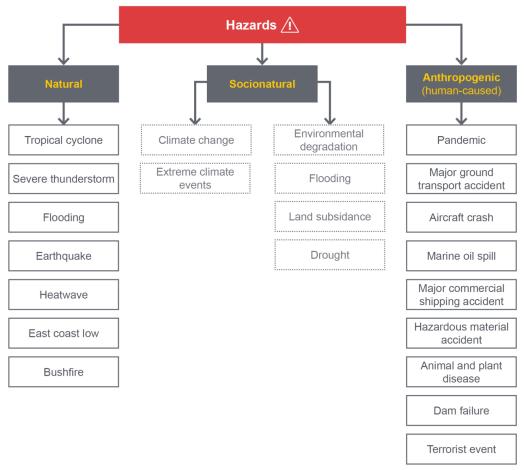


Figure 7: Sunshine Coast Hazardscape

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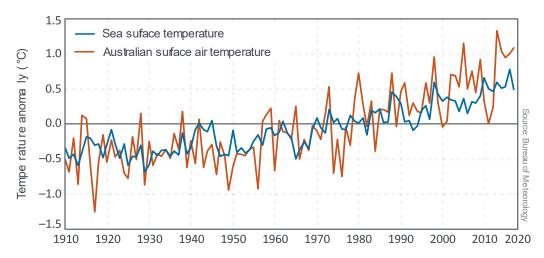
<sup>&</sup>lt;sup>14</sup> Events are indicative only and may not relate to events that are likely to occur in Sunshine Coast local government

## Climate change implications

Many natural hazards are becoming more frequent and more intense, driven by Australia's changing climate. The CSIRO's 2018 State of the Climate Report describes the effect of Australia's changing climate, including:

- Warming surface temperatures
- Warming ocean temperatures
- · Rising sea levels and risk of coastal inundation
- More severe fire weather
- Increased rainfall in Australia's north, and
- Decreased rainfall in southern Australia.

The following figure illustrates ocean and surface temperature rises from 1910 to 2018.



**Figure 8: Climate Change Temperature Variations** 

It is predicted that these changes will continue, while new natural hazard threats will emerge. There is growing potential for cumulative or concurrent, large-scale natural hazards to occur<sup>15</sup>.

Climate change predictions indicate that the region will experience:

- More frequent heatwaves
- More frequent storm tide events
- Rising sea level
- · Increased likelihood of wildfires, and
- More intense periods of heavy rains and severe storms.

<sup>&</sup>lt;sup>15</sup> National Disaster Risk Reduction Framework

<sup>26</sup> Sunshine Coast Council Local Disaster Management Plan

As a consequence of these implications, Sunshine Coast Council acknowledges and plans for:

- · Risk reduction initiatives informed by current scientifically based evidence
- · Local engagement with the community to inform them of adaptation to climate change
- A shared responsibility with the community to develop capacity to adapt to climate change considering climate change adaptation measures, Local Disaster Management Group will refer to Sunshine Coast Coastal Hazard Adaptation Strategy and the <u>Queensland Climate Adaptation Strategy</u><sup>16</sup>.

The figure below illustrates how climate change may impact southeast Queensland into the future 17.

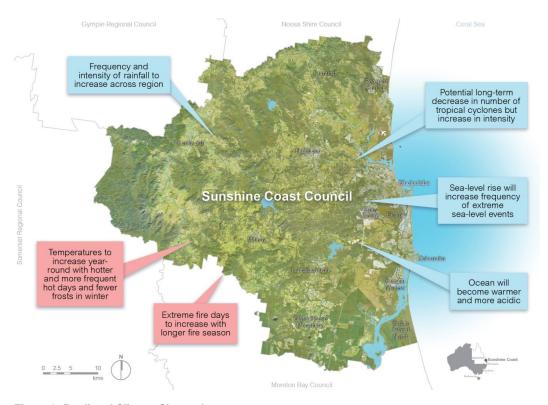


Figure 9: Predicted Climate Change Impacts

 $<sup>^{16}\</sup> https://www.qld.gov.au/\_\_data/assets/pdf\_file/0017/67301/qld-climate-adaptation-strategy.pdf$ 

<sup>&</sup>lt;sup>17</sup> Source: Bureau of Meteorology and CSIRO

## Step 3 – Risk analysis

## Assessment process<sup>18</sup>

This risk assessment approach includes two key processes to identify the risk and then to assign the level of risk. The outcomes of these two processes are used to populate multiple risk management documents including a Risk Assessment Table, Risk Register and Decision Log. The process is outlined in the diagram on page 19 (Figure 5).

#### Process 1 - Identifying risk

- Assess the risk
- Detail the exposed elements (elements at risk)
- Assess the vulnerability of the exposed elements

## Process 2 – Assigning level of risk

- Assess the likelihood (using scenario modelling based on the past 50 years of historical data)
- Identify vulnerability (drawn from Process 1)
- Assess the consequence
- Develop Risk Statements (for identified risks)
- Assign level of risk, and response:
  - Risk matrix and risk treatment options
  - Risk Assessment Table and Risk Register
  - Decision Log

Full details on the Risk Analysis process are available in the Queensland Emergency Risk Management Framework (QERMF). The fourth step is risk-based planning. In other words, disaster management planning is risk-informed and based on the first three steps of the framework

Disaster management planning reduces the unknowns. Planning increases the understanding of risks, vulnerabilities, and treatment options across the social, built, economic and natural environments<sup>19</sup>.

## Treating risks

The LDMG is committed to identifying risk treatments including mitigation works, preparations for response and management of risks within their area of responsibility. Council will seek to make appropriately responsible allocations of resources to approved mitigation works.

The LDMG will identify responsible agencies and lobby for mitigation activities, response preparations and management of risks that are outside the area of responsibility of Council but where non-action is likely to result in an adverse impact on the city. Hazard-specific lead agencies have responsibility for hazard identification, assessment, and implementation of treatments.

## Managing 'residual risk'

Residual risk is 'the risk that remains even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.

Due to the presence of residual risk; a continuing need to develop and support effective capacities for emergency services, preparedness, response, and recovery, together with socioeconomic policies such as safety nets and risk transfer mechanisms is required as part of a holistic approach'<sup>20</sup>.

Council recognises that there will be instances when the LDMG identifies areas of residual risk, which will in turn require the application of suitable treatment options with the assistance of either the District or State levels of Queensland's Disaster Management system.

Step 4 – Risk-based planning

<sup>&</sup>lt;sup>18</sup> QERMF Handbook, p.10

<sup>&</sup>lt;sup>19</sup> Australian Institute for Disaster resilience, Emergency Planning Manual, 2020.

<sup>&</sup>lt;sup>20</sup> Queensland Disaster Management Lexicon.

# Summary of Multi-Hazard risk assessment of Sunshine Coast<sup>21</sup>

The Multi-hazard Risk Assessment of Sunshine Coast Report authored by BMT (utilising the Queensland Emergency Risk Management Framework detailed the risk assessment findings based on seven (7) natural hazard scenarios. For the conduct of the Multi-hazard Risk Assessment of Sunshine Coast Report, East Coast Low and Category 2 Cyclone were combined due to the similar nature of these events. Other hazards and associated risks were not included in this report: however, it is considered that there is a likelihood that they may occur sometime in the future.

For full details please refer to the completed report which is available through Sunshine Coast Council.

Sunshine Coast Council commissioned a multihazard assessment using the Queensland Emergency Risk Management Framework (QERMF). The BMT authored report used the QERMF process and is aligned to national and international best practice of risk management.

The assessment used a range of datasets (hazards, assets) collected from different sources including QFES, Queensland Government, Geoscience Australia, the Australian Bureau of Statistics and Sunshine Coast Council. This data was used in a GIS analysis to identify hazard exposure for the Sunshine Coast.

Significant stakeholder engagement was conducted to inform the risk assessment including workshops and one-on-one discussions with relevant Council staff and external agencies that manage critical assets and services within the Sunshine Coast region. This engagement informed the understanding of existing risk treatment measures which will be reviewed by the LDMG. Six hazard scenarios were selected for Sunshine Coast in collaboration with QFES which guided the risk assessment process. They included:

- Scenario 1 Severe tropical cyclone
- Scenario 2 Category 2 cyclone / east coast low
- Scenario 3 Severe thunderstorm event
- Scenario 4 Earthquake
- Scenario 5 Bushfire, and
- Scenario 6 Heatwave

A number of moderate to high risks were identified across the different hazard scenarios, as well as those risks that were identified as extreme. The figure and table over detail the risk ratings for all of the scenario's listed above.

<sup>&</sup>lt;sup>21</sup> The information in this section of the plan is reproduced from the Multi-hazard Risk Assessment of Sunshine Coast Council Report authored by BMT, September 2022.

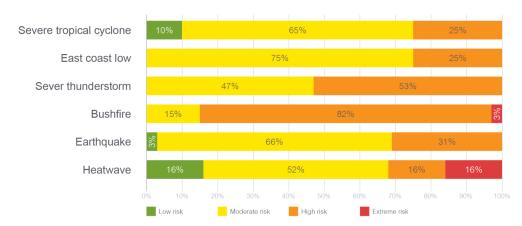


Figure 10: Sunshine Coast Risk Ratings (Source: QERMF Report)

Table 4: Summary of key high-risk assets

Asset category	Residual risk rating					
	Severe cyclone	East coast low	Severe thunderstorm	Bushfire	Earthquake	Heatwave
Critical services						
Communications	H	Н	Н	Н	M	Н
Power	H	Н	Н	Н	M	H
Fuel infrastructure (Bulk fuel)	L	M	М	Н	M	M
Water treatment/supply	L	M	M	Н	M	M
Wastewater treatment	M	Н	M	М	M	M
Waste	M	M	Н	Н	M	M
Access and resupply						
Roads	M	M	H	H	M	M
Bridges	M	M	H	M	M	M
Community and social						
Schools	M	M	H	M	M	H
Population centres	M	H	H	H	H	E
Emergency shelters	H	M	H	H	H	H
Emergency services	M	M	Н	Н	M	H
Socio-economically disadvantaged/other vulnerable people	Н	М	Н	Н	М	E
Medical						
Hospitals	M	M	M	Н	Н	E
Aged care facilities	Н	H	Н	Н	H	Н
Significant industry						
Agriculture/industry	M	M	H	H	M	H

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## Naturally occurring hazards<sup>22</sup>

- Severe Tropical Cyclone
- Category 2 Cyclone
- East Coast Low
- Severe Thunderstorms
- Earthquake
- Bushfire, and
- Heatwave.

## Biological and human-caused hazards

- Pandemic
- Pest Infestation or Exotic Animal Disease
- Land and water based spills
- Significant accidents in transport and industrial environments
- Urban fire and rescue incidents, and
- Contamination of water supplies impacting environment or consumption.

## Other hazard types<sup>23</sup>

- Dam failure
- Landslide
- Tsunami
- · Critical infrastructure event
- Coastal erosion
- Cyber Security attack
- Terrorist attack, and
- Major transport accident.

 $<sup>^{\</sup>rm 22}$  As listed in Multi-hazard Risk Assessment of Sunshine Coast Council report

 $<sup>^{\</sup>rm 23}$  Reproduced primarily from 2019-2022 LDMP and other sources.

## PART 4 – LOCAL CAPACITY AND CAPABILITY

The Guideline Toolkit T.1.055 Terms of Reference template was used as a guide in the development of parts of this chapter.

## **Sunshine Coast Council**

#### Role

#### Section 4A(c)

In accordance with of the Act, Sunshine Coast Council, through its' Local Disaster Management Group, retains primary responsibility for managing disaster events contained within its local government area.

#### Responsibilities

#### Section 29

A local government must establish a Local Disaster Management Group (a local group) for the local government's area.

As specified, Council has established an LDMG whose primary role is to minimise the impact of disasters on its communities. It does this by developing effective arrangements that cater for the delivery of (disaster) prevention, preparedness, response and recovery measures.

#### Section 57

The Queensland State Disaster Management Plan reinforces the planning requirements of Local Government and specifies that they must be consistent with the Standard and the PPRR Guideline (s58) and must include provision for the following:

- The State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management
- The roles and responsibilities of entities involved in disaster operations and disaster management in the area

- The coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b); vents that are likely to happen in the area
- Strategies and priorities for disaster management for the area
- Matters stated in the disaster management guidelines as matters to be included in the plan, and
- Other matters about disaster management in the area the local government considers appropriate.

#### **Functions**

#### Section 80

The functions of the local government are:

- (a) To ensure it has a disaster response capability
- (b) To approve its local disaster management plan prepared under part 3
- (c) To ensure information about an event or a disaster in its area is promptly given to the district disaster coordinator (DDC) for the disaster district in which its LGA is situated
- (d) To perform other functions given to local government under the Act.

'Disaster response capability' means the ability to take appropriate measures to respond to an event. These activities include the taking of actions and implementation of measures in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.

## **Sunshine Coast Local Disaster Management Group**

#### **Establishment**

The Sunshine Coast Local Disaster Management Group (LDMG) has been established under s29 of the Act to manage and coordinate disaster management in the local government area on behalf of the Sunshine Coast Council.

#### LDMG terms of reference

#### **Functions**

#### Section 30

- (a) To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State
- (b) To develop effective disaster management, and regularly review and assess the disaster management
- (c) To help the local government for its area to prepare a local disaster management plan
- (d) To identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area
- (e) To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to, and recovering from a disaster
- (f) To manage disaster operations in the area under policies and procedures decided by the State group
- (g) To provide reports and make recommendations to the relevant district group about matters relating to disaster operations
- (h) To identify, and coordinate the use of, resources that may be used for disaster operations in the area
- (i) To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens
- To ensure information about a disaster in the area is promptly given to the relevant district group

- (k) To perform other functions given to the group under this Act, and
- To perform a function incidental to a function mentioned in paragraphs (a) to (k).

#### **Priorities**

- Improve community and business disaster mitigation and preparation measures
- Maintain LDMG appropriately qualified and trained membership that is able to contribute to meeting the functions of the local group
- Ensure disaster operations are effectively managed and coordinated and are consistent with established protocols
- Integrate effective disaster risk reduction initiatives into Council's strategic and corporate plans, community organisations, and the business/industry sectors
- Identify and establish sub-groups to carry out specific roles and functions (e.g., Disaster Recovery Sub-Group)
- Develop, maintain, and continually monitor community engagement and communications strategies to ensure relevance and effectiveness, and
- Prepare and regularly evaluate, and revise local plans to ensure effective disaster management for the area.

#### **Obligations**

- Attend all local group activities with a full knowledge of their organisations' resources and services and the expectations of their organisation
- Are available and have the necessary expertise or experience to actively participate in LDMG activities to ensure that plans, projects, and operations use the full potential of their organisation, while recognising any limitations
- Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities
- Have identified a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations, and
- Actively contribute to disaster management planning.

## **Appointment of members**

#### Section 33 and Regulation 9

- Local Disaster Management Group members are appointed by local government with representatives appointed by position and are deemed to have the necessary expertise or experience and delegated authority to support all aspects of disaster management and agreed arrangements
- Membership of the group shall mean and include any person acting in the capacity of an appointed member
- Membership of the Local Group will be reviewed annually in accordance with sections 57 and 59 of the Act, and
- All members appointed to the Local Disaster Management Group must undertake the requisite training as prescribed in the Queensland Disaster Management Training Framework.

#### **Deputy members**

## Regulation 14

A member of a LDMG may, with the approval of the Chair, appoint by signed notice another person as his or her deputy. The deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act. Deputy members are to be counted in deciding if there is a quorum for a meeting.

## Chair and deputy Chair of LDMG

#### Section 34

Under s34 of the Act, the LDMG must appoint a member of the group as a Chair and a member of the group as a Deputy Chair. The member appointed as the Chair must be a councillor of a local government.

## **Local Disaster Coordinator (LDC)**

#### Section 35

The Chair must, after consulting with the Commissioner, QFES, appoint in writing the Chief Executive Officer or an employee of the relevant local government as Local Disaster Coordinator.

#### **Functions of the LDC**

#### Section 36

- Coordinate disaster operations for the Local Group, report regularly to the Local Group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the Local Group about disaster operations are implemented
- Provide advice and support to the Chair and Local Group, and
- Activate the Local Plan and LDCC when required.

## Power of delegation of LDC

#### Section 143(8)

The LDC may delegate their functions under section 36 to an appropriately qualified person.

#### Notice about membership

## Section 37

Council, at least once a year, must give written notice of the members of the group to:

- The Chief Executive, and
- The Chair of the district group for the disaster district in which the local group is situated.

#### **Meeting frequency**

## Section 38 and regulation 12

- Ordinary meetings of the Sunshine Coast LDMG will be held four (4) times per year, and
- Extraordinary meetings will be held as required.

## Quorums

#### **Regulation 13**

A quorum for a LDMG meeting is the number equal to one-half of the members plus one, or, if one-half of the members is not a whole number, the next highest whole number.

## Presiding at meetings

#### **Regulation 16**

The Chair of the LDMG is to preside at all meetings, or in their absence the Deputy Chair. If both are absent the meeting must be chaired by a person nominated by the Chair, a member nominated by the Deputy Chair, or if those offices are vacant, a member of the group chosen by the members present.

#### Meeting attendance

An attendance register is to be completed at the commencement of each LDMG meeting to record attendance number and to ensure the meeting has a quorum.

#### Virtual attendance

#### Regulation 17(1) and (2)

- It is encouraged to allow members of the group who are unable to physically attend to take part in its meetings, by using any technology that reasonably allows members to hear and take part in discussions as they happen.
- A member who takes part in a meeting via teleconference or videoconference is taken to be present at the meeting and should be marked on the attendance register.

#### **Meeting business**

#### Agency reports

Local Group members are expected to report their agency's disaster management activities to the Local Group at the group's meetings. This report will be circulated with the minutes of the group's meeting.

#### **Minutes**

Minutes must be taken of LDMG meetings and minutes are distributed to all members, deputies, and advisors of the group once endorsed.

#### Resolutions

#### Regulation 17(3)

For governance purposes, a register detailing each resolution passed by the LDMG as well as details of actions undertaken to acquit the resolution.

#### Correspondence

To assist with tracking of LDMG correspondence, both inwards and outwards, a correspondence register is to be kept.

#### Secretariat to LDMG

The LDMG should appoint an appropriately qualified entity as the secretariat of the group. Ideally, this should be the Council's Disaster Management Unit.

### Functions of the secretariat

The secretariat will provide support and administer the day-to-day business and governance requirements of the Local Disaster Management Group including:

- Managing all matters relating to administration and meetings of the Local Disaster Management Group including meeting schedule, recording of actions, resolutions, record-keeping, and other administrative issues as required
- Maintaining member contact details in accordance with information privacy principles, and
- Monitor member inductions and training records.

## **LDMG** members

## **Core members**

Table 5: LDMG 'Core' Members

Role	Position
Chair	Mayor
Deputy Chair	Deputy Mayor
Local Disaster Coordinator (LDC)	Group Executive Liveability & Natural Assets
Deputy LDC's	Group Executive Built Infrastructure
	Coordinator Disaster Management
Local Recovery Coordinator (LRC)	Group Executive Economic and Community Development
Deputy LRC	Manager, Community Development and Planning
Community Liaison Officer	Coordinator, Healthy Places
Hydrologist	Coordinator Flooding & Stormwater Policy & Planning
Department of Communities, Housing, and the Digital Economy (DCHDE) representative	Senior Advisor, DCHDE
Department of Education representative	Principal Adviser, Education Services, North Coast Region 1
Media Liaison Officer	Manager, Communications SCC
Queensland Ambulance Service representative	Officer in charge, Kawana Station
Queensland Fire and Emergency Services (Emergency Management) representative	North Coast Region Emergency Management Coordinator
Queensland Fire and Emergency Services (Fire) representative	Area Director
Queensland Fire and Emergency Services (Rural Fire) representative	Area Director
Queensland Police Service representative	Senior Sergeant, Officer in Charge, Nambour Police Station
Queensland Health	Sunshine Coast Hospital and health Service Senior Coordinator Emergency Response
State Emergency Service representative	SES Local Controller
Unitywater representative	Network Engineering Manager
Energex	Local representative

#### **Advisors**

In addition to its core members, the LDMG may seek the assistance of individuals or organisations as circumstances require. These persons sit as advisors to the group. They will receive copies of the agendas and minutes and can attend and participate in meetings and discussions as required.

**Table 6: LDMG Advisors** 

Role	Position
Australian Broadcasting Corporation – ABC Local Radio representative	Regional Contact Manager
Australian Red Cross representative	Emergency Services Liaison Officer
Australian Volunteer Coast Guard Sunshine Coast Squadron representative	Commander Mooloolaba Coastguard
Caloundra Coastguard representatives	Commander Flotilla Commander
	Mooloolaba Flotilla Commander
Department of Agriculture and Fisheries	Rural Economic Development (South) representative
Department of Environment and Science (Parks and Forests)	Senior Ranger
Department of Transport and Main Roads representative	Principal Engineer
District Disaster Management Group representative	Executive Officer to the District Disaster Coordinator
Information technology advisor	Head of Digital Information Services SCC
Policy Advisor	Disaster Management Coordinator SCC
Queensland Parks and Wildlife	Senior Ranger Maleny Management Unit
Queensland Rail representative	Manager, Emergency Preparedness
Queensland Reconstruction Authority	Regional Liaison Officer, QRA
SEQ Water representative	Manager, Incident and Security Management
Sunshine Coast Airport representative	Sunshine Coast Airport Operations Manager
Sunshine Coast Council	Various internal advisors
Surf Life Saving Queensland representative	Regional Manager – Sunshine Coast
TAFE Queensland (East Coast) Representative	Manager, Facilities and Services, Sunshine Coast TAFE
Telstra Representative	Sunshine Coast Accounts Executive
Tourism and Events Queensland representative	Director, Sunshine Coast
Visit Sunshine Coast representative	Chief Executive Officer, Visit Sunshine Coast
Volunteering Sunshine Coast	CEO
University of Sunshine Coast representative	Manager Security Services

## **Responsibilities of LDMG members**

The following table details the Sunshine Coast LDMG and their respective responsibilities under this plan.

Table 7: Responsibilities of LDMG

Role	Responsibilities
Chair	To chair LDMG Meetings and to provide the primary link between the LDMG and council.
	To manage and coordinate the business of the group, to ensure, as far as practicable, that the group performs, its functions
	To report regularly to the relevant district group, and the chief executive of the department, about the performance by the Local Group of its functions
Deputy Chair	<ul> <li>Chair LDMG meetings in the absence of the Chair</li> <li>Provide a link between the LDMG and Council</li> <li>Participate in the issuing of public information and warnings</li> <li>Chair Local Recovery Group if required</li> </ul>
Local Disaster Coordinator (LDC)	<ul> <li>Coordinate disaster operations for the Local Group, report regularly to the Local Group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the Local Group about disaster operations are implemented.</li> <li>Provide advice and support to the Chair and Local Group</li> <li>Activate the Local Plan and LDCC when required</li> </ul>
Deputy LDC	To undertake the functions of the LDC in the LDC's absence.
Local Recovery Coordinator (LRC)	To coordinate the Local Recovery Group
	<ul> <li>To liaise with Functional Lead Agency representatives and work with identified agencies and the community to develop the specific operational recovery strategy.</li> </ul>
	<ul> <li>To provide advice and support to the Chair and Local Group.</li> <li>To activate the Local Plan and LDCC when required.</li> </ul>
Deputy LRC	To undertake the functions of the LRC in the LRC's absence.
ABC rep	<ul><li>Liaise between the agency and the LDMG</li><li>Support and provide advice to the Media Liaison Officer</li></ul>
Australian Red Cross	<ul> <li>Liaise between the agency and the LDMG</li> <li>Provision of support in Evacuation Centres</li> <li>Assistance with outreach services</li> </ul>
Coast Guard rep	Liaison between Australian Volunteer Coast Guard and LDMG
Dept. of Communities, Housing, and the Digital Economy rep	<ul><li>Liaison between agency and LDMG</li><li>Human and social recovery advice</li></ul>
Dept. Education rep	Liaison between agency and LDMG
Transport and Main Roads rep	Liaison between agency and LDMG
Executive Officer to DDC	<ul><li>Provide advice and support to Chair of LDMG</li><li>Participate in issuing of public information and warnings</li></ul>
Energex rep	Liaison between agency and LDMG
Information Technology Officer	Provide expert advice and support to the Local Group on information and communication technology matters
Parks and Forests rep	Liaison between agency and LDMG
Queensland Rail rep	Liaison between agency and LDMG

Role	Responsibilities	
Queensland Health rep	Liaison between agency and LDMG	
Rural Fire	Liaison between agency and LDMG	
Policy Advisor	Provide strategic policy and planning advice and secretariat support to the Local Group, Chair and Local Disaster Coordinator     Ensure staff are rostered into the Local Disaster Coordination	
	Centre	
Queensland Ambulance Service rep	Liaison between agency and LDMG	
Queensland Fire and Emergency	Provide advice and support to the Chair and the LDC	
Services (Disaster Management	Liaison between the agency and the LDMG	
rep)	Link to the Qld Disaster Management System	
	Policy advice about Qld Disaster Management System	
	Assessment of the Local Plan	
Queensland Fire and Emergency Services (Fire rep)	Liaison between agency and LDMG	
Queensland Police Service rep	Liaison between agency and LDMG	
SEQ Water rep	Liaison between agency and LDMG	
SES rep	Liaison between agency and LDMG	
Sunshine Coast Airport rep	Liaison between agency and LDMG	
Surf Lifesaving Qld rep	Liaison between agency and LDMG	
TAFE Queensland rep	Liaison between agency and LDMG	
Telstra rep	Liaison between agency and LDMG	
Tourism and Events rep	Liaison between agency and LDMG	
Unitywater rep	Liaison between agency and LDMG	
Visit Sunshine Coast rep	Liaison between agency and LDMG	
Uni of Sunshine Coast rep	Liaison between agency and LDMG	

## Agency-specific roles and responsibilities

Table 8: Agency Roles and Responsibilities

Agency	Roles and responsibilities
Local Disaster Management Group	Functions as allocated to the group under s30 of the Act.
	Development of a comprehensive local disaster management plan and strategies.
	Design and maintenance of a public education/awareness program, which is delivered through member agency resources.
	Support for the coordination of response agencies through the Local Disaster Coordination Centre (LDCC).
	Reconnaissance and impact assessment.
	Provision of public information prior to, during and following disaster events.
	Recommended areas/locations to be considered for directed evacuation.
	Public advice regarding voluntary evacuation.
	Identification, resourcing, staffing, management, and operation of evacuation centres.
	Provision of locally based community support services.
	Design, maintenance, and operation of a disaster coordination centre, including the training of sufficient personnel to operate the centre.
Australian Red Cross	Provision of community support and disaster relief to disaster affected communities.
	Provision of support with the operation of Evacuation Centres on the Sunshine Coast as per the Memorandum of Understanding.
	Assistance with outreach services to disaster affected communities.
	Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., Public awareness and education campaigns).
	Provision of advice and communication with the LDC and DDC.
Bureau of Meteorology	Issue weather forecasts including weather warnings to agencies and the community.
	Provision of specialist advice and communication directly to the State Disaster Coordination Centre (SDCC). Specialist advice was previously available directly from the Bureau to the LDC on request, as and when required. The SDCC has directed that all requests for specialist advice are to be made to the State Disaster Coordination Centre directly.
	Collection and interpretation of information from rainfall and flooding telemetry systems, jointly with Council.

Agency	Roles and responsibilities
Energex	Electricity supply information and warnings to Sunshine Coast disaster management agencies and the community.
	Operation and maintenance of electrical power supply distribution.
	Advice in relation to electrical power supply outages to agencies and community.
	Restoration of power and advice regarding timeframes for power restoration.
	Safety advice for consumers during disaster and emergency situations.
	Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public education and awareness programs).
Sunshine Coast Council	Management, support, policy advice and coordination of the business of the Local Group and its sub-groups, including the development and maintenance of disaster management plans and sub plans.
	Identification, development, maintenance, and operation of a LDCC at a primary
	Location and maintenance of alternative locations.
	Identification and delivery of training and staffing required to operate the LDCC.
	Coordination of disaster operations by the LDC through the LDCC for the Local Group ensuring that strategic decisions of the Local Group are implemented.
	Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders, including the management and operation of evacuation centres, places of refuge or temporary relocation centres.
	Assist the community to prepare for, respond to and recover from an event or disaster.
	Issue of public information or warnings about disaster situations in accordance with the Local Plan.
	Provide advice and support to the DDC.
	General agency responsibilities:
	Development and maintenance of prevention and mitigation strategies such as land use planning and capital works programs.
	Development and maintenance of an emergency operations and recovery team.
	Development and maintenance of response plans where council is identified as lead agency (e.g., flooding)
	Development and maintenance of a Field Coordination Centre (FCC) capability which can be activated for any necessary events.
	Identification and delivery of training and staffing required to operate the FCC.

Agency	Roles and responsibilities
Sunshine Coast Council (continued)	Maintenance of council essential services to the community including:  Animal control Civic leadership Community contact and information Disaster and emergency management Environmental protection Public Health Refuse disposal and waste management.  Development and maintenance of communications systems
	between response and recovery agencies and coordination centres.  • Maintenance (including debris clearance) of local roads and bridges including sourcing appropriate equipment required for task.
	Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the Bureau of Meteorology.
	Maintenance of rainfall and flooding telemetry and warning systems.
	Community awareness and education for risks for which Council is lead agency.
	Support with QFES (DM) to the SES on the Sunshine Coast.
	Provision of advice and communication about the operations of the FCC to the LDC and DDC.
Queensland Ambulance Service	Emergency pre-hospital patient care assessment, treatment, and transportation of ill and/or injured persons, selection of triage and treatment areas.
	Coordination of all other volunteer first aid groups including QAS first responder groups.
	The establishment of an on-site triage/treatment area, casualty clearing and vehicle marshalling areas.
	Assistance with the evacuations of persons with medical conditions (specialised medical transport including aero - medical transport).
	Liaison with all other emergency services, local and state government, and non- government agencies.
	Advise the LDCC.      Request and provide assistance through the Coordination.
	Request and provide assistance through the Coordination Centre as required during disaster operations.
	Provision of advice regarding transportation of medical special needs sectors of the community.
	Activation of Medical Transport Plan.

Agency	Roles and responsibilities
Queensland Fire and Emergency Services (Disaster Management)	<ul> <li>Review and assess and report on the effectiveness of disaster management by the state at all levels, including Local Plans.</li> <li>Provision disaster management officers of coordination, policy, and operational advice, at all levels of the state's disaster management system, including at the Local Group.</li> <li>Coordination of state and federal assistance for disaster</li> </ul>
	<ul> <li>management and operations.</li> <li>Facilitation of a comprehensive, all hazards, all agencies approach to disaster management.</li> </ul>
	<ul> <li>Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public awareness and education campaigns).</li> </ul>
	Management, coordination, and support of the SES on the Sunshine Coast
	Operation and maintenance of the State Disaster Coordination Centre (SDCC)
	Manage resupply operations.
	Coordinate and manage the deployment of SES across the State.
	Support the deployment of Qld Corrective Services resources.
	Provision of public information during disaster and emergency situations.
Queensland Fire and Emergency Services (Fire)	Primary agency for bushfire, chemical/hazardous materials (HazMat) related incidents.
	<ul> <li>Development and maintenance of Incident Coordination Centre plans and capacity which can be activated for events where the QFES (Fire) is the lead agency including training in AIIMS and staffing with sufficient trained personnel to operate the Centre.</li> </ul>
	Development of fire prevention and mitigation strategies and response plans.
	<ul> <li>Provide control, management, and pre-incident planning of fires (structural, landscape and transportation).</li> </ul>
	<ul> <li>Safety of persons in relation to fire prevention, suppression, response, and recovery operations.</li> </ul>
	Advice and directions on public safety/evacuation from fire danger zones.
	<ul> <li>Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public education and awareness programs).</li> </ul>
	Provide rescue capability for persons trapped in any vehicle, vessel, by height or in a confined space.
	Provide rescue of person isolated or entrapped in swift water/floodwater events.
	Provide Urban Search and Rescue (USAR) capability for building collapse events.
	Assist in pumping out and clean-up of flooded buildings.
	Primary Agency for chemical/hazardous materials (HazMat) related incidents.
	Provision of expert advisory services on hazardous materials through the QFES Scientific Unit.
	<ul> <li>Provide mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster Response.</li> </ul>

Agency	Roles and responsibilities
Queensland Fire and Emergency Services (Fire) (continued)	Support the Queensland Coastal Contingency Action Plan – Chemical Spill Response Plan
	Provide rapid damage impact assessment and intelligence gathering capabilities. Provide logistical and communications support to disasters within capabilities.
	Provision of advice to, and communication with the LDC and DDC about the operations of the QFES (Fire).
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	Coordinate provision of human-social recovery services during recovery operations in partnership with local, State, federal and non-government agencies.
	Work with affected individuals and communities to support their own recovery activities.
	Carry out primary and/or lead functional roles as nominated in the plan.
	Provide human-social recovery services across all stages of disaster response and recovery operations.
	Establish and manage community recovery outreach programs and centres (Recovery Hubs).
	Distribute financial assistance to eligible individuals and families affected by natural disasters in accordance with state and federal funding guidelines.
	Coordinate the development of community recovery communication strategy messages (strategic and operational).
	Provide advice and communicate to the LDC and DDC about community recovery requirements and operations.
	On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations.
	Carry out primary and/or lead functional roles as nominated in the plan for planning, coordination, and implementation of building recovery in Queensland.
	Advice on and provide temporary emergency accommodation solutions for people displaced by disaster events and for government agency response and/or recovery workers.

Agency	Roles and responsibilities		
Queensland Health	Lead agency for response functions of public health, mental health and medical services, mass casualty management, mass fatality management including victim identification (with the Queensland Police Service - QPS) and emergency medical retrieval.		
	Provide health emergency incident information.		
	Primary agency for heatwave, pandemic influenza, biological and radiological incidents.		
	Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response and recovery including health advice to the community, public health, clinical care, forensic support and mental health.		
	Public health and environmental health advice and support to Sunshine Coast local government and affected communities and industries.		
	Ensure appropriate mental health support to affected communities (as per Disaster & Emergency Incident Plan & Mental Health Sub Plan).		
	Messaging on public health risks to affected communities.		
	Develop health-focused disaster and emergency preparedness, response and recovery plans.		
	Develop and maintain disaster and emergency health response capability and capacity.		
Queensland Police Service	Preservation of peace and good order.		
	Assisting the community to prepare for, respond to and recover from an event or disaster.		
	Prevention of crime.		
	Security of any site as a possible crime scene.		
	Investigation of the criminal aspect of any event.		
	Coronial investigation procedures.		
	Traffic control, including assistance with road closures and maintenance of roadblocks.		
	Crowd management/public safety.		
	Coordination of search and rescue.		
	Control and coordination of evacuation operations.		
	Provide security for damaged or evacuated premises.  Managed the register of evacuated premises.		
	Manage the register of evacuated persons in association with the Australian Red Cross.		
	Provide a disaster victim identification capability.		
	Respond to and investigate traffic, rail, and air incidents.  Advise the LDC and request and provide assistance through the		
	Advise the LDC, and request and provide assistance through the LDCC as required during disaster operations.		
	Provide liaison officers to the LDCC.      Trivial and the Company of the LDCC.      Trivial and the LDCC.      Trivial and the LDCC.      Trivial and the LDCC.		
	Fulfil the role of Sunshine Coast District Disaster Coordinator.      Undertake the role of Frequetive Officer District Disaster.		
	Undertake the role of Executive Officer District Disaster     Management Group.		

Agency	Roles and responsibilities		
Department of Environment and Science	Lead agency role for any outbreak of emergency animal disease.		
	Public information and warnings to Sunshine Coast disaster management agencies and the community regarding emergency animal disease matters.		
	Public education and awareness programs.		
	Development and maintenance of emergency animal disease plans.		
	Capacity to operate an FCC.		
	Detection and location of animal infection.		
	Advice relative to Biosecurity matters (e.g., exotic animal disease threats).		
	Advice regarding destruction of animals as required.		
	Advice about disaster recovery processes for primary producers.		
	Provision of advice to, and communication with the LDC and DDC about the status of operations.		
	Request and provide assistance through the DDCC or LDCC as required during disaster operations.		
	Provide permit advice/ exemptions (if applicable) post event to assist with recovery (e.g., relaxation of permits, emergency works)		
	Native animal advice (rescue, isolation)		
Department of Transport and Main Roads	Primary agency for sea pollution where it impacts or is likely to impact on Qld coastal waters.		
<ul><li>Transport</li><li>Main Roads</li></ul>	Development and maintenance of prevention and mitigation strategies.		
Maritime Safety Qld	Development and maintenance of operational response plans.		
,	Participation in evacuation route planning.		
	Provide information and advice on the impact of disruptive events on road, rail, aviation, and maritime infrastructure as it affects transport systems.		
	Assist with the safe movement of people as a result of mass evacuation of a disaster affected community.		
	Provision of advice and communication with the LDC and DDC about the operations of the Department during disaster response and recovery operations.		
	Request and provide assistance through the DDCC or LDCC as required during disaster operations.		

Agency	Roles and responsibilities
State Emergency Service	Development and maintenance of a capacity to respond or assist other agencies respond to disaster and emergency situations.
	Assisting the community to prepare for, respond to and recover from an event or disaster. Public education and awareness programs.
	Rescue of trapped or stranded persons.
	Search operations for missing persons.
	Emergency repair/protection of damaged/vulnerable buildings especially for members of the community.
	Assistance with debris clearance.
	First aid support.
	Traffic control support.
	Assistance with communications and specialist radio communications. Assistance with emergency lighting.
	Provide a Liaison Officer at the FCC.
	Advise Queensland Fire and Emergency Services (Disaster Management) of operations underway, and request and provide assistance through the ICC to the Lead Agency or the LDCC as required by QFES during disaster operations.
Sunshine Coast Airport	Development and maintenance of airport emergency plans.     Maintain airport operations.
	Provision of advice to, and communication with the LDC and DDC about the operations of the Airport Emergency Operations Centre.
	Request and provide assistance through the LDCC as required during disaster operations.
Surf Lifesaving Queensland (SLSQ)	Act as the primary authority for closing beaches, working with council and partner agencies to ensure consistent and proactive messaging is delivered effectively to the community.      Provide intelligence on the coastal environment and present/emerging aquatic hazards.
	Ensure business as usual focus remains on patrolled beaches and effectively manage the supply of surplus personnel and equipment to events.
	Provide a network of support and intelligence to the DDMG and LDMG in relation to disaster and emergency response via volunteer surf lifesavers, professional lifeguards, and SLSQ Aviation.
	Act as a surge capacity for QPS, SES or QFES in front-facing operations such as door knocking and welfare checks in isolated or affected areas.
	Provide inflatable rescue boats (IRBs) for use in flood waters, or assist with relocating people, emergency service personnel and gear/equipment.
	Actively gather, collate, and distribute real-time intelligence via our Operations and Communications Centre via our state camera, radio, and member networks

Agency	Roles and responsibilities
Unitywater	Provide drinking water to the Sunshine Coast community that meets the Australian Drinking Water Guidelines and at the required pressures (Note: Seqwater provides primary water treatment)
	Provide recycled water and wastewater management services to the Sunshine Coast community
	Notify the public and regulators of any drinking water, recycled water or wastewater impacts
	Develop and maintain incident management practices including 24/7 Control Room oversight
	Provide advice to and communicate with the LDC and DDC about Unitywater operations during a disaster
	Request and provide assistance through the LDCC as required during disaster operations Assist the community to prepare for, respond to, and recover from an event or disaster (e.g., public education and awareness programs)
Visit Sunshine Coast	Assist the tourism industry community to prepare for, respond to and recover from an event or disaster (E.g., public awareness and education campaigns).
	Work with the Sunshine Coast tourism industry to provide support and assistance in the coordination of accommodation, travel, etc. for affected interstate and international tourists.
	Participation in Community Recovery process for tourism industry.
	Provision of advice to, and communication with the LDC and DDC.
	<ul> <li>Request and provide assistance through the LDCC as required during disaster operations.</li> </ul>

## Community disaster management groups

#### Introduction

Sunshine Coast Local Disaster Management Group (LDMG) has authorised the establishment of community sub-groups in areas that are often isolated during disaster events.

Community Disaster Management Sub-Groups are established in line with Queensland Disaster Management Arrangements, Disaster Management Strategic Policy Framework, and the Disaster Management Act 2003.

#### **Establishment**

The establishment of community sub-groups will provide a stronger community input into all aspects of disaster preparedness, prevention, response, and recovery (PPRR) and will foster the strengths of natural and potential community leaders.

Communities have collective knowledge which increases the capacity to self-organise effectively and develop links and connections within their community, opens lines of communication between the community and the Local Disaster Coordination Centre, emergency services and other agencies. It also provides an opportunity to be inclusive, enabling equitable participation and building the capacity of individuals in the community to contribute and lead.

While the LDMG is responsible for maintaining the overall regional disaster management plan, the community sub-group, with its local knowledge, will act in the local community's interests to prepare for, and be the conduit between the community and council before, during, and after events.

Resilience within the community to natural hazards and human-caused events starts with the individual and encompasses those individuals, community groups and networks, business, government, and non-government agencies that are representative within these communities.

#### **Purpose**

The purpose of the community disaster management sub-group is to establish a core group of people within a local community, who possess the local knowledge and expertise to ensure that disaster management and disaster operations within the local area are managed effectively by the LDMG. The following arrangements form part of the Queensland Disaster Management Arrangements to assist with the management of disaster operations within the Sunshine Coast region.

There are currently six LDMG Community Sub-Groups operating as well as one Local Network.

They include:

- Mooloolah/Eudlo/Diamond Valley/Glenview (Mooloolah/Eudlo Group)
- Kenilworth/Conondale and Crystal Waters (Kenilworth Conondale Group)
- Maleny
- Montville
- Mapleton/Flaxton (Mapleton/Flaxton Group)
- Halcyon Landing, Bli-Bli
- Glasshouse Country Network.

## Role of community disaster management groups and sub-groups

Whilst the LDMG is responsible for maintaining and executing the overall Sunshine Coast Local Disaster Management Plan, each Community Disaster Management Sub-Group, with local knowledge and resources, supported by the LDMG will act in the local community's interests to prepare for and assist the LDMG during an event in times when the community is isolated.

The following parts of this plan have been developed in accordance with the Guiding Principles specified in s4A(a) of the Act.

## PART 5 – PREVENTION

#### Meaning of terms

#### Prevention

Prevention is 'activities and measures to avoid existing and new disaster risks. Prevention (e.g., disaster prevention) expresses the concept and intention to completely avoid potential adverse impacts of hazardous events. While certain disaster risks cannot be eliminated, prevention aims at reducing vulnerability and exposure in such contexts where, as a result, the risk of disaster is removed'<sup>24</sup>.

#### Mitigation

Mitigation is defined as 'activities intended to reduce or eliminate risks or lessen the actual or potential effects or consequences of an event'25.

#### Resilience

Resilience is defined as 'a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances'26.

## Prevention and mitigation strategies

Preventative or mitigation strategies include:

- Council land use planning and building codes
- Design improvements to provide more resilient new essential service infrastructure or harden existing services
- Community education and awareness programs to increase knowledge of how to prepare for and respond to disaster events
- Capital works programs such as the building of levees to mitigate inundation in flood-prone areas
- Improved drainage and road infrastructure
- Vegetation management programs such as fuel load reductions in fire-prone areas

- Future proofing the local environment taking into account the effects of development and climate change, and
- Resilience-building activities including partnership-building and engagement within and between the government and private sectors.

## Planning Scheme

Sunshine Coast Council is currently in the process of renewing its 2014 version of the planning scheme

The new planning scheme will regulate:

- What development should occur where
- How development should occur by outlining the rules (codes) against which development must be assessed
- What assessment process is required by stating whether a development application is required, and if so, the process to be followed.

A planning scheme seeks to balance competing objectives such as:

- Making sure there is enough land available in the right locations to support community needs (including housing, services, and business areas) while ensuring natural assets are protected
- Maximising liveability of communities by ensuring there is green space, community facilities, places to work and shop and housing options for all
- Ensuring infrastructure is planned for and used efficiently (roads, pathways, and stormwater drainage)
- Protecting natural areas and human made features such as heritage buildings, and
- Making communities more resilient to natural hazards such as floods and bushfires.

<sup>&</sup>lt;sup>24</sup> Queensland Disaster Management Lexicon.

<sup>&</sup>lt;sup>25</sup> Queensland Disaster Management Lexicon.

<sup>&</sup>lt;sup>26</sup> Queensland Disaster Management Lexicon

## **Building codes and regulations**

Relevant building code legislation and other associated doctrine include:

- Building Act 1975
- Building Regulation 2021
- Plumbing and Drainage Act 2018
- Plumbing and Drainage Regulation 2019
- Standard Plumbing and Wastewater Code (Published 2019)

## Community education and awareness programs

Sunshine Coast Council is committed to ensuring the safety and wellbeing of residents and visitors to the region. Council recognises building a region resilient to disasters is a shared responsibility between government, business, our neighbourhoods and individuals with disaster education starting with our youngest community members to help educate our local communities on how to best to prepare for disasters. Community education and awareness strategies include:

- Deliver and/or support neighbourhood programs that assist with developing connected neighbourhoods and strengthening relationships that build social resilience
- Support community driven opportunities that build communities capacity to thrive before, during and after a disaster
- Increase community access to information on risks and resilience
- Promote Sunshine Coast Council's Disaster Hub
- Build capacity to positively respond to the impacts of climate change and disasters through education and partnerships with key stakeholders, business, community groups, universities and government
- Work with the business community to prepare for, respond to, and recover from events that disrupt business continuity
- Undertake and participate in training exercises with internal and external stakeholders.

**Table 9: Community Education and Awareness Programs** 

Get Ready plan activities may include:

Туре	Program/Activity	Details
Education Activities Local schools' programs	Sunshine Coast Get Ready Schools Program	Delivery of the Sunshine Coast 'Get Ready' Schools Program on preparing for extreme weather events, including delivery of new online education resource tool for Grades 5/6
Community Engagement Local community engagement activities	Sunshine Coast Get Ready Community Seminars for +55's	Delivery of education and awareness community seminars for Aged Care facilities and residents of independent living communities
	Sunshine Coast Get Ready Community Seminars	Delivery of disaster preparedness education seminars for general community members
	Emergency Services Expo	Conduct of a bi-annual emergency services expo to increase awareness for the general community in the tools provided to increase resilience in the event of a disaster
Diverse Community Activities Programs targeting diversity groups	Sunshine Coast Indigenous Community Forum/Workshop	In partnership with Councils First nations Partnership team delivery of a forum and workshop for our Indigenous community to share disaster preparedness information and for agencies to obtain value.

Туре	Program/Activity	Details
	Sunshine Coast Get Ready CALD Community Forum/Workshop	Deliver 2x Forum/Workshops for our CALD community to share preparedness information and for agencies to obtain valuable feedback/suggestions on how we can improve dissemination of information pre/during/post disaster events.
Marketing and Advertising Local and regional advertising costs	Get Ready Week Media Campaign	Production and delivery of the Sunshine Coast Get Ready promotion across various platforms
Community Engagement Network building and partnerships	Glasshouse Country Disaster Management Network	Participation, support, and further development of the Glasshouse Country Disaster Management Network Group, including meetings, exercises, planning
Community Engagement Local community engagement activities	LDMG Community Sub- Group activities	Participation, support, and further development of the 6x LDMG Community Sub-Groups, 1 Local Network and localised activities.

## **Funding strategies**

## **Community grants**

Not-for-profit community organisations can apply for up to \$3000 to fund projects that have arisen as a consequence of failure, damage or loss of essential equipment or infrastructure due to unforeseen circumstances.

During a declared Disaster Situation applicants can apply for other costs (including, but not limited to, operational costs when an organisation demonstrates financial hardship).

Funding must be for projects or costs which are:

- Deemed to be an 'emergency' (requiring rapid response), and
- Significantly impacting the organisation's ability to continue to operate.

Projects that are covered by insurance are not eligible.

For further details refer to the Emergency Grants page on Council's website:

www.sunshinecoast.qld.gov.au/living-and-community/grants-and-funding.

## Queensland Reconstruction Authority (QRA) disaster resilience funding

The Queensland Resilience and Risk Reduction Fund (QRRRF) helps communities mitigate and manage the risks associated with natural disasters.

Eligibility includes:

- Local government bodies constituted under the Local Government Act 2009; or the City of Brisbane Act 2010, and the Weipa Town Authority
- Regional Organisations of Councils
- Regional Natural Resource Management bodies
- River Improvement Trusts (constituted under the River Improvement Trust Act 1940)
- Water authorities and local water boards (Category 2 only)
- Queensland Government departments and agencies and government owned corporations
- Incorporated non-government organisations (including volunteer groups), and
- Not-for-profit organisations, including universities.

- Local Recovery and Resilience Grant assists eligible councils in delivering activities and projects that:
  - Address the emerging relief and recovery needs within the community following the onset of the eligible extraordinary event, and
  - Contribute to building disaster resilience and reducing the impact of future events.
- Get Ready Queensland assists in building community resilience to deal with the extreme weather and natural disasters that are part of living in our state. Sunshine Coast Council in Queensland receive varying funding to use on locally led resilience building projects. The approved funding amounts is based on the local government area population.

### **Insurance cover**

Natural disasters are a risk faced by many communities in Queensland and the general insurance industry plays an important role in the economic recovery within communities after a disaster.

Sunshine Coast Council encourages all property and business owners and occupiers to purchase appropriate insurances as a key risk reduction strategy. Residents should also contact their insurer to clarify that they have appropriate level of cover in the event of a disaster. This includes dwellings, business properties, contents, and vehicle insurance. For more detailed information refer to the Insurance Council of Australia website.

## PART 6 - PREPAREDNESS

## Meaning of term

Preparedness means 'arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed'<sup>27</sup>.

Preparedness activities include:

- · Disaster management planning
- Review of plans
- · Training programs, and
- Exercises.

Any preparedness activity which is hazard-specific is the responsibility of and undertaken by the functional lead agencies in collaboration with key stakeholders, including local governments. Every agency is responsible for undertaking business continuity planning that considers disruption due to a disaster.

## **Planning**

Disaster management planning is the collective and collaborative efforts by which agreements are reached and documented between people and organisations to meet their communities' disaster management needs. It is a sequence of steps which allows disaster management planning to take place.

Disaster planning applies communication and consultation processes to gain agreement about:

- Risk and consequences
- Risk acceptance
- Risk mitigation
- Transfer of residual risk
- Preventative strategies (risk reduction)
- Preparedness arrangements
- Response and relief arrangements, and
- Recovery arrangements.

Effective planning ensures that agreed outcomes are documented and continuously improved through assurance activities, sector research and better-practice processes. At each step in the

planning process consideration should be given to consequences across the human and social, built, economic and natural environments<sup>28</sup>.

Assurance activities are undertaken through the Queensland Emergency Management Assurance Framework<sup>29</sup> which is coordinated through the Office of the Inspector-General Emergency Management.

## Emergency Management Assurance Framework

The Emergency Management Assurance Framework (EMAF) provides the basis for delivering the functions of the Officer of the Inspector-General Emergency Management (IGEM) under section 16(c) of the Act. IGEM has the responsibility to review and assess the effectiveness of disaster management by the State, Disaster District, and local groups.

The function is comprised of four (4) main elements:

- 1. Principles
- 2. Disaster Management Standards
- 3. Good Practice Attributes, and
- 4. Assurance Activities.

Figure 11: Emergency Management Assurance Framework illustrates the relationship of these elements within the EMAF and is reproduced from the Emergency Management Assurance Framework.

Assurance Activities are scheduled as part of the annual planning process that considers identified and emerging issues. These activities may focus on an aspect of the Standard, the capability of a disaster management group or entity, or other topics relevant to the effective functioning of the sector. IGEM analyses data from a range of activities across this spectrum and measures the results against the Standard.

A tiered approach to assurance helps classify the types of activities being undertaken. The tiers are reflective of the level of independence, depth, scope, and rigour applied to the activities.

<sup>&</sup>lt;sup>27</sup> Australian Institute of Disaster Resilience, Emergency Management Glossary

<sup>&</sup>lt;sup>28</sup> Primarily sourced from Australian Institute of Disaster Resilience Emergency Planning Manual.

<sup>&</sup>lt;sup>29</sup> Inspector-General of Emergency Management, Emergency Management Assurance Framework.

<sup>54</sup> Sunshine Coast Council Local Disaster Management Plan

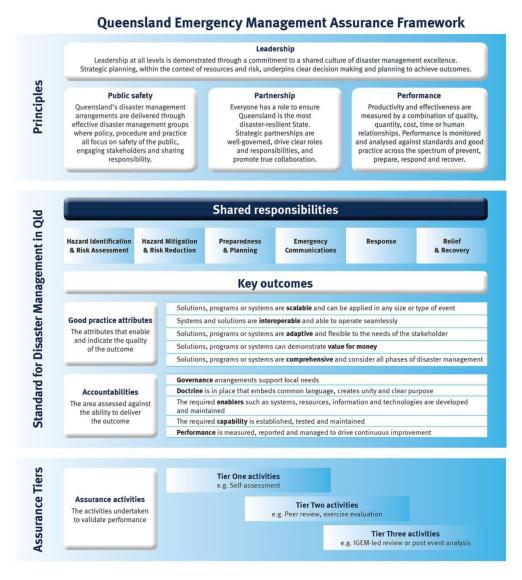


Figure 11: Emergency Management Assurance Framework and Methodology Ratings<sup>30</sup>

<sup>&</sup>lt;sup>30</sup> Inspector-General of Emergency Management, Emergency Management Assurance Framework.

## **Training programs**

Sunshine Coast Council's training program aligns with the Queensland Disaster Management Arrangements (QDMA), the Queensland Disaster Management Training Framework (QDMTF), and IGEM's EMAF.

Council works closely with the Queensland Fire and Emergency Service, Queensland Police Services and other relevant agencies to ensure all mandatory training and inductions are undertaken and recorded.

## Queensland Disaster Management Training Framework (QDMTF)

In accordance with s16A(c) of the Act, the Queensland Disaster Management Training Framework (QDMTF) outlines training to be undertaken by disaster management stakeholders to support the effective performance of each

identified role. The QDMTF can be accessed from the QFES Disaster Management website.

Each member agency is responsible for ensuring that staff working in an operational environment have received appropriate training, in particular for those roles identified for in the QDMTF.

All advisors are to complete as a minimum the QDMA module. Training delivered under the QDMTF can be completed either in person or online via Disaster Management Learning Management System.

The following table details a range of disaster management training activities central to providing disaster management and whilst it does not detail of the training modules that are available, it provides a cross-section of those training activities that are mandatory and those that are considered important.

**Table 10: Recommended QDMTF Activities** 

Mandatory (M)  Needs basis (NB)	Local Disaster Coordinator	Chair, LDMG	LDMG members	Local Recovery Coordinator	Local Recovery Group members	Local Disaster Coordination Centre (LDCC) staff	LDCC Agency Liaison Officers
Queensland's Disaster Management Arrangements (QDMA)	М	М	M	М	М	M	M
Intro to Disaster Management Planning	M	NB	M	М	NB		
Intro. to Emergency Risk Management	M	NB	NB	NB	NB		
Intro to Exercise Management	NB	NB	NB	NB	NB	NB	NB
Intro to Lessons Management	M	NB	NB	M	NB	NB	NB
Intro to Warnings and Alerts	M	NB	NB			NB	NB
Intro to Disaster Coordination Centres	M	NB	NB	NB		М	M
Intro. to Evacuation	M	NB	NB			NB	NB
Evacuation planning	NB		NB			NB	
Intro to Disaster Funding Arrangements	M	M	NB	M	NB	NB	NB
Intro to Recovery	NB	NB	NB	M	M		NB
Working in Recovery	NB			M	M		
Group/Committee Members Induction		M	M				
Recovery Coordinator Inductions	M			M			

## Disaster management exercises

Section 30 of the Act requires a local group to:

 Develop effective disaster management, and regularly review and assess the disaster management

Section 59 of the Act states:

- A local government may review, or renew, its local disaster management plan when the local government considers it appropriate, however
- The local government must review the effectiveness of the plan at least once a year

Other than operational activation of the plan, to meet the above requirements, exercises are the primary mechanism to review and assess the effectiveness of the plan, to maintain or improve preparedness for events and to enhance skills.

Prior to participating in disaster management exercises, it is preferred that participants have a basic understanding of the procedures that apply to working in a disaster management environment and that the experience and learning's from the exercise can be maximised.

### **Exercise objectives**

Exercises are a key component of effective disaster management strategies and are conducted with the objective of:

- Practicing coordination procedures during an event
- Activation of various disaster management groups
- Evaluating activation and operations of a Local Disaster Coordination Centre
- Information management including dissemination of information in respect to threats and warnings, requests for assistance and providing situation reports
- Enhancing the interoperability of agency representatives
- Evaluating emergency plans
- Identifying planning and resource issues
- Promoting awareness
- Developing competence
- Evaluating risk treatment strategies
- · Validating training already conducted

- Identifying performance gaps and areas for the potential improvement in the skills of agency representatives involved in disaster management, and
- Evaluating equipment, techniques and processes in general.

## **Exercise types**

Each year one or more of the following exercises should be considered:

- A major discussion-style exercise (Tabletop) and include all members of the Local Disaster Management Group.
- A functional exercise to evaluate the activation and operation of the LDCC
- A functional exercise to evaluate communications and Information Management processes including equipment use, information sharing and reporting functions.
   This could occur in parallel with an LDCC exercise
- A functional exercise to evaluate the activation and operation of an evacuation centre
- An agency-led field exercise (e.g., Transport accident involving Police and emergency services), and
- This could also incorporate the activation and operation of a small-scale LDCC activation.

#### **Exercise evaluation**

An exercise is to be followed by a debrief process for all participants. A 'hot' debrief is to be conducted immediately following the conclusion of the exercise and a 'cold' debrief conducted not longer than a month following the exercise. The cold debrief allows participants time to provide a more considered view of the exercise outcomes. The learning's from the exercise are to be consolidated into a plan for action and eventually into planning processes.

## Pre-season briefings

Authorised agencies (e.g., Bureau of Meteorology, QFES) will deliver pre-seasonal briefings to provide weather outlooks and an overview of readiness activities prior to the severe weather season. The benefits of pre-seasonal briefings are to assist agencies with:

- Pre-planning
- Community preparedness campaigns and messaging, and
- Public information campaigns.

## Community preparedness strategies

Disaster management in Queensland is a shared responsibility between all levels of government, non-government organisations and the community. The role of the community is pivotal as they play an active role in meeting the challenges posed by disasters.

Whilst Council will continually engage with the community, it is important for the community to become self-reliant by taking personal responsibility for understanding their local hazards and risks as well as actions they can take to mitigate the effects of a disaster.

Councils' role, through their LDMG will be to engage and communicate with, educate, and support the community on all aspects of disaster management.

The State Disaster Management Plan identifies the key elements which contribute to a resilient community, namely:

- Risk-informed and appropriately prepared individuals
- The capacity to adapt to changing environments and circumstances, and
- Healthy levels of community connectedness, trust, and cooperation.

Get Ready Queensland promote how residents can understand the risks and impacts to communities and be prepared for when and event occurs.

#### Disaster Hub<sup>31</sup>

Sunshine Coast Council provides a comprehensive 'Disaster Hub' website that details a range of disaster management-related information.



Figure 12: Disaster Hub Screen

**Sunshine Coast Regional Council** 

## Community warnings and information

Broadcast media and Council provide realtime 'single-point of truth' information/warnings on any emergency or disaster event. Communities should be aware of information that is not from a trusted source.

The following sources will provide accurate and timely warning and information before, during and after an event has occurred:

#### Council

- Disaster Hub www.sunshinecoast.qld.gov.au/Living-and-Community/Community-Safety/Disasters
- News site www.sunshinecoast.qld.gov.au/Council/News-Centre/
- Twitter (@CouncilSCC)
- Facebook en-gb.facebook.com/SunshineCoastCouncil/
- Sunshine Coast Council App, provides notifications of emergency warnings and alerts www.sunshinecoast.qld.gov.au/council/contact -council/site-help/scc-app





Figure 13: SCC App image

## Broadcast media

- Broadcast media including ABC Radio Sunshine Coast (90.3 or 95.3), Sea FM (91.9) Sunshine FM (104.9)
- · Local television networks

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<sup>&</sup>lt;sup>31</sup> https://www.sunshinecoast.qld.gov.au/Living-and-Community/Community-Safety/Disasters

#### Other sources

- Warnings provided by the Bureau of Meteorology
- Subscription messaging services (e.g., Weatherzone).
- QFES Bushfire and Warnings www.qfes.qld.gov.au/Current-Incidents
- 'Preparing for disasters' www.qld.gov.au/emergency/dealingdisasters/prepare-for-disasters
- Queensland government 'Disaster Management Dashboard' www.disaster.qld.gov.au
- State Emergency Service www.ses.qld.gov.au/be-prepared
- Queensland government 'Get Ready Queensland' www.getready.qld.gov.au
- Queensland government 'Community Safety' www.qfes.qld.gov.au/community-safety

#### Information privacy

Under the Information Privacy Act 2009 (IP Act) personal information held by Queensland Public Sector agencies is protected. However, in managing a disaster event, information flows do not need to be unreasonably restricted by privacy concerns.

The IP Act has in-built flexibilities for dealing with personal information in an emergency. Importantly, it recognises that the privacy principles may not apply in emergency events and/or where the health and safety of individuals may be at risk. This provides a timely opportunity for us to reflect on our current procedures for dealing with personal information during an emergency. All entities involved in disaster management activities are bound by the IP Act. Therefore, all operational information is to be stored securely and protected against unauthorised access, use, modification, disclosure, or misuse. Further information for privacy and managing disaster events and information sharing can be found online at the Office of the Information Commissioner<sup>32</sup>.

### **Operational readiness**

The Local Disaster Coordination Centre (LDCC) is the facility from which the response and recovery phases of disaster management are coordinated. The facility, whether it be a dedicated LDCC or one that is converted from other uses, should be in a state of readiness at all times with sufficient resources available to undertake operational activities. The use of this facility is the responsibility of the Local Disaster Coordinator in consultation with the Chair of the LDMG.

In order to remain in a state of readiness, the LDCC relies on various systems to monitor conditions throughout the region, including the flood warning system and various other systems hosted by Sunshine Coast Council and other agencies. These systems should be maintained and operational at all times with redundancy for outages where identified in Business Continuity Plans.

## **Business continuity planning**

A Business Continuity Plan (BCP) is a document that outlines how an organisation will continue operating during a disruption to its service. It's more comprehensive than a disaster recovery plan and contains contingencies for business processes, assets, human resources and business partners.

Plans typically contain a checklist that includes supplies and equipment, data backups and backup site locations. Plans can also identify plan administrators and include contact information for emergency responders, key personnel and backup site providers. Plans may provide detailed strategies on how operations can be maintained for both short-term and long-term outages.

Sunshine Coast Council has developed a Business Continuity Master Plan that details a comprehensive business continuity process.

The objectives of the BCP are:

- To ensure that minimum acceptable service levels are maintained
- To ensure recovery from interruptions as quickly as possible
- To minimise the impact of interruptions to critical functions and assets, and
- To protect the health and safety of staff and the public.

<sup>32</sup> www.oic.qld.gov.au

O Sunshine Coast Council Local Disaster Management Plan

## PART 7 - RESPONSE

## Meaning of term

Response is defined as the 'actions taken in anticipation of, during, and immediately after an emergency (disaster event) to ensure that its effects are minimised, and that people affected are given immediate relief and support'<sup>33</sup>.

### **Notifications**

LDMG members will receive notification messages via a number of means including text messages, Emails, telephone.

The DDC will receive notification directly from the State Disaster Coordination Centre (SDCC) and internally through Queensland Police Service Communication Centres and will ensure the dissemination of warnings to vulnerable LDMGs within the Sunshine Coast Disaster District.

The LDC and a number of agencies will also receive warnings directly from relevant sources (e.g., Bureau of Meteorology). Sunshine Coast LDMG members will be notified by the LDC and may also receive notification from other sources (e.g., Own agency).

### Activation

There are four (4) levels of activation based on the figure below.

## Concept of operations

#### Operational functions of the LDMG

Under s30(f-j) of the Act, the LDMG will undertake the following operational functions:

- Manage operations under policies and procedures decided by the State group
- (g) Provide reports and make recommendations to the district group about matters relating to disaster operations
- (h) Identify, and coordinate the use of, resources that may be used for disaster operations in the area
- Establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens
- Ensure information about a disaster is promptly given to the relevant district group

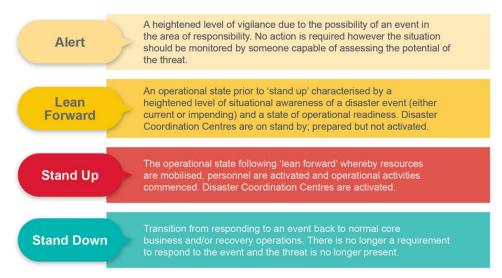


Figure 14: Stages of Activation

<sup>33</sup> Australian Institute of Disaster Resilience, Glossary

## Activation of local disaster management arrangements

- It is the responsibility of the LDC to notify the Chair of the LDMG, the Mayor, the CEO of Sunshine Coast Council, the DDC, and the Area Director QFES (DM) when the LDC considers that the conditions justify an activation of the plan and establishment of an LDCC.
- The Chair of the local group (or in the Chair's absence or unavailability, a delegated person) is authorised to activate this plan. As a consequence of the activation of this plan, the LDMG is also activated.
- The LDC has overall responsibility for the activation and operation of the LDCC and for ensuring appropriate levels of staff are identified and trained in the operation of the LDCC.

Activation procedures are outlined and contained in the LDCC Operations Sub-plan.

## Local Disaster Coordination Centre (LDCC)

The LDCC is a facility managed by the local government, staffed by local government employees, and supported by agency liaison officers from government and NGOs. The LDCC primary function is the coordination of disaster operations on behalf of the LDMG and to manage information and resources and to ensure the decisions and directions of the LDMG are carried out.

The Local Disaster Coordinator (LDC) has overall responsibility for the activation and operation of the LDCC, however should not play an active part in any of the functional activities. The role of the LDC is primarily to oversee the operations and to ensure it is working effectively in accordance with s36 of the Act (Functions of LDC).

#### Structure

The LDCC structure is based the structure shown in the figure below.

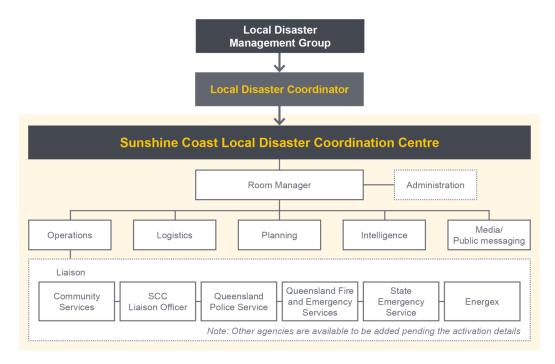


Figure 15: Sunshine Coast Local Disaster Coordination Centre Structure

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Key positions operating within the LDCC (based on the Australasian Inter-Service Incident Management System or AIIMS) include:

- Room Manager
- Operations Cell
- Planning Cell
- Intelligence Cell
- Logistics Cell
- Public Information Cell
- Administration Cell

Other localised functions include 'Customer Contact', 'Community Services', 'Field operations', and 'Local Government Liaison'. Liaison officers also form part of the structure and provide a link to their own agencies.

Refer to Sunshine Coast's LDCC Operations Plan provides more detailed information on the roles, responsibilities, and functions of the facility.

## Information management

Local governments use various systems to manage information in their LDCC's, from paper-based processes to customised electronic systems. Regardless of the system used, local government should ensure they have the necessary process in place for the accurate and timely capture of information during an event.

Sunshine Coast Council uses Guardian IMS as their information management system. Guardian IMS enables the capture of relevant information and RFA's as well as the allocation of tasks to responding agencies.

Council undertakes regular training in the system with both internal and external users and includes scenario-based activities.

## Intelligence gathering

Operational intelligence is the collection, collation and analysis of data and information required to drive the decision-making process, forward planning, and conduct of operations to accomplish strategic objectives.

A key contributor to the development of operational intelligence is through the conduct of impact

assessments. The purpose of an impact assessment is to collect and analyse site damage evidence to provide the Local Disaster Management Group with comprehensive understanding of the impact of an event and may include:

- Extent of loss or injury to human life
- Damage to property, infrastructure, or losses of other assets (e.g., Livestock), and
- The needs of the affected community (e.g., shelter, food, water etc).

Other sources of information may include:

- Imagery/photographic
- Communications
- Telemetry (e.g., flood gauges)
- Human experiences

Two key outcomes of accurate and current operational intelligence are:

- Decision-making, planning, tasking, communications and messaging
- A common operating picture at all levels through shared situational awareness.

## Operational reporting (SitReps)

The LDC will ensure operational reporting – Situation Reports (SitReps) – from local to Disaster District to State commences once the LDMG is activated. Once the LDCC is activated, all reporting will be undertaken as detailed in the LDCC Operations Sub-Plan.

SitReps will be prepared on a regular basis including:

- On activation
- At pre-determined times (usually twice daily, but may be more frequent)
- As the situation changes
- On a request from the DDC, and
- At the conclusion of operations.

SitReps will be created and stored within Guardian IMS, so they are accessible by all staff and agencies supporting the LDCC. The LDC is responsible for ensuring that SitReps are prepared and the Chair of the LDMG is responsible for their authorisation. All SitReps are provided to the District Disaster Coordinator (DDC) and LDMG Members.

## Requests for Assistance (RFA)

When Local Government resources are exhausted, unsuitable for use or a specific technical resource or capability is not able to be located or available, an RFA will be forwarded to the District requesting support. All requests for assistance to the District shall go through the LDC or delegate by way of a "Request for Assistance" process.

The LDC will be proactive in informing the District if it is likely that requests for additional resources are to be made so that in turn the District can also be proactive in its planning for requests for additional resources from within the region, or if these are not available, from the State level.

If resources from State are not available or not within its jurisdiction to approve, a request will be forwarded to the Australian Government for assistance (e.g., ADF support under the DACC arrangements)

### Financial management

Disaster-related finances are not normally included in the budgetary processes of Council. All agencies are responsible for monitoring, tracking, and capturing approved expenditure during disaster operations. This includes the provision of their own financial services and support, meeting and recording their own operational expenses incurred during a disaster event and for claiming reimbursement of any expenses allowed under the State Disaster Relief Arrangements (SDRA) and the Disaster Recovery Funding Arrangements (DRFA).

Refer to Finance Sub-plan for further information

## Re-supply of isolated communities

Disaster events have a potential to create isolated communities within the local government area. The local group is responsible for supporting communities within the area to prepare for the possibility of temporary isolation and ensuring resupply of food and other essentials during times of isolation.

If an event does isolate a community within the Sunshine Coast, all resupply requirements will be addressed in accordance with the Queensland Resupply Guidelines.

#### Media management

All media management and associated communications-related functions for an event will be undertaken as per the Sunshine Coast Information & Warnings Sub Plan.

## **Public information and warnings**

The plan identifies that public information and warnings provided by the local group shall be provided mainly through media releases specifically ABC radio, commercial radio and television networks, social media, print media and the Disaster Hub. Landlines and mobile phones will also be utilised for emergency alert advice. The use of SEWS (Standard Emergency Warning System) or the national Emergency Alert (EA) telephone and SMS messaging will be used to support and reinforce the warning messages provided. The Queensland Government and Sunshine Coast Council contact centres will also be used to support and emphasise the messages provided through the various forms of media.

The Chair of the LDMG and LDC shall be the key sources of information to the community regarding the status of the response to the event and any other associated threats or required community actions. The role of the LDMG Media Liaison Officer is to support these spokespersons and to ensure a coordinated and consistent message is broadcast to the community.

Refer to Public Information and Warnings Operational Sub-plan for further information

#### Damage assessments

Initial damage assessments will be coordinated through the LDCC and will involve a number of agencies including the Queensland Fire and Emergency Services (QFES), Sunshine Coast Council and may include representatives from Queensland Reconstruction Authority (QRA) and any other agency or organisation as required. The information collated from the assessments will be used in forward planning by the LDMG, as well as in disaster recovery operations.

## **Fatigue management**

In the event that the activation continues for an extended period of time, fatigue management principles will apply. Disaster management entities will be required to manage fatigue of their staff in line with their internal agency policies and procedures. Personnel must have the capacity to rotate or replace staff during longer protracted events to prevent physical and mental health issues.

#### After-Activation reviews

The review of operational activities undertaken during a disaster is a key component of developing capacity and improving disaster management arrangements. Post-disaster assessments are held to:

- Assess disaster operations including actions, decisions or processes
- Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use in the next operation, and
- Assess capability and consider where additional planning, training and/or exercises may enhance capability.

These reviews are conducted through two (2) forms of debrief, namely:

## 1. Hot debriefs

Hot-debriefs are undertaken immediately after operations have ceased, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation. A hot debrief will discuss:

- What worked well
- What didn't work well
- Safety issues, and
- Immediate remedial actions required to rectify issues.

#### 2. Post-event debriefs

This form of debrief is undertaken no more than two weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. An 'After Activation Review report is to be completed to provide an overview of the lessons identified following an event and importantly recommendations for improving disaster management. 'Post-event debriefs' include:

- Assessment of decisions made, actions taken, and processes conducted
- Assessment of plans against conduct of operations
- Assessment of capability and capacity and where further planning, training, or exercising is required
- Any critical safety issues, and
- Resolutions for improvements.

For further information refer to IGEM Lessons Management Framework

After action reviews should be completed for both disaster response and relief operations and recovery operations and are conducted as deemed appropriate within the guidelines and framework and by the Chair of the LDMG and the LDC

## **Post-operations report**

Following the completion of all reviews, a Post-Operational Report (POR) will be prepared and provided to the Local Disaster Management Group. This report details findings and recommendations to address any operational issues identified during debriefs. If issues have been identified, an 'Action Plan' must be included in the report to ensure issues are rectified. This plan will be monitored by the LDC to ensure affirmative action is taken on each issue raised.

#### Response Recovery **Prepare Prepare** Training Training Exercising Exercising Correlation between response and Revise plans and Revise plans and arrangements arrangements recovery operations 1. Stages of activation of both response and recovery operations (Alert, Lean Forward, Stand Up and Stand Down) as well as **Alert** Alert pre-activation/preparation and post-activation review phases 2. The correllation between response and recovery **Lean Forward** 3. Transition from response to recovery and from recovery to agency core business practises. **Lean Forward** Stand Up Immediate recovery Transition Post-impact relief and emergency repairs to recovery Short/medium term recovery Stand Up Re-establish, rehabilitate, reconstruct **Stand Down** Long-term recovery Restoration, reshaping, sustainability **Post-activation** Transition to agency core business **Stand Down** review Debrief Assess Post-activation Report Plan review Debrief Assess Report Plan

## Correlation between response and recovery operations

Figure 16: Correlation Between Response and Recovery

The above diagram illustrates the correlation between the disaster management phases of response and recovery. A brief description of each of the stages that follows endeavours to provide a 'factual' overview of what is likely to occur before, during and after an event.

## Response 'Prepare' and recovery 'Pre-activation' stages

This is the period where plans and arrangements are revised, training and exercising is conducted and all agencies are preparing for future activation.

### 'Alert' stage

Preferably, both response and recovery agencies are made aware of a threat that may impact their area of responsibility. At this stage no significant activities are undertaken other than monitoring the situation and some communications between relevant agencies.

## 'Lean Forward' stage

- The threat is imminent, and all agencies are preparing to 'stand up'.
- Response agencies are in state of readiness.
- Ideally LDMG has conducted its initial meeting and the LDCC is being prepared for activation.
- Recovery agencies are communicating regularly and making preliminary arrangements.
- The Local Recovery Group (LRG) may consider meeting.
- All agencies are gathering information for future planning and activities.

## Response 'Stand Up' stage

- Response plans are implemented, agencies activated, resources mobilised, and responserelated tasks are being conducted.
- Recovery agencies are still at Lean Forward, however gathering information on communityrelated damage assessments. If not already occurring, the Local Recovery Group will be meeting to scope out likely activities and initial actions.
- LDCC is operating to desired level and LDMG is meeting.
- LDC and LRC are communicating regularly.

Prior to Stand Down stage for responders, a decision will be made by the LDMG in consultation with LDC and LRC as to when recovery operations are to commence. This changeover from response to recovery should be a seamless transition but cannot be defined precisely as there is no 'hard and fast' rule. Ideally, a 'Recovery Plan' should be developed during the response phase, detailing at what point response operations cease and recovery operations commence. In a technical sense, response ends when all tasks related to preservation of life, property and the

environment. are completed, however in most instances there will be overlaps in the short term.

## Response 'Stand Down' stage

- Response tasks are completed.
- LDCC records are secured and the Transition to Recovery plan is implemented.
- Response agencies including Police, Emergency Services, Council operational branches and relief-related service providers cease activities, refurbish resources, and conduct operational reviews (Debriefs).

## Recovery 'Stand Up' stage

- As response activities are ending the LRG will 'officially' commence stage 1 recovery activities (Post-impact relief and emergency repairs)<sup>34</sup>.
- To coordinate the recovery process, the LDCC should remain operating, albeit in an altered staffing model, to suit the recovery service delivery.
- Plans previously prepared during the Recovery Lean Forward/Response Stand Up stages will be implemented and modified as required to meet the changing needs of the community impact as it becomes known.

#### Recovery 'Stand Down' stage

- Recovery activities may take a considerable period of time (weeks, or months) that will only cease when agencies determine that services can be appropriately handled by agencies as part of their 'core' business.
- At this point, Recovery Stand Down will occur, with reviews of operational performances through debriefs conducted.

In the phase following 'stand down' both response and recovery entities will undertake a Lessons Management approach to the conduct of their operations across the four (4) stages of activation and incorporate lessons identified into future planning and training (Continuous improvement/lessons learned).

For more details on activation triggers and indicative actions refer to Appendix 2

<sup>&</sup>lt;sup>34</sup> It should be noted that the LRG may already have been at stand up just prior to this ensuring that all planning for initial tasking was completed

## Declaration of a disaster situation

In accordance with s64 of the Act, The Sunshine Coast DDC may, with the approval of the Minister, declare a disaster situation for the district or part of the district, if satisfied that:

- A disaster has happened, is happening or is likely to happen in the disaster district
- It is necessary, or reasonably likely to be necessary, for the DDC to exercise declared disaster powers to prevent or minimise any of the following, namely:
  - Loss of human life
  - Illness or injury to humans
  - Property loss or damage, or
  - Damage to the environment.
- Before declaring the disaster situation, the DDC must take reasonable steps to consult with:
  - The district group, and
  - Sunshine Coast Council.
- A failure to consult with the above entities does not affect the validity of the declaration.

Under s69 of the Act, the Minister and Premier may also declare a disaster situation for the State of part of the State for the above circumstances.

The declaration of a disaster situation relates directly to the provision of additional powers for a specific event. A disaster situation is not required to activate the disaster management arrangements or to obtain financial assistance through established disaster relief schemes.

The duration of a disaster declaration has a 14-day duration from the date it is declared unless it is extended or ended sooner by the Minister under sections s.67(A) and s.68(1) of the Act.

## Warnings

## Warning authorities

The following table details agencies that are responsible for issuing warnings.

**Table 11: Warning Authorities** 

Agency	Warning/Information type	
Bureau of Meteorology	Severe Weather Alerts (e.g., fire weather, heatwave) Flood Warnings and Watches Marine Warnings Tropical Cyclones Watch and Alert Tsunami Watch and Alert Severe Thunderstorms Space weather	
Department of Transport and Main Roads	State major road disruptions	
Queensland Rail	Queensland Rail disruptions	
Local Government	Flash flooding warnings	
Queensland Health	Public Health alerts Heatwaves	
Queensland Fire and Emergency Services (QFES)	Emergency Alerts (EA) Standard Emergency Warning Signal (SEWS) Bushfires and major fires Hazardous materials incidents	
Utility owner (e.g. Energy Queensland)	Major Infrastructure failure	
Unitywater	Major Infrastructure failure Issue drinking water notices Notify of sewerage releases to the environment	
Seqwater	Dam release notifications Dam spilling Dam recreational safety	
Queensland Police Services	Public Safety Preservation Act declarations Terrorism incident	
Biosecurity Queensland	Emergency animal diseases Priority plant pests and diseases	

## Warning notifications

During an event, the release of public information on aspects such as road closures, traffic routes, advice on evacuation procedures and centres will be coordinated through the LDCC. Such information and warnings will be provided to the community via a number of communication sources including:

Mobile/Landline telephone including SMS messaging

- Broadcast media including ABC radio, local radio, and television networks
- Social media platforms including: Council's website, Twitter, Facebook and Disaster Hub
- Media websites
- Doorknocking, and
- Opt-in notification systems including road closures and weather warnings.

## **National warning systems**

## **Emergency Alert (EA)**

Emergency Alert (EA) is a national emergency warning system used to convey warnings to the public. The LDC, DDC, SDC or a delegated officer of the referable dam owner (as listed in the approved dam emergency action plan), can request, through QFES on their respective disaster management group, for an EA campaign to be delivered via landline and text messages to potentially affected people.

The approving authority for the use of EA in Queensland is QFES and QFES Media holds responsibility for advising the media of the publication of an EA campaign. Pre-prepared polygons and messages are stored on the QFES EA Portal based on the risk assessment process for the region. Further information and the Emergency Alert Manual is available on the State disaster website

www.disaster.qld.gov.au/dmg/Response/Pages/5-6.aspx

## Standard Emergency Warning System (SEWS)

The Standard Emergency Warning Signal (SEWS) is a nationally agreed warning system. The purpose of SEWS is to alert the community that an official emergency announcement is about to be made concerning an actual or imminent emergency that has the potential to affect them.

The authority to initiate SEWS is restricted to Queensland State Manager of the Bureau of Meteorology (for meteorological purposes), Commissioner - QFES (for disaster events and HAZMAT related incidents) and Commissioner – QPS.

When a SEWS warning is issued, the LDC (or nominated delegate) of each local government affected by the warning is to be notified by the initiating authority at the earliest opportunity. All initiating authorities should notify the QFES State Duty Supervisor or State Duty Officer at the SDCC Watch Desk, who will then contact the relevant local governments.



## **Evacuation**

### Stage of evacuation

Evacuation of a particular area is necessary when a hazard threatens and puts at risk the safety of people within that area or following the impact of a hazard which has subsequently rendered the area uninhabitable. Evacuation becomes necessary when the benefits of leaving significantly outweigh the risk of 'sheltering-in-place'. There are five (5) stages to an evacuation process, namely:

**Table 12: Stages of Evacuation** 

Stage	Brief description
Decision	The decision to evacuate is the first stage of evacuation. Complex issues need to be considered in making this decision, often with only limited information and time available.
Warning	An evacuation warning is the second stage of the process. Warning messages provide guidance and sufficient detail, must be clear, issued by an authority and provide a clear action statement. Warnings will be disseminated to the public in the most appropriate ways.
Withdrawal	Withdrawal is the third stage of the process and involves the organised movement of people from a dangerous or potentially dangerous area to one that is safer.
Shelter	Shelter is the fourth stage of the evacuation process and involves the provision for basic needs of people affected by the emergency, away from the immediate or potential effects of the hazard. Residents or visitors are encouraged to check Council's disaster dashboard or refer to the warning message for open evacuation centres within the region. The preferred option is to reside/relocate to friends and family members in the first instance if they are outside of the exposed area.
Return	Return if the final stage of evacuation; the period during which those who have left the hazard impact area and have been unable to return are now able to do so. It will be necessary to undertake an impact assessment of the area to determine if return is possible.

Evacuation objectives adopted by the Local Disaster Management Group are:

- To ensure the preservation of life during a disaster event
- To use evacuation when it is deemed to be the most appropriate strategy, and
- To ensure the effective coordination of the evacuation operation.

To avoid confusion, a key element in the evacuation process is clear and concise community messaging that provides information and actions to be taken.

Figure 16: Stages of Evacuation summarises the evacuation process.

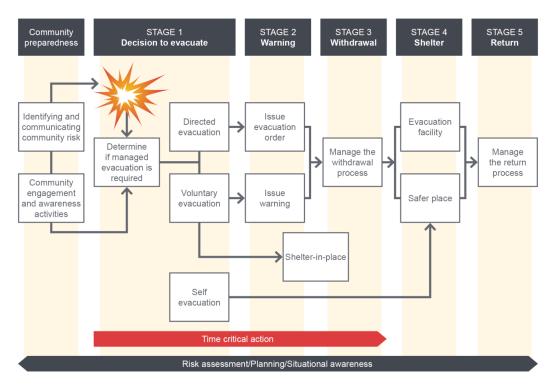


Figure 17: Stages of Evacuation

#### **Evacuation centres**

Council has identified various community facilities across the region as potential evacuation centres or places of refuge. The LDCC is responsible for coordinating the activation and closure of these facilities.

These facilities can be used as outlined:

- An evacuation centre is a facility set aside to provide short-stay emergency accommodation for displaced (evacuated) residents.
- A place of refuge is a facility identified or set aside to provide a brief respite from disaster effects and does not require the provision of accommodation.

Community evacuation centres or places of refuge centres may be opened by Council as required as a result as an impending threat within the region. The community will be notified of their opening via various communication platforms.

People are encouraged to seek refuge with family or friends in the first instance. If evacuating, register your location with 'Register.Find.Reunite' to ensure family and friends know you are safe. For further information on evacuation centres, refer to Council's Evacuation Centre Management Sub-Plan.

## **Neighbourhood Safer Places**

A Neighbourhood Safer Place (NSP) is a local open space or building, such as ovals or sports clubs where people may gather as a last resort to seek shelter from a bushfire.

An NSP may be part of your contingency plan when:

- A bushfire survival plan has failed
- The plan was to stay and defend a property, but the extent of the fire means that the impact of the fire is too great and therefore the property is no longer a safe place to shelter, and
- The fire has escalated to an 'extreme' or catastrophic' level and voluntary evacuation is the safest option.

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NSP's for Sunshine Coast include:

Location	Address	Туре
Yandina Sports Ground	Steggalls Road, Yandina	Open space
Mapleton Lily Ponds	10 Delicia Street, Mapleton	Open space
Maleny Showgrounds	Stanley River Road, Maleny	Open space
Briggs park Sports Oval	663 Jubilee Drive, Palmwoods	Open space

**Table 13: Neighbourhood Safer Places** 

## Volunteer management

Volunteers play a key role in local disaster management response. During times of disasters, individuals and communities inevitably seek to assist their neighbours by spontaneous or ad hoc volunteering. To maximise the opportunities of strong community goodwill following a disaster and minimise the negative impacts of an influx of willing, yet unsolicited and unorganised helping hands, Volunteering Sunshine Coast (VSC) is the primary local point to effectively manage spontaneous volunteers prior to and following an event.

Volunteering Queensland is a central point of recruitment and referral of spontaneous and ad hoc volunteers through its Emergency Volunteering – Community Response to Extreme Weather (EV-CREW) state-wide function. This function identifies locally available people who are able to provide initial relief as part of the response for impacted people and communities. Volunteering Sunshine Coast is a member of the LDMG.

Further information regarding local volunteer management see Volunteering Sunshine Coast at

www.volunteeringsc.org.au

and EV CREW at

www.volunteeringqld.org.au/.

## Offers of assistance

Following a disaster, the public may offer assistance to affected individuals and communities. These offers of assistance provide a benefit to those affected and supplement financial support schemes from State and Australian government.

Offers of assistance may include the following:

Financial donations

- · Volunteering, and
- Solicited or unsolicited goods and services.

The <u>GIVIT</u> organisation is the recognised lead agency in the management of donated goods.

For further information refer to Offers of assistance, <u>PPRR Disaster Management</u> Guideline.

### **Concurrent events**

The global COVID-19 pandemic has prompted governments to reassess the management of society's critical functions, including economic management, health care services, supply chains, as well as response to natural disaster events. With COVID-19 as a backdrop, planning and response activities must continue to occur to be able to effectively deploy resources for other disasters which may unfold simultaneously. For example, the concurrence of tropical cyclones, flooding and a global pandemic presents unique challenges for the disaster management sector.

As a consequence, disaster management entities need to undertake planning that is cognisant of this rapidly changing hazard-scape. This planning must include developing the capability to coordinate multiple simultaneous events and managing the impacts of fatigue on staff required to respond to these events.

## **Cross border arrangements (C2C)**

C2C arrangements responds to the needs of councils affected by natural disasters and acknowledges the desire of unaffected councils to support their colleagues during these events. Local requests for C2C support are made through the Request For Assistance (RFA) process to the DDC via the Local Disaster Management Group.

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## **Defence** assistance

The principle applied to the provision of Defence Assistance to the Civil Community (DACC) is that State or Territory Governments are primarily responsible for combating disasters using available resources. Australian Government resources (including Defence assets) may be made available in situations where the State or Territory governments are unable to react with sufficient speed or lack the necessary resources or skills.

There are three categories of defence assistance:

#### Category 1: Local emergency assistance (DACC 1)

Emergency assistance for a specific task(s) provided by the Senior Australian Defence Force Officers/Unit Commander/Administrator, from within their allocated resources, in localised emergency situations where immediate action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life, or prevent widespread loss and damage to property. Duration of assistance shall normally not exceed 48 hours.

#### Category 2:Significant crisis response or relief assistance (DACC 2)

Emergency assistance, beyond that provided under DACC 1, during a more extensive or continuing disaster response directly related to saving human life or alleviating human suffering or preventing the loss or damage to property when State/Territory resources are inadequate. This may include short term recovery activities during the transfer of tasks to local and state recovery agencies in the immediate aftermath of an emergency. Duration of assistance shall depend on nature, scope of emergency and available resources.

## Category 3: Significant recovery assistance (DACC 3)

Emergency assistance associated with recovery from a civil emergency or disaster, which is not directly related to the saving of life or property that involves longer term significant recovery activity, such as reconstruction of the physical infrastructure and the restoration of emotional, social, economic, and physical wellbeing. Duration of assistance shall depend on nature, scope of recovery effort and available resources.

# Relationship between activation, declarations, and financial assistance

The activation of disaster management arrangements, the Local Plan, or LDCC confers neither special powers nor funding and it is not necessary for a declaration of a disaster situation to be made to activate council's disaster management arrangements.

A declaration of a disaster situation under sections 64 or 69 of the Act provides extraordinary powers to preserve life and property.

The activation of either DRFA or SDRA provides for financial support to the community, funding for disaster operations of State government departments and local governments and restoration of essential public assets.

All three actions are independent and are not interlinked or conditional, although some or all may occur for the same event.

## External coordination and control facilities

## **District Disaster Coordination Centre** (DDCC)

The Sunshine Coast DDCC is established to provide State level support to the LDCC as well as disseminate information from local government level to the State. The DDCC will implement decisions of the DDC as well as coordinate State (and Australian government) resources in support of the disaster affected community.

The DDCC will usually be established at the Police Communications Centre in Maroochydore. However, the DDCC may be established at a different venue or even co located with one or other of the LDCC's if the DDC believes it to be beneficial to the overall coordination effort required.

## **Field Coordination Centre (FCC)**

An FCC is established by Council to assist in the coordination of field operations. The process for the activation and establishment of the FCC will be in accordance with Council's FCC Operational Plan. Members of the LDCC may be requested to attend the FCC and vice versa to ensure a coordinated and effective response. The FCC may also establish a forward coordination point in the field to aid in the coordination of response. The LDCC will support the FCC by identifying any necessary human and physical resources and making them available for the response effort.

## **Incident Control Centre (ICC)**

An ICC is established by the lead agency responsible for the specific threat. The ICC has an immediate threat reduction and resolution role. The process for the activation and establishment of the ICC will be in accordance with that agency's operational plans.

Members of the LDCC, including suitable Council representatives, may be requested to attend the lead agency's ICC as a liaison officer to provide support to the lead agency to ensure a coordinated and effective response. This request will be made by the incident controller to the LDC.

This section of the LDMP provides an overview of Council's disaster recovery arrangements. For full details refer to Sunshine Coast Recovery Sub-Plan and other recovery-related documents.

## PART 8 - RECOVERY

## Meaning of terms

#### Disaster recovery

'Disaster recovery' is the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social) and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration<sup>35</sup>.

#### Relief

'Relief' is efforts to meet the immediate needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs<sup>36</sup>.

## Rationale

Disaster relief and recovery is a complex and often lengthy process, requiring a collaborative, coordinated, adaptable and scalable approach. Responsibility for its delivery is shared between all levels of government, non-government and non-profit organisations that work closely with the community to achieve the effective outcomes.

Council has developed a dedicated Recovery Sub-Plan to provide guidance and direction on the preparation for, conduct and support of disaster recovery operations in the Sunshine Coast and to assist in building a more informed, sustainable, and resilient community. Information on recovery can be found on Council's Disaster Hub.

## **Principles of recovery**

The following principles underpin all recovery planning and operations within the Sunshine Coast and are consistent with Queensland's Recovery Plan:

- Understanding the context understanding community context, with each community having its own history, values, and dynamics
- Recognising complexity responsive to the complex and dynamic nature of both emergencies and the community
- Using local, community-led approaches community-centred, responsive, and flexible, engaging with the community and supporting them to move forward
- Ensuring coordination of all activities a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs
- Employing effective communication built on effective communication between the affected community and other partners, and
- Acknowledging and building capacity recognising, supporting, and building on individual, community and organisational capacity and resilience to disaster events.

### Stages of recovery

As detailed in the Queensland Recovery Plan, 'recovery is a complex and protracted developmental process that can take many years'.

As part of the disaster management arrangements, recovery planning and preparations are undertaken. This is known as preparation and prevention.

Recovery operations are undertaken across three stages. It is important to note that not all individuals, communities or recovery groups experience the same stage at the same time, nor

<sup>35</sup> Queensland Disaster Management Lexicon

<sup>&</sup>lt;sup>36</sup> Queensland Disaster Management Lexicon

transition at the same rate. In some instances, communities can be recovering from multiple overlapping events'.

The following details the elements related to the recovery process and includes pre-activation as well as the three recognised stages of recovery, namely:

- Pre-activation Preparation and prevention
- Stage 1 Immediate (post-impact relief and emergency repairs)
- Stage 2 Short/Medium term (reestablishment, rehabilitation and reconstruction), and
- Stage 3 Long term (restoration, rebuilding, reshaping and sustainability).

#### **Pre-activation**

- Preparation and prevention stage
  - Local recovery groups are established
  - Local recovery coordinators are appointed
  - The development and review of recovery sub-plans occurs
  - Preparedness activities are undertaken, for example, business continuity planning
  - Mitigation activities are undertaken
  - The development and review of community profiles occur
  - Recovery exercises occur
  - Training is undertaken
  - Participation in disaster management networks occurs, and
  - Ongoing meetings of recovery groups occur.

### Stage 1 - Immediate recovery

- Post-impact relief and emergency repairs stage
  - Damage assessments and immediate clean up
  - Identification of priority infrastructure for reconstruction
  - Carcass disposal
  - Identification of priority health, safety, shelter and food needs
  - Identification of public health risks (e.g., water, sanitation, food safety) and introduction of interim measures to prevent disease
  - Provisions for psycho-social assistance
  - Pollution containment
  - Provision of relief to wildlife
  - Immediate recovery initiatives implemented including the commencement of Personal Hardship Assistance Grants and funded service provision by community organisations
  - Potential establishment of case coordination panels in affected areas to enhance collaboration and support to individuals and families who are unable to affect self-recovery
  - Recovery reporting commences
  - The State Disaster Coordination Group will transition from response operations to recovery operations
  - Potential appointment of the State Recovery Coordinator
  - Commencement of emergency infrastructure repairs, and
  - Planning, development, and consultation of an event-specific recovery plan at the local, district and state level.

## Stage 2 - Short/medium term recovery

- Re-establishment, rehabilitation and reconstruction stage
  - Small businesses reopen
  - Community events resume
  - Event-specific recovery plans at the local, district and state level (where developed) are implemented
  - Coordination of ongoing impact assessments, community engagement, communication and collaboration occurs between functional recovery groups at all levels
  - The recovery progress is monitored, identifying overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained
  - Continuation of service delivery occurs, including any extraordinary services, case coordination mechanisms or financial assistance measures
  - Reconstruction activities commence including residential, infrastructure and community repairs.
- Public health risks controlled and/or eliminated
- Environmental remediation and restoration
- · Heritage remediation and restoration occurs
- Betterment initiatives are implemented, and
- Damage assessment and reconstruction monitoring commences.
- Stage 3 Long-term recovery
- Restoration, rebuilding, reshaping, and sustainability stage
  - The continuation of service delivery including any extraordinary services, case coordination mechanisms or financial assistance measures
  - New social connections that may have been created
  - Triggering investment
  - Community behavioural change
  - The enhancement of infrastructure to improve resilience
  - Continuing to build recovery capacity and capability

- The implementation of longer-term recovery initiatives and funding programs
- The introduction of new services to the community
- Increases in innovation and entrepreneurial activities
- A progressive handover or absorption of recovery and reconstruction responsibilities from immediate service providers to agencies or organisations including local government, communitybased or industry-led sectors that support ongoing recovery activities
- Identifying lessons and implementing improvements to increase resilience, and
- Potential post recovery operation evaluations.

For full details related to disaster recovery in the Sunshine Coast refer to Disaster Recovery Sub-Plan (V. 2022)

## Financial arrangements

#### Introduction

The <u>Queensland Reconstruction Authority (QRA)</u> manages and coordinates Queensland's program of recovery and reconstruction funding within disaster impacted communities and delivers best practice administration of public reconstruction and resilience funds.

The "Queensland Disaster Funding Guidelines 2021" outline financial assistance available to communities, small businesses, primary producers, non-profit organisations, local and state governments affected by disasters for events that occur from 1 July 2021 onwards. The arrangements are designed to provide immediate relief for those who are unable to affect their own recovery.

Two types of funding arrangements are available, which can be activated depending upon the scale of the disaster. These include:

- Disaster Recovery Funding Arrangements (DRFA)
- State Disaster Relief Arrangements (SDRA).

Details of funding types are outlined below, refer to the <u>Queensland Disaster Relief and Recovery Guidelines (2021)</u><sup>37</sup> or refer to the <u>DRFA and SDRA Information sheet 2020-2021 (October 2021)</u><sup>38</sup>.

Council works with the QRA to meet various financial requirements when funding is provided to Council. When activated for disaster response and recovery activities, all relevant agencies are responsible for meeting and processing operational expenses incurred during a disaster event, as per their relevant policies and obligations under SDRA and DRFA, if activated.

## Types of funding

## Disaster Recovery Funding Arrangements

A joint funding initiative of the Australian and state government to provide disaster relief and recovery payments and infrastructure restoration to help

communities recover from the effects of natural disasters and terrorist acts.

This program is managed on a whole-ofgovernment basis by QRA.

#### Activation

The Queensland Minister for Fire and Emergency Services is responsible for activating the DRFA. This activation relies on the damage, loss and personal hardship information provided by state and local governments.

Activation of the DRFA allows for eligible expenditure to be reimbursed by QRA to activated state and local governments, loans to be disbursed to eligible individuals, non-for-profit organisations, primary producers, and small businesses, in compliance with the current funding guidelines.

The DRFA can be activated when a natural disaster or terrorist act meet the following criteria:

- A coordinated multi-agency response was required, and
- State expenditure exceeds (Commonwealthset) small disaster criterion (\$240,000).

If an event does not meet these criteria, the SDRA may be activated. Eligible damage must exceed the Local Government Trigger Point<sup>39</sup> in order to be able to seek reimbursement for Emergency Works, Immediate Reconstruction Works and REPA<sup>40</sup> funding under DRFA. DRFA activation can be requested by any state or local government by submitting an Activation Request form to QRA via email to DRFA@qra.qld.gov.au detailing the disaster situation and requesting activation of this relief measure.

Included in DRFA arrangements are Counter Disaster Operations (CDO), which are activities that are undertaken by Local and State Government agencies to provide direct assistance to and in the protection of the general public before, during and after a disaster event. DRFA allows for the reimbursement of extraordinary costs associated with eligible CDO activities to alleviate personal hardship and distress.

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 $<sup>^{\</sup>rm 37}$  QRA - Queensland Disaster Relief and Recovery Guidelines (June 2021)

<sup>38</sup> QRA - DRFA & SDRA Information sheet (March 2021)

<sup>&</sup>lt;sup>39</sup> QRA, Local Government trigger points.

<sup>&</sup>lt;sup>40</sup> Reconstruction of Essential Public Assets - REPA are works undertaken by local governments and state agencies to reconstruct damaged essential public assets to pre-disaster function.

#### **State Disaster Relief Arrangements**

A wholly State funded program that may be activated for all hazards to help alleviate personal hardship and distress.

#### Activation

The SDRA is able to be activated when the Department of Communities, Housing and Digital Economy (DCHDE) identifies that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

The Director-General of the Department of the Premier and Cabinet (supported by QRA) is responsible for activating the SDRA. QRA will coordinate the delivery of the SDRA assistance measures.

#### **National Disaster Relief Arrangements**

There are two current funds administered nationally by the National Emergency Management Agency (NEMA) and managed by QRA in Queensland:

The Disaster Ready Fund (DRF) is intended to provide up to one billion dollars from FY 23/24 over five years to address disaster resilience and risk reduction across Australia

The Emergency Response Fund (ERF) is able to be drawn upon to allow for up to an extra \$200 million to be made available to fund emergency response and natural disaster recovery and preparedness.

#### **Disaster Recovery Payment**

The Australian Government Disaster Recovery Payment (AGDRP) is a one-off, non-means tested

payment of \$1000 per eligible adult and \$400 per child who have been adversely affected by a major disaster either in Australia or overseas.

The AGDRP may be activated when the impact of a disaster on individuals and families requires an additional Australian Government response to support short-term recovery needs.

The Prime Minister or Cabinet may also decide to provide a similar payment to New Zealand Special Category visa holders who have been affected by declared major disasters.

<u>Services Australia</u><sup>41</sup> administers the DRA, refer to their website for payment information.

#### **Disaster Recovery Allowance**

The Disaster Recovery Allowance (DRA) is a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster. When available, DRA assists employees, small businesspersons and farmers who experience a loss of income as a direct result of a disaster event. It is payable for a maximum of 13 weeks from the date at which a customer has, or will have, a loss of income as a direct result of a disaster. DRA is taxable.

Services Australia administers the DRA, refer to their website for payment information.

<sup>&</sup>lt;sup>41</sup> Services Australia, Natural disaster payments

### Other available funding programs

Multiple financial arrangements, including funding programs, are available in Queensland to assist state and local governments, businesses, primary producers, and NGOs to prepare for, prevent, respond to and recover from disaster events.

Туре	Overview	Frequency
Australian Government Business	Find grants, funding, and support programs from across government to help your business grow and succeed.  This tool will assist you to find out if you're eligible to apply and what you could receive from the grant and program if successful.  Grants and Programs finder business.gov.au	All year
Gambling Community benefit funding (GCBF)	The objective of the fund is to allocate funding to not-for-profit community groups to help them provide services, leisure activities and opportunities for Queensland communities.  The funding limit is between \$500 and \$35,000.  An application is deemed eligible if:  it is submitted by an eligible organisation  the sponsored entity (if applicable) is supported by an eligible legal entity  it demonstrates that it will benefit Queensland communities  multiple quotes have been sourced—although the actual quotes don't need to be submitted with the application.	The GCBF has multiple funding rounds each year. The closing dates for the rounds are:  • 28 February  • 30 April  • 30 June  • 31 August  • 31 October.
Get Ready Queensland Funding	Get Ready Queensland comprises a community campaign and an ongoing grants program distributed annually to councils. Get Ready funding supports councils to deliver activities that increase understanding of disaster preparedness and improve disaster resilience within their communities. These local activities are supported by a state-wide marketing campaign led by the Queensland Reconstruction Authority (QRA).	Yearly
Queensland Resilience and Risk Reduction Fund (QRRRF)	The Queensland Resilience and Risk Reduction Fund (QRRRF) helps communities reduce the risk of, and better prepare for, natural disasters.  The objective of this funding is to support delivery of disaster resilience and mitigation projects that:  • Align with the objectives of the:  • Queensland Strategy for Disaster Resilience  • National Disaster Risk Reduction framework  • 2019 Queensland Monsoon Trough After the flood:  A strategy for long term recovery  • Are cost effective and evidence based  • Address state-risk priorities such as those identified in the Queensland State Natural Hazard Risk Assessment 2017.	The QRRRF is jointly funded by the Commonwealth and Queensland governments as part of its five year National Partnership Agreement on Disaster Risk Reduction.
SES Support Grant	The aim of the SES Support Grant is to assist local governments in providing high quality emergency and disaster management services by supporting the activities of the SES. Grants up to \$75,000 for accommodation and \$30,000 for motor vehicles are available.	Yearly

**Table 14: Available Funding Programs** 



Translated fact sheets about financial assistance grants are available on the <u>Queensland</u> <u>Government website</u><sup>42</sup>.

These fact sheets provide translated information about the different types of financial assistance grants that may be available to you should a disaster occur:

- Community recovery support and financial assistance information
- Emergency hardship assistance
- Essential services hardship assistance grant
- Essential household contents grant
- Structural assistance grant
- Essential services safety and reconnection grant.

<sup>&</sup>lt;sup>42</sup> Queensland Government website: translated fact sheets for financial assistance.

### PART 9 - RESILIENCE

#### Meaning of term

#### Resilience

Resilience can be defined as "a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances".

#### Context

Australia has experienced a number of large scale and devastating natural disasters, including catastrophic bushfires, far reaching floods, cyclones and damaging storms. Natural disasters are a feature of the Australian climate and landscape and this threat will continue, with weather patterns likely to be less predictable and more extreme over coming years.

The community is exposed to a range of other potential disasters, including urban and industrial fires, pandemics, aircraft crashes, major road accidents, marine oil spills, security incidents and exotic animal and plant diseases. Such events may have personal, social, economic and environmental impacts that take many years to dissipate.

Our unique climate, environment and demography means that we need to shape our resilience activities to suit our circumstances but within the context of being a part of the Southeast Queensland setting.

Australians are renowned for their resilience to hardship. Complementing our ability to innovate and adapt, are a strong community spirit that supports those in need, and a general self-reliance to withstand and recover from disasters.

In Queensland, we have well established and cooperative emergency and disaster management arrangements at the state, district and local levels delivering a coordinated approach and effective capabilities.

A disaster resilient community is one that collaborates and works together to understand the

risks and manage those risks together. Ensuring a disaster resilient region is the shared and collaborative responsibility of all levels of government, non-government sector, business, community and the individual.

The fundamental building blocks of disaster resilience for the Sunshine Coast are individuals and households. If at this level, people are aware of the risks and are prepared to respond and are connected to support networks, there is far greater resilience at the neighbourhood, community and regional levels. This results in a reduced reliance on emergency services and external resources in a disaster which in turn generates flexibility in formal response and recovery activities.

# **Queensland Strategy for Disaster Resilience**

The Queensland Reconstruction Authority is the lead agency responsible for Queensland's disaster resilience policy and has created the Queensland Strategy for Disaster Resilience<sup>43</sup>.

The Strategy describes resilience in the context of disaster management, as: 'a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances.'

State, national, and international experience has shown that the following elements contribute to a resilient organisation or community:

- Risk-informed and appropriately prepared individuals
- The capacity to adapt, and
- Healthy levels of community connectedness, trust and cooperation.

Communication and education are key in preparing for disaster events and being prepared can help to minimise the impacts and create a more resilient community.

<sup>&</sup>lt;sup>43</sup> QRA, Queensland Strategy for Disaster Resilience

<sup>84</sup> Sunshine Coast Council Local Disaster Management Plan

#### **Sunshine Coast Resilience Plan**

Council has prepared a Disaster Resilience Plan that aims to provide for the safety and care of its residents and visitors to the region and recognises that building regional resilience is a shared responsibility between all levels of government, the business community, non-government sector and the community.

Council has identified four priority areas critical to ensuring our region can respond to and recover quickly from any disaster, namely:

Priority	Desired outcomes	
Strengthening community disaster resilience	A prepared, adaptive and disaster resilient community who understands their vulnerabilities and exposure to local disaster risks and is responsive to a changing environment.	
	Community-based solutions empowering communities to use their own knowledge and decision-making processes to prepare and take action before, during and after disaster events.	
	Our neighbourhoods are connected with each other and invested in local efforts to reduce exposure and increase response to disasters.	
	Sunshine Coast communities are engaged with Council and have access to up-to-date information on how to prepare, respond, and quickly recover from a disaster or major event.	
	Quickly recover from a disaster or major event.	
Strengthen economic disaster resilience	Business owners are aware of the risks to business continuity and are able to identify and implement strategies to minimise the negative economic impact of a disaster or major event.	
	Sunshine Coast businesses have access to up-to-date information on how to prepare, respond, and quickly return to operations following a disaster or major event.	
	Strong economic leadership and collaboration by government, business and industry on disaster resilience and preparedness activities.	
Protection of critical infrastructure	A disaster resilient region shaped by clever planning and good design.	
Intrastructure	Reduced exposure to all hazards through responsible land use planning, development, and construction.	
	Decision making and delivery of asset management, operations and investment that considers climate hazards and reduces disaster risks in the built environment.	
	Critical infrastructure is able to support community access basic needs post disaster event.	
	Coastal dependent development / community.	
	Infrastructure is resilient to coastal hazards.	
	(From the Environment and Liveability Strategy 2017 Part A: Strategic Direction)	

Priority	Desired outcomes	
Preservation of the environment	The environment is able to absorb change, manage major events and bounce forward to a stronger, more resilient state.	
	The environment is protected against loss of native vegetation and habitat.	
	Biodiversity values in our neighbourhoods and the impacts of climate change are strong and understood.	
	Biodiversity conservation and the management of waterways, wetlands, and the coastal environment incorporates the predicted impacts from climate change and natural hazards.	
	The impact of climate change on our vulnerable communities is less due to sustainable environmental planning.	
	From the Environment and Liveability Strategy 2017 Part A: Strategic Direction	

**Table 15: Sunshine Coast Resilience Priorities** 

For full details refer to Council's Disaster Resilience Plan 2019-2022.

### PART 10 - APPENDICES

#### **Appendix 1: Definitions**

Definitions of words used in this plan have been primarily sourced from the Queensland Disaster Management Lexicon, version 2.01, June 2021. Other definitions not sighted in the Lexicon will be referenced accordingly.

#### Activation

Activation involves the commencement of a process or activity in response to a trigger. An activation is not a declaration, nor is it dependent on the declaration of a disaster situation (see definition for declaration). For example, activation of a relief measure, as detailed in the Queensland Disaster Relief and Recovery Arrangements.

#### After-activation review (AAR)

A debriefing process following an event or activity by those involved with, or interested in, that event and whose purpose is to learn from it.

#### **Alert**

A level of activation. A heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required. The situation should be monitored by someone capable of assessing the potential of the threat.

#### All-hazards approach

The all-hazards approach assumes that the functions and activities applicable to one hazard are most likely applicable to a range of hazards and consequently, a disaster management plan that captures the functions and activities applicable to all hazards.

#### All agencies approach

All agencies should be involved to some extent in emergency management. The context of emergency management for specific agencies varies and may include:

- Protecting the community and environment from risks arising from the activities of the organisation.
- Ensuring the continuity of their business or service.
- · Protecting their own interests and personnel.
- Protecting the community and environment from credible risks.

#### Briefing

The process of advising personnel of the details of an incident or an event with which they will be dealing.

#### Capacity

The combination of all the strengths, attributes and resources available within an organisation, community, or society to manage and reduce disaster risks and strengthen resilience. Capacity may include infrastructure, institutions, human knowledge and skills and collective attributes such as social relationships, leadership, and management.

#### Community

A group with a commonality of association and generally defined by location, shared experience, or function.

A social group which has a number of things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace, etc.

#### Comprehensive approach

The development of emergency and disaster arrangements to embrace the aspects of prevention, preparedness, response, and recovery (PPRR). PPRR as aspects of emergency management, not sequential phases.

#### Consequence

The outcome or impact of an event and may be expressed qualitatively or quantitatively. There can be more than one consequence from an event. Consequences are generally described as the effects on people, society, the environment, and the economy (Geoscience Australia).

#### Coordination

The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc.) in accordance

with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.

#### **Coordination Centre**

A centre established as a centre of communication and coordination during disaster operations.

#### Critical infrastructure

The physical structures, facilities, networks, and other assets which provide services that are essential to the social and economic functioning of a community or society.

#### Damage assessment

The process of collecting quantifiable data that enables the assessment of the impact of an event. Data collected could be used to inform Impact Assessments. Damage could include, but is not limited to, damage to:

- Infrastructure
- Homes and public buildings
- Commercial properties
- The environment

#### Debrief

A meeting at the end of an operation with the purpose of assessing the conduct or results of an operation.

#### **Declaration (of a disaster situation)**

The formal procedure to enable declared disaster powers under the Disaster Management Act 2003 (s64-s69) as required. Specific powers may be used to prevent or minimise loss of life, injury, or damage. This term specifically relates to declaration of disasters under the Disaster Management Act 2003 which is distinct from a 'declaration of an emergency situation' as defined in the Public Safety Preservation Act 1986.

#### **Directed evacuation**

Also known as compulsory evacuation is where a relevant government agency has exercised a legislated power that requires people to evacuate. A directed evacuation under the Disaster management Act 2003 requires the declaration of a disaster situation.

#### Disaster

A disaster is a serious disruption in a community, caused by the impact of an event, that requires a

significant coordinated response by the State and other entities to help the community recover from the disruption.

#### **District Disaster Coordinator (DDC)**

The role of the District Disaster Coordinator, in addition to other duties, is to coordinate disaster operations in the disaster district for the district group.

# District Disaster Management Group (DDMG)

A district disaster management group is established for each disaster district. A district group consists of the persons prescribed by regulation to be members of the group.

#### **Disaster Hub**

Disaster Hub is a web-based platform that provides comprehensive, centralised, and real-time information for the public, media, and external agencies to access before, during and after emergency and disaster events.

www.disaster.sunshinecoast.qld.gov.au

#### **Disaster Management**

Disaster management means arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to, and recovering from, a disaster.

#### Disaster Management Act

The Parliament of Queensland makes legislation by enacting an Act. This means the Legislative Assembly passes a Bill for the Act and the Bill is given royal assent. On assent the Bill becomes an Act. The Disaster Management Act 2003 provides the legislative basis for the disaster management in Queensland.

#### Disaster management standards

The inspector-general may make one or more standards (each a disaster management standard) about the way in which entities responsible for disaster management in the State are to undertake disaster management.

#### **Disaster Management Guidelines**

The chief executive may prepare guidelines to inform the State group, district groups and local governments about matters relating to any of the following:

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- The preparation of disaster management plans
- The matters to be included in a disaster management plan
- Other matters about the operation of a district group or local group the chief executive considers appropriate having regard to disaster management for the State.

#### Disaster intelligence

Also referred to as 'Intel'. The product of a process of collecting and analysing information or data which is recorded and disseminated as intelligence to support decision making.

#### **Disaster operations**

Disaster operations means activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event.

# Disaster Recovery Funding Arrangements (DRFA)

A joint Australian Government-State cost sharing arrangements to alleviate the financial burden on the states and to facilitate the early provision of assistance to disaster affected communities. Through the Disaster Recovery Funding Arrangements 2018 (DRFA), the Australian Government provides financial assistance directly to the states to assist them with costs associated with certain disaster relief and recovery assistance measures.

#### Disaster response capability

The ability to use Local Government resources, to effectively manage or help another entity to manage an emergency situation or a disaster in the local government's area.

#### **Disaster situation**

Means a disaster situation declared under s64(1) by the district disaster coordinator with the approval of the Minister, or by the Minister or Premier (s69).

#### **Emergency Alert (EA)**

A national telephone warning system that provides Australian emergency authorities with an enhanced ability to warn the community in the event of an emergency. The warning system is

another tool available for organisations to issue emergency warnings. Emergency Alerts will be issued via landline and mobile telephones.

#### **Emergency management**

Emergency management is also used, interchangeably, with the term disaster management.

#### **Evacuation**

The planned movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return.

#### **Evacuation centre**

A building located beyond a hazard to provide temporary accommodation, food, and water until it is safe for evacuees to return to their homes or alternative temporary emergency accommodation.

#### Event

An event may be natural or caused by human acts or omissions. It can also mean any of the following:

- A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening
- Bushfire, an explosion or fire, a chemical, fuel or oil spill, or a gas leak
- An infestation, plague, or epidemic
- A failure, or disruption to, an essential service or infrastructure
- An attack against the State
- Another event similar to the above events.

#### **Exercise**

A controlled, objective-driven activity used for testing, practicing, or evaluating processes or capabilities. Exercises may be 'field', 'functional' or 'discussion' in nature.

#### **Functional lead agency**

An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.

#### Hazard

A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption, or environmental degradation.

#### Hazardscape

Both natural and human-made (anthropogenic) hazards and the cumulative risks that they pose across a given geographical area (unknown source).

#### Incident

Day to day occurrences, being an emergency or sudden event accidentally or deliberately caused which requires a response from one or more emergency response agencies by itself or in cooperation with other response agencies.

#### Lean forward

A level of activation. An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby, prepared but not activated.

#### **Local Disaster Coordinator (LDC)**

A person appointed under s35 of the Act to coordinate disaster operations and to regularly report to the local group about disaster operations. The person appointed must have the necessary expertise of experience and the appointment must be in writing.

# Local Disaster Management Group (LDMG)

A local group as specified under s29 of the Act.

# Local Disaster Management Plan (Local Plan)

A plan prepared under s57 of the Disaster Management Act 2003 that documents arrangements to manage disaster planning and operations within the local government area of responsibility

#### Mitigation

Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on communities, the economy, infrastructure and the environment.

#### Neighbourhood safer places (NSP)

A local open space or building where people may gather, as a last resort, to seek shelter from bushfire.

# Non-government or non-profit organisations

Non-profit making organisation operating at the local, national, or international levels. Distinct from a governmental organisation, having no statutory ties with a national government.

#### Places of refuge

A building assessed as suitable to provide protection to evacuees during a cyclone but is not a public cyclone shelter. These are typically opened when the capacities of other evacuation facilities have been exceeded.

#### **Preparedness**

Measures to ensure that, should an emergency occur, communities, resources, and services are capable of coping with the effects.

#### Prevention

Measures to eliminate or reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.

#### Recovery

The taking of appropriate measures to recover from an event, including the action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic, and physical wellbeing, and the restoration of the environment.

#### Recovery Hub

Established by the Queensland Department of Communities, Housing, and the Digital Economy. Provides direct provision of government and non-government information and services in one location through multiple agencies, as dictated by the event. Hubs can take many forms (mobile or static) depending on the type and volume of needs, availability and size of premises, geographic characteristics and the scale of the impact. Also known as a Community Recovery Hub.

#### Relief

Efforts to meet the needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs.

#### Residual risk

Residual risk is the disaster risk that remains even when effective reduction measures are in place and for which emergency response and recovery capacities must be maintained. The presence of residual risk implies a continuing need to develop and support effective capacities for emergency services, preparedness, response and recovery, together with socioeconomic policies such as safety nets and risk transfer mechanisms, as part of a holistic approach.

#### Resilience

A system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances.

#### Response

The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.

#### Risk

The concept of risk combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact represented by interactions between hazards, elements at risk and vulnerability. (Geoscience Australia).

#### Serious disruption

#### Means

- Loss of human life, or injury or illness
- Widespread or severe property loss or damage
- Widespread or severe damage to the environment.

# Standard Emergency Warning System (SEWS)

A distinctive audio signal that alerts the community to the broadcast of an urgent message relating to a major emergency or disaster. It is intended for use as an alert signal to be played on public media such as radio, television and public address systems.

#### Stand down

A level of activation. Transition from responding to an event back to normal core business and/or continuance of recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

#### Stand up

A level of activation. The operational state following 'Lean Forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.

#### Storm tide

Storm tides are associated with tropical storms and cyclones. Storm tide flooding comes from the ocean and is a result of combined high tides and heavy seas. Storm tides often coincide with periods of intense and prolonged rainfall and can impact on existing swollen river systems and lowlying coastal areas. Storm tides can increase the severity, extent and length of any simultaneous river and creek flooding.

#### **Sunshine Coast Council App**

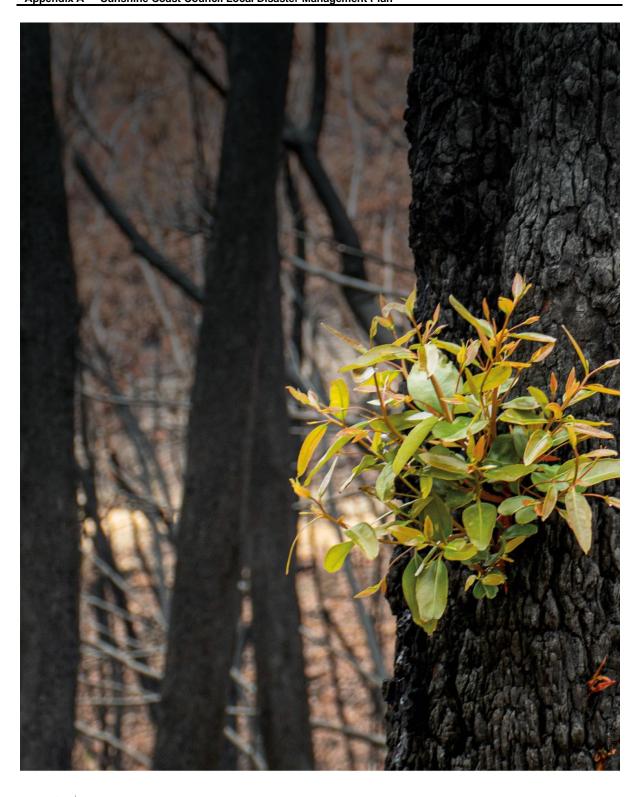
The SCC app provides one touch access to a diverse range of council services direct from your smartphone. It also provides emergency alerts and warnings through its notifications as these are issued. Available through <a href="https://www.sunshinecoast.qld.gov.au/council/contact-council/site-help/scc-app">www.sunshinecoast.qld.gov.au/council/contact-council/site-help/scc-app</a>

Appendix 2: Activation triggers and indicative actions

	ALERT	LEAN FORWARD	STAND UP	STAND DOWN
THREAT / TRIGGER	Information     received identifying     a threat which is     likely to develop     over next one to     three days     Lead agency     advises they are     likely to establish     an Incident     Coordination     Centre (ICC) at     Lean Forward or     Stand-Up status	Probable disruption/impact of an expected event on the community is less than 24 hours away     Potential for multiple events which will require a coordinated response from a number of agencies     Lead agency advises that it has established an active ICC	Event is imminent or has occurred and has the potential to cause significant community impact	Disaster response operations have concluded     Transition to recovery is underway or completed     Community is in recovery phase of event
INDICATIVE ACTIONS	<ul> <li>Hazard/threat identified</li> <li>Initial advice provided to LDC</li> <li>Monitor weather forecasts</li> <li>Determine availability of staff and agencies</li> <li>Contact lists checked and updated including mobile phone and SMS lists</li> <li>Advise Chair and members of LDMG of current situation</li> <li>Contact established with ICC</li> <li>Establish contact with DDC and QFES (DM)</li> <li>Notify LDMG staff and availability if needed</li> <li>Prepare media and communications strategy</li> </ul>	<ul> <li>Preliminary SitRep developed</li> <li>Decision made on likely activation phase</li> <li>Notifications sent and acknowledged</li> <li>Availability of staff for LDCC confirmed</li> <li>Contact maintained between lead agency ICC, LDC, DDC and QFES (DM)</li> <li>If time available extraordinary meeting of LDMG held</li> <li>Preparations underway to activate LDCC as per sub-plan LDMG meeting held</li> <li>Scale (size) of LDCC being</li> <li>After hours support and access arranged if likely to be required</li> <li>LDMP public information and warning plan activated</li> </ul>	Local plan and LDMG activated     Cost capture commenced     DDC advised of level of activation and situation     Situation reporting underway     LDMG meetings held     Scale up LDMG as required to cope with situation     Damage assessment process being planned/underway     Activate recovery plan	Ensure all response actions have nee finalised and final Situation Report is forwarded to DDC.     All documentation, electronic files including financial information is finalised and stored     LDCC staff and LDMG deactivated     LDCC closed for response operations but continues for recovery phase     Transition to recovery finalised     Handover from LDC to LRC     Debriefs conducted

**Table 16: Activation Triggers and Indicative Actions** 

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sunshinecoast.qld.gov.au mail@sunshinecoast.qld.gov.au 07 5475 7272 Locked Bag 72 Sunshine Coast Mail Centre Qld 4560











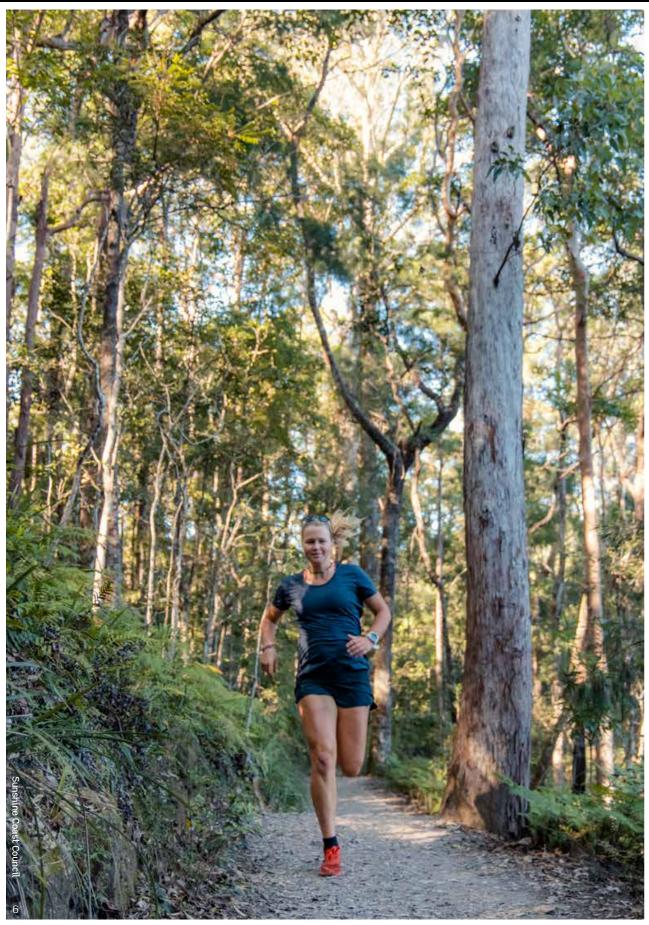
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24 AUGUST 2023 **Ordinary Meeting** 

**Sunshine Coast Major Events Strategy** Item 8.7 Appendix A Sunshine Coast Major Events Strategy 2018-2028 - 2023 Refresh





Events Board Chair

### **Foreword**

The region's major events portfolio has grown significantly over the past decade — achieving notable successes and making a significant contribution to Council's vision for the Sunshine Coast to be Australia's Most sustainable region: Healthy. Smart. Creative.

The Sunshine Coast Major Events Strategy 2018-2027 has been strongly supported by Council, key stakeholders, local industry, event organisers, attendees and the wider community. The strategy recommended a review and update of the plan after five years, in order to keep up to date in regional and wider events evolutions. This review has been undertaken, with the strategy now 'refreshed' for 2023-2028.

Many elements of the previous 2018-2027 strategy remain relevant, important, and aligned to Council and community values - and continue to be central elements of the region's major events plan. There are, however, a range of significant impacts and expanding opportunities that are now factored into the strategic plans.

Like the rest of Australia, the Sunshine Coast major events calendar was severely impacted and destination awareness potential of between 2020 and 2022 by COVID-19, with longer term impacts and recovery periods still in place. The cancellation, or reduction, of events during this period was a major challenge for Council and their partner major event organisers — with Council playing a lead role in maintaining financial and operational support to key events to contribute to their longer-term survival. As we stand in 2023, the Sunshine Coast has demonstrated strength and resilience across the region — riding through the earlier challenges and building again to create extensive benefits to the local region.

The announcement of the Brisbane 2032 Olympic and Paralympic Games is a new and exciting opportunity for all of South-East Queensland, with flow-on benefits to all types of events and industry on the Sunshine Coast. Acknowledging that there is much work to be done in finalising the region's full positioning and planning for 2032, the strategy aligns possible current

and future targets connecting major events to future Olympic opportunities.

Carefully targeted financial support, high quality events and support infrastructure, engaged business and resident communities and ensuring that the branding and promotional benefits of events are fully realised, continue to play important roles in leveraging the benefits that can be created for the region.

The Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh, continues to develop an expanded focus on the longer-term outcomes and benefits from successful event funding programs. The immediate economic and visitation impact of events will always be a prime measure of success for each project, however, an increase in the reputational, promotional the events program continues to be a key target. In particular, building a plan to support and partner with events of varied scale, content and outcomes allows the region to create an annual overall impact across a range of targeted categories including an expanded focus on environmental, cultural, accessible and artistic content that drives external regional perception and local community pride.

This refreshed strategy sets a framework which will deliver the vision of the Sunshine Coast being recognised as the premier regional events destination in Australia where major events deliver maximum results to the economy, communities and stakeholders.

The vision will be achieved through continued productive relationships with partners in the tourism and events industry, and with local businesses and communities to ensure all the benefits of a vibrant and balanced event calendar for the region are fully realised.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

## Introduction

The Sunshine Coast: where major events deliver maximum results

The Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh provides a five-year framework which seeks to maximise the value of major events to the economy and to the region.









The strategy has been developed by Council in close consultation with the Sunshine Coast Events Board and informed through valuable contributions from the tourism and event industry and key regional partners. The refreshed strategy outlines pathways and actions taken during the first five-year period of the previous 2018-2027 strategy, prior to a formal review in 2023 and sets out the priorities and actions for the remaining period 2023-2028.

The refreshed strategy outlines the region's approach to the acquisition, support and assessment of the annual calendar of Sunshine Coast major event products that drive visitation and economic benefit, and is designed to build on the foundations of success established through the region's first Sunshine Coast Major and Regional Events Strategy 2013-2017. It is also designed to align with and contribute to the desired outcomes of the Sunshine Coast Regional Economic Development Strategy 2013-2033, and to assist Council in achieving the broader regional and community objectives envisioned in the Sunshine Coast Council Corporate Plan 2023-2027.

Central to its targeted outcomes, the Major Events Sponsorship Program has a vital role to play in the overall tourism strategy for the region, with events being key drivers of visitation, promotion of the destination and long-term brand development of the Sunshine Coast.

This strategy operates in conjunction with Visit Sunshine Coast's Destination Tourism Plan 2020-2025 and its vision to create a sustainable and competitive tourism and events destination. Actions and measures relating to the immediate and longer-term impact of major events on the overall tourism performance of the region form key parts

The strategy seeks to ensure that the region realises its full potential, ensuring that major events contribute fully to the vision for the Sunshine Coast region to be Australia's most sustainable region:

Healthy. Smart. Creative.

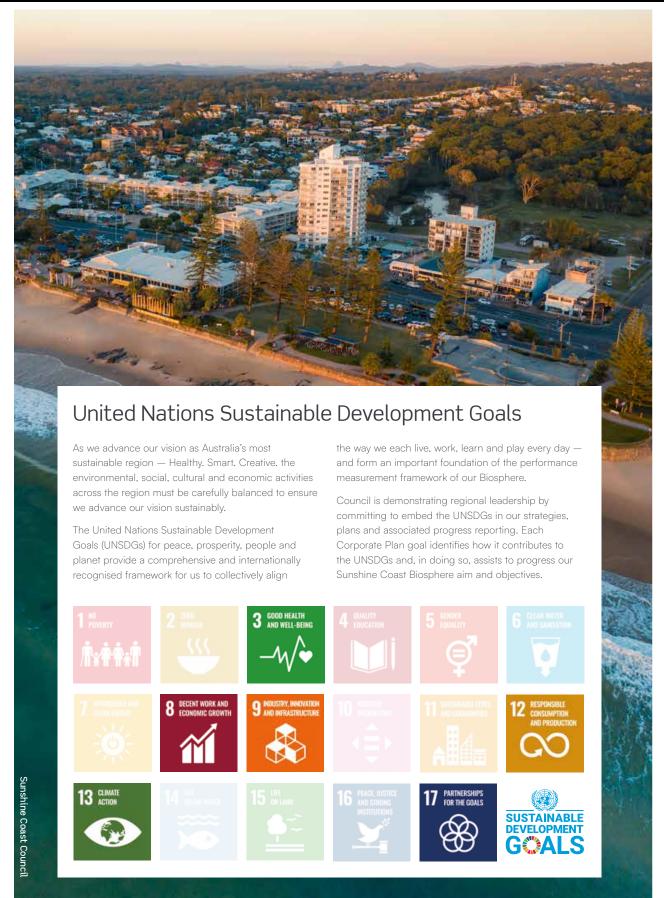
of this strategy, reflecting the contribution a successful major events program makes to broader regional tourism outcomes.

The events and projects referred to in this document are those supported by Council through the Major Events Sponsorship Program. It is acknowledged that a wide range of other event projects are delivered throughout the region that contribute significantly to the achievement of the overall goals of this strategy, and it is intended that the actions and outputs of this plan work closely with other key regional plans with mutually beneficial goals.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

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Ordinary Meeting 24 AUGUST 2023



# Our global commitment

Towards this end, this Plan embeds the United Nations Sustainable Development Goals (UNSDGs) into its actions. The United Nations Sustainable Development Goals for peace, prosperity, people and planet provide a comprehensive and internationally recognised framework to collectively align the way we each live, work, learn and play every day.

UNSDG 03 — Our aim is to support events that promote healthy lifestyles and promote well-being across all ages by supporting mass participation and sporting events to promote an active way of life and improved fitness levels within the community.

**UNSDG 08** — With a focus on sustainable economic growth for the region, including high value industries such as tourism, health & wellbeing and sport, our events industry provides valuable and fair employment opportunities for those living within the region.

**UNSDG 09** — Our aim is to grow inclusive and sustainable industries that provide economic outcomes for the region with increased visitation as a result of hosting major events. We will embrace and support innovative ideas through the new 'Emerging Events' category within the major events sponsorship portfolio.

UNSDG 12 — Our aim is to encourage event organisers to reduce waste generation through prevention, reduction, recycling and reuse and to adopt sustainable practices by ensuring that organisers have the relevant information for awareness and capability to drive change.

UNSDG 13 — Our aim is to encourage event organisers to adopt sustainable working practices to reduce their impact on the climate and the environment, assessing their environmental impact on the wider Sunshine Coast region and our UNESCO Biosphere through the funding application process.

**UNSDG 17** — Our aim is to develop stakeholder partnerships to share knowledge and expertise to grow and evolve the region's events industry, while continuing to partner with stakeholders across relevant high value industries to advance collective regional economic development objectives.



In June 2022, our Sunshine Coast local government area was recognised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) as a biosphere reserve - where responsible development and people living sustainably sit alongside active conservation.

Our region has joined a global effort of 738 biospheres in 134 countries to balance the environmental, social, cultural and economic needs of today, without compromising the ability to meet the needs of future generations.

Our region's international recognition as a special place where people are living, working, learning and playing

sustainably highlights the values of our region that we are seeking to protect and enhance, brings new opportunities and a range of possible benefits to our natural environment, community, lifestyle and economy.

Being recognised as a UNESCO Biosphere reserve and maintaining this credential is our region's commitment to create a positive legacy for future generations. Every resident, visitor, business and government entity has a key role to play in maintaining and enhancing the Sunshine Coast Biosphere reserve for our children, grandchildren and all those who will enjoy the prosperity, beauty and liveability of our region into the future.

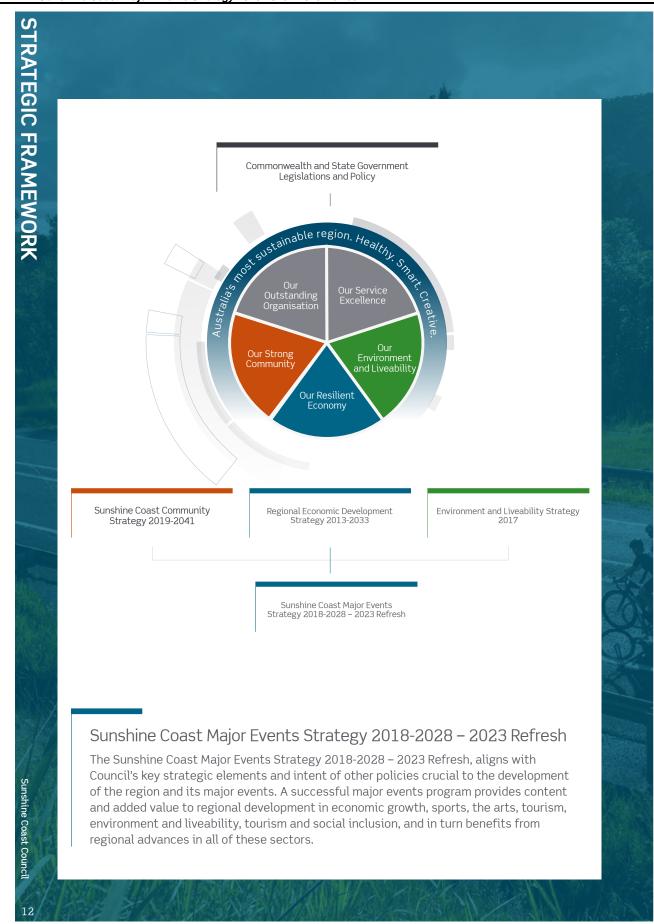
Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

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STRATEGIC



### Strategic Alignment

### Regional Economic Development Strategy 2013-2033

The Regional Economic Development Strategy 2013-2033, (REDS) provides a 20-year vision and blueprint for sustainable economic growth. It will help to ensure the region actively participates in the global economy and deliver the lifestyle and opportunities for local residents and businesses alike.

Tourism, sport and leisure collectively forms one of the identified seven high value and growth industries to support the economy and facilitate new investment opportunities. Underpinned by a strong regional reputation for staging both international and homegrown events, the Sunshine Coast is one of Australia's top tourism markets. Council invests strategically and financially in major events that attract tourists during the low seasons and generates media and brand exposure to support the strengthening of the regional economy.

### Sunshine Coast Community Strategy 2019-2041

The Sunshine Coast Community Strategy 2019-2041, focuses on inclusive communities by supporting the growth of social connection and collaboration through a place-based approach. Place based planning is an enduring concept in this strategy. Outcomes sought include an emphasis on active transport; community facilities, including supporting facilities. parks, open space and civic spaces; affordable living options; smart infrastructure and sense of place in the public realm.

Major events raise community pride, tolerance and connectedness between residents, the business community and government. Council funds and coordinates a range of community arts and cultural events, all of which complement the overall goals of the Major Events Strategy.

#### Sunshine Coast Creative Arts Plan 2023 — 2038

Designed to stimulate the region's arts sector and create opportunities to build a strong arts community, the Arts Plan aligns with the Major Events Strategy vision for emerging events to connect to the region's larger goals - creating diversity in our event calendar and assisting in the growth of specific local industries.

### Environment and Liveability Strategy 2017

The Environment and Liveability Strategy 2017, builds a pathway to a healthy environment and liveable Sunshine Coast in 2041. The natural environment and how it can be preserved and enhanced, as well as the liveability of the region is the primary focus – enabling a good quality of life for all residents and supporting a strong economy in an accessible and well-connected built environment.

Major sporting events continue to attract international and interstate visitors who keep returning to enjoy the strong connection to nature and to experience the relaxed local culture. Local food production, creative industries and nature-based activities are key features. Changing our ways and transitioning the events industry to a more sustainable, resilient and low carbon way of delivering events continues to progress. Looking forward, the expansion and activation of green space for future generations through accelerated strategic land programs will play an important role in investigating future regional outdoor event spaces.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh



State Government



The Department of Tourism, Innovation and Sport Towards Tourism 2032 strategy is a collective framework to set the direction of tourism in Queensland for the next 10 years. The strategic plan directly supports growing Queensland's economy via good jobs, better services and great lifestyle.

# Tourism and Events Queensland Events Strategy 2025

The Tourism and Events Queensland Events Strategy 2025 focuses on targeting and leveraging existing, successful events and recognises that major events focusing on participatory sport and recreation are key strengths, with a longer-term approach of increasing business events.

### Tourism and Events Queensland Events Strategic Plan 2022-2026

This plan sets out Tourism and Events Queensland's strategic positioning, and unique value proposition for the State's tourism and events industry, particularly in growing overnight visitor expenditure and market share for Queensland.







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# Context

Event measures, types and targeted outcomes

Previous Sunshine Coast Major Event strategies have focused on achieving consistent growth in economic impact through major events. In 2018, a target was set to increase economic impact by \$4 million each calendar year to demonstrate targeted outcomes across the region.

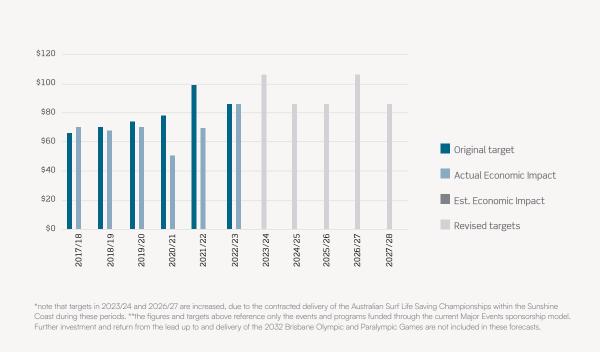
Yearly analysis of the outputs of major event sponsorships show that the strategy was on-track from 2018 through to the significant impact of COVID-19 in 2020 — where highly challenging national and international factors dramatically reduced the ability to meet targets between 2020 and 2022.

Early indications from economic impact outcomes in 2022/23 demonstrate a very strong return to targeted outcomes, clearly showing that the attraction of events and visitors remains a specific strength of the Sunshine Coast Region.

The major event rebound from COVID-19 in 2022/23 (which appears to be on track to achieve the target of \$86 million in direct economic impact) is clearly an excellent sign for future industry and calendar growth. Future economic impact targets, need to take into account:

- Rising costs and financial challenges for event organisers (driving larger sponsorship requests)
- Financial resources available through Council (the budget for major event funding has remained stable since 2019)
- Wider community and Council expectations on outcomes and benefits that can be achieved through hosting major events (broader than just economic impact).

# Economic Impact of Sponsored Major Events — 2017 to 2028



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# Major events on the Sunshine Coast — progress since 2018

The Sunshine Coast major events industry and positioning has grown significantly since the release of the strategy in 2018. The implementation of strategic plans and tasks from 2018 saw a significant increase in achievements that have contributed to the longer-term economic goals of the region.

### Direct impact since 2018

Appendix A Sunshine Coast Major Events Strategy 2018-2028 - 2023 Refresh

Economic outcomes for events funded from the Major Event Sponsorship Program from the first five years of this strategy include:

Support for more than

#### 286 major events

throughout the Sunshine Coast region

73 new events to the region

Economic impact of

approximately \$327.52 million

Supported over

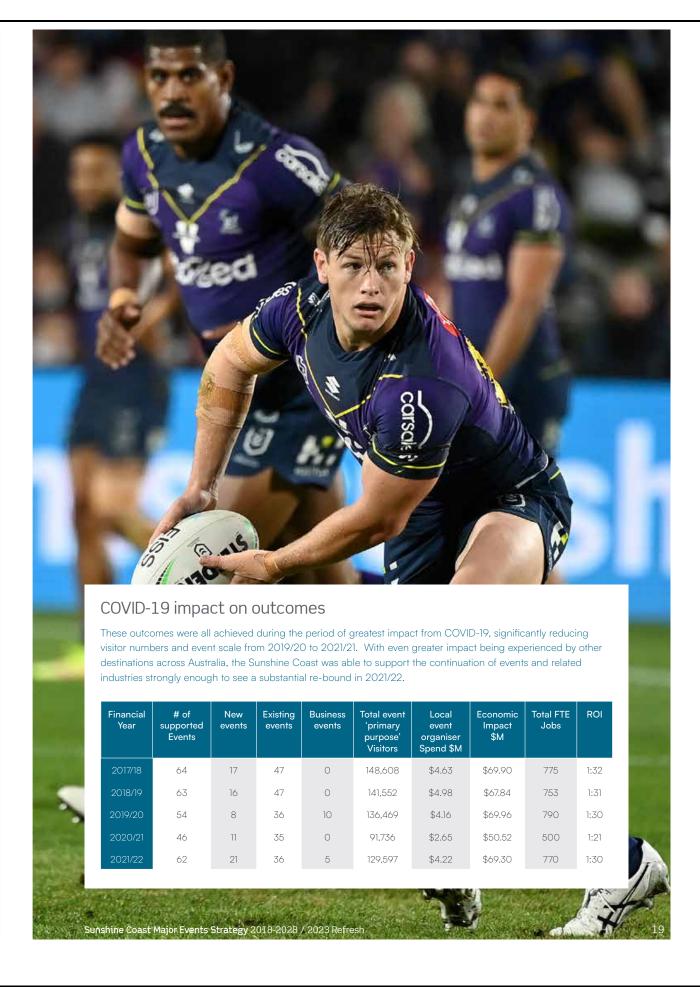
3,588 Full Time Equivalent jobs

Return on Investment of more than

1:29 sustained over the five-year program

Key successes include:

- Elevating connections and partnerships with key state and national stakeholders (such as Tourism and Events Queensland) who now partner with the Sunshine Coast in the attraction and support of more than 13 events per year (an increase of 180% since 2018)
- Securing and hosting the first ever NRL regular season matches on the Sunshine Coast, culminating in the hosting of a preliminary final in 2021
- Successfully delivering the 2021 Surf Life Saving Australia National Championship 'The Aussies', followed by securing a long-term deal to host the event three times over the next 10 years
- Securing and hosting two Elton John concerts in 2020 as part of the international 'Farewell Yellow Brick Road' tour
- Significantly elevating the profile and success of key local events such as the Queensland Garden Expo
- Developing and ongoing partnership with strategically driven events (such as The Curated Plate culinary festival) that create outcomes and economic returns for the region far beyond actual visitation to the events
- Maintaining a calendar of events and providing significant support for local event-related businesses, during the impact of COVID-19
- Continuing to strive for successful outcomes as defined in the 2018 strategy post COVID-19, showing a rapid and powerful return to prepandemic targets and level of activity.



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# Changing needs over time

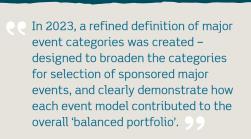
Evolving definitions and expectations of the benefits of major events require a broader range of factors to be included in investment decisions:





- Regional representation and profile (how do these events enhance the reputation of the Sunshine Coast, to drive community pride and external perception)
- Event content and type (broadening the events calendar to develop and showcase the region's arts, music, cultural, environmental and social offerings, and our communities)
- Regional spread (ensuring the benefits of hosting events are spread as widely as possible)
- Links to other Council priorities (promoting and showcasing Council's environment, community, and other regional strategies)
- Local industry benefits (building and assisting local business of all types)
- Support new and emerging events as well as established or existing events in the portfolio.

It is clear that these additional factors are of significantly higher importance to the Sunshine Coast community and key stakeholders than they were prior to COVID-19 and measuring event outcomes based on direct economic impact alone may exclude events that drive other valuable regional benefits.



### New event category definitions — 2023 and beyond

The strategic major event categories are designed to provide impact and opportunity for wider event sponsorship outcomes, while retaining the importance of providing direct economic impact to the region and local business.

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Sponsorship Category  Investment	Signature Events  High	Economic Drivers  Low Medium	Emerging Events
Target outcomes	National scale and awareness  Very high economic impact (and/or) Very high-profile impact  Regional / industry opportunities  Significant promotional value  TEQ / Government major partnerships  Olympic and Paralympic strategic alignment	Strong return on investment Spread across calendar year Bed nights / direct visitor spend Outcomes as assessed in existing event strategy and process Reach yearly economic and strategy goals	Build diverse Calendar (content and location)     Profile new and emerging content     Demonstrated growth potential     Assist in event and industry growth     Meet community and visitor expectations
Number of Events Annually Supported	4 — 6	30 — 50	3 — 5
Percentage of Investment	Medium	High	Low

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

Event applications for Council support will be assessed in three areas:

#### 1. Signature Events

Signature events are 'game changers' for the region. They will have national scale and awareness to make a direct and immediate impact on the Sunshine Coast's reputation and perception. They will have a strong connection to strengths and opportunities within the region, for tourism or other related industries. They will also partner with Tourism and Events Queensland or other state or federal agencies to drive partnerships related to Council investment.

Outline: An estimated four to six 'signature events' will be supported per financial year, each sponsored at a significant financial level to create the greatest outcomes.

#### 2. Economic Drivers

Economic drivers are the backbone of the economic outcomes through the major events portfolio. While they may provide additional benefits to the region and the community, their main role is to drive significant immediate economic impact — bringing funds into the region for tourism operators and local businesses. They will be selected on their ability to maximise the financial benefit for the Sunshine Coast relevant to the cost of securing the event (return on investment).

Outline: An estimated 30-50 'economic drivers' will be supported each financial year, together delivering the vast majority of the targeted direct economic impact.

### 3. Emerging Events

Emerging events connect to the region's larger goals creating diversity in our event calendar and assisting in the growth of specific local industries. They will deliver new and unique content to the Sunshine Coast and demonstrate strong community and audience support. A small number of emerging events will be financially and operationally supported for up to a three-year period by the Major Events Sponsorship Program — at an investment level significant enough to make a meaningful contribution to the growth and future success of the event. Emerging events may not necessarily meet traditional economic impact targets in their formative years, however they will demonstrate potential for growth and ability to move to other funding sources after the completion of a partnership with Council.

Outline: Only a selected few 'emerging events' will be supported each financial year (maximum three to five), with competition likely to be strong for the available places and financial support.

Overall, between 2023 and 2028 -The Balanced Sunshine Coast Major Events Calendar will:



Maintain an overall direct economic impact of \$86 million per year



Attract in excess of 160,000 primary purpose event visitors, creating over 1,000 Full Time Equivalent jobs each year



Sponsor and support between 40 and 60 major events across the three categories per year, noting an emphasis on quality over quantity



Create and drive growth and profile of regional event related businesses,

increasing supplier listings within www.eventsconnect.sunshinecoast.qld.au by 30 or more businesses each year



Work with three to five 'emerging events' each year to create opportunities for unique and profiling content for the Sunshine Coast



Align and attach the positioning and audiences of four to six 'signature events', and three to five selected 'emerging events' per year to the outputs and projects of key regional stakeholders such as Tourism and Events

Queensland and Visit Sunshine Coast

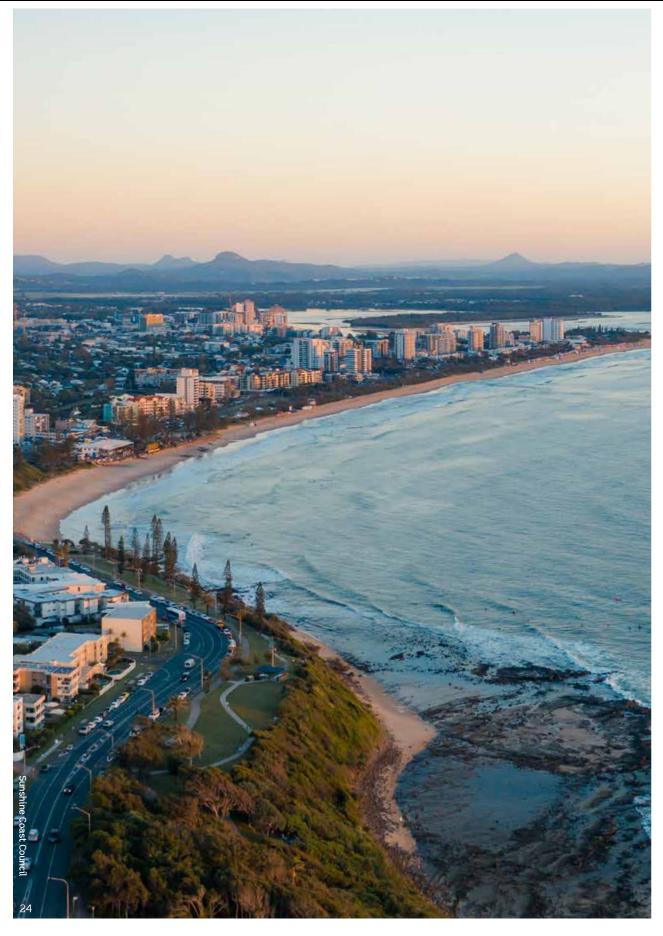


Provide annual reports to Council and the wider regional community outlining yearly outcomes

in economic impact, regional promotion and positioning, local industry support, growth of emerging events and wider community and industry benefits.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

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# Strategic Direction

The Sunshine Coast is one of Australia's most popular visitor destinations, making tourism and events highly important local economic drivers. Sunshine Coast Council's vision is for the Sunshine Coast to be Australia's most sustainable region: Healthy. Smart. Creative.

Becoming a nationally recognised destination through the hosting of a rich variety of major events each year has an important role to play in achieving this vision. These events generate visitor expenditure which supports local businesses, as well as contributing to a range of liveability and community development objectives.

The recent announcement of the hosting of the Brisbane 2032 Olympic and Paralympic Games in south-east Queensland significantly increases the opportunities, and perhaps the expectations, for further event support and benefits. In the early stages of the development of the region's 2032 plans and strategies, the major events portfolio will continue to play a key role in enhancing the reputation of the region, its local businesses and community, by partnering in the delivery of national and international scale events.

# The role of events in contributing to a Healthy. Smart. Creative. region

Major events are important catalysts for regional reputation, economic development, social inclusion and community well-being. The economic impact of major events can be broad and far-reaching. The region benefits from increased visitation (e.g., boosted accommodation, transport, food and business expenditure) and also the

localised expenditure associated with holding the event (e.g., equipment and service hire). This additional spending can provide significant stimulus to local businesses and enhance the viability of the tourism and tourism-dependent industries. According to Tourism Australia, for every dollar spent on tourism activities, another 91 cents is generated in other parts of the economy\*. Hosting major events is one way to build a region's national and international reputation.

\*Source — Tourism Australia Annual Report 2016/17

In addition, the ability to connect with attendees and the wider event audience provides opportunities for longer term visitation, economic and industry benefit to the region. Major events attract large participant numbers who experience what the region has to offer and become advocates for future interaction — either by themselves and their families, or through their own networks and contacts.

The media, broadcast and digital exposure provided by events expands the audience even further — showcasing the region's attractions and activities directly to consumers and potential future visitors.

In this way, major events have a significant role to play in the building of destination awareness and in preference (if choosing a destination to visit, how likely are the region's target market to choose the Sunshine Coast above other competitor destinations).

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Major events therefore deliver both short and longer-term value to the region in the form of:

### Immediate term (during the event)

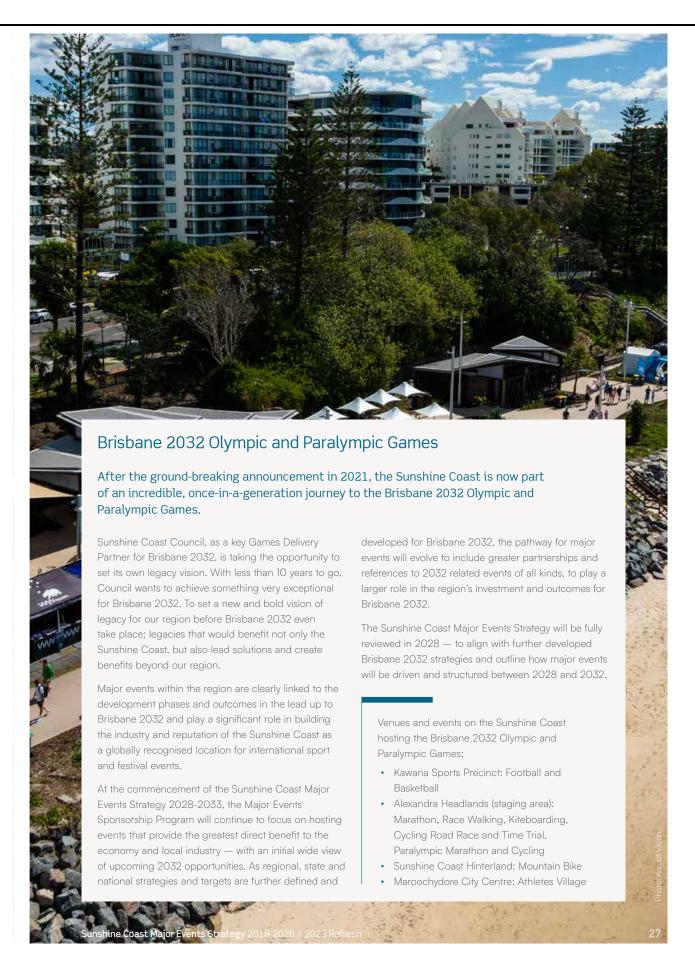
- Direct economic impact
- Business and industry involvement
- Increase in destination awareness
- Showcasing of regional strengths
- Participation for local community.

#### Longer Term

- Repeat visitation from event participants
- Contribution to increase in wider visitation (through destination promotion)
- Event industry development
- Improved attractiveness as a place to live work, or play.



According to Tourism
Australia, for every dollar spent on tourism activities, another 91 cents is generated in other parts of the economy\*. Hosting major events is one way to build a region's national and international reputation.



# Council's commitment

Building on success — event value optimization

The Sunshine Coast's major events portfolio has grown significantly over the past 15 years. Leadership provided by Council and the Sunshine Coast Events Board has been instrumental in reaching a point where the focus on attracting and supporting events can shift from quantity (volume of events) to quality (i.e. the events which best deliver our objectives).

To enhance value from the events program, Council will continue to develop its selection and support processes to ensure that it is selecting and funding activities which, in combination, offer a diverse calendar of projects which deliver across all the key goals.

The concept of program diversity is vital to achieving the range of desired outcomes — both in terms of location and timing (to spread the impact and benefit as widely as possible across the region and the calendar year), and in nature or type of event and identified target audience (to reach the optimum balance between the short-term economic return and the longer-term destination benefits of the program).

While immediate and measurable economic impact will always be at the centre of project selection, in practical terms this may result in some projects being chosen based on their potential to drive awareness, reach a wider audience outside the region, or to fill an identified gap in the current event program.

The region's approach also needs to be mindful of the underpinning infrastructure necessary to support event delivery. This will require understanding of current event venue capability, identification of new venues or additional capacity required to support objectives, and a cooperative approach with Council and regional stakeholders in the development and delivery of future facilities plans.

The Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh, outlines how the Sunshine Coast is evolving its processes for supporting specific types of events that together make an overall contribution to the region.

Previous assessment methods have focused on direct economic impact — rating return on investment only by the level of local spend created during the event itself.

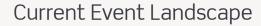
This traditional method has restricted the event selection process as it highly favours certain types of events that are able to directly meet the assigned targets.

Events will play a big part to showcase Queensland in the lead up to Brisbane 2032, and the Sunshine Coast is well positioned to be a destination of choice for visitors to experience its diverse calendar of events.

Tourism and Events Queensland

Allowing events of differing scales and types to be assessed in slightly different pathways allows the overall assessment of economic benefit to be shared across a range of outcomes — creating a greater sense of a 'balanced' event portfolio.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh



Governance and partnerships

A number of partners and stakeholders are directly involved in securing, promoting, supporting and delivering the region's major events.

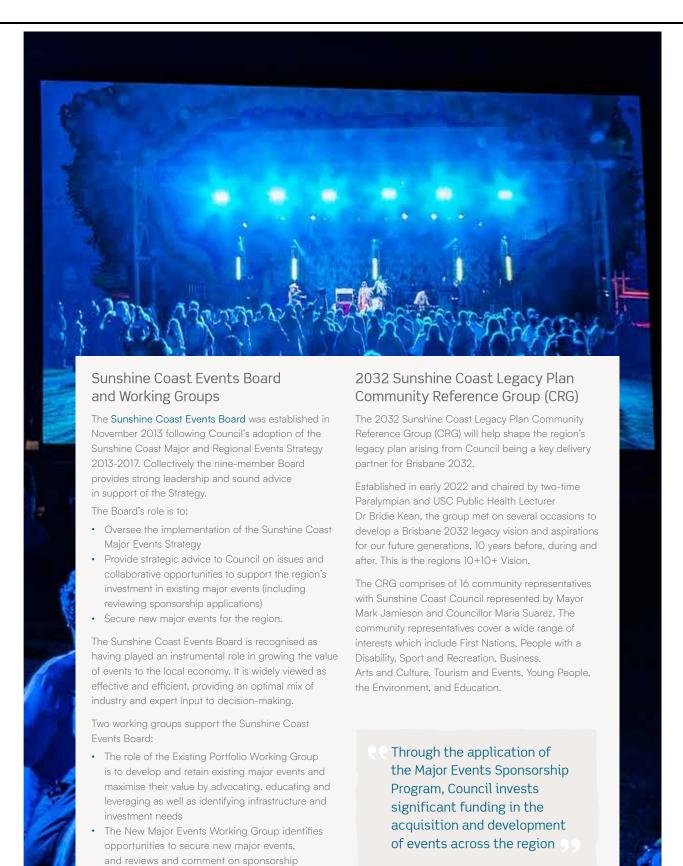


Council plays a number of roles for events hosted in the region:

- As the lead agency for development and delivery of the Sunshine Coast Major Events Strategy 2018-2028 2023 Refresh, Council actively pursues new event opportunities, oversees the management of the Sponsorship Program and provides specific resources to supported events to maximise their benefit to the region. Through the application of the Major Events Sponsorship Program, Council invests significant funding in the acquisition and development of events across the region.
- Funds and coordinates a range of community arts and cultural events such as Horizon Festival, Caloundra Music Festival, and a range of other community events
- Provides funding opportunities through the community grants program through initiatives such as the Regional Arts Development Fund, and the Creative Industries Investment Program
- Planning, supporting and developing regional, district and community sports facilities
- Management of sporting, leisure and entertainment at venues and facilities including Nambour Showgrounds, Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Sunshine Coast Stadium and the Kawana Sports Precinct, Venue 114 and community spaces
- Oversees the permit and operational planning process for all events, liaising with local stakeholders to ensure safe and well-managed events
- As a co-host City for the Brisbane 2032 Olympic and Paralympic Games, Council will identify and secure an enduring legacy for the Sunshine Coast and work collaboratively with the Community Reference Group and key partners to identify Sunshine Coast specific themes, opportunities, and challenges.







applications for new events.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh













Visit Sunshine Coast's (VSC) core role is to promote the Sunshine Coast as a premier holiday and business events destination locally, nationally and internationally, as well as to develop the resilience and capability of the regional tourism industry. VSC works closely with Council and event organisers to leverage marketing and promotional benefits for the region from supported major events. Under the guidance of the Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh, VSC will continue to have a significant role to play in the future of the events program, particularly in relation to the actions and goals surrounding destination branding, audience reach and the specific event leveraging program.

#### Tourism and Events Queensland (TEQ)

Tourism and Events Queensland (TEQ) is a statutory body of the Queensland Government and the state's lead marketing, tourism experience and destination development and major events agency. TEQ works collaboratively across government and in partnership with industry and destination stakeholders to identify, attract,

develop and promote a distinctive and coordinated events calendar that generates economic and social benefits across Queensland and highlights the state's unique destinations and showcases why Queensland is home to world class events.

#### Venue and Industry Partners

Event organisers, venues and suppliers play a vital role in the management and delivery of events in the region. High quality event promotion and organisation, along with welcoming and professional venues have played a large role in the growing profile of the Sunshine Coast as a premier event destination. The region is fortunate to have access to a network of suppliers, sporting and cultural organisations who are well equipped to continue the diversification and growth of the local industry.

The University of the Sunshine Coast (USC) continues to play an increasing role in major events. As home of the Sunshine Coast Lightning netball team and the Australian Cycling Academy, USC is developing a national profile as an industry leading home of elite sport.

#### Local Business

Local businesses drive and share the economic benefits created for the region through major events. Collaboration and communication with local businesses are vital to ensuring potential outcomes are fully realised.

In 2022, the business community created the 'Sunshine Coast Events Industry Association' — an independent group of residents with a strong drive to maximise return for the local economy. With support from Council, they deliver a range of programs for businesses, including connections, opportunities and promotion for event related businesses.

#### Community

Central to the success of any event strategy is the level of support garnered from the local community. Participants in the local community — creating temporary access or Sunshine Coast events often comment on the welcoming and friendly atmosphere, and on the dedication and size of spreading the impacts and benefits of major events as our volunteer workforce. Events in the region also attract a loyal group of local participants, audiences and attendees, who help to sustain the event products and create the atmosphere and experience our visitors are drawn to.

The region is fortunate to have access to a network of suppliers, sporting and cultural organisations who are well equipped to continue the diversification and growth of the local industry.

It is acknowledged that some major events impact on congestion issues. The goals in this strategy focus on widely as possible across the region and communicating both the short and long-term benefits of our strategic investment. Both are vital to ensuring that community and business support is maintained in future years.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

# Guiding principles and methods

Best practice – what attributes are typically found in a successful major events destination?









There is no single formula that guarantees success, however, there are a number of factors that contribute to making a successful events destination. Sunshine Coast continues to perform strongly against many of these attributes.

Strategy and Vision	Current Sunshine Coast state
A clear vision, goals and objectives with stakeholder and community support	
A commitment from the region to embrace events, based around strong partnerships between key stakeholders	
Facilities and location	
Geographical location — proximity to large day visitor and domestic markets, and access via airport gateways	
High quality natural environment	
An appropriate accommodation mix throughout the region	
Investment in event infrastructure to accommodate a range of events — from local community events to mega events, including venues, public transport, etc (noting the future impact of scheduled infrastructure investment and installation for Brisbane 2032)	
• Infrastructure to accommodate diversity of events i.e., indoor venues for <i>weatherproof</i> events (noting the future impact of scheduled infrastructure investment and installation for Brisbane 2032)	$\bigcirc$
Governance and process	
Continuous improvement in governance	
Flexible funding model to support existing event and new event acquisition	
Clear systems and processes between stakeholders for event planning and management	
Community and business engagement	
Strong community engagement and continuous feedback for growth and development	
Local trade and business involvement with events	
Sunshine Coast performs strongly. Progress has been made, however, room for imp	provement exists

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

**Sunshine Coast Regional Council** 



# The Sunshine Coast Advantage

Our competitive advantage – our tourism and major event destination 'brand'.



The Sunshine Coast is proud of its hard-earned reputation as a premier Australian event destination. Excellent event infrastructure, increasingly convenient access, a highly desirable natural environment, and the expertise and commitment of the Council team and its partners combine to enable the region to attract and deliver high-quality major events.

Building a strong destination brand is integral to successfully representing the destination's unique identity and characteristics. Defining the destination's strengths creates awareness, helps it stand out from competitors, and drives bookings.

The Sunshine Coast brand embodies Queensland's Travel for Good principles and is anchored by a common purpose 'To Enrich Lives Through Travel'. In this new era of travel, people actively seek experiences that enrich, awaken and transform them, and, eventually, the world. They want to ignite something new within themselves by consciously connecting with and appreciating our extraordinary planet, its people and cultures.

The Sunshine Coast destination brand is built around the region's personality of being laid-back, playful, welcoming and adventurous, and emphasises our values of sustainability, belonging, abundance and authenticity.

These characteristics are implemented via Visit Sunshine Coast's campaigns such as the current hero campaign called 'Sunshine Moments, For real'. The idea behind the campaign is to leverage what's in our name (i.e., 'sunshine') and go a step further to show visitors how a trip to the Sunshine Coast brings out the sunshine in them. It does this by showing that on the Sunshine Coast 'sunshine' is not just a thing, but a feeling.

The campaign is adapted for various tourism sectors including conferences and events — each with the common goal of inspiring, energising and connecting with the target market.

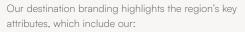




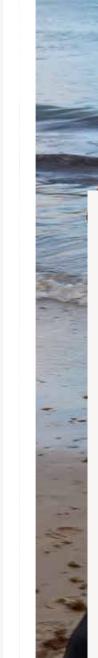


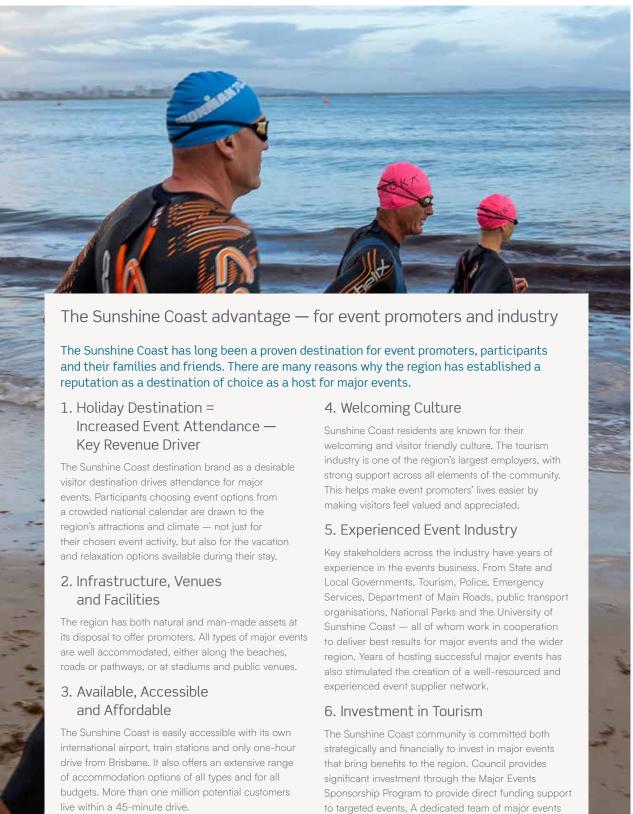
Years of hosting successful major events has also stimulated the creation of a well-resourced and experienced event supplier network.

Our destination brand for event participants and visitors



- Enviable climate, making the destination conducive to outdoor activities year-round
- Pristine, safe and picturesque beaches
- Commitment to sustainability and UNESCO Biosphere status
- Stunning natural environment of the hinterland and Glasshouse Mountains
- Low-density living/space/lack of congestion
- Innovative and sophisticated food and produce
- Quality accommodation and venues
- Curated visitor experiences
- Friendly, safe and welcoming community
- Easily accessible location (Sunshine Coast Airport, major increase in direct services, plus proximity to Brisbane).





**Sunshine Coast Regional Council** 

and tourism staff work with all sponsored events to

negotiate Council support and provide specialised

local advice and guidance.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

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## Vision 2028

For the Sunshine Coast to be recognised as the premier regional events destination in Australia where major events deliver maximum results.

This vision is a call to action for the community, all partners and stakeholders in the region's events sector.

The Sunshine Coast has made great strides over the previous five years in establishing its reputation in the events field. However, a renewed focus is essential if the destination is to ensure that we remain at the forefront to maximise the regional benefit provided by major events.

In addition, the perception and desired outcomes for events from our community, industry and key stakeholders continues to evolve — with a desire to support and manage event investment that targets a wider overall value of return to the region — expanding from a single target of creating direct economic impact during the hosting of each event.

Therefore, supported Sunshine Coast major events will be selected based on an overall plan to continue to create a 'balanced calendar' of events across each year.

A 'balanced portfolio' will aim to host a wide range of events that continue to achieve targets related to significant direct economic output, but also play a combined role in the promotion and perception of the region's lifestyle, opportunities, and community connections.

For all destinations, events take place within the context of the host environment and broader economy — scale, type, volume and frequency of events are intimately linked to this context.

As such, it is unrealistic for the Sunshine Coast to aspire to being Australia's largest event economy, with city destinations and larger visitor hubs are always likely to outperform in overall visitor numbers and absolute dollar value.

However, it is realistic and necessary to maximise the value of major events, specific to the unique circumstances and context of the Sunshine Coast. For the region's key stakeholder and partner groups, major events delivering maximum results means:

#### Visitors

Visitors want to come to events on the Sunshine Coast, recognising it as a great place to visit, to recommend to family and friends, and to return to again and again.

#### Audience

Audiences for major events see the attractions of the region and identify the Sunshine Coast as a preferred destination for future travel choices.

### Wider regional perception

Out of region connections though events of all types build their knowledge and understanding of the Sunshine Coast, as a modern, desirable location with an enviable lifestyle and expansive opportunities.

#### Event organisers

Want to bring their events to the Sunshine Coast and have confidence that the region will provide the infrastructure, support services and market opportunity to deliver the best possible events.

#### Local business and community

See the benefits that major events bring and are well informed of the impacts and opportunities they create.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh

### Goal

To attract, support and grow a diverse calendar of events that promote the region, drive visitation and create lasting benefits for Sunshine Coast businesses and the community.

A clear-sighted and focused perspective is necessary to achieve a vision where the Sunshine Coast is recognised as the premier regional destination in Australia where major events deliver maximum results.

The region's purpose represents the organisational, investment and management challenges which Council and its regional partners now need to adopt. As major event investment is supported by Council and regional funding, actions which maximise economic benefits are a clear priority. Maintenance and growth in satisfaction levels and engagement among the community, businesses and stakeholders are also key enablers for Council's economic impact ambitions.

Organisationally, priorities will be:

### Targeted event acquisition:

A proactive and flexible approach to targeting new events for the region, securing those events which have the capacity to fully leverage the region's assets and strategic aspirations

### Selective event retention and development:

Nurturing and developing those events that Council wants and needs to retain, ensuring they deliver the very best possible outcomes for organisers and the region

### Maximising return on investment:

Securing the maximum economic results, supported by assessment and measurement mechanisms which allow transparent and objective decision making

### Developing a diverse and sustainable portfolio of events:

Striving for diversity in the events calendar (audience, location, type and timing) where this supports overall strategic and return on investment priorities

### Linking events to regional priorities:

Using the impact and audience of events to showcase additional regional strengths and priorities such as environment management, accessibility, culture and community connection

### Clearly explain funding sources and impacts:

Outline categories for the types of events and outcomes targeted to contribute to a 'balanced portfolio', including the key factors and potential outputs that define an events capability to deliver targeted results

### Continued excellence in governance and event management:

Continued focus on governance, project selection, measurement of outcomes and targeted event support as key enablers for ensuring major event outcomes continue to be achieved and reviewed

### Targeted event leveraging:

Focus promotional, support and leveraging resources on a small number of targeted event projects — with specific leveraging plans and post event reporting to measure the influence on event outcomes.

Maintenance and growth in satisfaction levels and engagement among the community, businesses and stakeholders are also key enablers for Council's economic impact ambitions.









**Sunshine Coast Regional Council** 

# Item 8.7 Sunshine Coast Major Events Strategy Appendix A Sunshine Coast Major Events Strategy 2018-2028 - 2023 Refresh

### **Goal Outcomes**

Specifically, the Major Events Sponsorship Program delivers for the region by attracting, supporting and leveraging events that:





Maximise direct economic return to the region



Build a diverse calendar of events that spread the benefits as widely as possible across the region and the calendar year



Use the wider audiences of events to build reputation and perception of the Sunshine Coast's lifestyle, environment and ongoing opportunities



Showcase the Sunshine Coast as a destination and increase the region's appeal to potential visitors





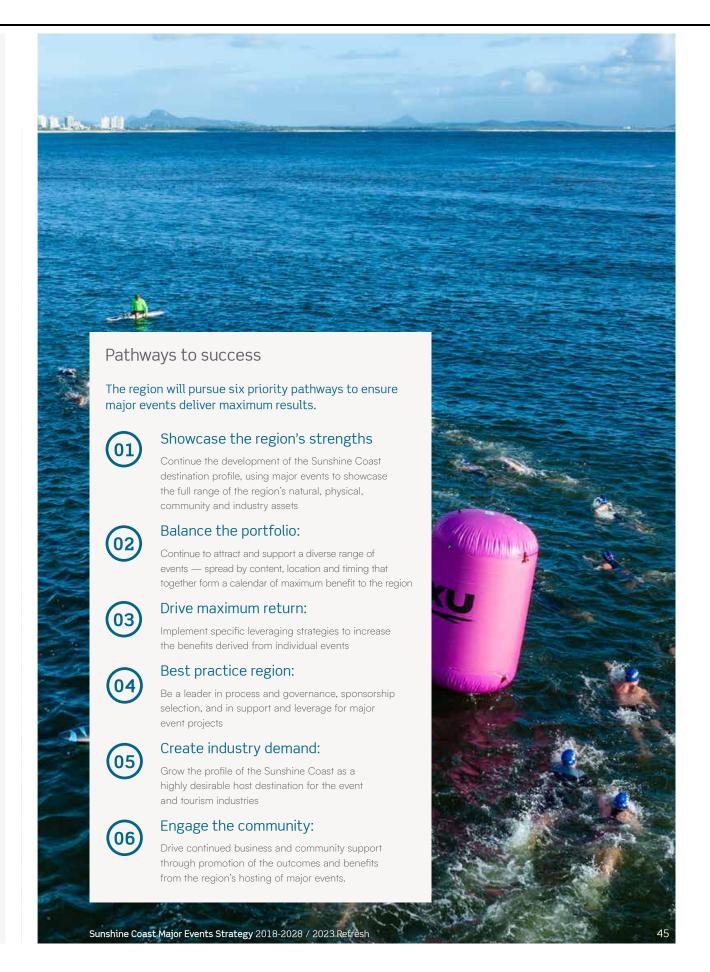
Align the targeted outcomes of the 'Signature', 'Economic Driver' or 'Emerging' event funding definitions and demonstrate the maximum potential return on investment



Promote and engage the region's high value industries



Are in keeping with the Sunshine Coast community values and Council's vision to be Australia's most sustainable region, Healthy. Smart. Creative.







### Pathway 01: Showcase the region's strengths

Showcase the region's strengths: continue the development of the Sunshine Coast destination profile, using major events to showcase the full range of the region's natural, physical, community and industry assets.

Major events have the scale, audience, interest and connection to tell the story of the Sunshine Coast to locals, visitors and wider national and international observers.

The evolution in out of region perception of the Sunshine Coast as a desirable destination and region has in part been driven by the success of the Major Events Sponsorship Program over the past 10 years. Events bring engaged and large-scale audiences, visual representation, and strategic connections to assist in sharing the Sunshine Coast's brand, strengths and opportunities.

Event connections can showcase all aspects of the Sunshine Coast region and community, creating opportunities to communicate and promote:

- · Visitation and destination promotion
- Community pride
- Cultural connections
- Economic and business opportunities
- Environment and sustainability targets
- · Accessibility and inclusion
- Natural and physical assets.

The region will strive to continue to build a diverse calendar of major events that together significantly enhance the profile of the Sunshine Coast, feed the consumer need of experiential events and generate targeted returns for the region.

#### Actions for 2023-2028

#### Actions

- Target new event acquisition opportunities which align with the full range of the region's assets and unique advantages
- Incorporate alignment with the event destination brand into event selection and assessment criteria
- 3. Partner with specific 'signature events' with the greatest capacity to demonstrate and communicate regional strengths, assets and opportunities
- 4. As a means of understanding the potential brand-led opportunities, conduct an annual scoping review of new and emerging event trends to assess fit with the Sunshine Coast brand, and how these trends might appeal to target audiences
- Working closely with VSC and event operators, ensure that destination brand values and visual assets are reflected in event promotion, signage and captured imagery
- 6. Build opportunities to promote additional community and regional goals (beyond just tourism) that showcase the true value of the Sunshine Coast.

### Indicators

### malearo

- Event calendar contains spread of projects across all elements of the destination
  brand
- Quantity of quality event imagery and promotion that portrays the region's highlights
- Build partnerships with 'signature events' that have the capacity, reach and uniqueness to 'tell the region's story'
- Track changes in audience perception and interest in new and expanding event content
   Spread of

event location.



# Pathway 02: Balance the Portfolio

Balance the portfolio: continue to attract and support a diverse range of events — spread by content, location and timing that together form a calendar of maximum benefit to the region.

Creating a calendar of events that in combination deliver the full range of targeted outcomes requires an on-going assessment of the list of yearly sponsored major events, and the resulting gaps and opportunities within the wider calendar.

While maintaining the focus on economic impact, ensuring the event portfolio spreads the benefits across the region, and appeals to a wide range of audience and participant types, will result in the greatest overall impact across the Sunshine Coast.

The event categories of 'Signature', 'Economic Drivers' and 'Emerging' events will sharpen selection processes across different event types, working to ensure that all desired outcomes can be achieved at the right scale and level of investment.

In addition to maximising the wider benefits of the sponsorship of events, a balanced portfolio also demonstrates to the local community, and wider national contacts, the growth of the Sunshine Coast's lifestyle and cultural engagement — profiling a region of unique and evolving programs with diverse and attractive content.

### Actions for 2023-2028

#### Actions

- Communicate and explain the use of, and opportunities created, by the major events three-tier funding system
- 8. Confirm funding systems and criteria for 'emerging events', including ability to significantly increase funding available for successful applications, and process to approve fixed 3-year sponsorship deals
- Annual reports on calendar 'balance' - outlining number of events by type, location and annual timing — aligning with the major event categories and their associated objectives
- 10. Promote opportunities for event creation in under-represented locations across the region
- 11. Through connections with VSC and other marketing partners, undertake promotional campaigns to outline new and emerging events within a diverse and engaging annual event calendar
- 12. Continue to assess and evaluate the return on investment into business events (currently funded and measured under the same system as other event types), and consider changes to operational, assessment and funding models.

### Indicators

- Clear regional understanding of the strategy and goals of the refined major event categories
- Process confirmed and in operation
- Portfolio includes four to six signature events, and three to five emerging events
- Addition of at least one new event per year that demonstrates 'regional spread'
- Link outcomes of the balanced portfolio to regional and national promotional campaigns.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh





### Pathway 03: Driving Maximum Return

Driving maximum return for event partnerships and sponsorships requires a specific approach to event selection, operational and promotion assistance for partner events, and a clear post event assessment program to consistently measure event outcomes.

Events across all three funding categories will be assessed and measured on potential and actual direct economic benefit through the hosting of the event, based on a combination of:

- Primary purpose regional visitors (PPV) to the event
- Total visitor nights from PPV
- Direct regional spend or investment by event (e.g., event operation local spend by organiser).

In order to maximise these outcomes, Council will drive success by:

- Partnering with an overall calendar of events that meets or exceeds the annual economic impact target of \$86 million per annum
- Working with individual partner event organisers to find ways to increase event scale, duration, or local operational spend
- Select specific use of Council and regional partner local and national promotional opportunities to drive additional event scale and visitor attendance
- Negotiate agreements with sponsored events that ensure Council investment maximises potential ROI
- Continue to evolve event data assessment processes to ensure each events overall economic impact is measured consistently and as accurately as possible.

### Actions for 2023-2028

#### Actions

- 13. Review the major events portfolio on an annual basis to assess those which best meet strategic objectives and offer the . best growth/leveraging potential
- 14. Concentrate practical and planning assistance that helps event organisers grow scale and visitor numbers to 'economic driver' events, and specific 'Signature' events with potential to drive maximum visitor night outcomes
- 15. Develop and implement specific events in conjunction with VSC,
- **16.** Post event, prepare specific leveraging reports for each targeted event to track outcomes and make future
- 17. Where possible, and in keeping with the goals and pathways of this strategy, sign events up to three-year contracts to achieve maximum ROI over a longer cycle
- 18. Continue the development and knowledge of 'Events Connect' — the Sunshine Coast 'supplier portal' — to create and connect opportunities for increased event delivery spend through local

### Indicators

- ROI of Overall annual
- 'leveraging plans' for the targeted and the event organiser
- recommendations for support
- businesses and organisations.

- targeted
- impact, reaching or surpassing \$86 million per year Increased
- reportable outcomes against strategic goals through targeted events
- Reported increase in total 'local spend by organiser' across the 'economic drivers' portfolio Increase
- subscribers to 'Events Connect' by 10% each



## Pathway 04: Best Practice Region

Maximising results through being a best practice region. Be a leader in process and governance.

Council will be a leader in sustainable event delivery, governance, management and support services. This means continuing to build on what is already good practice in areas such as process and governance, sponsorship selection, event acquisition, event sustainability and organisational support for major event projects.

Organisationally, Council will maintain and further grow its status as a leader in process and governance for major events by continued improvement through:

- Connecting all event sponsorship agreements to expected economic, accessibility and environmental practices and policies — including the use of event partnerships to promote Council's overall regional goals and strategies
- · Building on current governance and decisionmaking structures — undertaking annual reviews of governance procedures, building on change management and succession planning support where required
- Committing to clear and transparent communications with event, business and community partners
- Establishing best practice procedures in contracting, measurement and assessment of Council supported major events
- Working with all regional stakeholders to continually improve event practices and processes across all major events, to enhance our reputation for quality, safety, and customer experience.

### Actions for 2023-2028

#### Actions

- 19. Review procedures in contracting, measurement and assessment to maintain the region's best practice status in these areas
- **20.** Undertaking annual reviews of governance procedures, building on change management and succession planning support where required
- 21. Work with key industry stakeholders such as TEQ and VSC to share available data the impact of major events and develop additional methods to track additional outcomes such as repeat visitation from event participants and audiences
- 22. Council, Sunshine Coast Events Board and Sunshine Coast Events Industry Association to continue to advocate for improved regional coordination of major event operations and delivery services
- 23. Development of centralised online application tool to increase major event visibility across all of Council
- 24. Create and promote clear guidelines of Council's environment and accessibility expectation from major events, and the required post event reporting.

### Indicators

• Customer satisfaction survey (event organisers existing and

prospective

events)

Retention

of high

performing

existing events

- - Performance in industry benchmarking processes
    - Ability to produce annual reports and data relating to environmental and accessibility from each major events.





### Pathway 05: Create industry demand

Maximising results through creating industry demand. Grow the profile of the Sunshine Coast as a major event destination to the event industry.

Council will continue to grow the profile of the Sunshine Coast as a premier major events destination to the event industry by leveraging its growing reputation in the industry — for best practice processes in governance and support services, and clearly communicating its competitive advantages as a major events destination. The region's profile within the Australian event industry will continue to drive an increase in the number of event proposals and sponsorship opportunities to consider. The intention of this is not to increase the number of projects supported through the Major Events Sponsorship Program, but rather to increase the pool of potential projects to choose between to ensure best fit and maximum return to the region.

### Priorities include:

- Proactive communication: Proactive and consistent communication which promotes opportunities and inspires ideas to drive more major event applications
- Strategy outlines: Clearly and openly promote Council's objectives and measurement systems for new event support — driving a wider understanding of opportunities for potential 'signature', 'economic driver' and 'emerging' events
- Growing visibility: To support the ambitions in new event development and acquisition, the region needs to grow its visibility with key stakeholders and in appropriate industry forums, conferences and industry associations
- Event acquisition: A proactive and flexible approach to actively pursue new events for the region, securing those events which have the capacity to fully leverage the region's assets and strategic aspirations
- Event retention and development: Nurturing and developing those events the region wants and needs to retain, ensuring they deliver the very best possible outcomes for organisers and the community as a whole
- Maximising return on investment: Securing the maximum economic result, supported by assessment and measurement mechanisms which allow transparent and objective decision making.

#### Actions for 2023-2028

- **25.** Actively promote the region's strengths and achievements in hosting major events of all types to key promoters, influencers and the wider event industry
- support information services (websites, social media potential event promoters
- Sunshine Coast Events Board and Council through participation and speaking with key partners (e.g., TEQ)
- attraction
- 29. Develop additional opportunities for famil visits from key industry targets, and hosting
- opportunities for event organisers to work with experienced local suppliers in the design and delivery

#### Indicators

- Number of leads, both proactive and reactive Proposals
- **26.** Improve outward facing event platforms, etc.) to present clear and professional information to
- **27.** Raise the profile of the opportunities at conferences, industry workshops and liaison
- 28. Develop case studies which can be used for future event
- of key industry events
- **30.** Use Events Connect and other related communication tools to promote and connect of their event.

(quality and

relevance)

participate

in state and

event industry

existing events

targeted from

other regions.

Invitations to

national

processes

• Interest from



## Pathway 06: **Engaging with Community**

Maximising results through engaging with communities

Council will communicate effectively with businesses and the community to continue to build support by promoting the outcomes and benefits of major events. Active engagement by businesses adds considerable value to events, extending expenditure benefits through the economy as well as providing a co-ordinated and coherent experience offering to visitors. Strong levels of support from residents not only provides a potential audience for events, but also helps create a feeling of the major event being 'at home' in the region.

The Sunshine Coast has established strong credentials as a great home for a range of events and has taken advantage of its coastal and hinterland locations as accessible and attractive venues. It will continue to build

on these strengths, but where possible, add an increased focus on spreading projects around the region and across the year to disperse the impacts and benefits as widely as possible. Events should support and showcase the regional values and aspirations, including ecological sustainability, social diversity, innovation and sustainable growth. Major events should encourage and facilitate community pride, tolerance and connectedness between residents, the business community and government. Retaining and building community and business support for investment in events continues to be a priority. Without community support, the events are unlikely to perform to their greatest potential, reputational risk grows and the relationships with event proponents can weaken, resulting in events being potentially lost to competitor destinations.

Actions	
<ul> <li>31. Include diversity of location, timing and event type as an influencer in the event selection process (where this is possible without jeopardising program outcomes)</li> <li>32. Communicate to local community and businesses the overall impact of a 'balanced calendar' of major events across the region each year — rather than focusing on the actual local benefits or impact per event</li> <li>33. Through the targeted local communication, create additional awareness of local supply and strongly promote opportunities for specific local business to leverage key event projects</li> <li>34. Work with key event communication campaigns to, where possible, reduce the effect on businesses impacted by specific events</li> <li>35. Continue to implement specific communication programs — targeting business and community partners, existing event organisers and prospective event organisers to further promote the outcomes and benefits of the Major Events Sponsorship Program</li> <li>36. Ensure meaningful community engagement takes place as part of event planning</li> <li>37. Engage with businesses through feedback surveys (selected number of major events) to gauge direct impact, monitor community sentiment and collect testimonials on the positive impact of events.</li> </ul>	Dispersal of benefit across region     Specific business opportunities created     Direct local spend by organisers     Event business community support/awareness of benefit     Community support (as measured in the TEQ Social Indicators Survey)

### Implementation Overview

Following on from the implementation of the Sunshine Coast Major Events Strategy 2018-2027 the Major Events Sponsorship Program for the Sunshine Coast enters the next decade in a position of strength. The region's natural advantages as a tourism and events destination, combined with leadership and significant support from Council and the Sunshine Coast Events Board have attracted, developed and assisted a high-quality calendar of major events that have continually delivered excellent results.

The vision and actions outlined in this strategy is designed to continue to build on the long-term success, by using clear selection tools and desired outcomes to continue to create a 'balanced events portfolio' that maximises the value gained from the Major Events Sponsorship Program. This will be done by ensuring that selection processes for sponsored events align with the goals and calendar structures as outlined in this strategy, including the clear definition and communication of the purposes and outputs related to the three key event categories — 'signature events, 'economic drivers' and 'emerging events'.

In keeping with the purpose to maintain, attract and grow events that promote the region, drive visitation, and create lasting benefits to Sunshine Coast businesses and the community, Council will emphasise both the short and long-term benefits of a diversified calendar of events, balancing the short-term economic return with the

longer-term exposure, perception and awareness benefits that can be created through high-profile projects.

Council will also continue to demonstrate the Sunshine Coast's reputation as a premier major events destination, to drive more applications and interest from event promoters in all categories wishing to bring new products to the region. This increase in the range and number of projects considered for support through the Major Events Sponsorship Program will allow Council to continue to be targeted and selective in supporting the events which bring the best overall value to the region.

After the adoption of this strategy refresh, the Sunshine Coast Events Board and Council will continue to lead the region in the implementation of the actions, goals and measures outlined in this plan.

Cooperation with wider regional stakeholders will, as always, be central to achieving the vision of the strategy.

From 2023 to 2028 this document sets out a range of key pathways and actions to achieve Council's goals. Many of these measures can begin being implemented immediately, and review and measurement of results will continue throughout.

This plan should be formally reviewed in 2028 to check progress against goal outcomes, and see the development of 2032 opportunities and regional targets, and outline a new list of updated actions for 2028-2033.

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh



Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
Target new event     acquisition opportunities which     align with the full range of the     region's assets and unique     advantages.	1	1,2,3		Ong	oing anr	nually		TMEU, SCEB, S&CV
Incorporate alignment with the event destination brand into event selection and assessment criteria	1	2,3						TMEU
3. Partner with specific 'signature events' with the greatest capacity to demonstrate and communicate regional strengths, assets and opportunities	1	2,3,4		Ong	oing anr	nually		TMEU, SCEB
4. As a means of understanding the potential brand-led opportunities, conduct an annual scoping review of new and emerging event trends to assess fit with the Sunshine Coast brand, and how these trends might appeal to target audiences	1	1,2,3		Ong	oing anr	nually		TMEU

Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
5. Working closely with VSC and event operators, ensure that destination brand values and visual assets are reflected in event promotion, signage and captured imagery	1	2,3	Ongoing annually				TMEU, VSC, Event Organisers	
Build opportunities to promote additional community and regional goals (beyond just tourism) that showcase the true value of the Sunshine Coast	1	2,7	Ongoing annually				TMEU, Comms Branch	
7. Communicate and explain the use of, and opportunities created, by the major events three-tier funding system	2	5,7		Ongoing annually			TMEU, Comms Branch	
8. Confirm funding systems and criteria for 'Emerging Events', including ability to significantly increase funding available for successful applications, and process to approve fixed 3 year sponsorship deals	2	5,6						TMEU, SCEB

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CLP — Council's Community Land Permits.

Comms Branch — Council's Communications Branch.

SCEIA — Sunshine Coast Events Industry Association.

S&CV — Council's Sports and Community Venues Branch.

TMEU — Council's Tourism and Major Events Unit. TEQ — Tourism and Events Queensland. VSC — Visit Sunshine Coast. CLP — Council's Community Land Permits.

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Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh



Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
<ol> <li>Annual reports on calendar 'balance' — outlining number of events by type, location and annual timing — aligning with the major event categories and their associated objectives</li> </ol>	2	3,5,6,7	Ongoing annually				TMEU	
Promote opportunities for event creation in under- represented locations across the region	2	4,5	Ongoing annually				TMEU, Comms Branch	
11. Through connections with VSC and other marketing partners, undertake promotional campaigns to outline new and unique events developing within a diverse and engaging annual event calendar	2	2,3,5	Ongoing annually				TMEU, VSC, TEQ (where applicable), Comms Branch	
12. Continue to assess and evaluate the return on investment into business events (currently funded and measured under the same system as other event types), and consider changes to operational, assessment and funding models	2	1,4,6		Ong	oing anr	nually		TMEU, SCEB, VSC

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Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
13. Review the major events portfolio on an annual basis to assess those which best meet strategic objectives and offer the best growth/leveraging potential	3	1,2,3,4,5		Ong	TMEU, SCEB			
14. Concentrate practical and planning assistance that helps event organisers grow scale and visitor numbers to 'economic driver' events, and specific 'signature events' with potential to drive maximum visitor night outcomes	3	4,6		Ong	TMEU, SCEB, SCEIA			
15. Develop and implement specific 'leveraging plans' for the targeted events in conjunction with VSC, Council communication resources, and the event organiser	3	1,3	Ongoing annually				TMEU, VSC, Comms Branch, Event Organisers	
16. Post event, prepare specific leveraging reports for each targeted event to track outcomes and make future recommendations for support	3	1,2,3,4,5		Ong	oing anr	ually		TMEU

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Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh



Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
17. Where possible, and in keeping with the goals and pathways of this strategy, sign events up to threeyear contracts to achieve maximum ROI over a longer cycle	3	1,2,3	Ongoing annually				TMEU, SCEB	
18. Continue the development and knowledge of 'Events Connect' — the Sunshine Coast 'supplier portal' — to create and connect opportunities for increased event delivery spend through local businesses and organisations	3	4,6	Ongoing annually				SCEIA, TMEU	
19. Review procedures in contracting, measurement and assessment to maintain the region's best practice status in these areas	4	4,6	Ongoing annually			TMEU		
20. Undertaking annual reviews of governance procedures, building on change management and succession planning support where required	4	4,6		Ong	oing anr	nually		TMEU

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Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
21. Work with key industry stakeholders such as TEQ and VSC to share data on the impact of major events, and develop additional methods to track additional outcomes such as repeat visitation from event participants and audiences	4	1,2,3	Ongoing annually					SCEIA, TMEU, VSC, TEQ
22. Sunshine Coast Events Board and Council's Tourism and Major Events Unit continue to advocate for improved regional coordination of major event operations and delivery services	4	4,6	Ongoing annually				SCEIA, TMEU, SCEB	
23. Development of centralised online application tool to increase major event visibility across all of Council	4	4,6						TMEU
24. Create and promote clear guidelines of Council's environment and accessibility expectation from major events, and the required post event reporting	4	2,7		Ong	oing ann	nually		TMEU

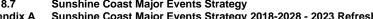
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Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
25. Actively promote the region's strengths and achievements in hosting major events of all types to key promoters, influencers and the wider event industry	5	1,2,6		Ong	oing anr	nually		TMEU
26. Improve outward facing event support information services (websites, social media platforms, etc.) to present clear and professional information to potential event promoters	5	1,2,6						TMEU
27. Raise the profile of the Sunshine Coast Events Board and Council through participation and speaking opportunities at conferences, industry workshops and liaison with key partners (e.g. TEQ).	5	2,7	Ongoing annually				TMEU, SCEB	
28. Develop case studies which can be used for future event attraction	5	1,2,6		Ong	oing anr	nually		TMEU, Comms Branch
29. Develop additional opportunities for famil visits from key industry targets, and hosting of key industry events	5	1,2,6		Ong	oing anr	nually		TMEU

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TMEU — Council's Tourism and Major Events Unit. TEQ — Tourism and Events Queensland. VSC — Visit Sunshine Coast.

Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
30. Use Events Connect and other related communication tools to promote and connect opportunities for event organisers to work with experienced local suppliers in the design and delivery of their event	5	1,2,6	Ongoing annually				TMEU, Comms Branch	
31. Include diversity of location, timing and event type as an influencer in the event selection process (where this is possible without jeopardising program outcomes)	6	4,7						TMEU, SCEB
32. Communicate to local community and businesses the overall impact of a 'balanced calendar' of major events across the region each year — rather than focusing on the actual local benefits or impact per event	4	4,6	Ongoing annually				TMEU, SCEB, Comms Branch	
33. Through the targeted local communication, create additional awareness of local supply and strongly promote opportunities for specific local business to leverage key event projects	6	6,7		Ong	oing anr	nually		TMEU, Comms Branch

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Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
34. Work with key event communication campaigns to, where possible, reduce the effect on businesses impacted by specific events	6	6,7		Ongoing annually				TMEU, Comms Branch
35. Continue to implement specific communication programs — targeting business and community partners, existing event organisers and prospective event organisers to further promote the outcomes and benefits of the Major Events Sponsorship Program	6	2,4,6,7	Ongoing annually				TMEU, SCEB, Comms Branch	
36. Ensure meaningful community engagement takes place as part of event planning	6	7		Ong	oing anr	nually		TMEU, Community Land Permits
37. Engage with businesses through feedback surveys to gauge direct impact, monitor community sentiment and collect testimonials on the positive impact of events	6	6,7		Ong	oing anr	nually		TMEU

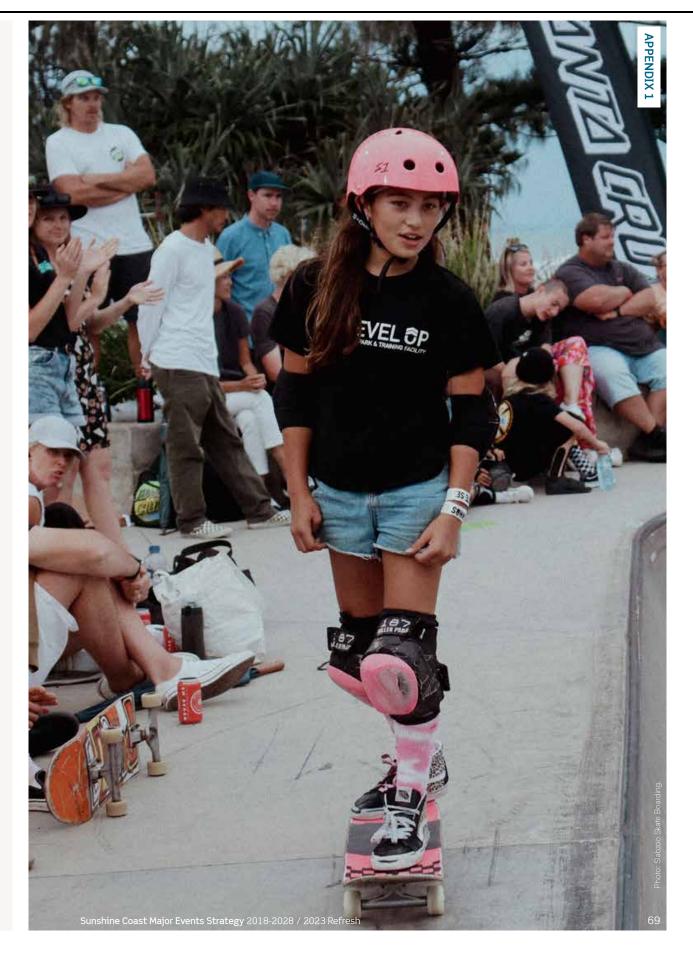
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### Appendix 2

# Council investment and support of Sunshine Coast Events

The Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh, outlines the goals, targets and structure of Council's investment in events through the Major Events Sponsorship Program. As outlined, the role of this program is to focus on achieving direct economic and regional positioning to create the greatest overall benefits for the region, industry and community — in line with the Sunshine Coast - Natural Advantage: Regional Economic Development Strategy 2013-2033.

Council does, of course, support and lead a very large range of additional event programs across the Sunshine Coast that make other contributions to our region, community and lifestyle.

Horizon Festival is the Sunshine Coast's leading contemporary multi-arts festival. The festival runs for 10 days and nights with events rich in:

- visual art
- music
- IIIealle
- words and ideas
- film
- workshops

First presented by the Sunshine Coast Council in 2016. Horizon Festival is a key action in the Sunshine Coast Creative Arts Plan 2023—2038.

At its heart, Horizon Festival is deeply connected to place. Celebrating the spectacular natural landscape of the Sunshine Coast region, honouring the stories and artworks of our First Nations people, providing a platform for local artists to extend their practice, and a way for communities to engage, experience and be inspired.

It is the Sunshine Coast's leading contemporary multiarts festival, presenting 10 days and nights of visual art, music, theatre, dance, words and ideas, film and creative workshops, inspired by the stories and beauty of the Sunshine Coast.

# The Caloundra Music Festival (2007-2025)

The Caloundra Music Festival (CMF) brings a diverse audience of local communities and visitors together to celebrate the best high-quality music and Sunshine Coast culture and food. The festival will generate sustainable economic benefits and showcase the Sunshine Coast's environmental credentials by aspiring to become the region's first net zero music event.

In achieving its vision CMF will seek to be a 'sustainable' event delivering on triple bottom line outcomes:

- Stimulate the local economy
- Showcase Caloundra, and the Sunshine Coast as a vibrant and diverse tourist destination
- Celebrate the region's unique heritage, character culture and local creative talents
- Encourage community participation and build capacity and
- Embrace our unique environment and promote Council's vision of sustainability.

This not-for-profit family-friendly community event celebrates the environment, cultural achievements and community pride of the Caloundra area.

### **Community Grants**

Council offers a range of grants and funding for community projects and artistic development.

- Major and Minor Event Grants
- Arts Funding
- Festive and Commemorative Even
- Sport Fields and Recreation Trail Grants
- Arts and Heritage Levy Funding.

### Business Events Assistance Program

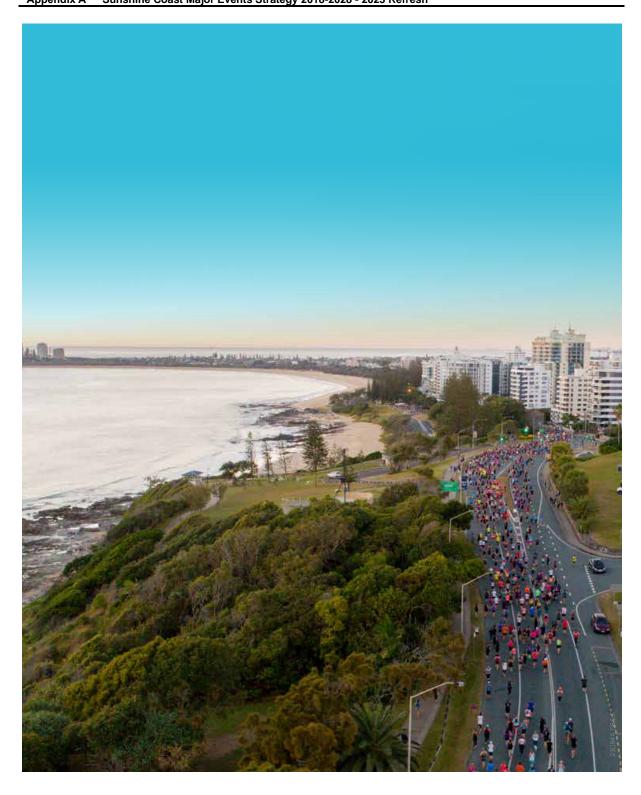
region is managed by Visit Sunshine Coast as part of their wider partnership with Council. The Major Events Sponsorship Program welcomes applications for business events that create outcomes for the region that align with the Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh.

Together, all of Council's event support programs work in unison to support our local community, creating and supporting a full and engaging calendar of events of all types.

View all Sunshine Coast events at Sunshine Coast Events.

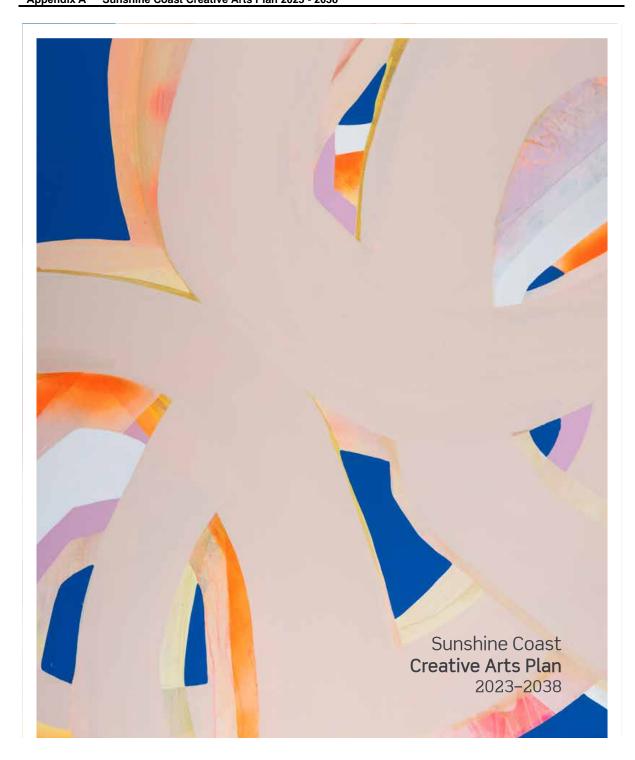
Sunshine Coast Council

Sunshine Coast Major Events Strategy 2018-2028 / 2023 Refresh





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Edition July 2023

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### Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

#### Reference document

This document should be cited as follows: Sunshine Coast Council. Sunshine Coast Creative Arts Plan 2023-2038.

#### Disclaimer

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### Traditional Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples.

Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations peoples.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi peoples and the Jinibara peoples.

We wish to pay respect to their Elders — past, present and emerging, and acknowledge the important role First Nations peoples continue to play within the Sunshine Coast community.

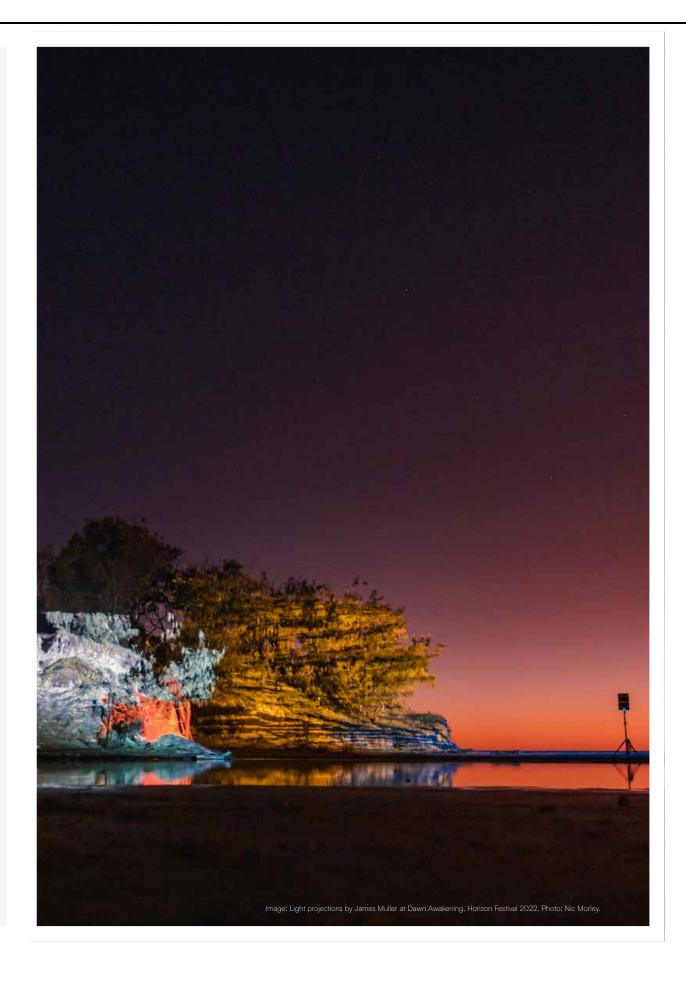
Together, we are all stronger.

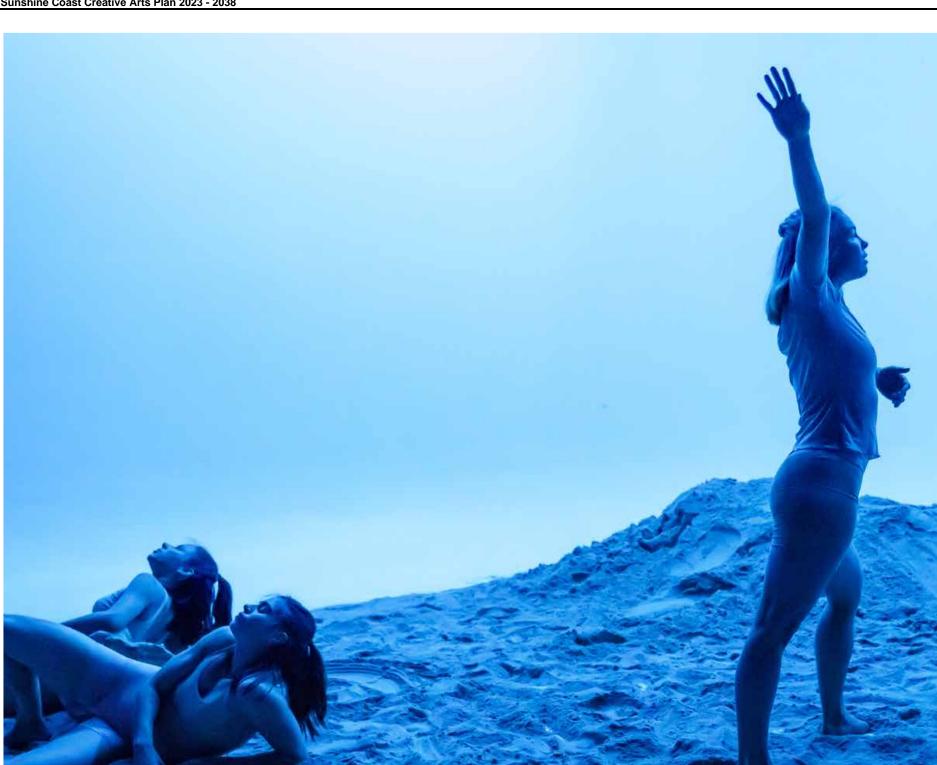
#### Cover artwor

Alison Mooney | Saturday Morning | 2021 | acrylic, oil pastel and aerosol on canvas | 120 x 90cm | acquired into the Sunshine Coast Art Collection as Winner of the Local Artist — Local Content Art Prize 2022.

### A word from the artist, Alison Mooney

Pregnant with possibility, this piece celebrates the feeling of a Saturday morning where there's no plan and multiple options ahead. The overriding experience is just feeling great, with details emerging as a plan starts to settle into the day over a slow breakfast. All that's visible at the start is how great it feels.





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Section C: The Journey

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### Welcome to Country

The Kabi Kabi peoples and the Jinibara peoples are the original artists and cultural practitioners of this diverse and magnificent region. We have always celebrated our deep-rooted connection to this Country through song, dance (corroboree), painting (mark making), storytelling and ceremony.

Our rich cultural heritage is tens-of-thousands of years old and it is deeply embedded in the landscape — from the majestic mountains, Bunyas and rainforest to the waterways and lakes, the wetlands and ocean.

Our cultures are living cultures and we continue to gather for large celebrations as we have done for millennia — for our Oyster, Mullet and Bunya festivals. Other Aboriginal groups also travelled from throughout South East Queensland, Northern NSW and far beyond to the huge Bunya festivals held in Jinibara traditional Country at Buruja (Villeneuve near Mt Archer) and Baroon (Baroon Pocket near Montville), as well as in the Bunya Mountains in Wakka Wakka Traditional Country.

Today our artistic and cultural expression is vibrant and continuously evolving. As the proud guardians and

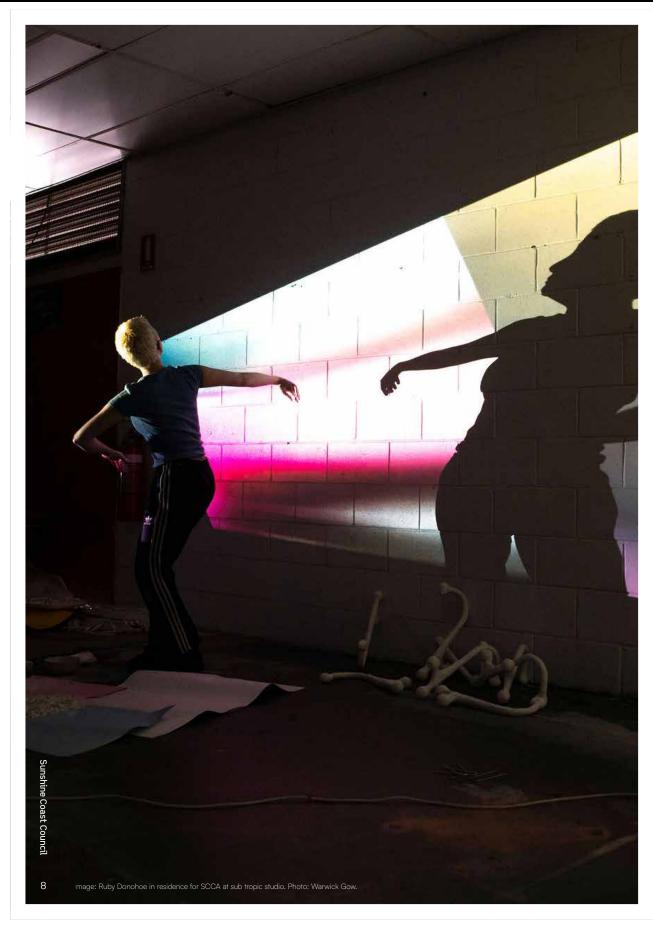
interpreters of our dynamic cultures, we feel honoured to take responsibility for the protection of our Kabi Kabi and Jinibara cultural knowledge, and also to further develop our innovative contemporary expressions.

The uniqueness and power of Indigenous Australian arts and cultures is recognised internationally. We look forward to fully celebrating our own diverse contemporary arts, embedded in our living cultures, well into the future.

Creative activity and innovative cultural expression have been, and always will be, integral to living on these lands and with each other.

Kabi Kabi and Jinibara, Traditional Owners — Custodians Today our artistic and cultural expression is vibrant and continuously evolving. As the proud guardians and interpreters of our dynamic cultures, we feel honoured to take responsibility for the protection of our Kabi Kabi and Jinibara cultural knowledge, and also to further develop our innovative contemporary expressions.

Sunshine Coast Creative Arts Plan 2023-2028 / July 2023





Mark Jamieson

### Mayor's foreword

Our Sunshine Coast region boasts a unique and diverse natural environment together with vibrant communities and burgeoning economies.

With more people choosing to live, work and play here than ever before, our long-term strategic planning caters for that growth and supports the creation of opportunities across the board.

We know that a thriving creative industry plays such a vital role in connecting, building and strengthening our community now and into the future, and as such, the refreshed Sunshine Coast Creative Arts Plan 2023—2038 (the Plan) outlines our commitment to help grow and strategically support the creative sector.

The Plan acknowledges the role arts and culture play in shaping and influencing our sense of community, belonging and identity, and articulates our regional ambition to continually grow our vibrant arts ecology.

The Plan will continue to guide our journey, taking us ever closer to a future where the arts are firmly embedded, celebrated and revered in our region.

I would like to thank the many artists established and emerging — arts workers, educators, businesses and industry who generously reviewed and provided feedback. Their knowledge and experience helped us align our 20-year Plan with what we have achieved and learned in the five years since the original Arts Plan was endorsed by Council. I would also like to take the opportunity to acknowledge the role of the Sunshine Coast Arts Advisory Board for leading and then testing the robust and purposeful discussion. Our region has always taken great pride in the achievements of its artists and the industry as a whole. In a creatively rich environment like the Sunshine Coast, we embrace the arts in everyday life and this Plan is a significant step in creating the space for artistic enterprise, while acknowledging its role in understanding and interpreting our vision for the region.



Cr Rick Baberowski Creative Arts Portfolio

### Portfolio Councillor's foreword

A key goal of our Creative Arts Plan is to build and develop the profile and recognition of Sunshine Coast artists and increase their productive capacity.

This refreshed strategic plan outlines how we will continue to encourage and support our region's artists, while attracting more creative practitioners to the Sunshine Coast.

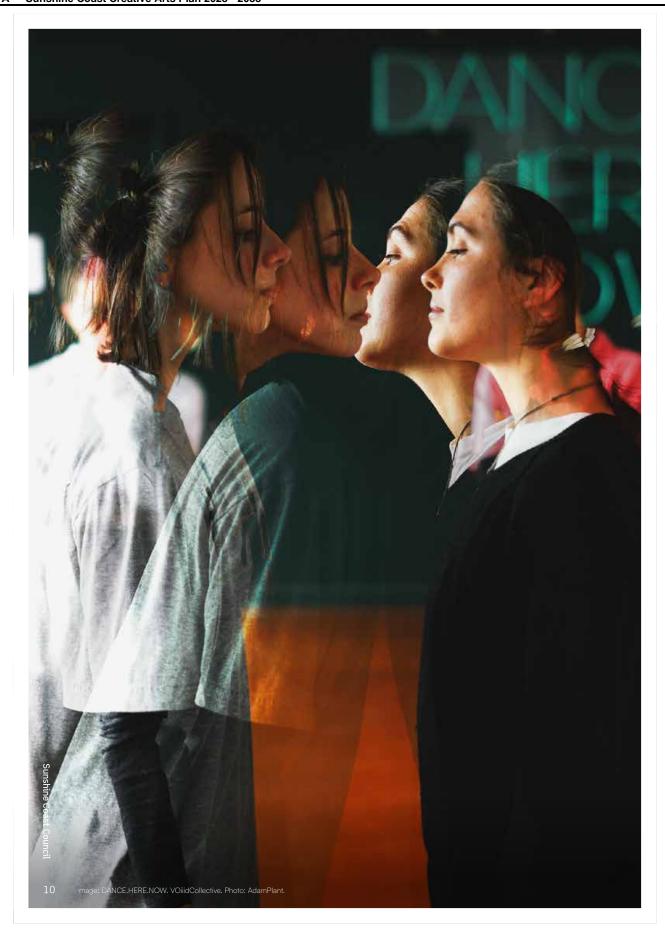
The review of our 20-year Arts Plan is timely. Earlier this year, the Australian Government released a national cultural policy — Revive: a place for every story, a story for every place. This new policy has reinvigorated the focus on our national creative sector. Our review has considered this policy and the synergies identified have provided us with an opportunity to align our thinking.

The continual growth of our population necessitates bold choices and solid action

to take us towards the flourishing arts ecology we all desire. The Plan outlines how Council is rapidly expanding its local opportunities through funding programs, its art collection and public art policies, as well as producing events such as Horizon Festival and creating opportunities for sector development through initiatives such as Project 24, The Refinery and Homegrown.

This Plan has the creation of unique and diverse content at its heart and is about supporting artists to create and develop new work in the region as well as providing opportunities for them to showcase their work both locally and further afield.

Sunshine Coast Creative Arts Plan 2023–2028 / July 2023





Arts Advisory Board

### Sunshine Coast Arts Advisory Board's foreword

We are excited to present the refreshed Sunshine Coast Creative Arts Plan 2023-2038 (previously Sunshine Coast Arts Plan 2018-2038).

Thank you to the Kabi Kabi peoples and Jinibara peoples for sharing with us the intrinsic nature of creativity in culture. Drawing inspiration from local First Nations We extend our sincere gratitude to the peoples, we affirm the role of the arts as a source of celebration, connection, information and ingenuity, helping us to make meaning within our own lives.

Over the past five years, the Sunshine Coast creative arts community has grown in number, diversity and maturity, endured a global pandemic and achieved annual funding support via the regional Arts and Heritage Levy.

The Sunshine Coast Arts Advisory Board welcomed a Traditional Owner to the fold, and an identified Senior Creative Development Officer and Trainee have joined Council.

During those five years, the region has grown by eight per cent, been named a UNESCO biosphere, opened an international airport, built a CBD and City Hall, and celebrated the touchdown of the international submarine cable, providing Australia's fastest telecommunications connection to Asia and second fastest to the United States.

What an exciting journey so far.

The opportunity to review the Plan alongside the new national cultural policy Revive to ensure it remains responsive and proactive involved extensive consultation, engagement and feedback gathering. creative arts sector, Traditional Custodians and all those who took the opportunity to passionately share their insights into the future of the creative arts for the region.

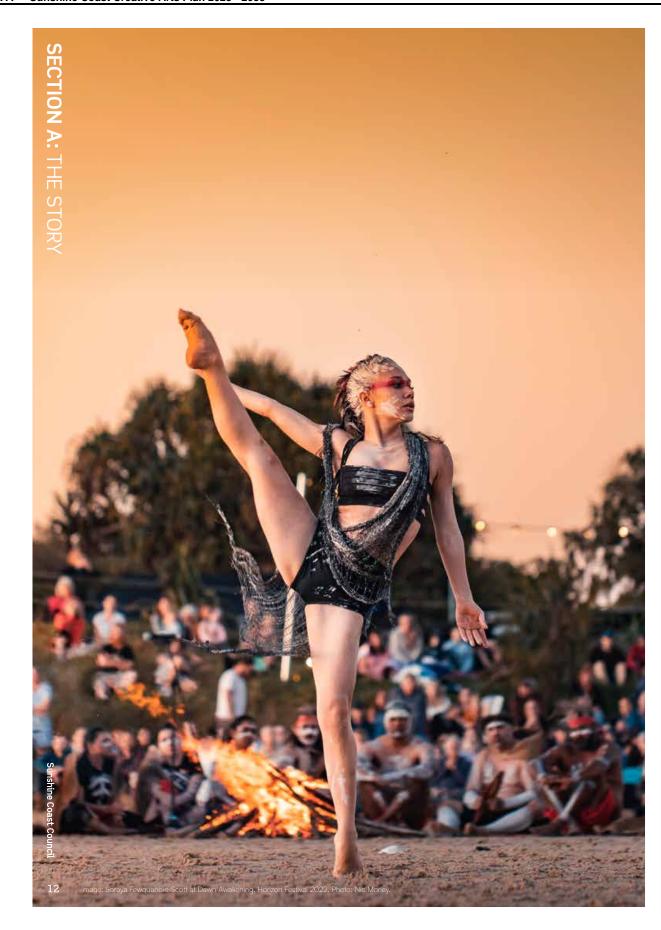
It is well documented that artists in regional communities play a vital role in expressing and shaping cultural identity as well as supporting community cohesiveness, development and wellbeing.

In fact, a vibrant and diverse arts and cultural ecology is an important contribution to the liveliness and vitality of the places we call home. Arts and culture contribute directly to the 'sense of place' which attracts both residents and investors. These attributes determine the attractiveness of a city or region as a place in which to work, live, invest and raise a family.

We invite you to get in touch and learn how you can play a role achieving the vision of this Plan. As individuals and as an arts sector, we can all demonstrate creative leadership in our own way — and celebrate all that the arts bring to our lived experience.

We are delighted to be a part of your journey and your story so far and look forward to the next five years with great optimism and excitement.

Sunshine Coast Creative Arts Plan 2023–2028 / July 2023



SECTION A: THE STORY

### Foreword

The Sunshine Coast Council's vision is to be a region that is healthy, smart and creative. This vision acknowledges that creativity broadens our perspective, helps us to explore ideas, find solutions and build resilience.

Our aspiration is for the arts to be synonymous with our identity, firmly placing the Sunshine Coast on the national and international stage as a region that experiments and innovates while fostering leaders of brave new ideas.

There is no doubt that our growing communities and increasing ability to attract investment will provide significant opportunities for the arts through infrastructure, increased diversity and talent, new collaborations and greater recognition.

The inaugural Sunshine Coast Arts Plan 2018—2038 built a strong foundation for our future journey. This refreshed second iteration, the Sunshine Coast Creative Arts Plan 2023-2038, is the next step on our strategic path, clearly stating that there can be no greater investment in the future of our region and its many communities than a commitment to developing creative opportunities.

The second iteration of the Plan reflects our growth and maturation over the past five years and speaks to the unique opportunities presented in our immediate future. Excitingly, we remain on track to realise the Plan's vision, ensuring that 'the Sunshine Coast is alive with arts, culture and creativity'.





SECTION A: THE STORY

### The role of this Creative Arts Plan

The Sunshine Coast Creative Arts Plan 2023–2038 provides the region with an aspirational document, providing a blueprint for our investment in the arts.



The Plan is a key mechanism providing Council with a road map for its priorities, programs and investment in the creative arts.

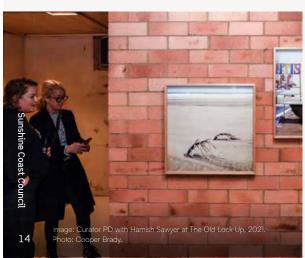
Council, the Sunshine Coast Arts Advisory Board, and the creative arts sector including artists, audiences, stakeholders and our regional community more broadly, took a collaborative approach to both the development and resulting refresh of the Plan.

The initial engagement program in 2018 involved a regional sector survey, targeted stakeholder consultation, literature review, benchmarking and trend analysis. The 5-year review builds on this work and a broader range of stakeholders were consulted to expand the depth of opportunities and insights.

The strategies to achieve the Plan's vision are interrelated and rely on this continued collaborative approach between Council, the arts sector, the community, the education and business sectors, investors and all levels of government.

And while Council is ideally placed to provide leadership in the delivery of the Plan, it cannot do it alone. That is why the Plan must be embraced by everyone committed to ensuring that 'the Sunshine Coast is alive with arts, culture and creativity'.







**Sunshine Coast Regional Council** 



### The role of Council

Council has a key role to play in achieving the Plan's vision. It takes responsibility for providing strong leadership and setting strategic direction and planning to support the development of the arts sector on the Sunshine Coast.

As custodian of the Plan, Council's role is to engage with the arts sector and the community to ensure:

- arts assets and infrastructure are accessible and appropriately located, designed, constructed, managed and maintained
- arts programs are accessible and delivered to strengthen the arts sector and target identified needs
- innovative approaches to meeting the plan's goals are sought
- arts programs and projects gain the exposure they require to contribute to the region's cultural vitality
- opportunities to partner, collaborate or leverage funding, projects and programs are actively sought to achieve strong arts outcomes
- advocacy for investment into the arts remains a key priority.

When Sunshine Coast Council committed to the development of its first Arts Plan, and then endorsed it in 2018, it acknowledged that the arts, both in practice and in the context of the strategic framework in which it functions, do not operate in isolation. It acknowledged that in terms of policy, objectives and programs, the Plan must be considered in relation to a range of other Council responsibilities including community services, cultural development, economic development (specifically creative industries) and infrastructure planning.

The Plan also considers Council's endorsed strategies, plans and policies to nurture the development of the interrelated aspects of culture, creativity and the arts. The relationship between the Plan and these strategies is articulated in the strategic alignment section. As Council plans undergo reviews, this Plan will be considered as part of the process.

Through the Vision and Goals outlined in this Plan, Council's approach will seek to amplify the voice, visibility, development, and recognition of the arts sector. To do this, Council will take on a range of roles as appropriate, including: facilitator, advocate, partner, provider, asset owner, investor, information and service provider, and creative leader

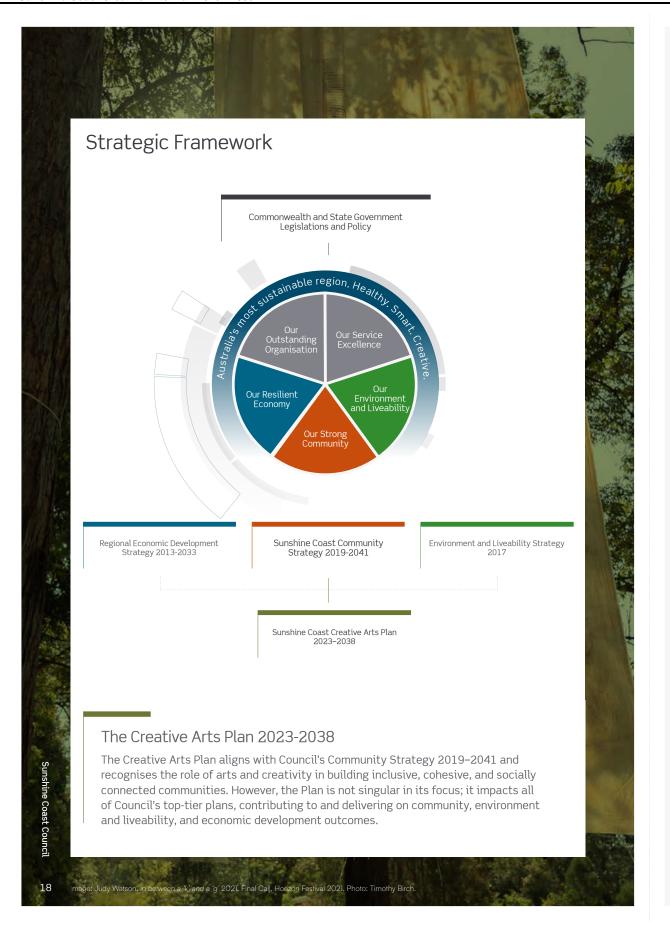
This approach will serve to support the growth of an authentic and vibrant arts culture, to strengthen and sustain the arts sector, and to enrich the artistic and cultural content available within our region.

The outcome will be an active, engaged and empowered arts sector and a community that both values and appreciates the region's cultural maturity, and actively seeks to contribute to its sustained success.

Sunshine Coast Creative Arts Plan 2023–2028 / July 2023

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24 AUGUST 2023 **Ordinary Meeting** 



### Strategic alignment

### Regional Economic Development Strategy 2013-2033

The Regional Economic Development Strategy 2013-2033, (REDS) provides a 20-year vision and blueprint for sustainable economic growth. It will help to ensure the region actively participates in the global economy and deliver the lifestyle and opportunities for local residents and businesses alike.

Vibrant arts and cultural scenes attract visitors, tourists, and potential residents, driving regional economic development. While the REDS leads Council's approach to broad industry development, the Creative Arts Plan drives professional development of artists and the creative arts

sector. It supports and delivers arts experiences and cultural infrastructure, and the development of arts audiences, while building the profile of our region, communities, creating jobs, and building creative businesses.

#### Sunshine Coast Major Events Strategy 2017-2028

The Major Events Strategy outlines the region's approach to the acquisition, support and assessment of the annual calendar of major event products that drive visitation and economic benefit. The Creative Arts Plan is aligned to this strategy, stimulating the creative arts sector, driving cultural tourism and contributing to the diverse calendar of major events in the region.

### Sunshine Coast Community Strategy 2019-2041

The Sunshine Coast Community Strategy 2019-2041, focuses on inclusive communities who come together and actively participate in their by supporting the growth of social connection community, contributing to the social, cultural and and collaboration through a place-based approach. Place based planning is an enduring concept in this strategy. Outcomes sought include an emphasis on active transport; community facilities, including supporting facilities, parks, open space and civic spaces; affordable living options; smart infrastructure and sense of place in the public realm.

At the heart of our communities are our people creative life of our region. The Plan plays a pivotal role in cultivating a vibrant, interconnected, and thriving community for all. Arts participation and experiencing a diverse range of cultural expressions facilitates appreciation and understanding, fostering a sense of unity and belonging. Through creativity, art and culture, we are a stronger, more interconnected community.

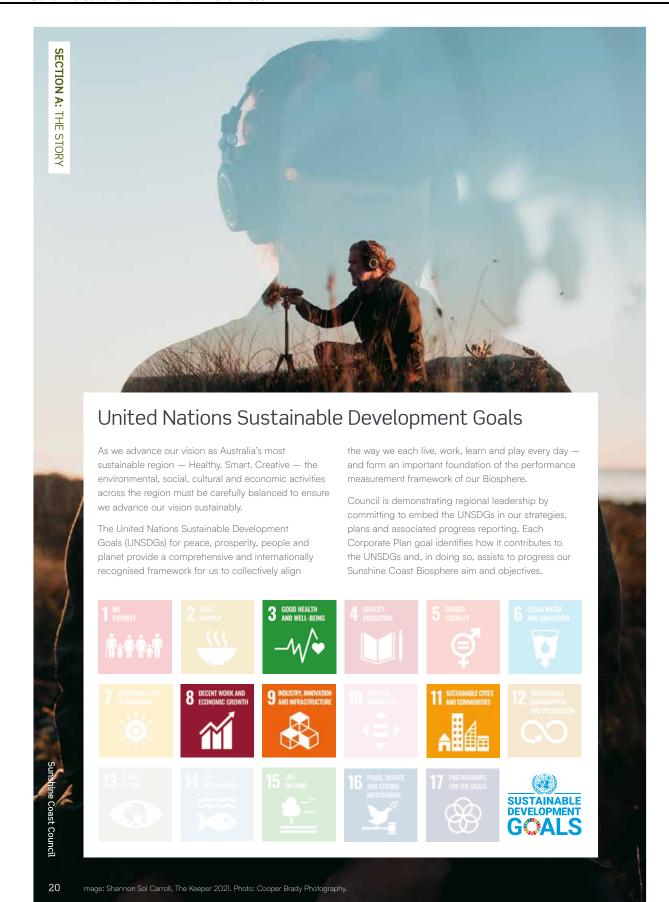
### Environment and Liveability Strategy 2017

The Environment and Liveability Strategy, 2017 builds a pathway to a healthy environment and liveable Sunshine Coast in 2041. The natural environment and how it can be preserved and enhanced, as well as the liveability of the region is the primary focus – enabling a good quality of life for all residents and supporting a strong economy in an accessible and well-connected the current and future infrastructure requirements our built environment.

A vibrant region is a liveable region. The Creative Arts Plan works to ensure our region is alive with arts, culture and creativity. The Plan embeds the principle of sustainability in its core values, with the care of people, planet, place and prosperity a key focus for the sector and embedded in the Plans' strategic direction.

A key component of this Plan is the Regional Arts Infrastructure Framework 2019 — 2041, which outlines creative communities need to practice and produce art.

Sunshine Coast Creative Arts Plan 2023-2028 / July 2023



### Our global commitment

Towards this end, this Plan embeds the United Nations Sustainable Development Goals (UNSDGs) into its actions. The United Nations Sustainable Development Goals for peace, prosperity, people and planet provide a comprehensive and internationally recognised framework to collectively align the way we each live, work, learn and play every day.

UNSDG 03 — The Plan seeks to build arts audiences within the region, recognising the transformative power of arts participation in enhancing physical and mental wellbeing. Arts and cultural activities, such as music, dance, visual arts, and literature, have been shown to have positive activities as key components of the creative economy. The

UNSDG 08 — The Plan recognises the economic potential of the arts and creative industries, supporting the development and promotion of artistic and cultural activities as key drivers of economic growth, job creation, and entrepreneurship. By nurturing local artistic talent and supporting a diverse creative sector, the Plan contributes to the diversification of economies and the generation of income and employment opportunities across the whole region.

UNSDG 09 — The Plan contributes to this goal by recognising the role of arts and creative industries in driving innovation, creativity, and economic growth. It supports the development and promotion of artistic and cultural impacts on individuals' health, resilience, and overall quality Plan encourages the establishment of cultural infrastructure, the support of artists and creative entrepreneurs, and the integration of arts and culture into innovation-driven sectors.

> **UNSDG 11** — The Plan works to achieve this goal by recognising the significance of cultural heritage, diversity, and creativity in shaping vibrant and sustainable cities and regions. The Plan promotes the integration of cultural considerations into urban planning and development processes, facilitating cultural expressions and diversity and highlighting the role of culture in building inclusive and cohesive communities.



In June 2022, our Sunshine Coast local government area was recognised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) as a biosphere reserve - where responsible development and people living sustainably sit alongside active conservation.

Our region has joined a global effort of 738 biospheres in 134 countries to balance the environmental, social, cultural and economic needs of today, without compromising the ability to meet the needs of future generations.

Our region's international recognition as a special place where people are living, working, learning and playing

sustainably highlights the values of our region that we are seeking to protect and enhance, brings new opportunities and a range of possible benefits to our natural environment, community, lifestyle and economy.

Being recognised as a UNESCO Biosphere reserve and maintaining this credential is our region's commitment to create a positive legacy for future generations. Every resident, visitor, business and government entity has a key role to play in maintaining and enhancing the Sunshine Coast Biosphere reserve for our children, grandchildren and all those who will enjoy the prosperity, beauty and liveability of our region into the future.

Sunshine Coast Creative Arts Plan 2023-2028 / July 2023

24 AUGUST 2023 **Ordinary Meeting** 

SECTION A: THE

Defining the creative arts

Recognising Council's existing strategic framework, the Plan addresses areas of focus which are not currently captured by other existing Council strategies and plans.

It is important to establish a definition of 'the creative arts' for this plan. The definition used by UNESCO and the Australia Council for the Arts has been used as a basis for outlining the scope of the Plan.

The Plan therefore defines the creative arts — and by extension, creatives, artists and workers in or that support the creative arts industry — to include:

- literature
- · music, in all forms
- theatre, musical theatre and opera
- dance, in all forms other performing arts such as circus, comedy and puppetry
- arts festivals visual arts and crafts
- screen film, television and online
- arts education and training
- First Nations (Aboriginal and Torres Strait Islander) arts
- community arts and cultural development
- · emerging and experimental arts.

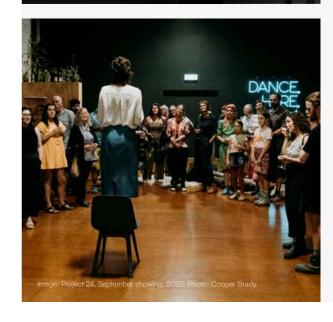
To focus programming and investment and to minimise duplication (where areas are addressed in other Council planning documents), this plan does not include:

- other broadcasting activities, the print media, multimedia without an arts content focus
- cultural institutions such as libraries, museums and archives
- broader areas of cultural activity such as environmental
- broader areas of creative activity such as fashion, design or architecture.

However, it is noted that some of the mechanisms that creatives and artists may use to develop, test, showcase and present their work may include events, festivals, public space, theatres/performance venues, libraries, digital tools or platforms, retail outlets and media (online, television and radio).

These definitions help to provide scope for the Plan.







SECTION A: THE STORY











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Appendix A Sunshine Coast Creative Arts Plan 2023 - 2038

SECTION A: THE STORY

A snapshot of the creative arts sector



Total sales from First Nations (Aboriginal and Torres Strait Islander) visual arts and crafts markets exceed \$250 million annually.

#### First Nations arts

First Nations arts are a representation of cultural songlines and integral to the cultural identity, stories and history of First Nations peoples.

With cultural tourism being one of the world's largest and fastest-growing tourism markets, Australia is uniquely placed to leverage this growth as home to the 'world's longest continuously living culture'.

In 2017, 'nearly 830,000 international tourists engaged with First Nations arts while in Australia' (an increase of 41 per cent since 2013) which included 'First Nations performances as well as attendance at art, craft or cultural displays.

www.aph.gov.au

#### The creative economy

Cultural and creative activity plays an important role in Australia's economy, growing to \$122.3 billion in 2019—20, an increase of \$26.0 billion (27.1 per cent) over the last 10 years.

Overall, growth in cultural and creative activity has been slower than the pace of growth for the Australian economy. As a share of GDP, cultural and creative activity declined by 0.6 percentage points, from 6.8 per cent in 2010—11 to 6.2 per cent in 2019—20.

infrastructure.gov.au

#### Arts tourism

Along with population growth and overall growth in domestic tourism, the number of Australians engaging with the arts while exploring their own country are growing.

At the same time, the destinations where tourists are especially likely to engage with the arts are in regional Australia. International arts tourists are more likely to visit regional Australia than international tourists overall.

Arts tourists are high value tourists — they are more likely to stay longer and spend more when travelling than domestic tourists overall.

In total, Australians took 205.3 million domestic daytrips in 2018, an increase of 39 per cent since 2009. In comparison, arts daytrips increased by 60 per cent over the same time period.

Australians took 104.8 million overnight trips in total, an increase of 55 per cent since 2009. Overnight arts trips grew by 71 per cent over the same time period.

More than eight million international tourists visited Australia in 2017 and three and a half million (43 per cent) engaged with the arts while here.

Arts tourist numbers grew by 47 per cent between 2013 and 2017, a higher growth rate than for international tourist numbers overall (37 per cent).

More international tourists engage with the arts than visit wineries or casinos, or attend organised sports events.

Australia Council: Domestic Arts Tourism and International Arts Tourism research reports.

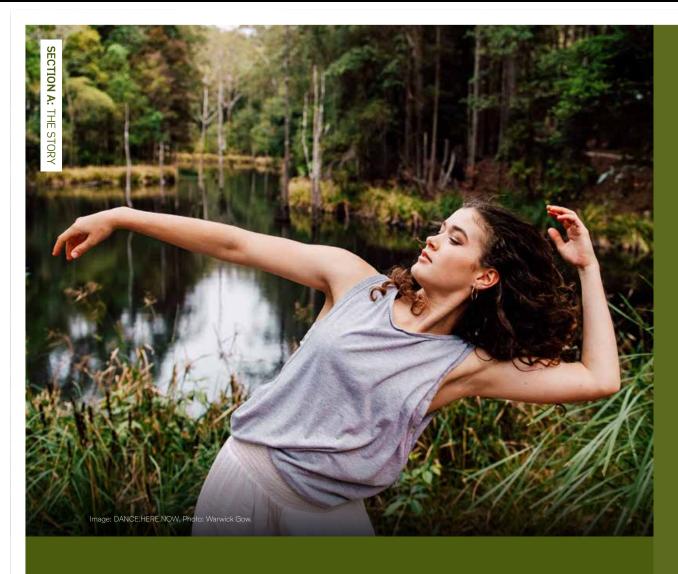
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SECTION A: THE

STORY

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## Our creative landscape



346,648 total population



2,291 sqm total land area



6 urban centres



Top hidden gems in the region

Lind Lane Theatre
Maroochy Botanic Gardens
The Old Ambulance Station
Buderim Craft Cottage

### Our creative people

### Demographics



68% of participants identified as female



25% of participants are aged 45 to 54 years

### Genre and expertise



I in 3 work in visual arts and craft, of which...



1 in 2 work as a visual artist



I in 8

work in music, of which...



work as a musician



in 10

work in screen, of which...



work as a director

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### Participation, income and experience



71% of participants

have attended or participated in a Council arts event



63% of participants

are paid for their creative work



45% of participants

have been working in the creative industries for 20+ years



57% of participants are willing to travel 50+ kilometres to enjoy an

arts or cultural experience

### Barriers and opportunities



Top barriers for the industry

- Limited infrastructure
- Cost of conducting business
- Limited industry representation



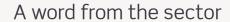
# Top priority actions for the industry

- Access to infrastructure
- Grant funding
- Incentives

2

### **Sunshine Coast Regional Council**

SECTION A: THE STORY



In preparing the initial Arts Plan in 2017, Council worked with eleven professional artists who engaged their networks to talk about what a 20-year vision for the arts should look like.

The Plan was endorsed by Council in 2018 and now, five years on, Council has re-engaged with this important group to get its perspective on our progress.

'Despite COVID, or perhaps because of it, there feels like a surge in artistic expression with artists taking major leaps into cross modality works, collaborations and more exploratory works. It has never been easier or cheaper to involve technology in the experience of art and the development of an artist.'

#### Mic Black, Creative Technologist

'The industry is growing, and independent contemporary artists are staying on the Coast as they can access financial support through RADF and Horizon Festival. The community is connected and passionate about living on the Coast and developing programs, projects and collaborative spaces for our local audiences to experience. We have come a long way and now need a larger financial investment to support the growth and longevity of projects.'

#### Amie Moffat, Creative Producer

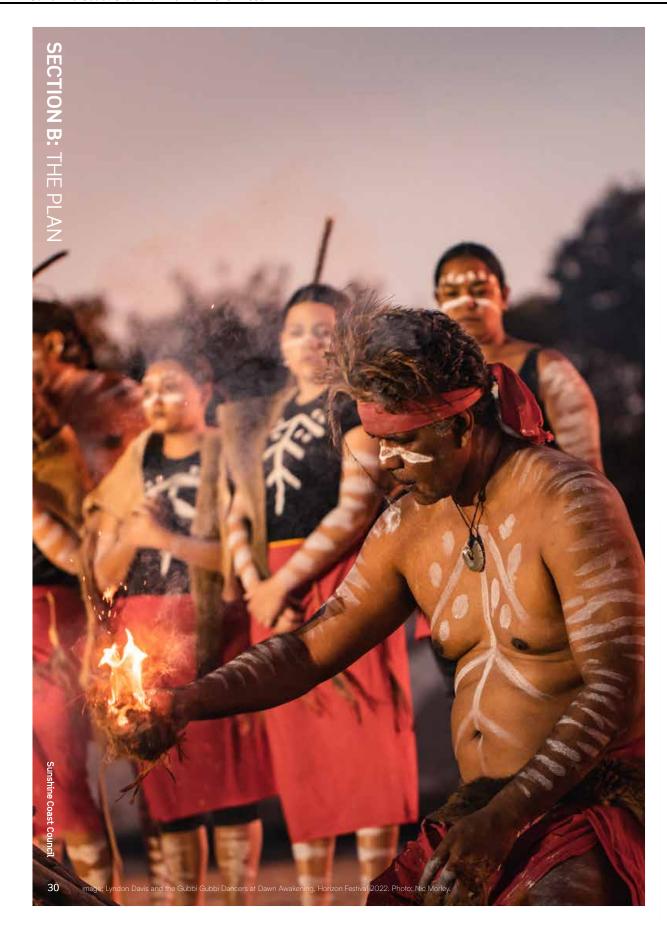
'Post COVID and with daily-life price increases, audience numbers are down and venue bookings uncertain.'

Mason Hope, Musician



Back row, L-R: Amie Moffat, Sarah Kanake, Jandamarra Cadd, Mason Hope, Mic Black, Zoe Martin, Delaney Delaney, Glen Sheppard. Front row, L-R: Linsey Pollak, Florence Teillet, Marina de Jager. Absent: Livia Hanich.





### Vision

The Sunshine Coast is alive with arts, culture and creativity.

### Values

### Bold

We are brave risk takers, who experiment and innovate.

### Authentic

We keep it real, do what we say we will, and ensure it is relevant and realistic.

### Sustainable

We care about people planet, place and prosperity.

## Inclusive

We welcome, respect and celebrate diverse perspectives and experiences.

#### Connected

We build dynamic partnerships and collaborations across sectors, communities and cultures.

### Goals



### **Empower First Nations**

First Nations creativity and contemporary cultural expression is celebrated, emboldened and self-determined.



#### Build capacity

The region's creatives, artists and sector are professional, skilled and connected.



### Strengthen engagement

Arts audiences grow through genuine participation and a diverse range of meaningful and tailored experiences.



### Boost infrastructure

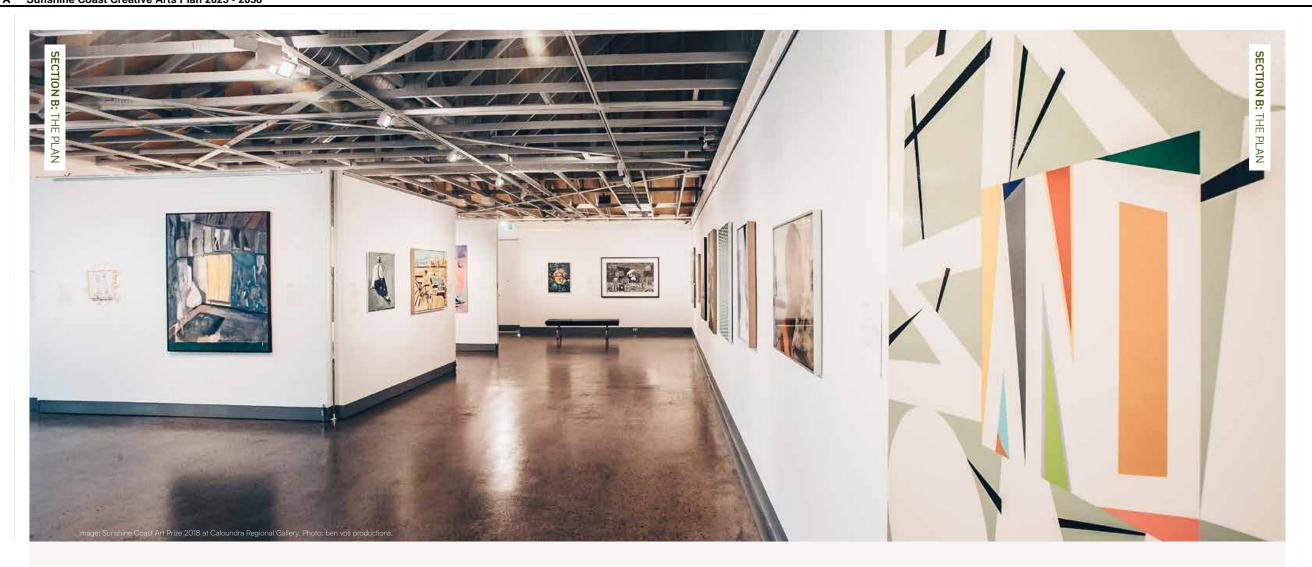
Dynamic places and innovative approaches enable artists and audiences to connect, create and share.



#### Cultivate identity

Our reputation as a creative region attracts attention, talent and investment.

Sunshine Coast Creative Arts Plan 2023-2028 / July 2023



### Focus areas

The strategies to achieve the Creative Arts Plan vision are interrelated and while Sunshine set of annual actions designed to deliver on the high-level Coast Council will have responsibility for leading delivery, the Plan is owned by everyone committed to achieving its vision.

the region five years post the introduction of the first 20year Arts Plan. It includes higher order focus areas and a format that is agile and adaptable to enabling strategies to of government. achieve benefits against multiple goals.

An annual operational plan will be developed and endorsed by Council during its financial year budget deliberations. The operational plan will cover a detailed focus areas set out in this Plan.

Timeframe: All focus areas will remain ongoing over the life of this plan: 2023-2038.

The refreshed plan is reflective of the increased maturity of Stakeholders: Collaborations and partnerships with and between Council, the arts sector, the community, the education and business sectors, investors and all levels

> Budget: The annual plan will be funded via a mix of core Council budget, revenue from the Arts (and Heritage) Levy, grants, partners and sponsors.

#### First Nations led

The Plan seeks to establish a First Nations Arts Sub-Committee of the Sunshine Coast Arts Advisory Board. Once established, the Sub-Committee will lead the development of a First Nations Arts Strategy to:

- develop a long-term youth focused arts development program to provide exposure, education and empowerment to explore artistic practice
- support and develop First Nations curators, producers, directors and performers to enable First Nations led initiatives including the development of contemporary work
- proactively educate and share within the First Nations creative sector, and more broadly, national policy, protocol and truth-telling happenings.

Delivering Goals						
<b>01</b>	<b>02</b>	<b>03</b>	<b>05</b>			
Empower	Build	Strengthen	Cultivate			
First Nations	Capacity	Engagement	Identity			

Sunshine Coast Creative Arts Plan 2023–2028 / July 2023

Ordinary Meeting



# Sustainable business models

Support the development of business skills and entrepreneurship across the whole sector — including individual artists and small to medium-sized companies

- to develop sustainable business models through:
- partnerships and brokering
- co-investment
- creative innovation
- skills development, and
- market identification including export markets.

# 

# Professional development

Support and deliver diverse and relevant professional development initiatives including, but not limited to:

- funding opportunities and programs, including RADF
- mentorships, fellowships, traineeships, residencies
- artistic practice development
- First Nations cultural protocol training and knowledge exchange
- inclusive and accessible programming.

Delivering Goals					
<b>01</b> Empower First Nations	<b>02</b> Build Capacity	<b>05</b> Cultivate Identity			

# Cultural Olympiad

Develop and implement a coordinated regional approach to presenting a diverse and innovative cultural program for the Cultural Olympiad, including the 2032 Olympic and Paralympic Games, to showcase the region's creative talent and landscape on a national and international stage.

Delivering Goals					
<b>01</b>	<b>02</b>	<b>03</b> Strengthen Engagement	<b>05</b>		
Empower	Build		Cultivate		
First Nations	Capacity		Identity		

# ArtsCoast brand and audience development

Implement the ArtsCoast Brand Strategy and Audience Development Plan to:

- build local engagement and support for the arts
- promote local artists and arts experiences
- develop the reputation of the Sunshine Coast as a creative destination to live, work and visit, and
- portray First Nations creative activity in an authentic and contemporary way that is reflective of country and respectful of cultural authority.

01     02     03     05       Empower     Build     Strengthen     Cultivate       First Nations     Capacity     Engagement     Identity	Delivering Goa	als		
	Empower	Build	Strengthen	Cultivate

# Horizon Festival

Develop and implement a Horizon Festival Strategy that maps the journey to becoming a premier arts event on the national calendar, including an extended 2032 offer.

Delivering Goals				
<b>01</b>	<b>02</b>	<b>03</b> Strengthen Engagement	<b>05</b>	
Empower	Build		Cultivate	
First Nations	Capacity		Identity	

# UNESCO initiatives

Investigate the adoption or leveraging of UNESCO initiatives including:

- UNSDGs
- Agenda 21 for Culture
- Creative Cities Network
- Biosphere status.

Delivering Goals

05

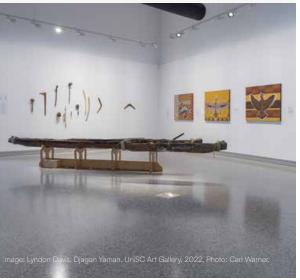
Cultivate Identity

# Build digital literacy

Leverage our Smart City and broadband capability to build digital literacy and the skills to adopt new technologies for creative arts initiatives, businesses and artists.

Delivering (	Goals
<b>02</b> Build Capacity	<b>03</b> Strengthen Engagement







# Arts infrastructure

Support the delivery of the Regional Arts Infrastructure Framework 2019—2041 which provides the strategic direction for a viable, integrated and highly functional network of built infrastructure to respond to the arts and cultural needs of the region, including:

- advocating for the acceleration of transformational arts infrastructure; and
- providing access to places and spaces, (short and long-term), to work, make, rehearse, present and connect.

Delivering Goals						
<b>01</b> Empower First Nations	<b>02</b> Build Capacity	<b>03</b> Strengthen Engagement	<b>04</b> Boost Infrastructure	<b>05</b> Cultivate		

# Leadership and advocacy

Support leadership and advocacy for and within the creative arts sector — including the Sunshine Coast Arts Advisory Board, the Sunshine Coast Arts Foundation, and other key arts bodies — to enable:

- strengthened relationships with state and national arts and cultural organisations, education providers and governments at all levels
- policy that empowers creative arts experiences in public places
- arts outcomes for the region, including funding
- visibility of artists and of the region
- investment in the arts by individuals and businesses.

Delivering Goa	ls			
<b>01</b> Empower First Nations	<b>02</b> Build Capacity	<b>03</b> Strengthen Engagement	<b>04</b> Boost Infrastructure	<b>05</b> Cultivate Identity

# Programming and projects

Support and deliver a diverse and accessible program of arts experiences for the Sunshine Coast community and visitors, including creative placemaking, public art, festivals, events and participatory and immersive opportunities.

Delivering Goa	ls			
<b>01</b> Empower First Nations	<b>02</b> Build Capacity	<b>03</b> Strengthen Engagement	04 Boost Infrastructure	<b>05</b> Cultivate Identity

# Sunshine Coast Regional Gallery

Develop and implement a Sunshine Coast Regional Gallery Strategic Plan (including Collections) to:

- support the design, funding and development of a new and appropriate Regional Gallery for the Sunshine Coast
- develop audiences, including local engagement and visitor attraction
- grow the value and significance of the Sunshine Coast Art Collection
- guide the curation of a dynamic and engaging program of exhibitions and events
- drive strategic marketing, communications and partnerships
- build funding and revenue streams, including philanthropic investment
- develop and deliver a Regional Public Art Strategy.

Delivering Goa	ls			
<b>01</b> Empower First Nations	<b>02</b> Build Capacity	<b>03</b> Strengthen Engagement	04 Boost Infrastructure	<b>05</b> Cultivate Identity

Sunshine Coast Creative Arts Plan 2023-2028 / July 2023

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**Sunshine Coast Regional Council** 



Ordinary Meeting 24 AUGUST 2023



# Creating the Plans: research and references

With each iteration of the Creative Arts Plan, a significant body of research and stakeholder engagement has been undertaken. These plans, research and references are provided below and are available to view on Sunshine Coast Council's website.

# Sunshine Coast Creative Arts Plan 2023—2038







Sunshine Coast
Audience and Market
Research Final Report



iii. Regional Arts Infrastructure Framework Summary Report

# Sunshine Coast Arts Plan 2018—2038



i. Sunshine Coast Arts Plan 2018—2038



ii. Sunshine Coast Arts Plan Targeted Stakeholder Engagement — Final Report



iii. Sunshine Coast Arts Plan Discussion Paper



iv. Sunshine Coast Arts Plan Arts and Culture Snapshot

# What's next?

Sunshine Coast Council will continue to measure, monitor and review annually, while continuing to engage with the sector. In 2028, Council will undertake its next review before releasing the second five year update to this plan.

Sunshine Coast Creative Arts Plan 2023-2028 / July 2023





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# Detailed Business Case

STAGE 3: DETAILED BUSINESS CASE

Sunshine Coast Council - New Regional Gallery

July 2023



Joanne Currie Nalingu [Gungurri] | Glasshouse Mountains Triptych 2002 | Caloundra Regional Gallery 20-year Anniversary Exhibition 2020



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# Controlled Document Register

Rev. No.	sue Distribution A		Approved	Date
01	First Draft – issued for comment	Project Working Group	Marcus Paget-Wilkes	07 December 2022
02	Second Draft – incorporating SCC Working Group comments	Project Working Group	Marcus Paget-Wilkes	31 January 2023
03	Third Draft – incorporating further SCC Working Group comments	Project Working Group	Marcus Paget-Wilkes	17 February 2023
04	Fourth Draft – including updates to Part Four – Project Implementation (FEA and implementation section)	Project Working Group	Jennifer Kay / Gavin Speak	26 June 2023
05	Fifth draft – incorporating SCC Working Group comments	Project Working Group, Project Steering Committee	Jennifer Kay/Gavin Speak	10 July 2023
06	Final version – incorporating final Working Group and PSC comments, for issue to Council	Project Working Group, Project Steering Committee, Council	Jennifer Kay/Gavin Speak	25 July 2023





# Glossary of Terms

**AAA**: AAA refers to the highest standard an Australian museum or gallery can achieve in terms of climatic conditions, security and lighting. A rating of AAA typically supports a museum or gallery hosting international touring exhibitions and providing a high level of collections monitoring, security, space etc. but is not directly linked to a galleries ability to loan art from other institutions.

**Aboriginal:** A person who is a descendant of an indigenous inhabitant of Australia.

ABS: Australian Bureau of Statistics

Aggregated Arts Focal Point: Focal-point aggregation refers to the aggregation of a specific unit (focal point) with its adjacent units, given some spatial requirements. In this paper an aggregated arts focal point refers to the connectivity and collective collaboration of the proposed New Regional Gallery with other regional arts facilities.

**Arts**: Arts refers to the highly diverse range of human activities engaged in creating visual, auditory, or performed artifacts.

Arts Queensland: Arts Queensland is part of the Department of Communities, Housing, and Digital Economy, committed to building a strong and sustainable sector which supports the renewal and transformation of Queensland through arts, culture and creativity.

**BCR**: Benefit Cost Ratio **BOH**: Back of House

**Business Case**: A business case provides justification for undertaking a project investment. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution.

CACD: Community Arts and Cultural Development

CBA: Cost Benefit Analysis
CBD: Central Business District

CCAP: Caloundra Centre Activation Project CCCH: Caloundra Community & Creative Hub

CEA: Cost Effectiveness Analysis

Cultural Activity: For the purposes of this report 'Cultural activity' has been defined as per the UNESCO's Framework for Cultural Statistics 2009. This includes visual and performing arts, music, museums and galleries, history and heritage including the natural environment, Indigenous culture, craft, libraries, literature, publishing, digital and new media, design, architecture, food, film, fashion, television, and radio.

**Cultural Tourism:** For the purpose of this report the United Nations World Tourism Organisation's definition of Cultural Tourism has been adopted, which is the movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events

DBC: Digital Business Case

**Development Approval:** Refers to the regulatory approval that must be obtained prior to commencing a development.

**Due Diligence:** A due diligence is an investigation, audit, or review to confirm facts or details of a matter under consideration.

ELS: Environment and Liveability Strategy

EP: Equivalent Persons

**First Nations**: First Nations refers to the many different and distinct Aboriginal and Torres Strait Islander groups within Australia, each with their own culture, language, beliefs, and practices.

FOH: Front of House
GFA: Gross Floor Area
GRP: Gross Regional Product
HOTA: Home of the Arts (Gold Coast)

**Indigenous**: Indigenous refers to items produced, growing, living, or occurring natively or naturally in a particular region. In terms of people indigenous refers to the first earliest known inhabitants of a place.

**Investment Logic Map:** An ILM is a standardised technique to ensure that robust discussion and thinking is done up-front, resulting in a sound problem definition, before solutions are identified and before any





investment decision is made.

LGA: Local Government Area

MCA: Multi Criteria Assessment

MONA: Museum of New Art (Hobart)

**NEIR:** National Institute of Economic and Industry

Research

NPV: Net Present Value

PAF: Project Assurance Framework

**PCG**: Project Control Group **PE**: Preliminary Evaluation

PESTLE: Political, Economic, Science, Technology, Legal and Environment. PESTLE relates to the PESTLE analysis, which is a tool used to help companies and organisations track the environment they're operating in or are planning to launch a new project/product/service.

Planning Scheme: refers to the legal document prepared by the local council or the Minister for Planning and approved by the Minister. It contains policies and provisions that control land use and development

RAG: Redland Art Gallery (Cleveland)

**RAIF:** Regional Arts Infrastructure Framework 2019-2041

**RG**: Regional Gallery of the Sunshine Coast, based in Caloundra, in relation to which this Business Case has been written. Also referred to throughout as the New Regional Gallery, the Gallery, and the New Gallery

SAN: Services Advice Notice

SASR: Strategic Assessment of Service Requirement

**SCAF:** Sunshine Coast Arts Foundation

SCC: Sunshine Coast Council

SCCA: Sunshine Coast Creative Alliance SEIFA: Socio-Economic Indexes for Areas

**Trunk Infrastructure**: Trunk Infrastructure refers to larger, significant infrastructure that supports growth and benefits several development sites

**USC:** The University of Sunshine Coast

**Zoning**: Zoning refers to municipal or local laws or regulations that govern how real property can and cannot be used in certain geographic areas.





# Preface

This Detailed Business Case was commissioned by Sunshine Coast Council (SCC) for the purpose set out herein and prepared by Savills Project Management.

It has been developed to assess the value for money proposition of the proposed Regional Gallery of the Sunshine Coast, based in Caloundra. The SCC acknowledges that the proposed Regional Gallery (RG) is a project of both local and state significance and as such, this report has been prepared in accordance with the Queensland Government's Project Assurance Framework (PAF).

The Project Assessment Framework (PAF) sets the foundation for ensuring that project evaluation, procurement and delivery activities are undertaken effectively and efficiently across the Queensland Public Sector, and that the State Government achieves value for money from its investment in projects.

This detailed business case report captures the requisite outputs as outlined in the Strategic Assessment of Service Requirements, Preliminary Evaluation and Business Case Development guidance material under the PAF. Additional PAF content and guidance notes have been inserted into this report to provide the reader with additional context where it is deemed appropriate.

The report incorporates the Investment Logic Mapping framework contained in the Department of State Development's Business Case Development Framework.

# Disclaimer

Savills Project Management has prepared this report in accordance with the terms of engagement letter dated 25 May 2021

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# Acknowledgement

This Business Case is made possible by the contributions of staff and consultants who were interviewed and assisted with its production. Thanks are due to New Regional Gallery Working Group, New Regional Gallery ILM Working Group, Caloundra Community Creative Hub Project Control Group, as well as the industry, external and internal stakeholders who participated in the extensive engagement meetings and workshops.

### First Nation Australia Acknowledgement

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance.

We wish to pay respect to their Elders - past, present and emerging - and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.





# 1.0 Executive Summary

### 1.1 Introduction

A regional art gallery with a national reputation is a transformational arts and cultural piece for the Sunshine Coast and Caloundra. Arts and culture are highly valuable and esteemed from a cultural capital and economic standpoint. A general lack of understanding and appreciation is often portrayed in relation to the value of the arts and its contribution to a regional community and its economy. It is also widely recognised that a lack of investment and support in arts and cultural infrastructure contribute to artistic stagnation.

Arts experiences play an important and growing role in international tourism to Australia. They engage international visitors with the uniqueness, depth and diversity of Australian culture, support local economies and share Australian stories and perspectives with the world.

Investment in the arts and cultural sector can provide direct productivity dividends (contributing to employment and growth) as well as a range of positive externalities that can be hard to measure accurately, including:

- Supporting employment opportunities and contributing to economic and social policy outcomes including revitalised communities and solutions to individual, social or community concerns.
- Providing an opportunity for engagement between First Nations, the broader community, and cultural visitors by connecting them with the living stories and landscapes of First Nation cultures. This engagement supports cultural maintenance, economic empowerment, community connectedness and wellbeing among First Nation cultures.
- Engagement with arts, culture and creativity delivers benefits in a wide range of areas including health and wellbeing, positive ageing, youth justice, domestic violence, and community recovery.² This complements frontline services, reduces costs in health and community care, and creates stronger, healthier communities.³
- Greater recognition and understanding of the value of the arts and cultural sector and its potential role in strengthening the economy and broader community.

The existing Caloundra Regional Gallery has been in operation and servicing the Sunshine Coast community for over 20 years, located in the converted 1970s former library building, Felicity House. As well-loved as the current gallery is, it is considered lacking in capacity, suitable facilities and spaces to adequately provide for present and future community needs. The site faces increasing challenges in terms of attracting and hosting exhibitions and tours, generating commercial opportunities and sustainable revenues, and stimulating and supporting economic development and growth in the region.

There is significant potential and opportunity to revitalise and increase capability and reach of the arts sector on the Sunshine Coast whilst creating sustainable and resilient cultural infrastructure. This Business Case provides a clear rationale for investing in the development of a new Regional Gallery as a key element of the Caloundra Centre Activation Project. It confirms that the benefits of investment in the new Gallery are considerable in terms of economic activity generated to the region, as well as increased cultural awareness, improved sense of place and enhanced community development through increased liveability and public amenity.

<sup>&</sup>lt;sup>1</sup> Living Culture: First Nations Arts Participation and Wellbeing (2017), Commonwealth of Australia, Canberra.

All-Party Parliamentary Group on Arts, Health and Wellbeing Inquiry, 2016, Creative Health: The Arts for Health and Wellbeing, UK.
 Fenner, P., Rumbold, B., et al. (2012), Is there compelling evidence for using the arts in healthcare?, Deeble Institute evidence brief no. 4. Australian Healthcare and Hospitals Association, ACT.

Rentschler, R. et al, 2015, Stats and Stories – Theme 3 Social Inclusion. The impact of arts in Regional Australia. Deakin University, Melbourne.





Continued operation in its current state will not address the Gallery's challenges in the long-term, and a business-asusual approach will result in a continued loss of profitability and a requirement for Sunshine Coast Council (SCC) to increasingly subsidise operations over time as the infrastructure reaches obsolescence and visitation falls away.

The rationale for the Gallery development is first and foremost predicated on securing a leading creative and artistic hub in the region that will be equipped to support contemporary arts and cultural growth into the future.

#### 1.2 Current Context

The arts, cultural and creative sector is a mix of art forms and industries with a focus on the development, production, presentation, distribution and commercialisation of arts and cultural-related goods, services and activities.

Whilst the focus of this proposal is an Art Gallery, its bounds extend beyond the traditional definitions and its programming may incorporate a broad range of creative arts disciplines including visual art, craft and design, music, dance, writing, dramatic and physical theatre, media art, multi-arts, festivals, public art, community cultural development, and heritage and collections including museums, galleries, and libraries.

With rapid population growth in the Sunshine Coast region, increasing by over 79,000 people between 2011 and 2021 (30%) and forecast to grow to over 500,000 people by 2041<sup>4</sup>, it is vital that cultural infrastructure is in place to suit this growing demand. The demand is present and will increase into the future, particularly with the rapid population growth trend witnessed through the COVID-19 pandemic. Delaying the development of this social and cultural infrastructure risks stagnation of the arts sector in the region and / or that arts talent may move elsewhere where there is better support. It also risks developing areas of the Sunshine Coast missing out on critical social and cultural infrastructure that helps bind society together.

The proposed New Regional Gallery seeks to:

- Create a celebration of First Nations Peoples art and culture.
- Leverage arts and culture for stimulus recovery from COVID-19 induced stagnation.
- Enable the sector to be agile enough to withstand the accelerated digital and industrial disruption.
- Create a place for increased cultural literacy for a growing population.
- Create a home for local emerging as well as established artists and arts workers.

### 1.3 Investment Rationale

Several deficiencies and constraints associated with the existing Regional Gallery have been identified. The current Gallery constraints and limitations are considered to include:

- Programming Resources and spatial capacity limit programming impact and reach within the Gallery. The New Regional Gallery will enable the creation of an expanded program of exhibitions and activities that position the Gallery as a significant regional cultural institution.
- 2) **Collection -** Facilities and staff resources currently limit the ability to grow and provide adequate care for the Sunshine Coast Arts Collection, valued at over \$1 million (2022). The Sunshine Coast Council art collection needs capacity to grow and align with the cultural identity and vision of the Sunshine Coast.
- 3) Resources Constraints in current Gallery staffing levels (7.3 FTE), exhibition development and presentation funding limit services offering potential and impact. A sustainable operational plan will ensure that resources align with nationally accepted industry standards, increase programming impact and reach, and support and develop local artists.

<sup>&</sup>lt;sup>4</sup> https://www.sunshinecoast.qld.gov.au/Experience-Sunshine-Coast/Statistics-and-Maps/Population-Growth





- 4) Gallery Storage Currently the gallery has insufficient artwork, equipment and material storage capability, placing the gallery's A grade status at risk. The lack of dedicated climate-controlled storage also means the gallery has declined offers of artwork donations due to lack of available and appropriate space.
- 5) Visitor Experience At present there is no food and beverage offering at the Gallery. Space and facilities are also limited for the delivery of public programs. The new Gallery design brief and operational plan (programming) will ensure that visitation is a critical indicator of success for a public art gallery and will complement a programming strategy and welcome a diverse community (cultural, age, socio-economic, locals and tourists), connecting with the rest of the Precinct and being easily accessible.
- 6) Staff Accommodation There is insufficient office accommodation on-site, with staff required to work from alternate facilities in SCC's administration building. This creates inefficiencies and inhibits professional service provision. The new Gallery design will provide suitable accommodation to ensure staff are appropriately located within the gallery and facilities are safe, secure and support the recruitment and retention of professional staff.
- 7) Learning and Participation Resources The current Gallery Artroom is not of sufficient capacity to accommodate group learning and school classes, discouraging schools and groups considering visiting the gallery. The proposed Regional Gallery will have specific provision for schools, youth and families, including, workshop space/s (wet and dry) and a larger multi-arts and events space that connects with the outdoor space accommodating larger installations and performances.
- 8) Revenue The current Gallery is limited in its ability to earn revenue due to commercial, spatial and staff limitations. A larger New Regional Gallery with the ability to earn revenue from other sources such as functions and events, public programs, space hire and potential admission fees for special exhibitions will contribute toward offsetting increased operating costs.
- 9) Infrastructure and Facilities With only 165m² of current exhibition space, the existing Gallery sits at the lower end of the scale in terms of regional galleries. The proposed New Regional Gallery will provide total exhibition space of 1,050m² that is flexible and adaptive, all rated at nationally accepted museological standards. This will enable the New Regional Gallery to service both locally sourced exhibitions and programs, facilitating an increase in the number of longer-term exhibitions generated from the Art collection as well as access to a broad range of touring exhibitions that typically require 600m² 800m² of space.
- 10) **Building the Brand** Limited budget and resources, combined with limited marketability of the current Caloundra Regional Gallery means it lacks brand and identity. Investment will grow the 'visibility' of the Gallery within the community, tourism sector and on-street presence through a focussed marketing strategy which utilises all appropriate channels, reflecting key markets and opportunities for growth within existing resources.
- 11) Strategic Alignment The New Regional Gallery development is aligned with the Caloundra Centre Activation Project, forming a key growth component of the arts community and cultural tourism sectors for the Sunshine Coast.

Continued operation of the current Gallery without significant capital investment to increase capacity and functionality is considered unsustainable, with facilities increasingly too small and not fit-for-purpose for a fast growing and younger population in a lifestyle region. It is forecast Gallery visitation will not grow in accordance with population growth, remaining constant as the building ages and newer attractions and facilities are developed in the Region.

# 1.4 Strategic & Policy Objectives

The proposed project is well aligned with the respective policies and the declared service needs of each level of Government.

Specifically, the project aligns with:

- Caloundra Centre Masterplan (2017)
- Sunshine Coast Arts Plan 2018 2038
- → Regional Arts Infrastructure Framework 2019
- Environment and Liveability Strategy





- Creative Together 2020-2030 Roadmap
- Creativity Connects Us (2020–24) 2021 2025
- Towards Tourism 2032
- National Cultural Policy Revive A place for every story, a story for every place
- → Audit and Opportunities Report 2023

### 1.5 Demand & Opportunity

Governments across Australia invest significantly in cultural assets and services in recognition of the economic value of cultural tourism, and social value for their communities. The arts are increasingly part of the itinerary for international visitors to Australia, demonstrated by more than 8 million international tourists visiting Australia in 2017 of which 3.5 million (43%) engaged with the arts while here. Arts tourist numbers grew by 47% between 2013 and 2017, with more international tourists engaging with the arts than visit wineries or casinos or attend organised sports events<sup>5</sup>.

International arts tourism to Australia is growing. Visiting museums and galleries is the most popular form of international arts tourism, with museums and galleries considered a readily accessible form of arts engagement for tourists. Three in every ten international visitors to Australia in 2017 visited a museum or gallery while they were here, generating significant economic activity to the associated arts communities. The arts, cultural and creative sector plays an important role in attracting domestic and international cultural tourism to Queensland, with cultural tourism estimated to have contributed \$70 million to the Queensland economy in 2016-17<sup>49</sup>.

The arts, cultural and creative sector in Queensland creates jobs and adds value directly through its own economic activities, which generates additional output through demand for goods and services in other sectors of the economy. In 2016-17, the Queensland art, cultural and creative sector directly contributed \$8.5 billion to the Queensland economy and employed approximately 67,000 FTE Queenslanders<sup>6</sup>. Through the sector's supply chain, there was an indirect contribution of \$3.8 billion, additionally employing approximately 25,500 FTE Queenslanders.

There is significant growth potential for the arts to support economic activity and local economies by driving and supporting international tourism. International arts tourists spent \$17 billion in 2017, making up 60% of the \$28.4 billion spent in Australia by all international tourists. The Brisbane 2032 Olympic and Para Olympic Games will amplify the number of international tourists coming to the region, many seeking to experience both sporting and cultural events.

# **New Regional Gallery Visitation**

Visitation projections adopted for the New Regional Gallery indicate the new gallery could attract at least 90,000 visits per annum on average upon completion. Realisation of this level of visitation is dependent on the implementation of the new Gallery design brief and associated operating model that includes investment required to secure major and minor exhibitions.

Research suggests that current (2023) audiences are looking for free experiences that are close to home, or events that support artists<sup>7</sup>. Existing Caloundra Regional Gallery visitation has increased from 20,495 in 2021/2022 to 26,040 in 2022/2023 (the Pre-Covid peak was 22,869 in 2016/2017). Further increases are prevented by space limitation, and current exhibition openings depend on an outdoor marquee to accommodate attendee numbers over 200 people.

The Sunshine Coast Regional Arts Infrastructure Framework forecast visitation to art galleries on the Sunshine Coast will increase from 65,827 in 2018 to 150,374 by 2058. If the current gallery at Caloundra maintained its market share (currently around a third) of all visits to art galleries it would achieve almost 50,000 visits by 2051. With the

<sup>&</sup>lt;sup>5</sup> Australia Council for the Arts, International Arts Tourism - Connecting Cultures (2018)

<sup>&</sup>lt;sup>6</sup> Economic analysis of the arts, cultural and creative sector in Queensland Arts Queensland, December 2018 (Deloitte Access Economics)

<sup>&</sup>lt;sup>7</sup> https://australiacouncil.gov.au/advocacy-and-research/audience-outlook-monitor/





development of a new larger gallery with a more diverse offer, there is scope to increase this market share to at least 50% or 75,187 visitors.

#### Cultural Precincts and urban renewal

A worldwide trend occurring is the increase in the quantity of cultural infrastructure being developed as part of wider precinct strategies. Investment in cultural facilities helps transform neighbourhoods and supports regional economic development. The strategic use of cultural infrastructure in urban policy internationally has been a recent unpredicted phenomenon, as has the rise and importance of cultural precincts. A strong cultural precinct can make a neighbourhood safer with more events staged which in turn becomes better at attracting capital, knowledge workers and tourists.

These overarching precinct principles and urban renewal objectives are addressed through the Council supported Caloundra Centre Activation Project, which reinforces the New Regional Gallery development as a key initiative of the endorsed Caloundra Centre Masterplan (2017).

### First Nations and Traditional Owners Art

This Sunshine Coast region has been the ancestral homelands of the Kabi Kabi and the Jinibara peoples and is also home to an increasing number of Aboriginal and Torres Strait Islander people from other First Nations groups, who play an important role in the social, economic, and cultural growth of its communities.

The SCC values its First Nations Peoples rich contribution and connection to the history, heritage, and culture of this region, promoting the cultural agenda which is currently limited within the Sunshine Coast region due to lack of available avenues. It is recognised by SCC that the First Nations Australians visual arts sector is a major economic contributor to the arts economy and is responsible for some of Australia's most valuable works of art.

Understanding demand for First Nations Peoples history and culture is currently being elevated<sup>8</sup> in Australia, with the number of domestic tourists participating in First Nations Peoples experiences growing by 41% between 2013–2018.<sup>9</sup> The Caloundra Community & Creative Hub (CCCH) provides opportunity for promoting the cultural agenda which is not considered evident or accessible in the Sunshine Coast region. First Nations / Traditional Owners partnerships and cultural infrastructure are critical to the New Regional Gallery's future success.

# 1.6 Service Need, Problem & Benefits

Public investments in developing and supporting cultural infrastructure such as the proposed New Regional Gallery will significantly contribute to a community's liveability. A regional art gallery with a national reputation is an important arts and culture piece for the Sunshine Coast and Caloundra's community and creative hub precinct. Arts and culture are highly valuable and valued from a cultural capital and economic standpoint.

# Service Need

The identification and understanding of service need is an important step in the generation, refinement and evaluation of credible options for the New Regional Gallery. The Service Need is stated as:

"Creating an expression of creativity, culture and place that inspires and informs through enriching and highly interactive experiences"

The service need for the New Regional Gallery is further expanded through the following key points:

- The existing Caloundra Gallery is inadequate for any expansion of a permanent collection, displaying a touring exhibition of national significance or supporting a growing local arts culture.
- 🔰 There isn't any significant regional arts facility in the Sunshine Coast region, in spite of the Sunshine Coast having the

<sup>8</sup> Martin, M and Poole, F (2021) COVID-19 credited with rising interest in Indigenous cultural awareness and tourism. Available at: https://www.abc.net.au/news/2021-02-11/covid-19-creates-a-boom-in-indigenous-culture-and-tourism/13140280
9 Jenkins, J and Goetze, E (2021) How cultural experiences are becoming the next big travel trend. Available at: https://www.abc.net.au/news/2020-07-03/how-cultural-experiences-are-becoming-the-next-big-travel-trend/12419102





highest proportion of artists and working artists compared to other LGAs.

There isn't an arts facility that matches the ambition and need for arts and culture in the Sunshine Coast region.

#### **Problem**

The overarching investment logic for development of the New Regional Gallery and securing the long-term future of the regional arts cultural community is centred around three (3) prevailing problems identified and articulated through the ILM process, and form the basis upon which this project is proposed:

- Problem Number 1: Poor understanding of the value of arts and competing pressure for funds allocation across the Sunshine Coast Region causes stagnation of the arts and culture reducing the sense of belonging and reputational pride, and economic opportunity.
- Problem Number 2: Multiple undersized and disparately located arts facilities and disjointed small-scale collections hinders creation of an aggregated arts focal point, scaling of arts collections, and attraction to the region of AAA-rated touring exhibitions.
- Problem Number 3: A constrained arts vision and insufficient prioritisation to meet current and projected community and visitor needs limits the scope of gallery, programs, exhibition offerings and maturity, community connections, and attraction as a destination.

#### **Benefit**

Successful implementation of the Gallery project addressing the Service Need is envisioned to deliver initial benefits across four (4) key categories:

- Benefit No.1 Increased Cultural Vitality, Literacy and Appreciation
- Benefit No.2 Supporting Regional Economy
- Benefit No.3 Improved Sense of Place for the Sunshine Coast
- Benefit No.4 Increased Liveability and Public Amenity

# 1.7 New Regional Gallery – Shortlisted Development Options

This Business Case provides detailed evaluation of a Base Case and three (3) key gallery siting options, shortlisted from a potential longlist of seven (7) options, to deliver the New Regional Gallery against a business as usual or Base Case.

**Option A – Base Case (maintain the status quo) -** considered 'business as usual' where there is no work done and the existing gallery is retained. This option would be the result of determining that there is no economic, or cultural case for building a new gallery. This option can be immediately discounted as this process has revealed a strong business case for a new gallery, however, Option A will be used as a comparator against the other location options.

**Option B – Existing Gallery site** - locates the new gallery towards the north of the precinct on the existing gallery location generally in accordance with previous Council endorsement, allowing for the future sale of the library site (or other freehold land). Progressing this option incorporates demolition of the existing gallery structure to facilitate construction. Prior to commencement of construction, the existing Gallery collection and operations will require relocation to a suitable temporary facility whilst construction is completed.

Appendix A



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**Option C – Bulcock Street & Otranto Avenue** – the Gallery is to be positioned to the southwest of the site on the corner of Bulcock St & Otranto Ave, replacing the existing council administration building on the site which also accommodates the Visitor Information Centre, allowing for the future sale of the library site (or other freehold land). Progressing this option incorporates demolition of the council administration building at 77 Bulcock Street, which is to be vacant premises upon completion of the repurposing of Council's administration building at 1 Omrah Avenue in mid 2025, including the Caloundra Library (note Option D).



**Option D – Existing Library site** - utilises part of the existing library site for its location within the precinct, enabling the retention of the large portion of Felicity Park with potential to create a significant town square and expended open space and public realm. This option allows continued operation of the current gallery through construction period. This option restricts the potential for commercial development on the current library site, albeit the site can still be developed volumetrically providing space for the gallery within a mixed use development, or the balance part of the site can still be made available for development at some point in the future.







### **Economic & Financial Outcomes**

The three (3) shortlisted options were analysed on individual financial and economic performance as well as against the Base Case. The cost benefit analysis, using benefits derived for non-Queensland residents, compares the net benefits from a new art gallery compared with the net benefits from current gallery, focusing on benefits for nonresident visitors (i.e., interstate and overseas visitors). This approach accepts that visits by Queensland residents may be transferring culture / leisure expenditure around the State, while visits from other States or overseas are introducing new expenditure to the State.

It is also important to note that in assessing different locations, research shows the visibility of a gallery is not the primary factor driving visitation. Having a visible gallery is helpful however as shown in below research by Museum and Gallery Services Qld shows the majority of visitors cite another reason (such as word of mouth 28%, seeing a brochure or flier 16% and/or information in a local newspaper) as the main reason for visiting an art gallery.

All	figures	are	%

Key differences highlighted in yellow	QLD Index	North-Eastern QLD	Central-Eastern QLD	South-East QLD
	n=3018	n=712	n=1137	n=1169
Word of mouth	28	23	30	29
Brochure or flier	16	17	16	15
Newspaper (local/community)	15	13	17	13
Sign/billboard/banner	11	12	11	10
was passing by	10	13	10	8
Tourist information/publication	10	10	11	7
information on Internet	8	9	9	7
By invitation or free ticket	7	7	6	7
Poster	4	8	3	3
Newspaper (major metropolitan)	4	4	3	4
live locally	3	2	3	4
Radio	2	4	3	1
m a regular visitor (I visit often, regularly visit exhibits)	2	1	2	2
drive by (drove past)	2	1	1	2

Source: https://magsq.com.au/publications/sector-publications-research/





The findings of the economic appraisal show Option C and Option D deliver the same benefit cost ratio and are slightly better result than Option B, this is mainly due to the need for the gallery to be relocated twice if the existing gallery site was redeveloped. There may also be an opportunity to sell all or part of the existing library site, however this has not been included in the analysis as proceeds from the sale cannot be preserved for the delivery of the new gallery without Council approval.

An increase in visitation from around 22,000 to around 90,000 visitors per annum is the predominant reason for the significant increase in net benefits and large Benefit Cost Ratio.

Sensitivity testing shows the number of visitors to the gallery needs to increase to around 32,000 per annum to achieve a Benefit Cost Ratio of over 1:1.

Net present value/cost	NPV @ 7%				
(Annual figures totalled over the 30-year assessment period)	Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library	
Capital costs					
Construction costs <sup>10</sup>	\$0	-\$33,591,847	-\$33,144,671	-\$33,144,671	
Building renewal CAPEX (lifecycle)	-\$1,760,777	-\$7,644,297	-\$7,542,536	-\$7,542,536	
Building depreciation (add back)	\$354,440	\$74,958	\$74,958	\$74,958	
Total capital costs	-\$1,406,337	-\$41,161,186	-\$40,612,249	-\$40,612,249	
Operating costs					
Operating costs (existing gallery)	-\$10,296,275	-\$2,177,499	-\$2,177,499	-\$2,177,499	
Operating costs (new gallery)	\$0	-\$23,922,566	-\$23,922,566	-\$23,922,566	
Total operating costs	-\$10,296,275	-\$26,100,066	-\$26,100,066	-\$26,100,066	
Total capital & operating costs	-\$11,702,611	-\$67,261,251	-\$66,712,314	-\$66,712,314	
Revenues & Benefits					
Visitor benefits	\$51,073,250	\$200,244,483	\$200,244,483	\$200,244,483	
Terminal Value	\$0	\$1,667,742	\$1,645,541	\$1,645,541	
Surplus assets (library land)	\$0	\$0	\$0	\$0	
Producer surplus	\$0	\$116,879	\$116,879	\$116,879	
Total Revenues & Benefits	\$51,073,250	\$202,029,104	\$202,006,903	\$202,006,903	
Total (net benefit)	\$39,370,639	\$134,767,853	\$135,294,589	\$135,294,589	
Total compared with Base Case	N/A	\$95,397,214	\$95,923,949	\$95,923,949	
Benefit Cost Ratio compared to Base Case	N/A	2.72	2.74	2.74	

Source: Savills. \*\* Note additional costs likely in Option B to move the gallery and fit-out a new space if existing gallery building is redeveloped.

The investment in the New Regional Gallery generates a positive benefit cost ratio of at least 2.72:1 under a range of scenarios. This counts travel costs as a proxy for benefits received by extra visitors to the new art gallery including extra spending in and around the gallery from both new visitors and visitors spending more than they otherwise would have if the development hadn't occurred.

<sup>&</sup>lt;sup>10</sup> Construction costs have been discounted in accordance with programme and cash flow.





It is envisaged other benefits, which are difficult to quantify in an economic appraisal but are nonetheless very important, will be generated due to the new gallery development including increased cultural vitality, literacy and appreciation; increased support for the regional economy; improved sense of place and increased liveability and public amenity.

### **Net Operating Position**

The forecast operating subsidy required for a new gallery is set out below and incorporates operating costs and forecast revenues over the first 10 years of the assessment period.

Costs & Revenues	Year 1 (\$)	Year 2 (\$)	Year 3 (opening year) (\$)	Year 4 (\$)	Year 5 (\$)	Year 6 (\$)	Year 7 (\$)	Year 8 (\$)	Year 9 (\$)
Total Annual Income	59,093	72,048	623,068	709,018	841,565	883,643	927,825	974,216	1,022,927
Total Expenditure	998,150	1,531,963	2,464,487	2,511,256	2,704,838	2,810,125	2,923,081	3,043,585	3,171,601
Subsidy**	939,057	1,459,915	1,841,419	1,802,238	1,863,273	1,926,482	1,995,256	2,069,369	2,148,674

Source: RAM. \*\* Excludes depreciation and in-kind contributions

#### Financial Impact

The three shortlisted options have been evaluated according to their total financial impact (i.e., their overall combination of the capital costs, recurrent costs and commercial opportunities), and evaluated on their incremental financial impact against the Base Case over a 20-year period.

The results show the Base Case has the lowest financial costs, although it does not generate the range of economic benefits that the new build options will deliver for the Sunshine Coast and Queensland.

The financial analysis indicates Option B is slightly more expensive compared with the other options, as this option involves relocating the gallery twice, with all options more expensive than the Base Case. The financial analysis does not clearly differentiate the options, as only the site selected varies between options. Value from potentially surplus land has been excluded from the analysis as this could not be specifically attributed to the gallery project.

Ontion	Net Present Value (@ 7.87% discount rate)			
Option	Total Financial Impact	Incremental Impact Over Base Case		
Option A - Base Case	(\$11 million)	N/A		
New build - Option B – Existing Gallery site**	(\$55.6 million)	\$44.6 million worse than Base Case		
New build - Option C – Bulcock Street & Otranto Avenue	(\$55.1 million) \$44.1 million worse than Base Ca			
New build - Option D – Existing library site	(\$55.1 million)	\$44.1 million worse than Base Case		

Source: Savills. \*\* Note additional costs likely in Option B to move the gallery and fit-out a new space if existing gallery building is redeveloped.

# 1.9 Integrated Analysis and Options Ranking

A comparative and integrated analysis of the shortlisted options considered throughout this Business Case has been summarised and presented below. It compiles the results of the various analyses associated with the New Regional Gallery shortlisted Options to determine a preliminary ranking incorporating the results from the socio-economic,





environmental and financial analysis, along with the achievement of the project's strategic objectives (established through the Multi Criteria Assessment).

The integrated analysis results for the New Regional Gallery development provide an efficient means of comparing key criteria across the options.

Table 1 - New Regional Gallery - Integrated analysis and options evaluation summary

Category / Criteria	Option A - Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library
Economic Performance				
Total Capital & Operating Costs	(\$11,702,611)	(\$66,666,125)	(\$66,125,111)	(\$66,125,111)
Benefits				
Visitor benefits	\$51,073,250	\$200,244,483	\$200,244,483	\$200,244,483
Terminal Value	\$0	\$1,667,742	\$1,645,541	\$1,645,541
Surplus assets (library land)	\$0	\$0	\$0	\$0
Producer surplus	\$0	\$116,879	\$116,879	\$116,879
Total Benefits	\$51,073,250	\$202,029,104	\$202,006,903	\$202,006,903
Total (Net Benefits)	\$39,370,639	\$135,362,979	\$135,881,792	\$135,881,792
Total – Net Benefits Incremental to Base Case	N/A	\$95,992,341	\$96,511,154	\$96,511,154
Benefit Cost Ratio (incremental to base case)	N/A	2.72:1	2.74:1	2.74:1
Financial Performance				
NPV (total financial impact)	(\$11 million)	(\$55.6 million)	(\$55.1 million)	(\$55.1 million)
Incremental Impact (Worse than Base Case)	N/A	\$44.6 million	\$44.1 million	\$44.1 million
Non-financial Performance				
Service Delivery (MCA scores)	N/A	29.75	28.25	29.75
Design & Placemaking (MCA scores)	N/A	24	24	30.75
Policy Alignment	Low	High	Low - Medium	High
Risk Analysis				
Political, Stakeholder and Project Support Risks	N/A	Medium	High	Low
Community & Environmental Risks	N/A	Medium	Medium - High	Low
Design and Construction Risks	N/A	Medium	Medium - High	Low - Medium
Operating Risks	N/A	Low - Medium	Low - Medium	Low - Medium
Financial / Revenue Risks	N/A	Medium	Medium - High	Low - Medium
Ranking of options	4	3	2	1

Based on the integrated analysis presented above, 'Option D – Existing Library site' is the preferred site location option for the New Regional Gallery development. Options C and D scored best for economic and financial





performance over the project appraisal period, indicating a cost benefit return of \$2.74 to every \$1 committed to the project incremental to the base case and a NPV (Net Present Cost) of -\$55.1 million, which is \$44.1 million worse than the base case.

There is marginal variance between Options determined through the commercial analysis (particularly Options C and D). In this context the difference in economic and financial indicators did not clearly distinguish between options. As such, to determine a preferred option, the value for money assessment focussed on socio-economic and environmental impacts, strategic objectives alignment and risk profiles.

The non-financial performance indicators were assessed through scoring generated within the categories Service Delivery (criteria aligned with service need stated in ILM) and Design and Placemaking (criteria aligned with the Caloundra Centre Masterplan 2017 and objectives of the Caloundra Centre Activation Project), which have been adopted from the Multi Criteria Assessment (MCA) undertaken as part of the Options shortlisting. Options B & D scored high for Service Delivery, whilst Option D scored significantly higher for Design and Placemaking qualities when compared to the other options. The superior Design and Placemaking benefits associated with Option D include:

- Sonnections Enhance the Community Creative Precinct by providing visual and pedestrian access and connection throughout precinct.
- Environment Provide a thoughtful environment, including minimising removal of significant existing trees, reduced overshadowing, landscape diversity and views.
- Plan/Amenity Create an amenity that both enhances the current and future public realm, also taking into account logistical and functional considerations.
- 🔰 Loading and Back of House the utilisation of Carter Lane for servicing the gallery limits impact on the public realm

Option C substantially impacts connectivity through the precinct and compromises the planning intent for the Town Centre. The Option C location is at odds with the broader precinct planning and will have an impact on the establishment of a new town square, pedestrian access and connectivity through the precinct.

All three options share similar risk profiles and key risks, although on balance, risk ratings for Option D are lower than Options B and C.

Based on the analysis undertaken Option D – Existing Library Site was the recommended option. Option D has subsequently been progressed in the Detailed Business Case.

### 1.10 Reference Project

A Reference Project has been developed to ensure that the Detailed Business Case puts forward a robust and tested proposition. The Reference Project does not reflect the scheme that ultimately moves forward into planning and delivery phases; it rather demonstrates that an appropriate design solution exists for the site, and acts as the basis for cost and implementation planning required under Stage 3 of the PAF. It comprises a concept design based on the preferred option, Option D, and responds to the functional requirements defined within this document, providing a built form illustration of the brief that has been provided by the stakeholder group. The design itself was derived from a series of SCC stakeholder workshops and takes inspiration from the unique qualities of the Sunshine Coast region. It draws inspiration from the Glasshouse Mountains, specifically their formation. Like the mountains, the gallery's design incorporates the idea of erosion, with void spaces created around the building's perimeter, reminiscent of the imprint left behind by eroding material. These spaces serve as the entrance and verandah areas of the building.

The functional brief for the gallery ensures that it can host significant national touring exhibitions while adhering to contemporary and sustainable museum practices. It also provides space for creating and displaying community art, with a specific emphasis on the art and craftsmanship of the Traditional Owners. The gallery accommodates the City's permanent collection and can expand into temporary exhibition spaces when needed. Additionally, there are retail areas to sell locally-made art and design products, a café that extends into the landscape, and ample foyer space for hosting events and functions. Practical considerations such as loading and storage facilities and rooftop plant infrastructure are also taken into account.

The Sunshine Coast Regional Gallery's design and functional elements come together to create a space that not only celebrates art and culture but also complements the region's natural beauty and vibrant lifestyle.





### 1.11 Delivery Ready

An approach to planning and delivery has been prepared with the objective of putting forward a Delivery Ready project.

The total cost to deliver Option D has been estimated at \$37,060,000 (\$2023, excluding escalation). A detailed cost estimate is available at **Appendix H** – Preferred Option Cost Estimate.

The table below assumes that early works commence in November 2024 and are completed in March 2025 and Main Works commence in March 2025 and are completed at the end of 2026. The cashflow can be revised once Council has secured funding for the project and a new program is developed. With this considered, it should be noted that specific program dates outlined herein are indicative only, established for the purposes of cash flow forecasting and economic modelling.

A preliminary and indicative project capital cost cashflow is summarised below:

Total cost including escalation (nominal)	2024	2025	2026
\$37.06M	\$1.2353M	\$16.7652M	\$19.0594M

Subject to funding being secured in August 2023, it is envisaged that the new gallery can be operational in 2027, in line with the below dates:

Phase	Schedule
Council approval of Detailed Business Case	July 2023
Funding secured	August 2023
Development and Design	November 2023 to March 2025
ECI / D&C Contractor Procured	April 2024 to November 2024
Construction and Delivery	March 2025 to December 2026
Gallery operational	Early to mid 2027

The above program is based on an Early Contractor Involvement procurement approach, followed by a Design & Construct delivery.

It should be noted that if the project is delayed it may not be open and fully established during peak visitation in the pre-Olympic and Olympic period, as typically galleries take a up to 5 years to build awareness and secure major exhibitions once they have opened. Together with a construction period of just over 2 years, it is necessary to invest now to have the Gallery operating optimally before 2030 (during the cultural Olympiad preceding the Olympics).

# 1.12 Recommendation

The business case has determined that there is a strong socio-economic return for investment in the development of a New Regional Gallery for the Sunshine Coast and recommends that:

- SCC commit to delivery of Option D, a new Regional Gallery of the Sunshine Coast based in Caloundra
- SCC develop a funding strategy and associated State and Federal funding submissions (supported by this Detailed Business Case)





# Part One – Project Need & Strategic Context





# Proposal Background

#### 21 **Background Context**

#### 2.1.1 **Sunshine Coast Region**

The Sunshine Coast Council (SCC) is located in south-east Queensland, about 100 kilometres north of the Brisbane CBD. The Local Government Area (LGA) is bounded by the Gympie Regional Council in the north-west, Noosa Shire Council in the north-east, the Coral Sea in the east, the Moreton Bay Regional Council in the south, and the Somerset Regional Council in the south-west.

Sunshine Coast Council (SCC) was created in 2008 by the amalgamation of the City of Caloundra and the Shires of Maroochy and Noosa. The Shire of Noosa was subsequently re-established as an independent council in 2014.

The original inhabitants of the Sunshine Coast Council area were the Kabi Kabi and Jinibara Aboriginal people. However, the Sunshine Coast was named to describe the area during the 1960s to aid in the promotion of tourism. It was originally known as North Coast.11

The Sunshine Coast Council area is served by the Bruce Highway, the Sunshine Motorway, Sunshine Coast Airport, and the Sunshine Coast railway line. It is a rapidly growing residential and tourist area, with substantial rural, rural-residential and parkland areas. The LGA encompasses a total land area of about 2,290 square kilometres, including significant beaches, coastline, waterways, national parks, state forests and bushland. The LGA includes coastal urban centres and rural inland towns. Much of the rural area is used for dairy farming, cattle grazing and crop growing.

Tourism is the primary industry with many resorts and holiday accommodation places. Other key industries include leisure, construction and retail, education, agribusiness, aviation, and clean technologies. The current population base of the Sunshine Coast makes it Australia's 10th largest area by population.



Figure 1 - Sunshine Coast Region (with Caloundra Community Hub inset)

# 2.1.2 Demographic Snapshot

The population of the Sunshine Coast is one of Australia's fastest growing local government areas, and that growth is expected to continue in the foreseeable future. Caloundra is a major centre for the area and attracting significant numbers of new residents and consequently seeing critical hard and social infrastructure projects being proposed or funded for the area.

The Sunshine Coast Council LGA is one of the largest and fastest growing local government areas in Australia over the past 10 years. The population the Sunshine Coast region was 267,241 in 2011 and 346,648 in 2021 (30% increase), estimated to grow to 518,000 by 2041, a rise of over 250,000 people (94%). The rapid growth of new suburbs such as Aura (Caloundra South), Harmony (Palmview) and imminent commencement of Beerwah East (30,000 dwellings) have contributed to the region's population ranking.

<sup>&</sup>lt;sup>11</sup> Sunshine Coast Council community profile; Available at: <a href="https://profile.id.com.au/sunshine-coast/about">https://profile.id.com.au/sunshine-coast/about</a>





Influenced by the recent COVID-19 pandemic and the associated migration trend from state capitals to regional areas, Sunshine Coast has emerged as the second highest destination of choice. According to Regional Australia Institute-CBA Regional Movers Index, 6% of the total migration from state capitals to regional cities has gone to Sunshine Coast. The actual and projected population growth across the Sunshine Coast LGA is demonstrated in Table 2 below.

Table 2 - Sunshine Coast population – actuals and projections<sup>12</sup>

Indicator	2011 (actual)	2016 (actual)	2021 (actual)	2026 (projected)	2031 (projected)	2036 (projected)	2041 (projected)	Total (2011 – 2041)
Population	267,241	303,389	346,648	395,000	437,000	478,000	518,000	250,759
Growth % (yoy)	-	14%	14%	14%	11%	9%	8%	94%

The current population is spread between a mix of blue- and white-collar workers with families (18%), low- and middle-income retirees (29%) and a growing percentage of singles under 35 (16%). It is estimated that by 2041 the mature age groups (50-69) will decline by 5% and the population under the age of 50 will rise by the same figure. It is estimated that the population aged 0-9 will also grow. These predictions are consistent with aging population centres across the country. <sup>13</sup>

The Indigenous and Torres Strait Islander populations of the Sunshine Coast are also growing in the region and at roughly similar rates. Between the two Census of 2011 and 2021 the populations rose at an average of 82%, incorporating Indigenous and Torres Strait Islander population growth at 109% and 55% respectively. Within the Caloundra region the combined Indigenous and Torres Strait Islander populations make up around 2% of the overall population.

Table 3 - Sunshine Coast Indigenous and Torres Strait Islander populations14

	2011 population	2016 population	2021 population	Percentage change (2011 – 2021)
Indigenous population	3,649	5,169	7,627	109%
Torres Strait Islander population	227	307	351	55%
Total	4,046	5,714	7,978	41%

As of the 2021 Census, the population diversity of both the Sunshine Coast and Caloundra was less pronounced than much of the country. For the Sunshine Coast, the total number of people born overseas in the 2021 Census was 70,740, a rise of 20.7% from the 2016 Census. Most arrivals (68.4%) arrived over 10 years prior to 2016.

Furthermore, the English proficiency of people born overseas is roughly 98%, suggesting that most migration comes from English-speaking and European backgrounds. The top five countries of birth outside of Australia are England, New Zealand, South Africa, Germany, and Scotland. Only 5% of the population speak a language other than English at home. 16

The Socio-Economic Indexes for Areas (SEIFA) Index of advantage and disadvantage for the Sunshine Coast is 1014. <sup>17</sup> Caloundra is lower down slightly at 967.2. <sup>18</sup> This is to be expected as Caloundra is a major population centre

<sup>&</sup>lt;sup>12</sup> SCC-BR-New Regional Gallery Brief, June 2019.

<sup>&</sup>lt;sup>13</sup> THR-RPT-Caloundra Community and Creative Precinct Report Appendix.

<sup>&</sup>lt;sup>14</sup> Sunshine Coast Council community profile; <a href="https://profile.id.com.au/sunshine-coast/indigenous-keystatistics">https://profile.id.com.au/sunshine-coast/indigenous-keystatistics</a>

<sup>&</sup>lt;sup>15</sup> Australian Bureau of Statistics; Sunshine Coast - 2016 Census QuickStats; Available at: https://quickstats.censusdata.abs.gov.au/census\_services/getoroduct/census/2016/guickstat/lga36720

https://quickstats.censusdata.abs.gov.au/census services/getproduct/census/2016/quickstat/igas6720.

16 ABS Region summary: Sunshine Coast; Available at: https://dbr.abs.gov.au/region.html?lyr=sa4&rgn=316

<sup>&</sup>lt;sup>17</sup> Sunshine Coast SEIFA by Local Government Area; Available at: <a href="https://profile.id.com.au/sunshine-coast/seifa-disadvantage">https://profile.id.com.au/sunshine-coast/seifa-disadvantage</a>.

<sup>18</sup> Sunshine Coast SEIFA by profile area; Available at: <a href="https://profile.id.com.au/sunshine-coast/seifa-disadvantage-small-area">https://profile.id.com.au/sunshine-coast/seifa-disadvantage-small-area</a>.





for the Sunshine Coast and will therefore have a higher concentration of white collar and management opportunities that will attract people with a higher education and higher income.

## 2.1.3 Economy and Tourism<sup>19</sup>

The National Institute of Economic and Industry Research (NEIR) 2020 statistics listed the Gross Regional Product (GRP) of the Sunshine Coast at \$17.90 billion and has grown at an average of 3.5% per annum for the last five years. There were 33,317 local businesses with 160,299 local residents employed (49% of the local population).20 Household services (41.4%) and Goods related (36.6%) work account for 78% of all employment in the region.

Tourism has been greatly affected by the COVID-19 pandemic and numbers for 2020 are down on projections, however this is expected to grow as the pandemic passes. As of the NEIR 2020 report, employment numbers in tourism and hospitality were still buoyant, probably due to the Federal Government Jobkeeper Scheme.

Table 4 - Tourism and hospitality employment figures

Employment	Direct employment	Indirect employment	Total employment
Total employment	10,535	6,039	16,574
Total FTE	7,022	5,155	12,177
Growth 2014-2020	1,434	822	2,255
Growth FTEs 2014-2020	622	457	1,078

While both sales and value-added statistics for the 2019/2020 financial year were strong, they were clearly down on 2014/2015 figures.

Table 5 - Output/sales and value-added figures 2019/2020

	Direct	Indirect	Total
Output/sales (\$m)	1,122.58	1,227.57	2,350.15
Value added (\$m)	642.63	616.07	1,258.70
Output/sales decline 2014-2020 (\$m)	-28.5	-31.1	-59.6
Value added decline 2014-2020 (\$m)	-6.9	-6.6	-13.5

### 2.2 Caloundra Urban Overview

Caloundra is the southernmost town of the Sunshine Coast and is located 90 kilometres north of Brisbane. As well as being a suburb itself, the Caloundra urban centre consists of 18 suburbs in total.

This area extends to Pelican Waters to the south, Bells Creek to the west and Currimundi and Meridian to the north. Calcundra is an important centre for the southern part of the region, providing a range of activities which attract locals and visitors to the area.

### 2.2.1 Caloundra Centre Activation Project

Caloundra faces several challenges that may impact on its future prosperity, such as infrastructure provision, economic development, community engagement and investment. Opportunities exist to improve activation, attract new businesses, increase residential and visitor accommodation, and improve connectivity.<sup>21</sup>

<sup>&</sup>lt;sup>19</sup> Sunshine Coast Tourism and hospitality value; Available at: <a href="https://economy.id.com.au/sunshine-coast/tourism-value/">https://economy.id.com.au/sunshine-coast/tourism-value/</a>.

<sup>&</sup>lt;sup>20</sup> Sunshine Coast Economic Profile; Available at: https://economy.id.com.au/sunshine-coast/.

<sup>&</sup>lt;sup>21</sup> Caloundra Centre Master Plan; Sunshine Coast Council (2017)





With the development of Caloundra South, the population of the district is predicted to double from 69,699 (2016) to 130,000 (2041). It is forecast most growth will be in young family households.

In response to these challenges, Sunshine Coast Council's Corporate Plan 2021-2025 recognises the Caloundra Centre Activation Project as a priority project to progress the design, place development and management of this centre, in addressing these challenges.

### 2.2.2 Caloundra Centre Masterplan (2017)

In 2017, the Caloundra Centre Master Plan<sup>22</sup> was published following years of planning instigated initially by the Caloundra Economic Revitalisation Study in late 2014. Aligning with the new urban structure, the master plan identifies a combined seven centre-based strategies and precinct-based strategies. Together, these strategies provide a framework for the revitalisation of Caloundra Centre.

The centre-based strategies include:

- Regional Role reinforce Caloundra's role as a Major Regional Activity Centre by strengthening existing businesses, building on nearby activities to attract new investment in the business, health, education, tourism, sport, and aviation sectors and improving connections to other centres.
- Community Connections capitalise on the proposed priority transit system to renew Caloundra with transit-oriented development around the corridor, create a new, centrally located transit station, provide a local people mover around the centre, improve road access into Caloundra, provide opportunities for new public carparks in central locations, develop an attractive walking and cycle network and facilities.
- City of Beaches embed the colours and textures of the beach into the built form and streetscapes, showcase the spectacular views to the water and to the Glass House Mountains and celebrate the local history of Caloundra.

The precinct-based initiatives include:

- ▶ Destination Centre encourage the intensification of mixed-use development in the centre to diversify the offer and create vitality both during the day and at night, connect Bulcock Street to the waterfront with active and attractive streetscapes, improve connections between Bulcock Street and the surrounding areas and embed the "City of Beaches" identity in the public realm and built form.
- Community and Creative Hub identify a catalyst redevelopment opportunity for significant mixed use development focused on a new town square, develop a new library / art gallery, continue to renew The Events Centre and other facilities, connect facilities with Bulcock Street and Bulcock Beach and embed sustainability and subtropical landscape qualities into the design.
- Gateway Precinct improve the built form and streetscape quality of Bowman Road, encourage new development or redevelopment of business and employment, strengthen links to the Caloundra Aerodrome and industrial estates and create an attractive gateway into Bulcock Street.

Figure 2 – Community and Creative Hub Concept (2021)



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<sup>&</sup>lt;sup>22</sup> Caloundra Centre Master Plan; Sunshine Coast Council; 2017





Central Park Urban Village - create a new medium density housing precinct focused on Central Park and adjoining parkland, education, and transport facilities, integrate the park into the urban village, build on the strengths of the existing facilities and connect housing to sports facilities, schools, other community facilities, business and employment areas via shady, green streets and pathways.

### 2.2.3 Caloundra Community & Creative Hub

Central to this masterplan is the Caloundra Community & Creative Hub (CCCH) that aspires to be "a place for people, arts, entertainment, and knowledge, celebrating Caloundra and the Sunshine Coast". 23 The vibrant new Caloundra Community & Creative Hub envisages a public spaces precinct connecting The Events Centre, the new District Library, New Regional Gallery, town square, parks, and street spaces through to Bulcock Beach as depicted in **Figure 3**.

Figure 3 - Caloundra Community & Creative Hub



Source: Create Caloundra 2020 – Fact Sheet

"The new development on the existing library site is intended to activate the town square and Carter Lane with retail and dining uses at the ground and podium levels. The podium level is to be landscaped and provide opportunities for outdoor dining and entertainment which overlook the town square. The tower is intended to accommodate hotel and/or residential activities. Vehicle access is to be provided from Omrah Avenue. The built form is to incorporate colours, textures and materials which reflect Caloundra's coastal identity."

There are many opportunities and configurations to be contemplated for the development of this precinct, with further work required on the detailed planning and delivery of this project. As such the master plan seeks to provide a framework for this precinct which gives guidance whilst allowing flexibility for future detailed planning and delivery. Specifically, the key principles underpinning the CCCH planning, and development include<sup>24</sup>:

- Create an alluring multi-use town square which caters for a range of community activities in an attractive and safe space.
- Provide strong physical and visual connections between the town square, Bulcock Street and other community activities
- Include Smart City technology and sustainability initiatives including solar energy and water recycling to attract new

<sup>&</sup>lt;sup>23</sup> Caloundra Community & Creative Precinct Vision Summary

<sup>&</sup>lt;sup>24</sup> Caloundra Centre Masterplan (p 37) – Community & Creative Hub Projects





knowledge based activities and professional services.

- Showcase views to the water.
- Integrate existing parks into the hub with improved landscaping, community activities, park facilities and connections.
- Provide a street park along Otranto Avenue linking the transit centre to the town square and facilities to the water as a potential location for a new Eat Street.
- Embed the City of Beaches character and lush landscaping into the public realm and building design.
- Improve access into the centre with new public transport, road, cycle pedestrian and carparking solutions.

The public spaces will be supported by adjoining mixed use development which will embed the 'City of Beaches' character and sub-tropical landscaping into the public realm and building design. Active street frontages including shops, cafes and businesses will also activate the Caloundra Community & Creative Hub. The precinct will be brought to life with community and creative uses, events, and activation.

There are also several other current SCC projects which have influenced the master plan including the Sunshine Coast Light Rail Study as well as planning for Maroochydore, Kawana and Caloundra South (Aura). In particular, the Priority Transit Corridor (light rail) offers a significant opportunity for urban renewal in Caloundra.

The new district library, which is currently in detailed design; New Regional Gallery and the recently refurbished Events Centre combine to deliver a creative learning program for adults, families, and children. This is done in partnership with community groups and local schools and people come from across the region to access its programs.

### **Existing Library Site Opportunities**

With the development of the new district Library and community space, opportunity exists for realisation of commercial potential associated with the existing library site, which is intended to activate the town centre and Carter Lane with commercial and entertainment opportunities. Accordingly, a number of options are to be considered for the existing library site such as commercial development in partnership with private investors, retail, hospitality and entertainment, and potential for hotel and residential uses. Any scheme contemplated will be subject to robust urban design, planning and commercial considerations.

### 2.2.5 Related Investigations & Studies

Several historical investigations and studies have been undertaken to inform the arts and culture landscape within the Sunshine Coast Region. Collectively this starts to translate a compounded message which is articulated in the service need that drives this Detailed Business Case. These include:

### Sunshine Coast Audience & Market Overview

Arts and culture play a major role in the liveability of the Sunshine Coast and make for a more meaningful life, according to the findings of a research study initiated by Sunshine Coast Arts Foundation (SCAF) and SCC. The research conducted by Patternmakers in conjunction with SCAF and SCC during 2020 was designed to understand and develop audiences in the region and support the Sunshine Coast Arts Plan 2018–2038.

Key findings<sup>25</sup> of the Sunshine Coast Audience and Market Research Report (2020) overview relating to arts, culture, the proposed Gallery and Caloundra Community Creative Hub include:

- 9 in 10 people agree that arts and culture make the Sunshine Coast a better place.
- Pre-COVID-19 pandemic, most people attended Sunshine Coast events occasionally and there is interest to see more on offer.
- The Sunshine Coast is still developing its reputation as a 'creative region'.

Priority opportunities identified that relate to arts, culture, the proposed gallery and Caloundra Community & Creative Hub included:

<sup>&</sup>lt;sup>25</sup> Patternmakers (2020), 'Sunshine Coast – Audience and Market Research'.





- Meaningful audience development relies on a continuation of a coordinated and collaborative approach among stakeholders.
- Best practice marketing and communications will maximise opportunities for locals and visitors to enjoy the arts.
- Strategic programming will help to fill gaps in current provision for outdoor events, music events and regular creative workshops.

"Arts and culture play a major role in the liveability of the Sunshine Coast and make for a more meaningful life" - Sunshine Coast Audience & Market Overview

### Regional Arts Infrastructure Framework

The purpose of the project was to identify a viable, integrated and highly functional network of built infrastructure to respond to the arts and cultural needs of the Sunshine Coast (local government area) community as it grows into a major region of 500,000 people. The objectives of the project were to:

- Identify a viable and integrated network of infrastructure, including role, function, space requirements, preferred locations, co-location opportunities, priorities and required timeframes, to raise the arts and cultural profile of the Sunshine Coast and attract international, national and regional artists and audiences.
- Ensure the network supports the development of the current and future arts and cultural sector, including spaces to learn, practice, connect, collaborate, work, perform and showcase.
- Ensure the network is reflective of the Sunshine Coast landscape, character and cultural heritage, including First Nations requirements.

The study considered infrastructure needs to support arts activities that include learning, practice, connection, collaboration, work, performance, and showcase. Arts disciplines which are included in the scope of the study include: literature; music (all forms); theatre, musical theatre, opera; dance (all forms); other performing arts such as circus, comedy, puppetry; visual arts and crafts; screen – film, television, online; arts education and training; community arts and cultural development; and emerging and experimental arts.

Of particular relevance to this business case was the analysis of current supply of cultural infrastructure and arts facilities in the Sunshine Coast region, identifying that significant provision of arts infrastructure is required to meet the needs of population as it increases to 500,000 people in the coming years.<sup>26</sup> A number of strategies and actions are set out to address the infrastructure shortfall, incorporating the development of the New Regional Gallery to meet this need and demand.

Significantly, the Regional Arts Infrastructure Framework prioritised the development of an expanded Regional Gallery in Caloundra.

Since the publication of the Regional Arts Infrastructure Framework report in 2019, Council has commenced several initiatives as articulated in the Action Plan, including:

- Design development for the new library and community facility.
- Concept design for the CCH precinct and extensive internal consultation and external community engagement.
- Feasibility and constraints analysis for the wider precinct including detailed vegetation mapping and preparation
  of an arborist report.
- Preparation of a function design brief and design refinement of the New Regional Gallery in the context of the wider precinct.

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<sup>&</sup>lt;sup>26</sup> Sunshine Coast Council (2019), Regional Arts Infrastructure Framework – Summary Report





Figure 4 - Current Caloundra Regional Gallery

### 2.3 **Current Caloundra Regional Gallery**

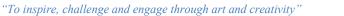
In 1998, Bark Architects won an open competition to design the Caloundra Regional Art Gallery. This project crystalised the SCC's vision to upgrade and convert the old Caloundra Library into an Art Gallery that could act as a hub for Caloundra's growing civic and cultural precinct.<sup>27</sup>

The New Regional Gallery was officially established in 2000 with an initial exhibition on August 11, 2000, featuring Peter Hudson, a local artist.

The gallery is situated in the cultural heart of Caloundra at 22 Omrah Avenue. It features three exhibition spaces with a combined floor space of 165sqm. It is allocated an annual budget of approximately \$900,000 to manage and maintain the facility, staff and resourcing, exhibitions, public programs and the flagship, Sunshine Coast Art Prize.

The current Business Plan (2017-2020) for the gallery sets out a vision "to inspire, challenge and engage through art and creativity". This is achieved through six key goals:

- Goal 1. Curate a dynamic and engaging exhibition program of art reflecting contemporary Australian culture and the cultures and communities of the Sunshine Coast.
- March Goal 2. Deliver public programs aligned with Gallery exhibitions and which achieve the Gallery's vision.
- Goal 3. Develop the Sunshine Coast Art Collection to align with Art and Heritage Collection Policy.
- Goal 4. Contribute to the strengthening and growth of the cultural economy of the Sunshine Coast.
- Goal 5. Maximise SCC's investment through developing partnerships, funding, and income streams.
- Goal 6. Build support and goodwill around the work of New Regional Gallery and the development of new exhibition spaces.



### Achievements and Statistics

New Regional Gallery can present a limited but changing exhibition program featuring leading local and national artists. Situated in the heart of Caloundra in Felicity Park, it is a core component of a 'green' public realm. Among its key achievements based on data collated by the Gallery (since 2017) include:

- 92% of visitors were satisfied to very satisfied with their exhibition experience.
- Gallery exhibitions achieved a Net Promoter Score of 62 from attendees.

### Impact

- 55% of visitors believed the exhibition they visited inspired them enough to consider attending an activity at the Gallery (last 5 years equates to 41,518 people).
- 23% of visitors to exhibitions believe the exhibition challenged their beliefs and values (last 5 years equates to 17,362 people).

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<sup>&</sup>lt;sup>27</sup> https://www.sunshinecoastopenhouse.com.au/building/04-caloundra-regional-gallery





### **Origins**

- 30.27% of attendees to the Gallery came from outside the region and visited the gallery.
- This equates to 140,044 outside attendees from the year it was first opened in 2000.

### Potential economic impact

- 7.37% of all outside attendees visited the Sunshine Coast specifically to visit a Gallery exhibition.
- This equates to 10,321 primary-purpose outside region visitors outside attendees from when the Gallery was first opened in 2000.
- Potential economic impact of \$2,456,463 from when the Gallery was first opened in 2000.
- Potential average annual economic impact over 22 years of operation s \$111,657.

### Potential economic benefit

- 92.63 % of all outside attendees came from outside the region and visited a gallery exhibition as part of their visit.
- This equates to 129,723 non- primary purpose outside region attendees from the year the Gallery was first opened in 2000.
- Potential economic benefit of \$30,874,117 from when the Gallery was first opened in 2000.
- Average annual economic benefit over 22 years of operation is \$1,403,368.

### General Visitation data

- Total attendees to gallery exhibitions from first opened in 2000 to date (July 2021) = 462,651.
- Most popular exhibition of last 5 years Sunshine Coast Art Prize 2018 3,390 average attendees (average visitor attendees per Sunshine Coast Art Prize annual exhibition over last 5 years = 2,819).

### 2.3.2 Precinct Collaboration Partners

The gallery already plays a pivotal role in collaborating with arts and culture in the Caloundra area including the four pillars of the Caloundra Community Creative Hub:

- 1) Caloundra Library
- 2) The Events Centre
- 3) Sunshine Coast Council office building
- 4) The 'green' Public realm.

### Interpretive Space and Collection Store

Consistent with Goal 3 of its Business Plan, the Caloundra Gallery is a key stakeholder in the development of a feasibility study for the Interpretive Space and Collection Store which forms part of the Regional Arts Infrastructure Framework (RAIF).

In 2019, SCC commissioned the 'Interpretive Space and Collection Store feasibility report'. It was intended to explore the creation of a Regional Interpretive Centre "that will strengthen community identity and increase the demand for heritage experiences, and the creation of a collections store to service both the Community Museums and the SCC's

The study set out to determine the preferred location, size, costs and future requirements for an Interpretive Centre and Collections Store.

 $<sup>^{\</sup>rm 28}$  Interpretive Space & Collection Store | Feasibility Report | Architectus (2019), sourced:





According to the feasibility report, the proposed Interpretive Centre would provide an opportunity to develop a distinct Sunshine Coast Heritage experience at both the centre itself and at the community museums through a hub and spoke model of collaboration and operation.

The role of the Interpretive Centre is embodied in the five outcome areas of the Sunshine Coast Heritage Plan – namely:

- 1) Knowledge,
- 2) Conservation,
- 3) Support,
- 4) Communication, and
- 5) Advocacy.

The outcome reference project was an Interpretive Centre and Collection Store co-located on a site within the Foothills area of the Sunshine Coast. A high-level estimate of the capital costs was undertaken based on the estimated building areas for both the Interpretive Centre and Collection Store. The estimated total cost for both functions is \$25.5million.

It is understood that there is general support from the Traditional Owners for the Interpretive Centre and Collections Store. However, ongoing communications and consultation with the Traditional Owners and the broader Aboriginal and Torres Strait Islander community of the Sunshine Coast is required to develop the strategy for the Interpretive Centre and Collection Store.

A second stage of the project, "Feasibility Assessment for Collection Store and Interpretive Facility" (2022), focussed on the analysis and identification of a location for a Collection Store, recommendations for size, preferred options for delivery including full functional brief, preliminary/concept design, capital and operating cost estimates and implementation plan, and considered staging options, governance, locations, programming and functionality and sustainability.

Council's arts, cultural and heritage collections are forecast to be the main users, with the greatest and most urgent need for a Collection Store. The Store will enable users to manage their collections to the highest industry standards, prevent further deterioration and potential damage to objects, and alleviate on-site storage pressures at facilities.

The proposed Collection Store will be built for purpose and house conservation spaces (for community/sector workshops and learning), receiving and decontamination areas, and a First Nations Keeping Place (discussions continuing). The store will play an important role in cultural education.

A Regional Interpretive Centre "will strengthen community identity and increase the demand for heritage experiences, and the creation of a collections store to service both the Community Museums and the Council's collections."

### 2.4 Sunshine Coast Council

Sunshine Coast Council's vision is to be 'Australia's most sustainable region: Healthy. Smart. Creative', which is supported by several overaching long term strategies that set the key startegic objectives for SCC to deliver on this Vision, being:

- 1) Sunshine Coast Community Strategy 2019 2041
- 2) Sunshne Coast Environment and Liveability Strategy 2017, and
- 3) Regional Economic Delivery Strategy 2013 2033

The desired outcomes and objectives within these strategies set the broad framework for SCC's Corporate Plan 2022-2026. These attributes are helping SCC to provide a balanced approach to plan for the future and ensure that the region is well equipped to meet the needs of its growing population.





### 2.4.1 Corporate Values & Objectives

The Sunshine Coast Council Corporate Plan 2022-2026 provides the blueprint to advance SCC's Vision over five years through five strategic goals:

- "Our Strong Community our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.
- Our Environment and Liveability our natural assets, healthy environment and liveability credentials are maintained and enhanced.
- 3) **Our Resilient Economy** our resilient, high-value economy of choice drives business performance, investment, and enduring employment.
- 4) Our Service Excellence our services are consistent and accessible and provide positive experiences for our customers and value to our community.
- 5) **Our Outstanding Organisation** Our organisation is high performing, innovative and community focused, marked by great people, good governance and regional leadership.'<sup>29</sup>

Notably and relevant to the proposed Caloundra Art Gallery aspiration, Sushine Coast Council's Purpose as stated in the Corporate Plan 2022 – 2026 is to "to serve our community with excellence, respect our past, and position our region for the future."

Several initiatives and strategies have been specifically stated in the advancement and development of the arts community and associated cultural infrastructure to provide leading facilities to engage the local community and promote and encourage economic activity through investment, destination setting and tourism. The New Regional Gallery development is one of these initiatives to strengthen the community and drive economic development in the region.

<sup>&</sup>lt;sup>29</sup> Sunshine Coast Council Corporate Plan 2022-2026





# Arts in the Sunshine Coast Region

This section brings together general demographic data in addition to statistics of art attendance and participation in the Sunshine Coast Region, collected or projected from the 2021 National Census results and various studies.

### **Industry Overview**

The Sunshine Coast arts and creative industry employs more than 5.4% of the region's workforce and is the home of Australia's most significant regional visual art award - the Sunshine Coast Art Prize at the New Regional Gallery - and the signature, high profile multi-arts festival, Horizon Festival, which celebrates local artists alongside Australian and international guests, building the capacity of local creative talent and exposing audiences to unique arts experiences.30

The Sunshine Coast LGA has an established, dynamic, and active arts and cultural scene. The Sunshine Coast Arts Plan 2018 - 2038 sets out some of the regional challenges and opportunities typical of regional locations:

- People living in regional Australia increasingly recognise the positive impacts of the arts on their daily lives and
- Creativity is strong in the regions residents of regional Australia are as likely to creatively participate in the arts as residents of metropolitan Australia and living in a regional area does not substantially affect overall arts attendance.
- 🔰 1 in 6 professional Australian artists live in regional cities or towns, and around 1 in 10 live in rural, remote, or very remote areas. Craft practitioners, visual artists and community arts and cultural development (CACD) artists are the most likely to live outside capital cities.
- Regionally based artists have increasingly negative perceptions about the impact of their location on their practice. Artists living in the regions earn almost a third less than their city counterparts for creative work.
- 90% of Sunshine Coast residents attended at least one cultural event (including arts venues or events, environment heritage, museums, libraries and archives and cinemas) in the 2013-14 period.
- More than 1,700 people were employed in the arts and recreation services sector on the Sunshine Coast in 2014–15.
- The Sunshine Coast offers a variety of formal education and training to support the arts and cultural sector at both USC and TAFE Queensland - 19 programs to 1083 students in 2016. Programs include Bachelor's degrees in Arts, Design, Creative Industries and Serious Games, Master qualifications in Creative Arts and Doctor of Creative Arts, as well as Diploma qualifications in Screen and Media, Music and Photography, and Certificate qualifications in Music and Fashion.

## Arts, Culture and Creative Participation

The population of the Sunshine Coast follows the national trend of being engaged in arts and culture. A 2013 report for Arts Queensland showed that nine out of ten people participated in, attended an arts activity, or read creative writing. 97% engaged in at least one artform, 96% recently participated in at least one artform and 51% creatively participated in at least one art form.31

The Sunshine Coast Audience and Market Research Report (2020) showed that that figure has not abated in the intervening years.<sup>32</sup> 96% of respondents to the report said they attended at least one art form as an audience member in 2019 and 47% creatively participated in the arts. 22% of respondents "earned an income from performing, teaching, or creating art themselves".33

<sup>30</sup> Sunshine Coast Arts Foundation - Annual Report 2019/20

<sup>31</sup> AIDL South East Queensland.

<sup>32</sup> Sunshine Coast Audience and Market Research Report (2020).

<sup>33</sup> Sunshine Coast Audience and Market Research Report (2020).





Table 6 - Arts and culture make the Sunshine Coast a better place34

Survey Topic	% Agreement
Art makes for a more meaningful life	88
Arts & culture make the Sunshine Coast a better place to be	89
Enjoy seeing local artists achieve success	92
Children should be exposed to a variety of cultural experiences	93

While more residents attend music events, it is interesting to note that more people participate in the visual arts in some way.

Table 7 - Art form engagement and participation 35

Artform	% Engagement	% Participation
Musical performances	82	21
Visual arts	71	30
Theatre or dance	61	10
Indigenous art	27	2
Literature events	19	12

Finally, some statistics from the Sunshine Coast Arts and Culture Snapshot (April 2017) are worth considering. The Snapshot Survey received 488 responses. Of these, 35% of respondents were over 65 years of age and 75% were female.<sup>36</sup> It is important to recognise that in much of the local data capture (outside of ABS Census statistics), opinions are always framed by the demographics of those who responded.

### 3.3 First Nation Australian Arts & Culture

Australia is made up of many different and distinct Aboriginal and Torres Strait Islander groups, each with their own culture, language, beliefs, and practices. Aboriginal and Torres Strait Islander peoples are the first peoples of Australia, meaning they were here for thousands of years prior to colonisation. 'Indigenous Australian' is a very general term that covers two very distinct cultural groups: Aboriginal and Torres Strait Islander peoples.

There is a growing preference for First Nations Australians as a more encompassing term, because while it also is generic, it acknowledges the diversity of Australia's First Peoples. 'Indigenous Australian' should only ever be used when speaking about Aboriginal and Torres Strait Islander people.<sup>37</sup> Accordingly, this report uses the term 'First Nations Australians'.

<sup>&</sup>lt;sup>34</sup> Sunshine Coast Audience and Market Research Report (2020), 4.

 $<sup>^{\</sup>rm 35}$  Sunshine Coast Audience and Market Research Report (2020), 19.

<sup>&</sup>lt;sup>36</sup> Sunshine Coast Arts and Culture Snapshot (2020), 5.

<sup>&</sup>lt;sup>37</sup> The Australian Institute of Aboriginal and Torres Strait Islander Studies, Available at: <a href="https://aiatsis.gov.au/explore/australias-first-peoples">https://aiatsis.gov.au/explore/australias-first-peoples</a>





### First Nation Australians in Sunshine Coast

This Sunshine Coast region has been the ancestral homelands of the Kabi Kabi and the Jinibara peoples and is also home to an increasing number of Aboriginal and Torres Strait Islander people from other First Nations groups, who play an important role in the social, economic, and cultural growth of its communities.

Today 2% of the population in the Sunshine Coast community identify as an Aboriginal and/or Torres Strait Islander person. The Sunshine Coast Council values its First Nations Australians' rich contribution and connection to the history, heritage, and culture of this region. This commitment is captured in the SCC Reconciliation Action Plan.

It is recognised by SCC that the First Nations Australians visual arts sector is a major economic contributor to the arts economy and is responsible for some of Australia's most valuable works of art.

### First Nation Australians in Caloundra

Caloundra sits within the Aboriginal Kabi Kabi, (Cabbee, Carbi) language region. The name Caloundra is derived from Aboriginal word "cullowundoor", from Kabi language "kal/owen" indicating beech tree (Gmelina leichhardtii) and "dha" place.38

### First Nation Australians role in previous studies

One of the key priorities of the Queensland Government's 'Creative Together Policy 2020-2030' is to 'elevate First Nations arts'. As outlined in greater detail in Section 6 (Government Policy Alignment) of this report, this theme has been extrapolated throughout Sunshine Coast Council's policies and strategies. The act reinforces the State Governments commitment to supporting the development and operation of 'Indigenous Arts Centres'.

'Elevate First Nations arts' - Creative Together Policy 2020-2030

First Nation Australians and the Caloundra Gallery (Precinct)

In March 2021, Sunshine Coast Council commissioned a workshop "that would address gaps in planning for the Caloundra Community & Creative Hub (CCCH)" and to assist in developing the necessary strategic framework and strategies to progress the Precinct Masterplan.

This workshop brought together a range of previous studies and then set about identifying key audiences for the precinct; defining Caloundra's positioning and point of difference; exploring its broader context in the CBD and examining models of place / precinct development and management.

It is therefore important to consider the workshop as a strategic assessment that consolidates various investigations. Specifically in relation to First Nations Australians the report synthesises some key themes and strategies and recommends:

- 1) As part of its 'proposition 'for the precinct it identifies: "A place where indigenous culture and stories are heard and felt and woven into the tapestry". This was highlighted as a significant point of difference.
- 2) As part of its cultural and creative themes it looks to prioritise "Aboriginal & Torres Strait Island culture" among others.
- It recognised the need to "develop an Indigenous knowledge and cultural centre at the new district library, working with other partners and offering outreach services".
- In 'confirming the purpose of the Caloundra Community & Creative Hub' it identifies the need to "address gaps in the cultural program of the region -for example Indigenous program".
- Feedback in relation to 'confirming the purpose of the Caloundra Community & Creative Hub' from the workshop noted "This cultural agenda is not evident or easily accessible in the region. It is a platform that

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<sup>38 &</sup>quot;Caloundra – town in Sunshine Coast Region (entry 5784)". Queensland Place Names. Queensland Government. Retrieved 29 June 2017.





could be developed and housed in the precinct to benefit Indigenous and nonindigenous residents and be attractive to domestic and overseas visitors".

In relation to positioning Caloundra Community & Creative Hub and the importance of First Nation Australians it identified "the need and opportunity to provide an authentic Indigenous Cultural Centre / Program. This could be housed in the new district library, have its own identity, and utilise New Regional Gallery, The Events Centre, and commercial spaces. It can provide education and visitor services, outreach to other locations and if successful develop its own facility."

### 3.4 **Arts Advisory Board**

The Sunshine Coast Arts Advisory Board provides strategic advice to SCC in relation to collaborative opportunities to support and grow the Sunshine Coast local government region's investment in the arts including arts and cultural infrastructure.39

The Board, an advisory committee of SCC, guides and informs, through the specialist expertise and network of its membership, the decision-making processes of SCC in relation to the arts, particularly the development of spaces and places that contribute to a vibrant regional arts scene.

Its strategic approach is required to ensure community and stakeholder expectations are harnessed and considered to support good outcomes in line with the vision and goals of the Sunshine Coast Arts Plan 2018-2038.

### 3.5 **Sunshine Coast Arts Foundation**

The region is poised to establish itself as a cultural destination. In response to this, the Sunshine Coast Council established the Sunshine Coast Arts Advisory Board in 2016 and endorsed its first Sunshine Coast Arts Plan 2018-38, to provide a strategic approach to the development and embedding of the arts on the Sunshine Coast.

Alongside the Arts Advisory Board, SCC also confirmed the establishment of the Sunshine Coast Arts Foundation (SCAF), tasked with securing resources to support, and accelerate the development of the arts and creative sector.

### **Industry and Network Partnerships**

Organisations that SCC have an ongoing relationship with, either through sponsorship, in-kind support, or a formalised agreement to help strengthen and develop arts on the Sunshine Coast include<sup>40</sup>:

- Marts Queensland: Arts Queensland is dedicated to growing a vibrant and sustainable arts sector in Queensland, through the advocacy, development, and empowerment of artists.
- Sunshine Coast Creative Alliance: The Sunshine Coast Creative Alliance (SCCA) is a not-for-profit, arts advocacy organisation, governed by a member-elected volunteer Board. They "connect the dots between creative thinkers, businesses, places, supporters, target markets, audiences and key stakeholders through advocacy, learning, networking and partnerships."
- Regional Arts Services Network: A state-wide approach to increasing arts engagement in regional Queensland through building capacity, strengthening networks, and celebrating stories.
- Sunshine Coast Screen Collective: fostering the advancement of the screen-based industry on the Sunshine Coast.
- Arts Connect: Supporting Artists & Connecting communities. Sunshine Coast Arts Industry Precinct, operating as The Old Ambulance Station in Nambour connects community with artful experiences.
- Kenilworth Arts Council: Kenilworth Arts Council Inc. promotes arts activities and participation via exhibitions, competitions, workshops, and festival.
- Maleny Community Centre: The Maleny Community Centre provides a range of venues and facilities to support the arts and cultural activities of the Sunshine Coast.
- Manywhere Festival: A festival of performances anywhere but where you expect to find them. More information

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<sup>&</sup>lt;sup>39</sup> Sunshine Coast Arts Advisory Board Charter - January 2019

<sup>40</sup> https://www.sunshinecoast.qld.gov.au/Experience-Sunshine-Coast/Arts-and-Culture/Arts-Plan-Policies-and-Partnerships/Partnerships





- Buderim Craft Cottage: Buderim Craft Cottage is a community fostered by members reaching out, sharing skills, working together & caring for each other.
- SCAIP Old Ambulance Station: The Sunshine Coast Arts Industry Precinct Inc (SCAIP) leases and manages the Old Ambulance Station. The Old Ambulance Station is an engine of growth, a social enterprise which sustains itself financially to enable creativity. Old Ambulance Station offers venues and facilities, free services (advice, clinics, long table dinners, creative and social enterprise projects, and professional development services.
- Caloundra Arts Centre Association Inc. (C.A.C.A.) currently has 20 different Arts and Crafts groups using their facility in Caloundra. There are over 560 members at the present time who share a passion, express their art, learn new techniques, and share with a friendly community.

### 3.7 Arts in Queensland

Queensland Government considers arts a "key to Queensland's economic recovery, each year contributing \$8.5 billion into the state's economy and supporting more than 92,000 Queensland jobs" 41.

Between 2016-18 the most visited region in Queensland for the arts, following Brisbane, was the Sunshine Coast. The daytrip region where visitors were most likely (regardless of visitor volume) to engage with the arts was Southern Queensland Country (7% of visitors engaged with the arts).<sup>42</sup>

Queensland Government considers arts a "key to Queensland's economic recovery, each year contributing \$8.5 billion into the state's economy and supporting more than 92,000

Queensland jobs

According to Australian Council for the Arts, (based on pre-COVID-19 data) 46% of Queensland residents who went on an arts daytrip went to Brisbane, 14% went to the Sunshine Coast and 12% went to Southern Queensland Country, the three most-visited regions in the state for daytrip arts tourists from Queensland.

6% of all daytrips taken by residents of Queensland in 2018 included an arts activity, on par with the national average of 6%.

## 3.8 Disruption in Arts & Culture

## 3.8.1 COVID-19

The COVID-19 pandemic has had a major impact on Australia's tourism (both domestic and international) sector. The arts, cultural and creative industries are among the most adversely affected sectors of the economy in the wake of COVID-19 social distancing measures, travel restrictions and prohibition of large gatherings of people. Deloitte Access Economics estimated the cumulative impact on wages and profits of COVID-19 on arts and recreation to be AU\$6 billion, making it the second hardest-hit sector after accommodation and food services.

According to Flew and Kirkwood, of the four major regional cultural destinations in Queensland; Sunshine Coast has made the fewest investments in linking cultural tourism to a wider creative economy strategy, although it developed its first Arts Plan in 2018. It is argued that "whether post-COVID-19 opportunities emerge depends in part upon whether policy-makers can extend the Sunshine Coast region's appeal beyond its natural assets to encompass unique cultural tourism experiences, particularly those that engage with the region's Indigenous culture and heritage." 43

<sup>&</sup>lt;sup>41</sup> Arts Minister Leeanne Enoch media announcement on QPAC status update 12 August 2021

<sup>&</sup>lt;sup>42</sup> Domestic Arts Tourism: Connecting the country – Australia Council for the Arts (2020)

<sup>&</sup>lt;sup>43</sup> Richards, G (2018) Cultural tourism: a review of recent research and trends. Journal of Hospitality and Tourism Management 36: 12–21 (cited https://journals.sagepub.com/doi/full/10.1177/1329878X20952529)





As one of the Australian states most economically reliant upon tourism, Queensland has sought to tap into cultural tourism's potential, particularly around Indigenous arts, and culture<sup>44</sup>

### 3.8.2 Indigenous Cultural Awareness

The COVID-19 pandemic and its subsequent increase in domestic travel is being credited with bringing First Nations Australians' history and culture to the fore. 45 The number of domestic tourists participating in First Nations Australians' experiences grew 41% between 2013–2018. 46

### 3.8.3 Communication Impacts

Another interesting disruptive development that will affect arts in the regions is COVID-19's impact upon local media, particularly regional newspaper closures. In late May 2020, News Corporation announced that 100 of its print mastheads would either discontinue production or become digital-only. While the Cairns Post and Gold Coast Bulletin will continue print production, the Sunshine Coast Daily and all papers catering to Central and Western Queensland became digital-only and may cease production altogether soon.<sup>47</sup> This constitutes a potentially massive blow to the communications infrastructure that enables cultural development in these communities.

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<sup>&</sup>lt;sup>44</sup> Flew.T and Kirkwood.K, The impact of COVID-19 on cultural tourism: art, culture, and communication in four regional sites of Queensland, Australia, 2020

 <sup>&</sup>lt;sup>45</sup> Martin, M and Poole, F (2021) COVID-19 credited with rising interest in Indigenous cultural awareness and tourism. Available at: https://www.abc.net.au/news/2021-02-11/covid-19-creates-a-boom-in-indigenous-culture-and-tourism/13140280
 <sup>46</sup> Jenkins, J and Goetze, E (2021) How cultural experiences are becoming the next big travel trend. Available at: https://www.abc.net.au/news/2020-07-03/how-cultural-experiences-are-becoming-the-next-big-travel-trend/12419102
 <sup>47</sup> Doran, M (2020) News Corp to cut jobs in restructure towards digital-only community and regional newspapers. ABC News.

<sup>&</sup>lt;sup>4</sup> Doran, M (2020) News Corp to cut jobs in restructure towards digital-only community and regional newspapers. ABC New Available at: https://www.abc.net.au/news/2020-05-28/news-corp-to-cut-jobs-in-restructure-towards-digitalnewspapers/12294970





## 4.0 Assurance

### 4.1 Context

Sunshine Coast Council (SCC) is a Local Government Authority (LGA) and is not considered a statutory authority or a Queensland Government agency. The capital requirement for proposed Regional Gallery is below the \$100 million threshold where Building Queensland (Department of State Development) leadership of a Detailed Business Case (DBC) is required.

Notwithstanding the above, SCC has aligned the DBC with the Queensland Government's Project Assessment Framework (PAF) and Building Queensland principles - as much as practically possible and where relevant for the nature of the infrastructure proposed - to ensure consistency with respective funding agency criteria. Accordingly:

- Peer reviews for the key project elements: economics, financial and commercial, cost, risk and technical were conducted for the DBC in consultation with Queensland Treasury.
- The peer reviews for the DBC have confirmed that the assessment of the project is appropriate and no residual material issues have been identified.
- The development of the DBC and its outcomes were shared with Commonwealth and Queensland Government representatives through the extensive engagement process, whereby concerns were raised and responded to or validated.
- Extensive and impartial targeted stakeholder and industry engagement was undertaken to seek a broad understanding and commentary to inform the DBC.

Sunshine Coast Council has aligned the DBC with the Queensland Government's Project Assessment Framework (PAF) and Building Queensland principles - as much as practically possible and where relevant for the nature of the infrastructure proposed - to ensure consistency with respective funding agency criteria.

### 4.2 Assurance

### 4.2.1 Approach

The project does not fall under the auspices of any government department and therefore the Building Queensland Act or Queensland Treasury's Project Assessment Framework are not mandated.

This DBC is therefore an independent business case funded by an independent organisation. Notwithstanding however, the Business Case has applied the principles of the PAF and BCDF as much as possible.

As further demonstration of SCC's commitment to ensuring a compliant and aligned DBC, SCC has engaged extensively with Queensland Treasury and Arts Queensland during the development of this DBC.

### 4.2.2 Assurance Activities

The DBC methodology and progress updates were shared and presented to the stakeholder cohorts for ongoing feedback. These meetings were minuted and any concerns and comments were addressed and discussed at each subsequent meeting, presentation, or document update.

The stakeholders who participated in the reviews and presentations are detailed in **Section 9** (Public Interest Considerations) of this report.





### 4.2.3 Probity

The appropriateness and appointment of a Probity Adviser will be considered and incorporated at the point of funding commitment to provide external scrutiny and ensure integrity of the procurement process.

It is intended that the Probity Adviser (if appointed) shall be external to, and independent of the procurement process. The role of the probity adviser would therefore be to work with SCC and its stakeholders to ensure their processes are defensible and can withstand internal and external scrutiny, as well as achieve value for money and optimum social outcomes for stakeholders.

Their Probity Plan would provide funding agencies, philanthropic donors and public agencies trust in the deployment and expenditure of their funding.

A Probity Adviser can also provide an independent opinion on probity issues that may arise during the process and confirm, in writing, that the concluded process has met all probity requirements.

The appropriateness and appointment of a Probity Adviser will be considered and incorporated at the point of funding commitment to provide external scrutiny and ensure integrity of the procurement process.

### 4.2.4 Independent Verification/Certification

The role of an Independent Certifier is significant in that it ensures that each project party meets their obligations in accordance with the requirements of the associated Contracts, Deeds, or multi-party agreements. External private partners may likely be party to some of the agreements as a direct or indirect participant and will likely require assurance of process compliance.

An Independent Verifier/Certifier assesses the acceptability and conformance of assets during construction and at the handover from the Contractor/Developer and certifies that they have been delivered as per SCC's development brief. The Independent Certifier/Verifier is appointed (and paid for) equally by all parties to the agreement and operates independently of each ensuring compliance across all parties.

The Independent Certifier role assists in limiting disputes as it also acts as the first and independent point where possible conflicts can be adjudicated. This helps to avoid time consuming and costly external arbitration or legal intervention.





## 5.0 Service Need

Vibrant and diverse arts and cultural activities are an important contribution to the liveliness and vitality of an urban environment. It gives a city:

- An identity, a character if you like one that you want to live with and in, or at least visit.
- Cause to bring community together, to strengthen it.
- A sense of vibrancy and activation with a diverse range of cultural events and celebrations across the year that reflects the multifaceted character of the community.
- A range of attractive and accessible public places.

"Cultural vitality is as essential to a healthy and sustainable society as social equity, environmental responsibility and economic viability"- Jon Hawkes<sup>48</sup>

### 5.1 Context

The demographic profile of the Sunshine Coast suggests that there will be a need to ensure arts infrastructure is adequate in coastal areas that will accommodate the largest growth expected; but also, that rural districts are provided with localised and multifunctional community level infrastructure to reduce the need for travel and to aid affordable access.

Greenfield growth areas such as Caloundra South offer the opportunity to embed arts infrastructure at an early stage. A mix of innovative infrastructure will also be required that may appeal to younger people, including a focus on digital technologies, as well as traditional arts infrastructure that appeals to older demographics.

Sunshine Coast residents demonstrate strong participation in the arts relative to Queensland as a whole, particularly visual and performing arts and art and/or craft. However, the Sunshine Coast has lower attendance rates for art galleries, performing arts and Classical music concerts, musicals and operas compared to Queensland'. This may be due to the infrastructure and programming on offer in the region.<sup>49</sup>

... the Sunshine Coast has lower attendance rates for art galleries, performing arts and Classical music concerts, musicals and operas compared to Queensland'. This may be due to the infrastructure and programming on offer in the region.

Currently, arts and culture facility distribution across the LGA is unevenly distributed, with Caloundra District and Caloundra South District, Kawana District, Maroochydore, and Sippy Downs (including Palmview) District and Coolum District having the lowest number of arts and cultural facilities and other community facilities.

At the same time, Caloundra District and Caloundra South District and Maroochydore and Sippy Downs (incl Palmview) District have large populations and will have by far the highest growth by 2041. Nambour District also has a large current population and will experience substantial growth.

New arts and culture infrastructure will need to be focussed on these areas to meet growing needs. This finding aligns with the direction of the ELS which identifies increased facility provision in these districts of the LGA.

41

<sup>&</sup>lt;sup>48</sup> Jon Hawkes, Culture as the Fourth Pillar of Sustainability: Culture's essential role in public planning 2001

<sup>&</sup>lt;sup>49</sup> Regional Arts Infrastructure Framework (2019)





### 5.2 Service Need

### 5.2.1 **Investment Logic Map**

The endorsement of the Caloundra Centre Master Plan provided the foundation for the development of a Regional Gallery for Caloundra and the Sunshine Coast. Extensive investment logic mapping was undertaken at the outset of the Business Case through facilitated workshops with key Project Team members and stakeholders, outlining the overall logic and need for the Gallery development. An Investment Logic Map (ILM) is a standardised technique to ensure that robust discussion and thinking are undertaken upfront in the project planning process, resulting in identification of:

- The key problems associated with limitation and impact of the current Arts facilities and sector, impact to the community and economy.
- The benefits that will be delivered if these problems are solved.
- The strategic responses in solving these problems, and
- The components of the solution, in terms of asset and program investment.

The ILM informs all subsequent elements of the Business Case and project delivery to keep it focused and ensure alignment of the prime objectives and outcomes sought. The ILM therefore becomes the justification for proceeding with the project, establishing the relationships between the project drivers, strategic responses and perceived benefits.

The ILM process articulated the problems, opportunities, and benefits associated with the New Regional Gallery development, acting as an overarching framework for the project as depicted in the ILM included in Figure 5.

### 5.2.2 Definition of the problem

The overarching investment logic for development of the New Regional Gallery and securing the long-term future of the regional arts cultural community is centred around three (3) prevailing problems identified and articulated through the ILM process, and form the basis upon which this project is proposed:

Problem Number 1:	Poor understanding of the value of arts and competing pressure for funds allocation across the Sunshine Coast Region causes stagnation of the arts and culture reducing the sense of belonging and reputational pride, and economic opportunity.
Problem Number 2:	Multiple undersized and disparately located arts facilities and disjointed small-scale collections hinders creation of an aggregated arts focal point, scaling of arts collections, and attraction to the region of AAA-rated touring exhibitions.
Problem Number 3:	A constrained arts vision and insufficient prioritisation to meet current and projected community and visitor needs limits the scope of gallery, programs, exhibition offerings and maturity, community connections, and attraction as a destination.

### 5.2.3 The Opportunities

The following opportunities associated with the New Regional Gallery development were identified through the ILM process, which it is expected the project will deliver and capitalise on:

- Deliver a core catalyst component to revitalise Caloundra Centre.
- Support and celebrate the UNESCO Biosphere (in built form and programming).
- Build and profile the Sunshine Coast arts and cultural ecology.





- >> Promote and lead sustainable place-based design Sunshine Coast Design "Yellow Book".
- Maximise international and domestic visitations.
- Leverage connections to public transport capabilities and road network.
- Build the arts sector economy embracing investment in and commercial opportunities (incl. capex and Intellectual Property).
- Leverage and creatively enhance reputational credibility.
- Become the Region's premier home for the visual arts.

### 5.2.4 The Benefits

The proposed New Regional Gallery development is expected to deliver initial benefits sought across four (4) categories as set out below. The attributable key performance indicators required for realisation of the benefits sought are detailed in the ILM (Figure 5):

- Benefit No.1 Increased Cultural Vitality, Literacy and Appreciation
- Benefit No.2 Supporting Regional Economy
- Benefit No.3 Improved Sense of Place for the Sunshine Coast
- Benefit No.4 Increased Liveability and Public Amenity

### 5.2.5 Service Need

The identification and understanding of service need is an important step in the generation, refinement and evaluation of development options for the New Regional Gallery. The Service Need is stated as:

"Creating an expression of creativity, culture and place that inspires and informs through enriching and highly interactive experiences"

The service need for the New Regional Gallery can be further expanded through the following key points:

- The existing Caloundra Gallery is inadequate for any expansion of a permanent collection, displaying a touring exhibition of national significance or support a growing local arts culture.
- There isn't any significant regional arts facility in the Sunshine Coast region.
- There isn't an arts facility that matches the ambition and need for arts and culture in the Sunshine Coast region.

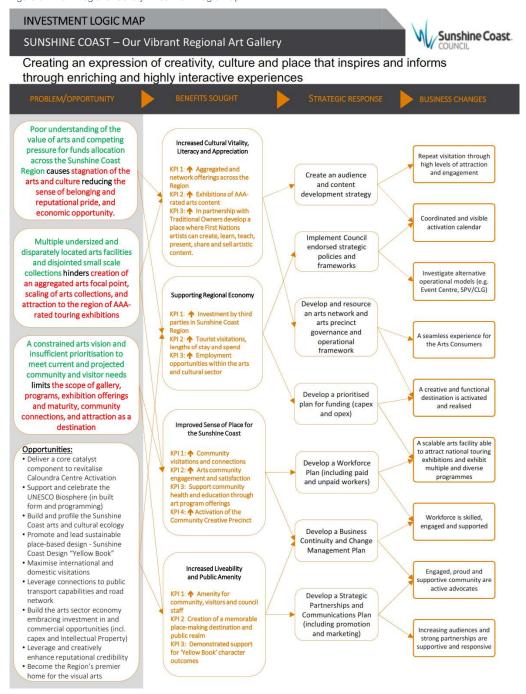
The service need articulated in the Investment Logic Map essentially reflects the 'Agenda 21'50 statement and with a statement of intent, "creating an expression of creativity, culture and place that inspires and informs through enriching and highly interactive experiences". Agenda 21 aims at setting the basis for a compromise from cities and local governments to foster cultural development.

<sup>&</sup>lt;sup>50</sup> Agenda 21; United Cities and Local Governments Committee on Culture (2004)





Figure 5 - New Regional Gallery Investment Logic Map







### 5.3 Arts and Culture Relevance

Public investments in developing and supporting cultural infrastructure such as the New Regional Gallery are in essence cultural acts that significantly contribute to a community's liveability. They therefore require clear cultural cases, not simply economic ones. The inclusion of a new art gallery into the Caloundra Centre Activation Project<sup>51</sup> reflects this statement of intent and the requirement for public investments to address culturally focused service needs.

A regional art gallery with a national reputation is an important arts and culture piece for Caloundra and the Sunshine Coast more broadly. Arts and culture is highly valuable and valued from a cultural capital and economic standpoint. There is currently a general lack of understanding of the value of the arts, and its contribution to a regional community. It is widely recognised that a lack of investment and support in the arts creates creative stagnation.

There is currently a general lack of understanding of the value of the arts, and their contribution to a regional community. It is widely recognised that a lack of investment and support in the arts creates creative stagnation.

Although the Sunshine Coast region has a series of smaller public and private facilities, there is no governing or benchmark institution that sets the standard for regional community arts facilities. The proposed new gallery does not aim to compete with other art spaces, but to set a new tone for the region as one element of an aggregated cultural arts landscape.

Regional councils around the country have successfully rallied for arts and culture to be at the forefront through investing in galleries that enable excellent local and national programming. Some are place making institutions that change the tourism economy of an entire state (for example MONA in Tasmania), some have exceptional international programs (Bendigo Art Gallery in regional Victoria), and some foster a great local arts culture and display it widely (Cairns Art Gallery, Newcastle Art Gallery or Tweed Gallery). The New Regional Gallery aims to cement a similar place in the regional arts landscape, unique to its place.

## 5.4 Strategic Drivers

With rapid population growth in the Sunshine Coast region, growing by over 79,000 people between 2011 and 2021 (30%), and forecast to grow to over 500,000 people by 2041<sup>52</sup>, it is vital that cultural infrastructure is in place to suit this growing demand. The demand is present and will increase into the future, particularly with the rapid population growth trend witnessed through the COVID-19 pandemic and beyond. Delaying the development of this social infrastructure risks stagnation of the arts sector in the region and/or that talent will move elsewhere where they are better supported. It also risks developing areas of the Sunshine Coast missing out on critical social and cultural infrastructure that binds society together.

The immediate drivers for the proposed New Regional Gallery are to:

- Create a cultural focal point with gravity for the Sunshine Coast region.
- Create a celebration of First Nations Australians' art and culture.
- Leverage arts and culture for immediate stimulus recovery from COVID-19 induced stagnation.
- Enable the sector to be agile enough to withstand the accelerated digital and industrial disruption.
- Create a place for increased cultural literacy for a growing population.
- Create a home for emerging and established local artists.

<sup>&</sup>lt;sup>51</sup> https://www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Major-Regional-Projects/Caloundra-CBD-Project/CBD-Project

https://www.sunshinecoast.qld.gov.au/Experience-Sunshine-Coast/Statistics-and-Maps/Population-Growth





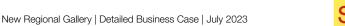
## Addressing Current Strategic Challenges

The 2017 New Regional Gallery Business Plan identified 11 strategic challenges facing the existing Caloundra gallery. These challenges are discussed in the table below, setting out how investment in the proposed New Regional Gallery will address these issues.

Table 8 - Addressing current strategic challenges - New Regional Gallery Business Plan

s	trategic Challenge	Current State	Future State
1)	Programming	Resources and spaces limit programming impact and reach.	The proposed Regional Gallery will be able to create an expanded program of exhibitions and activities that position the Gallery as a significant regional cultural institution loved by both residents and visitors. This will be reflected in growing audience numbers and the diversity of markets engaging with the organisation and benefiting from its work
2)	Collection	Facilities and staff resources limit the ability to grow and care for the Sunshine Coast Collection.	The proposed new Gallery will enable the growth, care and alignment of the Art Collection with the cultural identity and vision of the Sunshine Coast.
3)	Resources	The current staffing levels (3.2 FTE) and exhibition development and presentation funding limit services and impact.	A sustainable operational plan will ensure that resources align with nationally accepted standards, increase programming impact and reach, and support and develop local artists.
4)	Storage Needs	Currently the gallery has insufficient artwork and material storage, placing the gallery's A grade status at risk. The lack of dedicated climate-controlled storage also means the gallery has had to decline offers of artwork donations due to lack of available space.	The design brief will ensure that there is increased storage space that meets accepted museological standards on-site and potentially off site, and for the Gallery to retain / improve its AAA rating status.
5)	Visitor experience	There is no food and beverage offer at the Gallery. Space and facilities are also limited for the delivery of public programs and events.	The design brief and operational plan (programming) will ensure that visitation is a critical indicator of success for a public art gallery and should complement programming strategy and welcome a diverse community (cultural, age, socio-economic, locals and tourists). It should connect with the rest of the precinct and be easily accessible.
6)	Staff Accommodation	There is insufficient office accommodation onsite. Due to the conversion of former staff offices into workshop space (The Artroom) staff now must work from across the road in SCC's administration building. This creates an inefficiency in the time required moving back and forth to the gallery and means staff cannot always respond to enquiries from the public as well as visiting industry professionals. This also creates risk in not having suitably qualified staff immediately on hand.	The design brief will provide accommodation to ensure that staff are located within the gallery. Accommodation should be safe and secure and support the recruitment and retention of staff.
7)	Learning and participation resources	The Artroom is not large enough to accommodate school classes and provides a disincentive for schools considering visiting the gallery.	The proposed Regional Gallery will have specific provision for schools and youth as well as for families. In addition, workshop space/s (wet and dry) and a larger multi-arts and events space that connects with the outdoor space and can accommodate larger installations, performances, talks and cross-artform events should be incorporated into the design brief.







S	trategic Challenge	Current State	Future State
8)	Revenue	The current proposed Regional Gallery is limited in its ability to earn revenue due to spatial and staff capacities.	A larger New Regional Gallery with the ability to earn revenue from other sources such as functions and events, public programs, space hire and even on occasion admission fees for special exhibition will help offset increased operating costs.
9)	Infrastructure / Facilities	With only 165sqm of exhibition space proposed Regional Gallery sits at the lower end of the scale in terms of regional galleries. (Refer benchmarking section of this report).	The proposed Regional Gallery will provide total exhibitions space in the region of 1,000 to 1,200sqm that is flexible, and all rated at nationally accepted museological standards. This will enable proposed Regional Gallery to service both locally sourced exhibitions and programs as well as access to a broad range of touring exhibitions that require 600-800sqm.
10)	Brand development	The current market positioning is limiting brand impact.	A fit-for purpose facility will enable visitor experience and higher engagement through improved exhibitions program and associated public programs, that ultimately improve brand and recognition of the new gallery as a premier arts hub for the region
11)	Strategic Alignment	This project is aligned with the Caloundra Centre Activation Project.	The proposed Regional Gallery will grow its visibility within the community and tourism sector with a focused marketing strategy as part of the DBC operational plan. It needs a strong brand to grow the local market and develop a national presence that will enable programming development and donor support.

## 5.5 Additional Benefits sought

The key primary benefits sought through the implementation of the DBC recommendations are summarised as follows:

- Local artists established, emerging, or aspiring
- To local residents of Caloundra and the Sunshine Coast more broadly.
- Benefits to the First Nations people of the Sunshine Coast (the Kabi Kabi and Jinibara People).
- To be able to begin a strong art acquisitions and commissions plan for the region.
- A sustainable business model that has multiple and far-reaching economic benefits to the region.
- To put the Sunshine Coast on the national map of successful cultural institutions.
- A compliment to the Caloundra Community Creative Hub (CCCH) cultural precinct objectives.

The key secondary benefits are summarised as follows:

- An additional attractor for local and international tourists travelling to the Sunshine Coast.
- A place to have an exceptional food and beverage or retail experience.

### 5.6 Detailed Business Case Scope

### 5.6.1 In Scope

A new regional gallery is a key project component of the Caloundra Centre Activation Project – a designated Major Project within SCC which seeks to revitalise and activate the Caloundra Centre area as envisaged by the Caloundra Centre Master Plan.





This Business Case has been commissioned to:

- Determine the feasibility of a redeveloped art gallery in the context of the Queensland Government Project Assurance Framework (PAF).
- Provide the necessary assurance to support the attraction of government and private sector funding, confirming that the recommendations for the delivery of the Project, and ongoing operation, are both realistic and viable.
- Validate the existing functional brief against an Investment Logic Map and staged PAF reviews and assessments.
- Confirm the social and economic benefits (State and region) of investing in the proposal.
- Development of a sustainable implementation plan.

### Out of Scope

In undertaking this Business Case the following elements are excluded from the scope, however, may be referenced where relevant to substantiate elements of the PAF:

- Wider community consultation is excluded as this is currently being managed broadly under both the Caloundra Community & Creative Hub (CCCH) and Mass Transit projects by SCC. Outputs of these consultations will be used to inform the Business Case specific stakeholder engagement whilst avoiding replication.
- The DBC analysis does not extend to other elements of the Caloundra Community & Creative Hub beyond the gallery building itself.
- Overall precinct governance and the relationships of the Caloundra Community & Creative Hub cultural elements (The Events Centre, new Regional Library and proposed commercial development).
- Yederal government engagement will be undertaken by the relevant SCC department.
- Grant solicitation will be managed by relevant SCC department.





# 6.0 Government Policy Alignment

This section discusses the rationale for State and Federal Government investment in the arts and culture sector and why Government investment in the proposed Regional Gallery is justified. This section also presents the Local, State and National strategic policies and plans which directly support or impact the proposed Regional Gallery.

### 6.1 What is the Arts and Culture sector?

The arts, cultural and creative sector is a mix of art forms and industries with a focus on the development, production, presentation, distribution and commercialisation of arts and cultural-related goods, services, and activities.

Whilst the focus of this proposal is an Art Gallery, its bounds extend beyond the traditional definitions and its programming may incorporate a broad range of creative arts disciplines including visual art, craft and design, music, dance, writing, dramatic and physical theatre, media art, multi-arts, festivals, public art, community cultural development, and heritage and collections including museums, galleries, and libraries

### 6.2 Value of Arts to the regional Queensland economy

Artists and arts workers in regional and remote places use art and culture to build strong communities, generate jobs, reimagine places and build innovative infrastructure. <sup>53</sup> One in three people in Australia live in regional and remote places and their arts and cultural contributions have a national impact. <sup>54</sup>

Regional Australia is home to hundreds of regional galleries, museums, art centres, keeping places, societies and associations housing important works and providing access to cultural resources for education and research.

According to a Regional Arts Australia publication "Regional Arts Impacts Australia: That's a Fact!", arts in regional areas plays a very important role in these communities including:

- Community: Artists in regional and remote places don't have access to services in the same way as metropolitan Australians. Regional arts bring people together.
- Volunteers: Active participation in regionally relevant, high-quality artwork can be a transformative experience that propels a community to creatively re-imagine itself.
- Health & Wellbeing: Some 56% of Australians believe that the arts significantly help them deal with stress, anxiety, and depression.<sup>55</sup>
- Market Communities is increased through arts education and training.
- Economy: Art is a key element of many local economies. It influences employment, volunteering, tourism, partnerships, and investment. For example, 152,500 people visited 'Grace Kelly: Style Icon' at the Bendigo Art Gallery in a town of 100,000 generating \$16.3 million to the local economy.
- Regional Art Prizes: Many regional and remote towns host regional art prizes as part of a strategy to position themselves as cultural destinations. Regional art prizes provide financial returns, employment, and professional development opportunities for exhibitors, and have flow-on benefits to local businesses through attracting visitation.
- Creative Businesses: Many artists use their creative skills to build small and medium sized enterprises. Co-working spaces, design studios and creative businesses are blooming in regional Australia. With gains in technology, people are able to base their businesses in remote and regional areas. Their businesses apply creativity and innovation to freight and logistics, communications, banking, online sales, and human resources.

<sup>53</sup> Regional Arts Impact Australia: That's a fact!, Regional Arts Australia,

<sup>&</sup>lt;sup>54</sup> Australian Bureau of Statistics 2011 Australian Social Trends, June 2011, cat. No. 4102.0.

<sup>&</sup>lt;sup>55</sup> Arts in Daily Life: Australian Participation in the Arts, Australia Council for the Arts, May 2014, p. 30.

<sup>56</sup> KPMG Economic Impact of the Victorian Arts and Cultural Sector (2013)





### 6.3 Why Invest in Arts & Culture?

In announcing the 2021-22 Queensland State Budget, the Minister for Arts, Leeanne Enoch was quoted as saying: .... investment in the arts will ensure Queensland emerges with strength to build back better than ever before, with a recovery that is fuelled by creativity and story-telling."

"The arts are key to delivering our plan for economic recovery, each year contributing \$8.5 billion into the state's economy and supporting more than 92,000 jobs for Queenslanders," Minister Enoch said. 57

Investment in the arts and cultural sector can provide direct productivity dividends (contributing to employment and growth) as well as a range of positive externalities that can be hard to measure accurately including:

- Supporting employment opportunities and contributing to economic and social policy outcomes including revitalised communities and solutions to individual, social or community concerns.
- The arts provide an opportunity for engagement between First Nations, the broader community, and cultural visitors by connecting them with the living stories and landscapes of First Nation cultures. This engagement supports cultural maintenance, economic empowerment, community connectedness and wellbeing among First Nation cultures.<sup>58</sup>
- Engagement with arts, culture and creativity delivers benefits in a wide range of areas including health and wellbeing, positive ageing, youth justice, domestic violence, and community recovery.55
- This complements frontline services, reduces costs in health and community care, and creates stronger, healthier
- Greater recognition and understanding of the value of the sector and its potential role in strengthening the economy and broader community could support the Queensland of the future.

### Relevant Policies and Strategic Alignment

The proposed New Regional Gallery project is well aligned with the respective policies and the declared service needs of each level of Government. Most significantly, the project contributes to (or meets) the criteria of the main policy of each level as summarised in Table 9.

Table 9 - Primary Arts Policy Summary (by level of Government)

Level of government Policy	Key Policy	Key Goals & Priorities	Timeline
Local Government			
Sunshine Coast Arts Plan	A 20-year vision for the Arts: The soul of our community is our flourishing arts ecology: nurturing connections, promoting experimentation, and inspiring collaboration.	<ol> <li>Local artists and artistic content is developed and celebrated.</li> <li>Arts audiences and creative opportunities flourish through investment and development.</li> <li>A dedicated network of places and spaces for artists to connect, create and collaborate.</li> <li>Art and creativity is embedded in the identity and experience of the Sunshine Coast.</li> </ol>	2018 – 2038

<sup>&</sup>lt;sup>57</sup> Media statement: Investment in the arts underpins Queensland's recover; Available at:

https://statements.qld.gov.au/statements/92405

<sup>&</sup>lt;sup>58</sup> Australia Council for the Arts, 2017, Living Culture: First Nations Arts Participation and Wellbeing, Commonwealth of Australia, Canberra.

<sup>&</sup>lt;sup>59</sup> All-Party Parliamentary Group on Arts, Health and Wellbeing Inquiry, 2016, Creative Health: The Arts for Health and Wellbeing,

<sup>60</sup> Fenner, P., Rumbold, B., Rumbold, J., Robinson, P., & Harpur, S, 2012, Is there compelling evidence for using the arts in healthcare?, Deeble Institute evidence brief no. 4. Australian Healthcare and Hospitals Association, ACT. Rentschler, R., Bridson, K. & Evans, J., 2015, Stats and Stories - Theme 3 Social Inclusion. The impact of arts in Regional Australia. Deakin University, Melbourne.





Level of government Policy	Key Policy	Key Goals & Priorities	Timeline
State Government			,
Creative Together 2020- 2030 Roadmap	Creative Together: A 10-Year Roadmap for arts, culture, and creativity in Queensland outlines where we want arts, culture, and creativity to be in 10 years, and how we will get there. It acknowledges the significant impact of COVID-19 on Queensland, particularly on the state's arts, cultural and creative sector.	<ol> <li>Elevate First Nations arts</li> <li>Activate Queensland's local places and global digital spaces</li> <li>Drive social change across the state</li> <li>Strengthen Queensland communities</li> <li>Share our stories and celebrate our storytellers.</li> </ol>	2020 - 2030
Commonwealth Governmen	nt		
Creativity Connects Us (2020–24)	A five-year strategy Creativity Connects Us (2020–24), Supporting Australian artists and arts organisations to create and present excellent art that is accessed by audiences across Australia and abroad.	Australians are transformed by arts and creativity     Our arts reflect us     First Nations arts and culture are cherished     Arts and creativity are thriving     Arts and creativity are valued	2021 - 2025
Australia's Cultural Policy for the next five year – REVIVE – a place for every story, a story for every place	A five-year policy structured around five interconnected pillars.	Pillar 1 – First Nations First  Pillar 2 – A Place for Every Story  Pillar 3 – Centrality of the Artist  Pillar 4 – Strong Cultural Infrastructure  Pillar 5 – Engaging the Audience	2023 - 2027

### 6.5 Local Government: Sunshine Coast Council Policy Alignment

The Sunshine Coast Council policy framework and heireachy is summrised in Figure 6 below, outlning the relationship between legislative governance, straegic planning and repoorting requiremnts..

Figure 6 - Strategic Planning & Reporting Framework



The following SCC policies are targeted at the arts and culture sector and community development within the LGA. It is important to note that arts and culture permeates through all levels of the policy hierarchy starting with the Corporate Plan.





### 6.5.1 Sunshine Coast Arts Plan (2018-2038)

The 20-year Arts Plan sets out the aspiration that "the soul of our community is our flourishing arts ecology: nurturing connections, promoting experimentation and inspiring collaboration."

Being the first of its kind for the SCC, the plan acknowledges that arts and culture help to shape and influence our sense of community, belonging and identity in a time of unprecedented growth and change. The Arts Plan is a key mechanism that provides SCC with a road map for its approach, priorities, programs, and investment in the arts.

The plan is not just about consumption but is strongly focused on building the confidence and productive capacity of the region's artists.

Key goals of the Arts Plan include:

- Goal 1: Local artists and artistic content is developed and celebrated. Creating opportunities to build and profile a strong, connected, and prolific community of artists, arts practitioners, and arts organisations.
- Goal 2: Arts audiences and creative opportunities flourish through investment and development. Growing local participation in the arts and opportunities for world-class locally produced content to be exposed to, and experienced by, the world.
- Goal 3: A dedicated network of places and spaces for artists to connect, create and collaborate. Taking a strategic, collaborative approach to diverse and accessible infrastructure (physical and digital) that supports production, practice, and presentation.



Goal 4: Art and creativity is embedded in the identity and experience of the Sunshine Coast. Ensuring the value, diversity, and significance of the arts on the Sunshine Coast are embraced by the community in everyday life and are a feature of our destination's renown.

The strategies to achieve the Arts Plan's vision are interrelated and rely on a collaborative approach between SCC, the arts sector, the community, education sector, investors, and all levels of government. Closely aligned with the Regional Arts Infrastructure Framework 2019-2041 (RAIF), the Arts Plan sets out SCC's roles and responsibilities in achieving the 20-year vision of the plan as:

- 1. Providing strong leadership, setting strategic direction, and planning to support the development of the arts sector on the Sunshine Coast.
- 2. Engaging with the arts sector and the community to ensure:
  - a. as a custodian, that its arts assets and infrastructure are accessible and appropriately located, designed, constructed, managed, and maintained
  - b. its arts programs are accessible and delivered to strengthen the arts sector and target identified
  - c. it seeks innovative approaches to meeting the plan's goals.
- 3. Promoting arts activities, programs, and projects to ensure they gain the exposure they require to contribute to the region's cultural vitality.
- 4. Actively seeking opportunities to partner, collaborate or leverage funding, projects, and programs to achieve strong arts outcomes.
- 5. Advocating to all levels of government to ensure the region receives its share of investment in the arts.





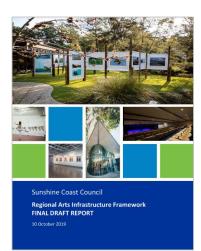
### 6.5.2 Regional Arts Infrastructure Framework

The Regional Arts Infrastructure Framework 2019-2041 (RAIF) aligns to one of the key actions in the Sunshine Coast Arts Plan 2018-38. The RAIF provides an agreed strategic direction for the delivery of a viable, integrated, and functional network of arts infrastructure to respond to the arts and cultural needs of the Sunshine Coast (local government area) community as it grows into a major region of over 500,000 people.

The infrastructure network aims to support the development of the current and future arts and cultural sector, by providing spaces to learn, practice, connect, collaborate, work, perform and showcase.

The RAIF makes the eight recommendations as follows:

- Undertake a detailed audit of arts and cultural infrastructure to improve understanding of the dedicated arts and other infrastructure to better inform assessment of current supply and identify opportunities to reuse/refurbish to meet current and future demand.
- 2. Pursue a hub and spoke approach to the delivery of arts and cultural infrastructure at SCC -wide, district and local levels.
- Continue to plan other arts and cultural functions in the recommended new infrastructure within the Environment and Liveability Strategy (ELS) and SCC endorsed planning and strategic documents, specifically:
  - Expanded Council-wide Art Gallery in Caloundra (the New Regional Gallery)
- Consider and investigate the following cultural infrastructure additional to the FLS:
  - Establish artist residencies in commercial hubs in Maroochydore CBD, Nambour, and Caloundra.
  - b. Include small selling spaces in selected locations which do not compete with private providers in Caloundra, Coolum, Mooloolaba and possibly Sunshine Coast Airport.
- 5. Develop creative solutions to meeting specific arts and cultural infrastructure needs or opportunities outside of district centres e.g., Peregian Springs, Doonan, Eumundi, Mooloolaba/Alexandra Headland.
- 6. Develop the Sunshine Coast as an arts tourism destination by pursuing growth of the high-value international (and domestic) market through celebrating the region's outstanding natural landscape with a Hinterland Cultural Facility, seeking 6-8 other arts tourism attractions [not necessarily provided by SCC], and providing a triage of lead arts and cultural offerings in three distinct and separate locations in the region Caloundra, Maroochydore, and the Hinterland.
- 7. Develop key partnerships.
- 8. Hold ongoing discussions with First Nations and Indigenous arts and cultural practitioners to confirm needs and interest in a regional cultural facility including geographic location.







The infrastructure network aims to support the development of the current and future arts and cultural sector, by providing spaces to learn, practice, connect, collaborate, work, perform and showcase.

### 6.5.3 The Sunshine Coast Environment and Liveability Strategy 2017

The Sunshine Coast Environment and Liveability Strategy (ELS) sets the overarching strategic direction for the planning and delivery of the Sunshine Coast social infrastructure network. Arts and cultural facilities identified for investigation in the ELS include:

- Art gallery in Maroochydore.
- Investigate enhancing the capacity of the Caloundra Regional Art Gallery.
- SCC -wide cultural facility, being an incubator for cultural, heritage and arts development; and
- Interpretive space or precinct.

### Other Policies and Strategies that align with the proposed New Regional Gallery

Regional Gallery is to be located, exist a range of initiatives and collaborations functional brief, operational planning, programming and spatial design of the facility. These elements are aligned



RED CULTURAL INFRASTRUCTURE SPACES Caloundra Community & Creative Hub **JEWAYS ACTIVATION** Project Element EST AND DEVELOP E EVENTS CENTRE RANTO AVENUE LCOCK STREET ANSIT CENTRE RAH AVENUE AD NETWORK **WN SQUARE BLIC ART ENDORSED PLANS AND STRATEGIES** Corporate Plan/ Operational Plan х х х х х х х х х х х х х Caloundra Centre Master Plan х х X X X х Environment and Liveability Strategy 2017 X х х х х х х Sunshine Coast Community Strategy 2019-2041 х Sunshine Coast Libraries Network Plan 2019-2041 х Sunshine Coast Arts Plan 2018-2038 Regional Arts Infrastructure Framework 2019







Caloundra Community & Creative Hub Project Element	ЦВВАВҮ	REGIONAL GALLERY	TOWN SQUARE	THE EVENTS CENTRE	OTRANTO AVENUE	OMRAH AVENUE	BULCOCK STREET	PUBLIC ART	LANEWAYS ACTIVATION	INVEST AND DEVELOP	ROAD NETWORK	LIGHT RAIL	TRANSIT CENTRE	CAR PARKING	COMMUNITY MEETING SPACES	SHARED CULTURAL INFRASTRUCTURE SPACES	INTERPRETIVE SPACE	CULTURAL COLLECTIONS STORE
Caloundra Local Area Parking Plan (LAPP) 2017											х	х	х	х				
Sunshine Coast Integrated Transport Strategy 2019												х	х	х				
Caloundra Public Art Strategy (Complete)								х	х									
Heritage Plan 2015-2020																х	х	х
Cultural Development Policy 2012		Χ		х				х								х	х	х
Reconciliation Action Plan 2021-2022	х	Χ	х	х	х	х	х	х	х	х					х	х	х	х
Sunshine Coast Design Strategy	х	Χ	х	х	х	X	х		х	х				х				
Regional Economic Development Strategy																		
RELEVANT SUPPORT DOCUMENTATION (Status)																		
New Regional Gallery Brief		Χ																
New Regional Gallery Route Map		Χ																
Laneways Activation Strategy								х	х									
Sunshine Coast Interpretive Space and Collection Store Feasibility Study	x	X														x	x	x
Sunshine Coast Audience Analysis and Market Research report 2020		x						x								x	x	x
Bulcock Street - Streetscape Concept							х											
Caloundra Transport Corridor Planning (OM19/9)											х							
CCAP June 2019 - OM19/89	х	Χ	х	х	х	х	х								х			

## 6.6 State Government: Queensland Government Policy Alignment

### 6.6.1 Creative Together: A 10-Year Roadmap for arts, culture, and creativity in Queensland (2020-30)

Creative Together 2020-2030 is the Queensland Government's 10-year vision which will see Queensland renewed and transformed through arts, culture, and creativity, with a focus on growing a strong and sustainable sector that can adapt to meet audience demand, embrace innovative delivery models, attract investors, and build financial sustainability.





The Policy's 2030 vision sees a future where:

- The Queensland sector is resilient, adapting to change and meeting audience demand.
- Queensland grows and retains its local creative talent within the state.
- The Queensland sector is driven by a strong evidence base that demonstrates audience demand and social, cultural, and economic value of arts, culture, and creativity.

### 6.6.1.1 Focus Areas

Creative Together recognises four key focus areas that will drive its vision as follows:



- Support the sector to grow its skills base and increase capacity to seek opportunities, diversify into new markets and realise innovative creative practice.
- Build sector agility to adapt to and leverage changing community needs and support delivery of government priorities.
- Continue to invest in the adoption of best practice governance and business models in organisations and businesses.
- Enhance access and understanding of data to support business model and programming decisions.

### 6.6.1.2 Creative Together priorities:

Through focused actions, the State Government will build on Queensland's strengths and deliver on the following priorities:

- Elevate First Nations arts: The First Nations arts sector in Queensland is built on thousands of years of practice. As the only state in Australia that is home to both Aboriginal cultures and Torres Strait Islander cultures, we have a unique opportunity to elevate the awareness, understanding and contributions of First Nations arts.
- Activate Queensland's local places and global digital spaces: Activating Queensland's places and spaces with arts and culture enhances the vibrancy of local communities, strengthening their attractiveness and providing more opportunities for Queenslanders to engage in arts, culture, and creativity
- Drive social change across the state: Queensland faces new and unexpected social challenges over the next decade. Arts, culture, and creativity will support and drive social change, benefiting Queenslanders and their communities.
- Strengthen Queensland communities: Arts and culture strengthen community connectedness and contribute to liveability, local identity and what makes communities different and exciting. Arts has the power to stimulate local economies and attract visitors to experience diverse cultural experiences.
- Share our stories and celebrate our storytellers: Queensland has many stories to tell, including those from the oldest and most enduring First Nations cultures, and the events, places and experiences that continue to shape us. Supporting and developing our talented Queensland storytellers will be critical to sharing our stories.





### 6.6.2 Local Government Association of Queensland Policy Statement (2020)

The Local Government Association of Queensland (LGAQ) is the peak body for local government in Queensland. LAGQ is a key player in co-operative partnerships with Federal and State Government. The LAGQ Policy statement sets out various themes for guiding arts and culture as follows:

### (i) Delivering local arts and cultural outcomes

- Local government recognises that arts and culture contribute to the identity, wellbeing, and resilience of local communities. Local government uses local and regional planning frameworks to identify and address local arts and cultural needs and aspirations, and achieve broader social, economic, and environmental outcomes. Local government develops, funds, and supports local institutions such as libraries, galleries, museums, visitor information services and performing arts venues and, as such, has an important role in the development, renewal, and maintenance of cultural infrastructure.
- State and federal governments should include arts and culture in policies, programs and funding initiatives relating to regionalisation, urban planning and the development of facilities and infrastructure.
- Substituting Superiment Calls on the state and federal governments to support the development of arts and culture in regional communities through funding programs such as Regional Arts Development Fund, the Indigenous Regional Arts Development Fund and Regional Arts Fund, and that funding for these programs should be maintained at least in real terms.

   Local government calls on the state and federal governments to support the support to the support of the supp



### (ii) Building Meaningful Partnerships

- Local government supports the Protocol between state and local government in relation to arts and culture in Queensland which affirms the shared commitment to support growth and development of arts and culture in Queensland, state and local government will work collaboratively to:
  - Identify innovative solutions to state-wide arts and cultural concerns; and
  - Ensure funding and programs are responsive to local needs, build local capacity and are delivered in a coordinated manner.

### (iii) Strengthening Capacity and Capability

Local government supports local artists, arts and cultural workers and community and cultural organisations in developing relevant skills and expertise through professional development and training, information, and direct funding.

### (iv) Delivering Cultural Tourism in Queensland

- Local government supports capacity building of local individuals and groups including Indigenous communities, artists, cultural organisations, businesses, community groups and other local and regional stakeholders to build a competitive visitor experience based on a destination's authentic natural and cultural assets, events, and experiences.
- Local government seeks to position culture more strongly within the broader tourism conversation by promoting the artistic, cultural, social, and economic value of cultural tourism at the local, regional, and state level.

### 6.7 Commonwealth Government: Australian Government Policy Alignment

The Australia Council for the Arts is the Australian Government's principal arts investment, development, and advisory body.





## 6.7.1 Creativity Connects Us (2020-24)

In 2019, Australia Council for the Arts launched a five-year strategy Creativity Connects Us (2020–24), updated annually via a Corporate Plan. Within that policy framework, the SCC's performance aligns to five strategic objectives:

Table 11 - Creativity Connects Us strategic alignment

Strategic Objectives Alignment	Key Actions & Initiatives
Australians are transformed by arts and creativity	<ul> <li>Support engaging arts experiences</li> <li>Expand access to arts experiences</li> <li>Support the digital mobility of Australian arts and creativity</li> <li>Promote arts experiences in everyday life</li> </ul>
2. Our arts reflect us	<ul> <li>Enable activity that connects communities</li> <li>Support creative work that reflects contemporary Australia</li> <li>Support increased diversity in our creative workforce</li> <li>Promote diversity across all Australia Council activities</li> </ul>
First Nations arts and culture are cherished	<ul> <li>Strengthen and embed First Nations arts and culture</li> <li>Grow experiences of First Nations arts and culture</li> <li>Support First Nations young people's artistic and cultural expression</li> <li>Uphold First Nations arts and cultural practitioners' cultural rights</li> </ul>
Arts and creativity are thriving	<ul> <li>Support viable creative careers and business models</li> <li>Enable risk taking and experimentation in the realisation of new works</li> <li>Develop partnerships to strengthen our cultural and creative industries</li> <li>Promote wellbeing and a safe environment for people working in the arts</li> </ul>
5. Arts and creativity are valued.	<ul> <li>Advocate for the public value of arts and creativity</li> <li>Advise on arts matters to inform government policy development</li> <li>Lead public discussion about matters relating to arts and creativity</li> <li>Develop evidence that increases understanding of the cultural and creative industries.</li> </ul>

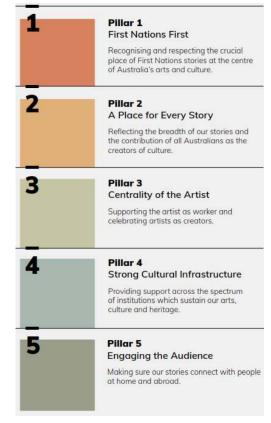






## 6.7.2 Australia's Cultural Policy for the next five year – REVIVE – a place for every story, a story for every place

In 2023 the Commonwealth Government released their new five-year cultural policy – REVIVE. Revive is structure around five interconnecting pillars which set out the Government's strategic objectives.







# 7.0 Strategic Context

## 7.1 Civic & Arts Disruption

#### 7.1.1 Impacts of COVID-19

Necessary measures to protect Australians, including restrictions on public gatherings and travel, have caused unprecedented disruption to social and economic life. In response to the pandemic, various levels of Government have provided support measures to provide the cultural and creative industries with adequate resilience.

There are encouraging signs that audiences are increasingly ready to re-engage with the sector. However, ongoing physical distancing, reduced consumer purchasing power and uncertainty around domestic and international travel will all have long lasting impacts.

#### 7.2 Current Constraints

Several deficiencies and constraints in the existing Regional Gallery have been identified through internal consultation. Together with the 'problems' identified as part of the ILM process, the resolution of these issues will assist in achieving the objectives of the Business Case and satisfying the problems and realising the benefits stated in the ILM:

- Program Creating a program of exhibitions and activities that position the Gallery as a leading significant regional cultural institution loved by both residents and visitors. This will be reflected in growing audience numbers and the diversity of markets engaging with the organisation and benefiting from its work.
- Collection Moving to a position where the development of the Sunshine Coast Council art collection is aligned to the cultural identity and vision of the Sunshine Coast, where it is grown and managed by a clear acquisition/collection policy and is core to the program development of the New Regional Gallery. There is a potential to explore opportunities through the Art Collection with sister city galleries and their collections and expand the reach of the brand of the gallery beyond the region.
- Resources Storage needs Currently the gallery has insufficient artwork and material storage, placing the gallery's A-grade status at risk. The lack of dedicated climate-controlled storage also means the gallery has had to decline offers of artwork donations due to lack of available space.
- → Café Absence of a food and beverage offer at the Gallery. Increasingly this is expected by the public as an integral part of the visitor experience.
- ▶ Staff accommodation More office accommodation in required. Due to the conversion of former staff offices into workshop space (The Artroom) staff now have to work from across the road in SCC's administration building. This creates an inefficiency in the time required moving back and forth to the gallery and means staff cannot always respond to enquiries from the public as well as visiting industry professionals. This also creates risk in not having suitably qualified staff immediately on hand.
- Education space The Artroom is not large enough to accommodate school classes and provides a disincentive for schools considering visiting the gallery. Having either a dedicated or multi-purpose space that could accommodate school groups would provide a motivating force for school groups to visit the gallery and undertake workshops and hands on programs aligning with the exhibitions on display, a key deliverable in the Arts Plan
- → Revenue Growing opportunities to earn income, attract donations and commercial partnerships specifically for the Gallery but strategically to align with the new Art Foundation proposed by SCC.
- Infrastructure Undertaking a program of works to ensure the business of the Gallery can run smoothly over the next two – three years whilst positioning the Gallery as a major regional institution in line with the proposed redevelopment of both Caloundra and Maroochydore CBD
- Building the brand Growing the 'visibility' of the Gallery within the community and on-street presence, and tourism sector through a focussed marketing strategy which uses all appropriate channels, and which reflect key markets and opportunities for growth within existing resources





Strategic alignment – Aligning plans for the New Regional Gallery (proposed) with the development of any new SCC arts plans, policies and infrastructure developments proposed or planned for the Sunshine Coast Region and, ensuring the vision for the Gallery (to inspire, challenge and engage through art and creativity) reflects the outcomes of the stakeholder engagement activities which informed the development.

#### 7.3 Art & Culture Scale & Market

An examination of the current state of the sector is critical to understand the potential size of the market opportunities and potential failures, whilst it also is important to understand the government's role and planned investments. Understanding current market trends and issues, and government's current and ongoing interventions, helps to ensure future investment is targeted correctly.

Governments across Australia invest significantly in cultural assets and services in recognition of the economic value of cultural tourism, and social value for their communities. The arts are increasingly part of the itinerary for international visitors to Australia, demonstrated by more than 8 million international tourists visiting Australia in 2017 of which 3.5 million (43%) engaged with the arts while here. Arts tourist numbers grew by 47% between 2013 and 2017, a higher growth rate than for international tourist numbers overall (37%). More international tourists engage with the arts than visit wineries or casinos, or attend organised sports events<sup>61</sup>.

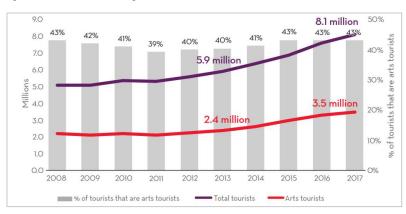


Figure 7 - International tourist growth trends 2008 - 2017

Source: Australia Council for the Arts, International Arts Tourism - Connecting Cultures (2018)

International arts tourism to Australia is growing, demonstrated over the last five years whereby international arts tourism has grown at a higher rate than overall international tourism. Visiting museums and galleries is the most popular form of international arts tourism, with museums and galleries considered a readily accessible form of arts engagement for tourists. Three in every ten international visitors to Australia in 2017 visited a museum or gallery while they were here, generating significant economic activity to the associated arts communities.

The arts, cultural and creative sector plays an important role in attracting domestic and international cultural tourism to Queensland, with cultural tourism to Queensland estimated to have contributed \$70 million to the Queensland economy in 2016-17<sup>49</sup>.

#### 7.4 Art & Culture Economic Contribution

The arts, cultural and creative sector in Queensland creates jobs and adds value directly through its own economic activities, which generates additional output through demand for goods and services in other sectors of the economy. In 2016-17, the Queensland art, cultural and creative sector directly contributed \$8.5 billion to the Queensland

<sup>61</sup> Australia Council for the Arts, International Arts Tourism - Connecting Cultures (2018)





economy and employed approximately 67,000 FTE Queenslanders<sup>62</sup>. Through the sector's supply chain, there was an indirect contribution of \$3.8 billion, additionally employing approximately 25,500 FTE Queenslanders.

There is significant growth potential for the arts to support economic activity and local economies by driving and supporting international tourism. International arts tourists spent \$17 billion in 2017, making up 60% of the \$28.4 billion spent in Australia by all international tourists. This represents an increase of 55% since 2013, a greater increase than the total international visitor spend in Australia (46%).

#### 7.5 Art & Culture Industry Trends & Challenges

#### 7.5.1 Cultural travel

The latest data from Tourism Research Australia shows that visiting history and heritage buildings, sites or monuments is the most popular cultural and heritage activity undertaken by international visitors, followed by going to museums or art galleries, and attending cultural events. For day trip and domestic overnight visitors, going to museums or art galleries was the second most common cultural and heritage activity after attending performances.

United Nations World Tourism Organisation (UNWTO) estimates that more than 50% of tourists worldwide are motivated by a desire to experience a country's culture and heritage, and according to UNWTO's 2012 global survey, cultural tourism is forecast to increase by 15% year-on-year globally.63

The Goss Agency, a tourism and destination marketing agency developed a profile of the average cultural traveller. It determined that the cultural tourism market is growing, and that the cultural traveller is a sub-set of the leisure travel market. Both are growing as the baby boomer generation continues to reach retirement age and as generation-x and millennials seek ever-more authentic and immersive travel experiences.

The cultural tourism market, while skewing slightly older than the general population, is steadily getting younger. Given the relatively large size of the millennial cohort, their relative wealth, and their travel propensity, the market is getting younger and has become less dependent on the retiree.

Cultural travellers are staying longer and are more likely to travel by air. They are also more likely to spend more than \$1,000. Table 12 below outlines the differences between an average traveller and a cultural traveller.

Table 12 - Cultural tourism traveller's profile (US)

VARIABLE	AVERAGE TRAVELLER	CULTURAL TRAVELLER	DIFFERENCE
Spending	\$457	\$623	\$166
Age	47	49	2 Years
Retired	16%	20%	4%
Graduate degree	19%	21%	2%
Use lodging	55%	62%	7%
Spend \$1,000 +	12%	19%	7%
Air Travel	16%	19%	3%
Trip Length	3.4	5.2	1.8 Days

<sup>62</sup> Economic analysis of the arts, cultural and creative sector in Queensland Arts Queensland, December 2018 (Deloitte Access Economics)

https://culturaltourism.thegossagency.com/cultural-tourism-whitepaper/





A comparison of visitors at an Australian level show that tourists who attended an arts/ heritage activity as part of an overnight trip had a greater average length of stay. For day trip and domestic overnight tourists, those that participated in arts/culture activities also had a higher average expenditure per night than tourists engaged in other activities as shown in Table 13. It also shows international visitors stay significantly longer than domestic overnight travellers, and international travellers that engage in arts/heritage activities have a substantially longer average length of stay, despite having a lower average expenditure per night. The lower average expenditure is in contrast to cultural travel in the United States as shown in Table 12, showing that there is potential for spending growth from cultural travellers in Australia.

Table 13 - Australian visitors comparison

CATEGORY	ARTS/HERITAGE	ALL ACTIVITIES
Day Trip		
Average expenditure	\$132.66	\$108.32
Domestic Overnight		
Average expenditure per trip per visitor	\$1,104.44	\$688.20
Average expenditure per night per visitor	\$215.35	\$189.39
Average Length of Stay (Nights)	5.12	3.73
International		
Average expenditure per trip per visitor	\$4,334.89	\$5,063.10
Average expenditure per night per visitor	\$100.07	\$149.46
Average Length of Stay (Nights)	TBC	TBC

#### 7.5.2 Cultural Precincts and urban renewal

A worldwide trend occurring is the increase in the quantity of cultural infrastructure being developed as part of a precinct. Investment in cultural facilities helps transform neighbourhoods and supports regional economic development. The strategic use of cultural infrastructure in urban policy internationally has been a recent unpredicted phenomenon, as has the rise and importance of cultural precincts. A strong cultural precinct can make a neighbourhood safer with more events on which in turn becomes better at attracting global capital, knowledge workers and tourists. To be successful tourist attractions, cultural precincts typically require large, flagship institutions that attract artists and audiences. The precinct's public spaces and their capacity for activation are equally important. The precincts provide a range of benefits to residents, retail and commercial sectors by encouraging visitors to spend time and money at multiple institutions in a condensed period of time.

Infrastructure NSW<sup>64</sup> found in their Cultural Infrastructure research (2016) that the key attributes of successful and activated cultural precincts to include:

- Compelling and high-quality programming in their flagship institutions with less formal, more organic activation of the public spaces in between.
- Shared use of spaces by inviting diverse communities to be active participants and programmers in the various spaces.
- Partnership with a broad range of businesses, foundations, donors and community groups to create a shared foundation upon which the area can grow and change.

<sup>&</sup>lt;sup>64</sup> Infrastructure NSW Cultural Infrastructure Strategy 2016





- Preparation for evolution of the precinct as it responds to changing community needs and demography.
- Engagement within the precinct and its spaces.
- I Flexibility by welcoming new organisations and players into the precinct once its activation is underway.

#### 7.6 Government Expenditure & Investment

In Australia, the growth of cultural funding by governments lags population growth, with a 6.9% decrease in per capita expenditure on arts and culture in the period between the 2007–08 and 2019–20 financial years. This decline in per capita cultural funding can be attributed primarily to a decline in per capita cultural funding by the federal government.

Total expenditure on arts and culture across the three levels of government reached a new high of \$7.26 billion in the 2019–20 financial year, which included financial support for Covid-19 disruptions, increasing to \$7.71 billion in 2021-22 financial year<sup>65</sup>.

Table 14 - Cultural funding by Government - 2019 to 2022

	Recurrent (\$m)		Capita	ıl (\$m)	Total value of expenditure (\$m)	
Level of Government	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
Australian Government	2,482.3	2,709.5	261.6	257.5	2,743.8	2,967.0
State and territory government	1,983.9	2,297.1	697.4	658.2	2,681.3	2,955.2
Local government	1,558.9	1,482.2	281.6	303.6	1,840.5	1,785.8
Total	6,025.10	6,488.70	1240.6	1,219.30	7,265.60	7,708.00

The proportion of cultural expenditure by the Queensland and Australian Governments allocated to Cultural Heritage Infrastructure from 2015 to 2022, which includes expenditure on construction, maintenance, administration and management of public arts and gallery facilities, is presented in **Figure 8** and **Figure 9** below. The expenditure data shows increased spending by the Australian government over this period, however a plateauing of capital spending by the Queensland government in Cultural Heritage Infrastructure.

<sup>&</sup>lt;sup>65</sup> Cultural funding and participation – national overview 2020 – 2021, <a href="https://www.arts.gov.au/cultural-data-online/government-cultural-funding-and-participation/cultural-funding-and-participation/cultural-funding-and-participation-national-overview.">https://www.arts.gov.au/cultural-data-online/government-cultural-funding-and-participation-national-overview</a>.





Figure 8 - Australian government cultural heritage expenditure

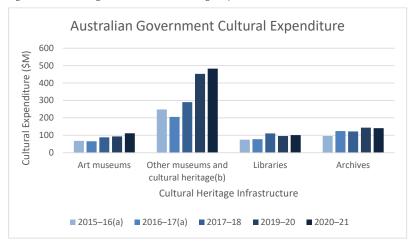
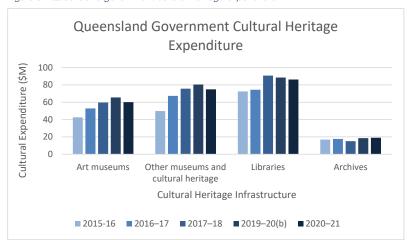


Figure 9 - Queensland government cultural heritage expenditure



Grow 2022 – 2026<sup>66</sup> is the second action plan of Creative Together, a Queensland Government initiative into arts funding in the State. Grow 2022-2026 is a plan focused on future opportunities, including those presented by 2032 Brisbane Olympic and Paralympic Games, and the Queensland Government's commitment to reconciliation through Path to Treaty. The Queensland Government is supporting Grow 2022-2026 with a \$50 million investment over four years – taking the total investment in Creative Together through the arts portfolio to almost \$80 million of new money. This investment is to support new initiatives, events and experiences that will connect artists with audiences, and further accelerate the growth of Queensland's arts, cultural and creative sector. Opportunity exists for the New Regional Gallery to seek financial support and potential funding of the new Caloundra Gallery development from this capital allocation.

<sup>&</sup>lt;sup>66</sup> Queensland Government (2022), Grow 2022 – 2026: The second action plan for Creative Together 2020-2030, a 10 year roadmap for arts, culture and creativity in Queensland.





#### 7.7 Benchmarking

A series of benchmark studies have been undertaken to establish an aspirational guide to comparable institutions from around Australia and New Zealand. These benchmarks have been contributed to by the SCC, Business Case, and stakeholder teams.

It is important to note that there is no one single gallery that Caloundra will seek to emulate, but this collection of galleries indicates the varying ways that institutions can bring great benefit to their region and more broadly. The aspiration themes for the nominated benchmarks will range from programming, operations, marketing, storage capability, gallery exhibition standards to collaboration partnerships (among others).

The built form of the proposed Regional Gallery will be of its unique place and therefore the physical attributes of most benchmarks are not comparable to the park location within a regional coastal city.

The following galleries are nominated as relevant case studies to the New Regional Gallery development, with key attributes and relevancies outlined in **Table 15** below.

Table 15 - Benchmark relevance table

Gallery/Museum	Location	Scale	Programming	Relevance Notes
Redland Art Gallery http://artgallery.redland.qld.go v.au	Two locations Cleveland CBD close to Redlands Performing Arts Centre - Capalaba site next two large mall and other retail.	Similar size to current.	Similar to New Regional Gallery currently.	For comparison with current.
HOTA Gallery https://hota.com.au  Regional population = 711,000	Gold Coast - Queensland Within Councils destination civic, arts and cultural precinct. 2kms from Surfers Paradise CBD.	the size of the new RG.	Positioning itself as a major art gallery with international reach and with similar visitation to MONA Hobart but with a far more modest collection at this stage. More aligned with Bendigo Gallery.	Assist the team to understand where the new RG may be positioned in the market. Design and programming elements will be used to inform design solution and BC.





Gal	llery/Museum	Location	Scale	Programming	Relevance Notes
Rockhampton Gallery (New Rockhampton Museum of Art opening Feb 22 - \$30m build budget, 4,700sqm) nttps://www.rockhamptonartg allery.com.au/About-Us  Regional Population = 90,000		New gallery located within Rockhampton CBD.	2 x major spaces totalling 1,000m² likely to be similar to new RG specs	Likely to be a significant touring partner for the new RG. Similar public programs.	This is another new, contemporary gallery soon to open and a similar and ambition. Current issues in terms of governance and leadershi will hold lessons for SSC.  Qld Govt has part funded construction under its 10-year plan as well as Commonwealth BBRF funding.
Bendigo Regional Art Gallery https://www.bendigoregion.c om.au/bendigo-art- gallery/about-us  Regional Population = 100,000		Bendigo CBD and cultural precinct.	One of the larger regional gallery facilities in Australia.	Broad range of international and national exhibitions plus a full range of public and industry development programs.	Bendigo Gallery can still be seen to be the benchmark in terms of regional type galleries. HOTA and SAM (Shepparton) will have ambitions in that regard.
Shepparton Art Museum (SAM) https://sheppartonartmuseum.com.au Regional Population = 85,000		A charming lakeside location on the fringe of the Shepparton CBD. The new SAM moved from its former central location.		SAM now has a significant indigenous collection and similar national and international aspirations to Bendigo and HOTA.  Some of its programming is more likely to align with RG's ambitions.  Strong indigenous collection and programs relevant to future RG.	Also, a new gallery facility therefore relevant to design and operational research and planning. Received funding from Commonwealth and State.  Full business case for it is a useful reference for team.





Gal	lery/Museum	Location	Scale	Programming	Relevance Notes
Geelong Gallery https://www.geelonggallery.org.au/  Regional Population = 250,000		CBD located next to city library and opposite performing arts centres and spaces.	Major spaces similar to a new RG.	Likely to be a key touring partner.	Geelong Gallery is currently seeking support for a business case to redevelop and expand in line with other cultural infrastructure projects taking place nearby.  Financial operating model and staffing within the range of new RG requirements.
MONA https://mona.net.au/  Hobart Population = 253,000		The beautiful Derwent River on one side and outer Hobart suburbs on the other. 7km from CBD	9500m2 total with 6000m2 of exhibition space.	Significant personal collection of David Walsh and one or two international touring exhibitions at a time.	MONA is referenced simply because its impact demands it. Every gallery/museum project in Australia since 2013 speaks of it. To that end understanding its unique development, programming and operating model is essential. It has had a dramatic impact on an entire state, a feat that must be understood, at least in part, when conceiving of a new regional gallery.
Tweed Regional Gallery and Margaret Olley Art Centre https://artgallery.tweed.nsw.g ov.au  Population = 98,000		Located 3.5 Kms from the CBD in a stunning rural setting. There is now a smaller CBD space in Murwillumbah.	Of a similar scale to RG requirements.	Likely to be an exhibition touring partner. Public programs can also help inform RG operations.	Given discussion around a site for the RG as well as scale and impact the Tweed Regional Gallery has been included.





Gal	lery/Museum	Location	Scale	Programming	Relevance Notes
MAMA – Murray Art Museum Albury https://www.mamalbury.com. au/ Population = 100,000 (Albury/Wodonga)		CBD location in major regional twin city location.	Of a similar scale to RG requirements	Likely to be an exhibition touring partner. Public programs can also help inform RG operations	Comparable reference point in terms of scale and operations.
Toitū Otago Settlers Museum https://dunedin.art.museum https://www.toituosm.com  Population= 125,000		Running along the train line in the centre of Dunedin	10,500m2 total size across fur buildings.	Regional history museum	Example of a small city attracting a huge number of visitors to the facility through great architecture and programming. 320,000 visitors in first year of reopening
Govett-Brewster Art Gallery New Plymouth (NZ) https://govettbrewster.com  Population = 56,000		CBD location	Similar scale	Useful reference in terms of diverse and contemporary programs	Probably twice the scale in terms of financial operations, nonetheless a useful reference in terms of programs and architectural endeavour.
Lismore Regional Gallery https://lismoregallery.org  Regional population = 30,000		Located with Lismore's cultural precinct.	Similar scale to new RG	Broad range of public programs to reference in BC.	Lismore's finances require further interrogation but with 6FTE at present and a similar subsidy level there are potential alignments.





Gallery/Muse	eum	Location	Scale	Programming	Relevance Notes
Ipswich Gallery https://www.ipswichartgallery.qld.gov.au/		CBD location	Smaller than proposed for RG	Broad range of public programs to reference in BC and potential exhibition touring partner.	A great example of solid programming and visitation. Good use of a Children's Gallery components.
Cairns Art Gallery https://www.cairnsartgallery.com.au  Population = 168,449		CBD	Smaller than proposed – 1800m2	Broad range of public programs to reference in BC.	Significant programming schedule that delivers some great content. Cairns has a great permanent collection also, with contributions by Ray Cooke.
Newcastle Gallery https://www.nag.org.au/hom e Population = 160,000		CBD	New gallery will double exhibition space to 1600sqm.	A potential national exhibition touring partner.	It has just been announced that the \$36.5m gallery expansion will go ahead. (Artshub 2/8/21)  https://www.artshub.com.au/2021/0 8/02/persistence-pays-off-green-light-for-newcastle-art-gallerys-35-6m-expansion/
Bunjil Place Gallery https://www.bunjilplace.com. au/exhibitions  Population = 300,000		Located in the major retail and Civic precinct in the City of Casey. Part of the \$150m Bunjil Place development that also features a library and performing arts and events spaces.	gallery only one small	Houses the City of Casey's collection and touring exhibitions aimed at local community.	Relevant to precinct activation, governance, and co-ordination. It is a multi-hub building and as such is much larger than RG.





Gall	ery/Museum	Location	Scale	Programming	Relevance Notes
Townsville – Perc Tucker Gallery https://www.townsville.qld.go v.au/facilities-and- recreation/theatres-and- galleries/perc-tucker-regional- gallery  Population = 196,800		Townsville CBD	Similar size to the proposed Caloundra Gallery	Possible partners	Further information is being sought in relation to this long-lived Qld regional gallery. Depending on results this may be dropped in the final report.
QAGOMA https://www.qagoma.qld.gov.au  Population = 2.15M		CBD Brisbane	25,000m <sup>2</sup>	Likely to be an important industry partner and provide mentoring and training opportunities.	Provide a reference point for large scale museums and galleries.





# Part Two – Project Framework & Outcomes Sought





# Legal & Regulatory Considerations

This section outlines the key legal and regulatory issues and risks, identified during preparation of the Business Case, which will need to be considered and managed for the proposed New Regional Gallery, including:

- legislative issues pertaining to land use planning approvals, environmental legislation, and land acquisition,
- statutory and development approvals required to be undertaken, and
- other legal matters relating to procurement and delivery.

#### 8.1 **Land Tenure**

All 14 lots in the site area are owned by SCC. Caloundra Art Gallery is located on Lot 666 on CG4615, a land parcel held by Council under a Deed of Grant in Trust from the State of Queensland.

Table 16 below summarises the ownership of the properties/sites that currently sit within the Caloundra Community and Creative Hub precinct. The SCC owned sites highlighted by the orange border in Figure 10 overleaf have been identified as potential locations for the proposed New Regional Gallery and associated gallery amenities and are assessed for appropriateness as part of this Business Case.

Table 16 - Property ownership within Precinct

Property (Current Use)	Ownership
22 Omrah Avenue (Existing Art Gallery)	SCC Held by Council under a Deed of Grant in Trust from the State of Queensland
8 Omrah Avenue (Existing Library)	SCC
77 Bulcock St (Visitor Information Centre)	SCC
Felicity Park	SCC

The table above is graphically represented in Figure 10 below.





Figure 10 - Properties within the precinct



Source: Ethos urban

## 8.2 Legislative issues

Preliminary planning approval due diligence was investigated as part of the SASR stage of the Business Case. The Planning Act 2016 is the principal regulatory framework for development assessment in Queensland and identifies the categories of development and assessment. The purpose of the Planning Act is to facilitate the achievement of ecological sustainability by establishing an efficient, effective, transparent, coordinated and accountable system of land use planning, development assessment and related matters.

The proposed New Regional Gallery site is subject to the provisions of the Sunshine Coast Planning Scheme 2014, with the relevant provisions identified in Section 8.3 below. The applicable zoning nominates the category of development. These categories range from 'Accepted Development' that does not require Council approval, through to the more onerous Impact Assessment which requires lodgement of a development application and public notification whereby appropriately made submitters are afforded appeal rights through the Planning and Environment Court.

#### 8.3 Regulatory issues

#### 8.3.1 State Planning Policy

The State Planning Policy (SPP) defines the State's policies about matters of state interest in land use planning and development. A state interest is defined 'as an interest that the Planning Minister considers affects an economic or environmental interest of the state or a part of the state and/or affects the interest of ensuring that the purpose of the Planning Act 2016 is achieved'.

Of the 17 State interests identified in the SPP, a review of the SPP Mapping System determined the following State interests apply to the Site:

- Natural Hazards and Risk Resilience: Flood Hazard Area Local Government flood mapping, and
- Transport Infrastructure Active Transport Corridor (as shown on Figure 11).

Since the Site is identified as being contained within a Local Government flood mapping area, the SPP requirements for flood are triggered by the flood mapping contained in SCC's planning scheme.





The SPP mapping identifies an Active transport corridor along Bulcock Street. To appropriately address this SPP transport infrastructure interest, the planning scheme must require development achieve a high level of integration with transport infrastructure and supports public passenger transport and active transport as attractive alternatives to private transport.

Figure 11 - SPP Mapping - Natural Hazards and Risk Resilience (Local Government Flood Mapping)<sup>67</sup>



Source: Ethos urban

The SPP includes assessment benchmarks for some development applications where a planning scheme does not appropriately integrate the relevant state interest. According to Part 2.1 of the planning scheme, all the relevant state planning policies have been appropriately integrated into the planning scheme.

#### 8.3.2 South East Queensland Regional Plan 2017 (ShapingSEQ)

ShapingSEQ is a statutory planning instrument that represents the pre-eminent strategy for managing growth within the South-East Queensland (SEQ) region. ShapingSEQ prevails to the extent of any inconsistency with individual planning schemes.

The existing gallery site is located within the Urban Footprint of ShapingSEQ, and under the Kabi Kabi traditional owner group.

ShapingSEQ identifies Caloundra as a major regional activity centre, a focal point for sub-regional employment and the delivery of sub-regional services and contain major concentrations of business and related activities, cultural and entertainment facilities, and support convenience retail uses that meet the needs of their sub-regional catchments.

The development of the site for the New Regional Gallery is consistent with the designation for urban development and the aspirations of a major regional activity centre. Furthermore, the proposed New Regional Gallery contributes towards the achievement of the instrument's goals that focus on prosperity, connection, and liveability.

#### 8.3.3 State Development Assessment Provisions

The State Assessment and Referral Agency (SARA) was introduced on 01 July 2013 to deliver a coordinated, whole-of-government approach to the State's assessment of development applications. The State Development Assessment Provisions (SDAP) sets out matters of interest for the state in development assessment, where the Chief Executive administering the Act is the assessment manager or referral agency.

<sup>&</sup>lt;sup>67</sup> Source: Department of State Development, Manufacturing, Infrastructure and Planning, 2021





Importantly, the SDAP provides assessment benchmarks for the assessment by the Chief Executive or a referral agency and provides applicants with the opportunity to address performance outcomes to demonstrate that a development appropriately manages any impacts on a matter of state interest, and/or protects a development from impacts associated with state interests.

Schedule 10 of the Planning Regulation 2017 prescribes circumstances where development requires referral to a referral agency. This schedule also outlines the assessment benchmarks the referral agencies use to assess development applications. If a gallery proposal was to be submitted through the development assessment pathway, it is considered the development would not likely trigger referral to SARA for assessment<sup>68</sup>.

#### Aboriginal Cultural Heritage Act 2003

The Aboriginal Cultural Heritage Act 2003 binds all persons, including the Local Government, and is intended to provide effective recognition, protection, and conservation of Aboriginal cultural heritage. The act gives power to the 'Duty of Care Guidelines'. These guidelines set out requirements for landowners to undertake, prior to undertaking an activity on land which has the likelihood of causing harm to Aboriginal cultural heritage such as, disturbing surface areas, clearing, constructing new buildings or structures.

Prior to any development adjacent to Felicity Park, it will need to be confirmed that the site does not contain Aboriginal cultural heritage value. Whilst this legislation is separate to the Planning Act 2016, there is a need to have regard to the act as it may implicate future development pursuits over the subject site. It is recommended SCC engage a suitably qualified person and/or a representative from the local indigenous group to confirm that any future development will not cause harm to anything identified as having Aboriginal cultural heritage value.

#### 8.4 **Local Planning Requirements**

#### Sunshine Coast Planning Scheme 2014

The local categorising instrument in place for Sunshine Coast Council is the Sunshine Coast Planning Scheme 2014 (the planning scheme). The current version of the planning scheme (version 23) took effect on 24 May 2021 and is the framework in which any potential development of the site is assessed.

#### Zoning

The proposed site is identified as being within the Major Centre Zone as illustrated in Figure 12 below. The purpose of the Major Centre Zone is:

To provide for Beerwah Town Centre, Caloundra Town Centre, Nambour Town Centre, and Sippy Downs Town

- a) Be developed as major regional activity centres for the Sunshine Coast, servicing a part of the sub-region and complementing the role of Maroochydore as the principal regional activity centre for the Sunshine
- b) Accommodate a range of higher order business activities, entertainment activities, multi-unit residential activities and community activities in an active and vibrant mixed-use environment; and
- c) Have a scale and intensity of development that is commensurate with the role and function of a major regional activity centre as specified in the Sunshine Coast activity centre network and the applicable local plan code.

<sup>&</sup>lt;sup>68</sup> Refer Section 7 of Ethos Urban (2021), Planning Report – Proposed new New Regional Gallery





Figure 12 - Site Zoning69



Source: Sunshine Coast Council, 2023

The proposed New Regional Gallery within the Caloundra Community & Creative Hub aligns with the intent of major regional activity centre. The Caloundra Community & Creative Hub is envisioned to be the focal point for community activities and events in Caloundra. **Table 17** outlines how the proposal can achieve the overall outcomes and therefore the purpose of the major centre zone.

The planning scheme states that the purpose of the Zone is achieved through the overall outcomes which have been set out in detail within **Appendix D**.

#### 8.4.3 Local Plan Area

The site is included within the Caloundra Local Plan Area and is further identified as being within the Community and Creative Hub precinct (CA: LPSP-1b) and the Caloundra Central Precinct (CAL LPP-1).

<sup>&</sup>lt;sup>69</sup> Sunshine Coast Council, 2021





Figure 13 - Caloundra Local Plan Area



Source: Sunshine Coast Council, 2023

#### 8.4.4 Height of buildings and structures overlay

The height of buildings and structures overlay seeks to "protect the distinctive character and amenity of the Sunshine Coast as a place with a predominantly low to medium-rise built form." As shown in Figure 14 below, the site has an unspecified maximum height. It is noted that the surrounding maximum height is 30metres (light blue) and 25metres (purple) and a similar overall building height will remain consistent with the existing built form present in the locality.

The resulting height requirements for the site requires further planning to be undertaken in conjunction with facilities review/refurbishment of the Caloundra Council Administration Building and/or other land for community purposes in Caloundra Centre, as required under the local plan's performance outcome.

Figure 14 - Height of Building and Structures Overlay



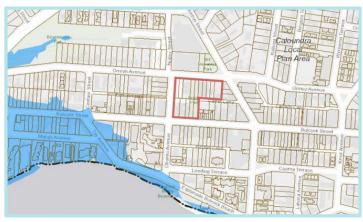




#### 8.4.5 Flood Hazard Overlay

The existing planning scheme's flood hazard shows that the site is not impacted by flooding as shown in Figure 15 below. According to SCC's flood information search, the Defined Flood Level (AEP 1%) for the property is range between 8.31-9.16mAHD at the existing gallery and library sites.

Figure 15 - Flood Hazard Overlay



As shown in Figure 16 below, the site is impacted by current and future climate local flooding along Otranto Avenue and Omrah Avenue, and through the western side of the existing library site along Carter Lane and through the northern boundary of 77 Bulcock Street. Due to the nature of a gallery requiring sensitive storage spaces, it would be recommended that a detailed flood study is undertaken to better inform the detailed design of the proposal.

Figure 16 - Flood information search



Source: Sunshine Coast Council, 2023





#### 8.5 Development Approvals

# 8.5.1 Development Approval History

According to SCC's publicly available electronic development record system (*Development.i*), there does not appear to be any historical development permits recorded over the site. However, this system only contains records lodged with the SCC since 2007. For a more detailed review of the site's history, a historical records search can be undertaken, if needed.

#### 8.5.2 Planning Approval Pathways

There are two approval pathways for SCC to consider for the proposal being:

- Traditional development assessment; or
- ☑ Infrastructure designation.

These pathways are discussed in detail in the following sections of this report.

#### 8.5.2.1 Planning Approval Pathway Number One - Traditional Development Assessment

The traditional development assessment pathway involves making a development application in accordance with section 51 of the *Planning Act 2016* where SCC would be the assessment manager. The development application would follow the rules set out in the *Development Assessment Rules*, as per Section 68 of the *Planning Act 2016*.

The planning scheme designates four different categories of development. These categories indicate whether a form of development is anticipated and if a development approval is required prior to the development being undertaken.

The four (4) categories are:

- Accepted development These are forms of development that can be undertaken without planning approval. Accepted development can be thought of an 'as of right' development. No application needs to be submitted to Sunshine Coast Council.
- Accepted development subject to requirements These are forms of development that can be
  undertaken without planning approval, avoiding lodgement of an application with Sunshine Coast Council,
  provided some specific criteria are met. If the requirements are not met, the development will elevate to
  code assessment.
- 3. Code assessment These are forms of development that can only be undertaken after development approval is obtained (via lodgement of an application with Sunshine Coast Council).
- 4. Impact assessment These are forms of development that can only be undertaken after development approval is obtained. The impact assessment process is more onerous and requires public notification. These applications are subject to third party appeal rights from properly made submitters. Impact assessment is identified for development that is either not anticipated within the zone or development that councils cannot easily regulate through standard codes.

These levels of assessment apply to three (3) different aspects of development:

- 1. Material change of use, which describes land uses.
- 2. Reconfiguring a lot, which describes subdivisions; and
- 3. Operational works, which describes earthworks and the like.

In accordance with Schedule 1 Definitions of the Planning Scheme, the proposed gallery development is defined as a 'Community Use' being "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."

Table 17 below, outlines the levels of assessment for a Material Change of Use for a Community Use within the Major Centre Zone.







Table 17 Levels of Assessment

Defined Use	Category of Development and Category of Assessment	Assessment Benchmark	
	Accepted development if: -  (a) Located on <i>Council</i> owned or controlled land; and (b) Undertaken by or on behalf of the Council	No requirements applicable	
Community Use	Accepted development if in an existing building	Transport and parking code	
Community Ose	Code assessment if not otherwise specified	Major centre zone code Caloundra local plan code Community activities code Prescribed other development codes	

The subject site is identified as Council land and the proposed redevelopment will be considered **accepted development** if undertaken by or on behalf of Sunshine Coast Council.

The levels of assessment relating to the local plan do not alter the level of assessment for community use, however the acid sulphate soils, and airport environs overlays could increase the assessment category to code assessable depending on the full extent of the proposed development in terms of levels of excavation and extent of building height. The proposal would then be assessed against the relevant benchmarks identified in Table 18.

Table 18 - Levels of assessment according to overlays

Overlay	Benchmark	Category of assessment	Risk
	Any development if: -	Code assessment if the development is	
Acid sulphate	(a) within Area 1 as identified on an Acid Sulphate Soils Overlay Map and involving: -	provisionally made accepted development by another table of assessment.	
soils overlay	(i) excavating or otherwise removing 100m3 or more of soil or sediment; or	accessment.	Potential
	(ii) filling of land with 500m3 or more of material with an average depth of 0.5 metres or greater; or	No change if not otherwise specified above.	
	Material change of use if: -		
	(a) within the outer limits of an obstacle limitation surface as identified on an Airport Environs Overlay Map; and		
	(b) involving one or more of the following: -		
Airport environs overlay – where within the outer	(i) buildings, structures or works over 12 metres in height.	provisionally made accepted	
limits of an	(ii) extractive industry.	development by another table of assessment.	Unlikely
obstacle limitation surface (operational	(iii) the emission of gaseous plumes, smoke, dust, ash or steam; or		
airspace)	(iv) external lighting that includes: -	No change if not otherwise specified.	
	(A) straight parallel lines 500 metres to 1,000 metres long; or		
	(B) flare plumes, buildings or machinery with reflective cladding, upward shining lights, flashing or sodium lights.		





The gallery proposal within the CCH site area would be accepted development and thus can be undertaken without planning approval. However, should the development trigger code assessment due to the above-mentioned overlay requirements, then SCC would need to obtain a development permit, which in our experience may take three (3) to six (6) months for SCC's development assessment team to process.

#### Planning Approval Pathway Number Two - Local Government Infrastructure Designation

The Local Government Infrastructure Designation (LGID) pathway is intended to be a higher level, more principlebased assessment process, which allows SCC to designate a premises for the development of essential infrastructure and deliver these faster, at a lower cost and without the risk of appeal. The currency period of a LGID is six (6) years in which development must have commenced but can be applied to be extended and amended as long as land remains in ownership of SCC.

A LGID removes the need for seeking planning approvals for that development under the Planning Act 2016 - all development subject to the designation is 'Accepted Development' (i.e., no approval is required) provided it complies with any requirements for the designation. However, all works subject to the Building Act 1975 and the Plumbing and Drainage Act 2018, or another Act still require relevant permits and approvals, such as building or operational works.

Chapter 8 of Minister's Guidelines and Rules 2017 (MGR) sets out the designation process a local government must follow. After preparing the LGIP proposal the local government must undertake public consultation for at least 20 business days and provide the proposal to the State for assessment. Submissions must be considered, and the extent of changes made to the proposal will determine if further targeted consultation is required. The proposal is then designated by the local government and noted in the planning scheme.

There is no LGID notations in the Sunshine Coast Planning Scheme. It is therefore assumed that this is not a used process in SCC and could therefore be timely to go through.

An overview of the key differences between the two (2) approval pathways is summarised in Table 19 below.

Table 19 - Planning approval pathway comparison

Арр	oroval Pathway Option	Application fees	Infrastructure charges	Public consultation	Appeal rights	Assessment period	Currency of approval
d as	raditional evelopment ssessment rocess	Yes	Only if an application is triggered to be assessed by SCC	Where any application remains code assessable, no public consultation is required	Yes, Applicant only. Third party appeal rights are not afforded on code assessable applications	3-6 months	6 years unless stated. Extensions are available on request
In	ocal Government ofrastructure designation	No	Unlikely – To be confirmed as this is subject to change.	Yes – for at least 20 business days	No	Unknown – possibly 20 business days	6 years up until construction. Extensions are available, for up to 6 years, on request. Enduring thereafter





# Public Interest Considerations

#### 9.1 **Purpose**

Stakeholders were nominated through Stakeholder Mapping and those identified as being potentially impacted by the project proposal in either a direct or indirect manner. An engagement strategy was established and progressive engagement across the different stakeholder groups continued throughout the Detailed Business Case development process.

Positive and negative feedback from the stakeholder groups was recorded to assist in informing the 'balancing of interest'. Feedback from each stakeholder will be taken into consideration throughout the planning and design stages of the Reference Project, to ensure that there is a suitable and equitable outcome for all parties. The primary objective of stakeholder engagement is to identify potential negative impacts or opportunities so that they are managed and realised.

Responses to interviews as well as performance, market and operational data gathered from these stakeholders will be used to assist to:

- determine specific service needs,
- establish performance benchmarks and KPI's for the new gallery,
- establish strategic alignments (and any potential conflicts) with other SCC, State and Commonwealth initiatives,
- refine functional brief requirements,
- establish options for appropriate staffing and resourcing requirements, and
- identify operational risks.

#### 9.2 **Community Consultation Findings**

The SCC has undertaken community consultation over a period related to Arts and Culture on the Sunshine Coast and the Caloundra cultural precinct, otherwise known as the Caloundra Community and Creative Hub (CCCH). Community consultation is ongoing, and the business case has adopted the findings and outcomes of the consultation activities to date, which are presented below.

#### 9.2.1 Sunshine Coast Audience Market Research

In 2020, the Sunshine Coast Arts Foundation (SCAF) and the SCC commissioned market and audience research<sup>70</sup> in 2020 to support the Sunshine Coast Arts Plan 2018-2038.

The research was conducted with over 600 participants and aimed to understand key audience segments in the Sunshine Coast region, identify ways to deepen engagement with the community and highlight opportunities for new arts and cultural experiences.

The market research identified the following key findings:

- 9 in 10 people agree that arts and culture make the Sunshine Coast a better place.
- 92% of respondents enjoy seeing local artists achieve success.
- 96% of respondents attended at least one type of event in 2019, with the most common being musical performances followed by visual arts.

<sup>70</sup> Patternmakers (2020), Sunshine Coast Audience Market Research





- The largest proportion of respondents attended the Events Centre (54%) with 32% of respondents attending the Sunshine Coast Regional Gallery.
- Respondents expressed a desire to see more arts experiences and events within the region.
- Just over half of the respondents (57%) felt satisfied with the arts and culture on the Sunshine Coast.
- Respondents indicated there is an appetite for regular, outdoor and 'incidental' events.

#### Create Caloundra - Caloundra Community and Create Hub Engagement

CCCH is a defined precinct within Caloundra that creates public spaces and connects the Events Centre, the new District Library, New Regional Gallery, town square, parks, and street spaces through to Bulcock beach.

In forming the framework for the CCCH, the SCC has undertaken two stages of community consultation to understand the needs and vision of the community, with a third stage of consultation to follow. The first stage of the consultation process occurred in November and December 2020 and was undertaken to understand the 'Values and Vision' of the community. This first stage of community consultation identified the following community values<sup>71</sup>:

- An emphasis on 'Keep it Green' through open space, gardens, and parks.
- A desire to maintain the unique nature of Caloundra.
- A rethink of the way the community moves throughout the Centre.
- Improve navigation through making the finding of spaces and events easier; and
- Create a walkable and accessible precinct that creates different arts, events, and activities in both the day and night.

The second stage of the consultation process occurred in May and June 2021, and was undertaken to validate the values identified in the first stage of community consultation. The second stage of the consultation process also included a Draft CCCH Concept Design to help underpin the development and completion of the concept design of the CCCH. This secondary community consultation identified the following key findings72:

- 🔰 The identified value of 'Keep it Green' was the most valued priority and there was an appreciation of green design
- A large proportion of respondents were happy with the Draft CCCH Design.
- A significant proportion of respondents highlighted a desire for more art, be it local or interactive.
- Several respondents identified a need for the incorporation of indigenous and local cultural heritage.
- Over 90% of respondents agreed with the vision statement for the CCCH.

## Caloundra Community & Creative Hub Vision Statement

A place for people to enjoy and discover arts, creativity, and community in an extended shady and green public precinct. A place which connects spaces and civic buildings with accessible events and engaging creativity, social and retail opportunities that tell the stories of Caloundra old and new. A Community + Creative Hub that captures your spirit of Caloundra.

With regards to the New Regional Gallery, specific survey responses received throughout the second stage of the CCCH consultation process included:

Netain and repurpose 77 Bulcock Street.

<sup>71</sup> https://haveyoursay.sunshinecoast.gld.gov.au/create-caloundra

<sup>&</sup>lt;sup>72</sup> Caloundra Community & Creative Hub - Community Engagement - Have we got it right? (May/June 2021)





- Repurpose the current Gallery building and build a new gallery on the current library site (redevelopment site).
- Retain current Gallery building as Cafe / art sales. Lease space to assist funding of new gallery in current library space.
- There is insufficient "parkland "space with the new gallery site located on Otranto Street corner.
- Otranto Street could be eatery street like Ocean Street in Maroochydore but with more shady trees.
- Close Omrah Avenue to vehicles. Reconfigure 77 Bulcock Street as open-air Gallery space, walls for children to paint on etc. Move Regional Gallery to old library and convert Gallery to cafe with outdoor and indoor seating.
- Love the open green space and the link of civic buildings.
- Love gallery and library.
- Like artistic elements interconnection of spaces to gallery will draw people up.
- У Like interconnectivity spaces. Gallery as focus.
- 1'd increase the open space even further. The new gallery impacts on the existing vegetation.

A third and final stage of community consultation for the CCCH will follow the finalisation of the concept design, forecast for completion in late 2023.

#### 9.3 Stakeholder Engagement Methodology

Additional targeted stakeholder engagement has been undertaken with industry groups, government, and internal SCC departments, with key findings and observations set out below.

#### 9.3.1 Internal Stakeholders

The New Regional Gallery project is part of a broader masterplan for developing a creative precinct within Caloundra that all internal stakeholders have some connection with. Therefore, it was considered essential to develop a better understanding of how the New Regional Gallery fits within current and developing SCC strategies and intentions.

To understand the complex intersections within SCC and their interplay with the New Regional Gallery project, the following questions were asked of SCC stakeholders:

#### 1) Place

What is your area and remit within SCC?

#### 2) Values

- What are the problems and missed opportunities that you think the new gallery will address?
- What are the benefits to SCC and the community that you think we should be highlighting?
- What are the risks and/or potential dis-benefits that you may have identified?

#### 3) Intersections

- Are there other projects or proposals being developed by the SCC, or by other parties of which you think we should be aware?
- >> How important is the development of a new gallery to other SCC strategies and plans?
- 🔰 Is the new gallery likely to have any direct or indirect financial or economic impacts on your business unit's work?

The internal stakeholder consultations also included an opportunity to engage with the Integrated Community Facilities Team. This group of senior managers, which meets regularly, was constituted by SCC precisely to address the intersection across SCC.

#### 9.3.2 External stakeholders

The external stakeholder group consisted of two broad cohorts:





- Current Gallery managers
- Directors of visual art and gallery peak bodies relevant to the New Regional Gallery.

The current gallery managers provided valuable benchmarking data, industry knowledge and on the ground experience. Peak bodies are essential knowledge keepers within any industry, as both repositories of the industry's history and watchers of the future horizon.

As these consultations attempt to draw out different perspectives depending on the participant's current role, sector experience, Queensland visual arts perspective and regional gallery perspective, the questions were necessarily more open-ended. Accordingly, they are grouped into three themes:

#### 1) Benchmarking data

- Yeunctional design and spatial analysis, e.g., size, facilities and location
- Visitation and engagements including local visitor and tourism impacts, in-person and online, communications and publications
- > Financial metrics and KPI's
- Management and governance arrangements, including staffing
- Economic impacts (if known)

#### 2) Beyond the benchmark

- 🔰 Touring Exhibitions Programs curatorial strategy number, type, source, style, genre, target market
- Education and Public Programs programming strategy, type, incursions/excursions, cost, delivery method, market impacts, success against program objectives and KPIs
- Local Artists Engagement formal and informal, specific programs including exhibitions, sales, mentoring, development, representation, profiling and acquisitions
- Creative Industries engagement broader creative industry engagements, incubators/hubs, workspaces, and studios
- Visitor Economy Impacts tourism drivers and strategies
- Broader visitor economy impacts flow on from other regional events
- Other Impacts local teacher Professional Development, residencies, training (vocational and hobbyist), impact learnings from similar projects
- Commercial Businesses- retail, food and beverage, functions, and events
- Organisational impacts impacts on organisational structures, HR

#### 3) Connections

- Traditional owners
- Gallery and professional networks nature and value
- Museum sector SIGs (Special Interest Groups), Art Educators association, business networks
- ≥ Touring Exhibitions Coordinators and sources availability, costs and requirements
- → Funding availability, sources, and conditions
- Vother galleries locally, Qld, national and international. Public, community and commercial
- Peripheral sectors photographers, valuers and freelancers
- Supporters friends and the like (relationship, value and contributions)





#### Key partnerships and sponsors

Given interviewees time constraints, desire to maintain confidentiality around more sensitive data and issues and, on occasion, a lack of knowledge and/or data, the above was used as a framework rather than a strict formula.

## 9.4 Targeted Stakeholder Engagement: Findings & Analysis

Stakeholder sentiment: The precinct has the opportunity to draw in the innate creativity of the Sunshine Coast, amplify it, and launch it back out to energise the whole region.

#### 9.4.1 Internal Stakeholders

Internal stakeholders generally saw the new Gallery's inclusion as critical to cultural precinct activation and, therefore, success. Very strong, albeit not unanimous, support for the New Regional Gallery and the recommendations of this DBC has been provided by the PCG, Working Group, and other key internal stakeholders. It is however noted that the Community Portfolio Councillor has expressed concern in relation to the scope, scale and location of the Gallery. Detailed internal stakeholder comments and feedback are provided in **Appendix A** for review, with an overview of key points summarised in this section.

Internal stakeholders understood the strategy for the creative precinct is to be centred on the Gallery, Library and The Events Centre within a well-designed environmental setting. More than one group observed that this would bring together the three elements for which Caloundra and the broader Sunshine Coast region are known – creative cultures, seeking and learning and natural beauty. Caloundra was also repeatedly referenced as the creative heart of the region.

Activation was understood as more than just developing/increasing visitation to the precinct. There is a desire to see the CBD enlivened to enhance liveability in the region and be a business attractor.

#### 9.4.1.1 Opportunities Identified

There were clear opportunities for Caloundra that could arise from the development of a vibrant cultural precinct:

- Promote Caloundra as a vibrant place for people to live in and drive both population growth and pro-actively the demographic changes underway.
  - Providing new creative learning and participation opportunities for kids and families is an essential part of improving the liveability and attraction of the region to new and younger residents looking for more than great beaches and the outdoor environment. Their children can become the next generation who will see pride in their locality and have their creative, knowledge and environmental needs satisfied. These changes can help reduce the flight to major urban centres and keep skills and knowledge within the region. It will also change the perception of some of Caloundra and the Sunshine Coast being simply a haven for retirees and grey nomads.
- The Caloundra CBD should become an aspirational centre that reflects the meaningful relationship between culture, knowledge, and the environment. Through innovative precinct design and planning, followed by collaborations between the asset managers, the precinct can broadcast the Sunshine Coast as a location that recognises the 'good life' is found at the interconnection of these elements.
- If the precinct can achieve the three steps above, it was believed that business and investment opportunities would necessarily follow.
- There was a general view amongst the groups that a vibrant precinct will attract food and beverage offerings. These should also contribute to the cultural activation of the space through music opportunities and wall spaces for local artists to hang and sell works. A vibrant night-time economy was also seen as a critical outcome. Other creative businesses should also be incentivised to locate near the precinct, such as maker spaces, design studios, independent fashion labels, music and instrument stores and book shops. It was felt that vibrancy, inside and out of SCC owned facilities was critical to increasing visitation and attracting a major hotel to the area, which is currently lacking.
- 3 Stakeholders agreed that a clear goal should be to increase local spending on arts and culture but needed





appropriate attractions opportunities to do that. The economic benefits of this, including an improved SEIFA<sup>73</sup> Index rating, a multi-generational middle-class growth, and more disposable income, will then see a greater demand for local cultural consumption. This will serve to encourage further precinct activation to meet growing demand.

There was some concern that the proposed size of the new building might produce a monolith that feels too big for the natural surrounds and unwelcoming to the community.

#### 9.4.1.2 Impact Beyond the Caloundra CBD

The New Regional Gallery, and indeed the precinct, can invigorate Caloundra and the Sunshine Coast region. There was a strong sense from internal stakeholders that the Caloundra CBD and the creative precinct is the correct location to maximise the impact of the new Gallery.

Stakeholders reflected on the tensions between the impact on the immediate location – the potential for space activation and placemaking within Caloundra, and the desire to have a true regional Gallery that connects to the entire region.

#### 9.4.1.3 Analytical Note

Rather than seeing this as an either/or set of options, there is the opportunity to reflect upon this in terms of flow. A built asset is permanently fixed in space and clearly cannot move around the region. However, there are certain aspects of a gallery that can create movement.

This can be understood as a centrifugal flow and a centripetal flow that breathes creativity into the creative centre of the region and breathes amplified creativity back out, as highlighted in the quote that begins this section. The image of the gallery as an amplifier is more powerful than considering it as a beacon. The five functions of the gallery do not just create a critical mass for the creative precinct but a living entity.

Through innovative display methods, public programming, community engagement and commercial alignment and branding, the Gallery can contribute to the flow of creativity and knowledge development across the region. In the true sense of a community node, the Gallery can also connect to other regions.

#### 9.4.1.4 Localism and regional impact issues

There is also seen to be a risk that the New Regional Gallery only serves Caloundra and its surroundings and might fail to generate senses of engagement or civic pride across the entire region. This was expressly stated in one stakeholder consultation but constantly hinted at in other ways throughout the process. For example:

- The discussions centred on the naming of the Gallery show a strong desire for the name and therefore brand to represent the whole of the Sunshine Coast and not just Caloundra. However, there has been discussion about the term 'regional', and concerns that this may shrink the aspirations of the Gallery and precinct rather than amplify them.
- The engagement with and opportunities for local artists extended beyond the Caloundra region. It was constantly stated in the consultations that the Sunshine Coast is a region noted for its vibrant artistic and creative communities and its maker culture. There is a degree of civic pride in the region's creativity that is evidenced right across the SCC. Stakeholders want a gallery that can support and help grow this reputation of the entire region and raised concerns about a gallery that only promotes Caloundra artists or leaches funding and opportunities away from other parts of the region. Sunshine Coast artists should not have to relocate to Caloundra for career opportunities.

#### 9.4.1.5 Impact beyond the arts community

It was stressed in numerous consultations that the SCC desires a gallery for the whole community, not just for local artists or current arts patrons. This 'whole of community approach is echoed in the external stakeholder consultations, and a belief expressed that new cultural asset need to appeal beyond the arts community. This appeal is nuanced in several ways, including the relationship to the surrounding place and environment, the arts that the

<sup>&</sup>lt;sup>73</sup> SEIFA is an index of relative socio-economic disadvantage, https://profile.id.com.au/sunshine-coast/seifa-disadvantage - a rating of 1000 is seen as average. SSC LGA was rated at 1014 in 2016 by way of comparison Brisbane was rated at 1048 and the Gold Coast at 1018.





asset hosts, the public programming, and engagement. However, we understood these comments also to imply that:

- A broad reach beyond the arts community justifies SCC's contribution to the asset's operational costs. The Gallery needs to show how it contributes to SCC's mandate to enrich the whole community.
- Impact beyond the arts opens a range of funding and marketing opportunities to contribute to the Gallery's bottom line. For example, engaging with the local disability community and branding around accessible tourism brings money into the region and allows the Gallery to source funding for accessible and mixed-ability programs from other state and federal government pools. This only enriches the cultural precinct.
- Investment and economic development are essential in this context, though the gist of this is discussed above.
- Thanks to the democratisation of technology since the 1980s, people are less siloed into a single interest and seek a broad array of knowledge and learning. Particularly true of young people and digital natives, there is no rigid divide between the arts and sport or the visual and performing arts. The Gallery must take this into account and take a Gallery + approach that is becoming more common. Bringing multiple artform collaborations into the Gallery, staying abreast of new technology developments, appreciating the wide variety of creative industries and maker cultures is essential. Equally important is engagement with non-arts communities, such as partnering with a local football club or business to create opportunities and celebrating the creativity found within non-arts pursuits creative problem solving within business, the performativity of sport and the ballet of traffic flow. The Gallery can make small but significant contributions to ways of thinking and ways of knowing within the community that can have a lasting impact and build a solid integrative foundation. While not expressed in this way, many of the consultations focussed on this question. SCC stakeholders recognised intuitively the importance of creativity within a plethora of day-to-day activities. They were seeking a way (and a language) to recognise that the Gallery can positively contribute to this.

#### 9.4.2 External Stakeholders

Emerging points from external stakeholder consultation include:

- It is essential to ensure a new Gallery gets built to standards that are acceptable to institutions that hold potential touring exhibitions. Failure to meet these standards in climate control, security, loading docks and back of house makes it almost impossible to secure touring exhibitions. This immediately relegates a Gallery to the second tier of relevance, impacting the financial model and intangibles such as civic pride and community engagement.
- Operational funding is essential to achieving SCC goals. Sector peak bodies have identified a correlation between insufficient operational funding, the difficulty in attaining gallery and SCC aspirations, and staff turnover. Operational funding and expectations must align for success. Councils cannot expect high returns from low investment. On the other hand, galleries cannot promise high impact on modest resources. There is a sweet spot for each gallery, and this is reached through open dialogue.
- Galleries located away from the city centre have lamented the fact and stated that exclusive locations, no matter how lush, make for a difficult business and engagement model. They would rather relocate within a vibrant CBD or a creative precinct close to high foot traffic and more opportunities to engage with secondary businesses such as food and beverage. It is also important to be close to creative areas to reach and support local artists easily and close to other cultural assets, such as performing arts centres and libraries, to make collaborations easier and programming less costly.
- A Gallery Director is a trained expert with a wealth of skills and needs a licence to act on their understanding of the sector and its role within the broader community. While cultural assets are owned by Council, some degree of independence in terms of curation and programming was seen by the industry group as essential. This situation is not unique to galleries and museums. The arms-length relationship between SCC and The Events Centre is a clear local example.)
- Securing exclusive touring exhibitions is based on relationship building and management (after the gallery has passed the necessary quality control and facility hurdles). There is strong competition among regional galleries for limited touring stock, and relationships matter in this regard. Furthermore, success breeds success. Once a gallery shows it can host a successful touring exhibition, institutions are more willing to loan collections. This opens opportunities to think outside the box and approach institutions to loan works that may not otherwise be considered. This builds brand and reputation as there is a strong appetite to see interesting and exclusive work. This





attracts more visitation to the precinct, improves activation and business development and ultimately increases civic pride.

- Successful regional galleries are built on long term sustainability. Constant changes in operational funding, management by non-experts, rapidly shifting SCC priorities all produce an unstable vision of the future. It becomes difficult to source and retain talented gallery directors, and the gallery will focus more on survival rather than activation and community engagement.
- Diversity is an essential part of any creative or cultural asset. This includes First Nations and culturally diverse voices in the curatorship process, multi-arts, and non-arts engagement. A skilled manager understands vibrancy in two ways - the vitality of the visual art and gallery sector and the vibrancy of the whole community. Diverse voices mixed with creative problem solving creates the perfect alignment for genuine placemaking right across the region.
- 🔰 It is vital for regional galleries to think outside their own LGA confines. Beyond the necessary activation of the region, a smart gallery finds ways to build a brand that has state, national and even global impact. This can be difficult, but technology is making this easier to achieve. SCC support of this endeavour will pay dividends for the culture and economy of the region, and the Art Collection can help carry the brand beyond the region, including intercollegiate loans, touring shows, in-house touring exhibitions, etc.

#### First Nation Australians Engagement: Findings & Analysis

The Business Case incorporated engagement with First Nation Australians representatives to gain early feedback and input on the future potential role, scope and programming of the New Regional Gallery, as well as to discuss potential benefits, issues, and opportunities.

This engagement is underway and is to be completed and documented, and will include meetings with representatives from the Jinibara, Kabi Kabi and DASSI First Nation Australian tribes to understand if and how they currently use and see the New Regional Gallery, and how it might better serve their needs in the future.

- 1. First Nations groups noted the importance in the gallery having a clear and genuine connection to country through the incorporating of First Nations art into the fabric of the building.
- 2. First Nations groups also noted the importance of having First Nations representation on the gallery board and in the gallery programming.
- 3. Younger people and those who work with youth or emerging artists, would like to see programming and exhibitions that attract a younger demographic.
- 4. The idea of on-site workshops or an 'artists in residence' where works can be created was put forward by a number of stakeholders.





# 10.0 Gallery Options Analysis

#### 10.1 Preliminary Long List Options Considered

A variety of preliminary gallery options were explored as part of the Preliminary Long List Options Development phase of the Detailed Business Case. Various locations around the Felicity Park site were considered as opposed to alternate locations around the Sunshine Coast.

Nominating potential gallery siting options considered aspects and attributes such as the address/front door, active edges, loading and pedestrian connections. Analysis was also undertaken on several building typologies that may be successful for varying site locations. Preliminary Long List options are essentially sited across four (4) potential areas of the Precinct, being the Existing Gallery, Existing Library, 77 Bulcock Street and Felicity Park sites. Variations of each Gallery footprint location were developed into a Long List of options for consideration by the Working Group.

Figure 17 - Potential Precinct areas for new gallery location



Source: Ethos Urban, 2023

The options presented below represent the Preliminary Long List Options considered by the Working Group for the gallery location.

#### 10.1.1 Preliminary Long List Options

The Working Group considered several gallery location possibilities against agreed criteria, nominating preferred options to be explored further.

- Option 1: Corner of Otranto Avenue and Omrah Avenue
- Option 2: Along Otranto Avenue
- Option 3: Fronting Bulcock Street.
- Option 4: On Existing Library Site





- Option 5: On Existing Library Site without Mixed-Use Building
- → Option 6: On Existing Library Site with Mixed-Use Building Behind
- Uption 7: Gallery on Corner of Bulcock Street and Otranto Ave.

# 10.2 Preliminary Long List Options Feedback

A preliminary long-list options review workshop was held in October 2021. Feedback was sought in this workshop to guide the creation of the final long list options and functional requirements of the proposed project. Outcomes and feedback generated from the workshop are summarised below.

- Community comments placed open space and vegetation as high priorities in the New Regional Gallery development.
- The Events Centre to be considered an important connection to the gallery and greater precinct.
- Connection to future mass transit is important and is to be considered within the Options developed.
- Options to consider greater context of neighbouring buildings for completeness.
- Indication of views from various perspectives considered important.
- Consideration to be given to development sites located on Minchinton Street.
- Retention of existing gallery is to be considered. Potential to repurpose as Artist in Residence, restaurant/café, gallery shop or workshop.
- ≥ Scale of gallery important and at 3,300m² it may be over scaled brief to be tested to ensure scale is appropriate.
- Green roof not supported.
- Pavilion typology great for sub-tropical environment but not for gallery operations.
- Climate control important from capital and operational cost perspective.
- Understanding of spatial and operational cost differences between various types and scale of national and local touring exhibitions, noting funding often comes with the exhibition standards required.

The Working Group identified and settled on six (6) gallery location options for further consideration.

Following the preliminary long-list options review workshop, initial technical due diligence was also undertaken of the existing project functional brief and gallery site. Stakeholder engagement (both internal and targeted external stakeholders) was also completed and an initial set of functional requirements for the proposed New Regional Gallery was developed. These functional requirements will continue to inform options and design development of the New Regional Gallery and subsequent evaluations undertaken and presented as part of this Business Case.





#### 10.3 Final Long List Options

## 10.3.1 Existing Gallery Sites

## Option 1A - Existing gallery site

Option 1A sites the new gallery towards the north of the precinct on the existing gallery location.

Figure 18 - Option 1A - Existing Gallery Site - Plan and Northeast views







## Key features of Option 1A include:

- 3 Gallery entry prefaces the north with landscaped interfaces around the building
- Loading from Otranto Avenue through the public realm
- ≥ Gallery has a tight interface with library and new development public realm to the south
- Narrow connection through to the new Library / Community building and The Events Centre
- ≥ Library and commercial development do not benefit from the town square
- Nemoval of high value trees across the site





#### Option 1B - Existing Gallery location

This option is generally as per the Urban Design Concept endorsed by Council in June 2019. Located to the northwest edge of the site, towards the corner of Omrah and Otranto Avenue, Option 1B is similar to the previous option presented, with some arrangement changes.

Figure 19 - Option 1B - Existing Gallery site - Plan & Northeast views



Key features of Option 1B include:

- 3 Gallery entry prefaces the north, with east facing landscape interface
- Loading from Otranto Avenue through the public realm.
- Gallery has a tight interface with library and new development public realm to the south
- Impact on significant high value vegetation
- Retains pedestrian connection through site with wider connection through to the new Library / Community building and The Events Centre





#### 10.3.2 Bulcock Street Sites

#### Option 2 - Fronting Bulcock Street

Option 2 orientates the rectilinear building form to Bulcock Street.

Figure 20 - Option 2 - Bulcock St - plan & northeast views







#### Key features of Option 2 include:

- ≥ Entry will be from south and west with back of house/loading from the north
- Loading from Otranto Avenue through public realm
- Addresses retail precinct 'on the street' identity
- Gallery creates the potential for a public town square between the library and commercial development
- Some impact on significant existing trees
- Possible glimpses to ocean and beyond
- Narrow connections to new library and The Events Centre
- >> Potential poor precinct outcomes and lack of connectivity between Bulcock Street and the Events Centre.





#### Option 3A - Bulcock Street and Otranto Avenue

Option 3A is sited on the corner of Bulcock Street and Otranto Avenue, and key features include:

- Loading from Otranto Avenue through public realm
- → Addresses retail precinct 'on the street' identity
- 3 Gallery creates the potential for a public town square between the library and commercial development
- Some impact on significant existing trees
- Possible glimpses to ocean and beyond
- Narrow connections to new library and The Events Centre
- > Potential poor precinct outcomes and lack of connectivity between Bulcock Street and the Events Centre.

Figure 21 - Option 3A - Bulcock St & Otranto Ave - Plan & northeast views











#### Option 3B - Bulcock Street and Carter Lane

Option 3B is similarly located on Bulcock Street, although further to the east (than Option 3A).

Key features of Option 3B include:

- Possible loading from carter lane
- → Addresses retail precinct 'on the street' identity
- 3 Gallery creates the potential for a public town square between the library and commercial development
- Significant impact on high value trees in Felicity Park
- Possible glimpses to ocean and beyond
- Narrow connections to new library and The Events Centre

Figure 22 - Option 3B - Bulcock St & Carter Lane - plan & northeast views











#### 10.3.3 Existing Library Site

#### Option 4 - Existing Library Site

Option 4 is located on the existing library site., and key features include:

- Through entry via landscape park space/green spine
- Building addresses landscape square but facing west
- Gallery creates a public town square between new library and potential commercial development, maximising open space and public realm
- Minimal impact on significant existing trees and Felicty Park
- ≥ Concealed loading and back of house via Carter Lane, with minimal impact on the public realm
- Optimum connectivity through precinct

Figure 23 - Option 4 - Existing Library site







# 10.4 Long list Options Qualitative Analysis – Multi Criteria Assessment

Multi-Criteria Assessment (MCA) is an assessment methodology used to select a preferred option, or hierarchise potential options, by evaluating the overall performance of options against a series of selected criteria. The criteria established for shortlisting three (3) preferred locations for the New Regional Gallery have been developed to align with key project objectives derived through the Investment Logic Mapping process, the Caloundra Centre Masterplan (2017) and key SCC policies and strategies as presented in **Section 6.0** of this business case.

## 10.4.1 Multi Criteria Assessment process

The Project Working Group undertook the MCA assessment, including setting agreed criteria for assessment that aligned with the Service Need and 2017 Masterplan. The key qualitative assessment criteria fall into four (4) broad categories, including:

- Service Delivery
- First Nations
- Design & Placemaking





The MCA scoring methodology consisted of Project Working Group members allocating a score out of five (5) to each criterion, which has an allocated weighting applied to arrive at a weighted score. A final moderated score for each criterion is then calculated form the average across all scores and associated mean scores. The MCA moderated scores are summarised in **Table** 20.





Table 20 - Multi Criteria Assessment qualitative analysis

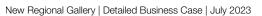
Objective / Criteria	Existing (	Gallery Site	В	Existing Library Site		
•	Option 1a	Option 1b	Option 2	Option 3a	Option 3b	Option 4
Service delivery – criteria aligned with service need stated in ILM.						
1.1. Enable the delivery of a "diverse gallery program and exhibition offerings that will provide for high levels of attraction and engagement". Enabling the gallery to be an attractive destination for domestic and international tourists.	4	4	4	4	4	4
1.2. Help address the constrained arts vision and poor understanding of arts within the Sunshine Coast region by creating spaces to support programs and exhibitions to meet community and visitor needs.	4	4	4	4	4	4
1.3. Provide spaces for community arts programs to be delivered that will increase "community connections, community support and create a sense of belonging".	4	4	4	4	4	4
1.4. Provide spaces and amenities that will "attract AAA rated touring exhibitions". Enabling the gallery to become the regions premier home for the visual arts.	4	4	4	4	4	4
Provide a central facility to act as a driver for the creation of an "aggregated arts focal point" within the Sunshine Coast region - as well as an activated Community Creative Precinct - where currently the region is serviced by disconnected, undersized and disparately located art facilities.		6.75	4.5	4.5	4.5	5.25
Provide for a size/scale that can provide a "exhibit large collections and exhibitions" including "safe storage of art and the upscaling of an arts collection"	4	4	4	4	4	4
Staging – Enable the continual operation of the existing gallery and reduced disruption to the masterplan development.	3	3	3.75	3.75	3.75	4.5
Sun-total – Service Delivery	29	29.75	28.25	28.25	28.25	29.75
2. First Nations						
2.1. Provide for a place where first nations artists can create, learn, teach, present, share and sell artistic content.	4	4	4	4	4	4
3. Economic						





Objective / Criteria	Existing (	Gallery Site	В	Existing Library Site		
	Option 1a	Option 1b	Option 2	Option 3a	Option 3b	Option 4
3.1. Provide for additional revenue to contribute to operational expenditure through the inclusion of ancillary services such as a retail shop, restaurant/café and function/exhibition space.	4	4	4	4	4	3.5
3.2. Provide for employment opportunities within the arts and cultural sector.	4	4	4	4	4	4
3.3. Provide for a cost-efficient design and operational expenditure that aligns with SCC's objectives and expectations.	4	4	4	4	4	4
Sub-total - Economic	12	12	12	12	12	11.5
4. Design & Placemaking – criteria below align with the Caloundra Centre Masterplan (20	17)			ı	ı	1
4.1. Identity – Enhance the Community Creative Precinct, and ability of gallery to attract audiences, by creating a sense of identity, visual impact and place-making destination.	6	6	6	6	6	6
4.2. Connections – Enhance the Community Creative Precinct by providing visual and pedestrian access and connection throughout precinct.	5.25	6	2.25	1.5	2.25	6.75
Environment – Provide a thoughtful environment, including minimising removal of significant existing trees, reduced overshadowing, landscape diversity and views.	1.5	1.5	3.75	6	1.5	6
Activation – Provide optimum public interface and activation of the ground plane via community spaces, retail, food and beverage and functions.	6	6	6	6	6	6
4.5. Plan/Amenity - Create an amenity that both enhances the current and future public realm, also taking into account gallery loading and unloading considerations.	4.5	4.5	4.5	4.5	4.5	6
Sub-total – Design & Placemaking	23.25	24	22.5	24	20.25	30.75
Total Option Moderated Score (out of possible 97.5)	68.25	69.75	66.75	68.25	64.5	76
Ranking	3	2	5	3	6	





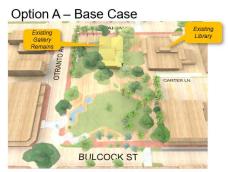


#### 10.1 Shortlisted Options Summary

The MCA process arrived at three (3) shortlisted options, plus a Base Case, for further consideration as part of the Business Case.

- Option A Base Case (maintain the status quo)
- → Option B Existing Gallery Site
- → Option C Corner of Bulcock Street and Otranto Avenue
- Option D Existing Library Site

Figure 24 - Shortlisted Options



Option C - Bulcock Address



Source: ARM (2022)



Option D – Existing Library Site







#### 10.1.1 Option A - Base Case (maintain the status quo)

Option A is considered 'business as usual' where there is no work done and the existing gallery is retained as is the former Library. This option would be the result of determining that there is no economic, or cultural case for building a new gallery. This option can be immediately discounted as this process has revealed a strong business case for a new gallery, however, will be used as a comparator against the other location options.

Figure 25 - Option A - Base Case



# 10.1.2 Option B - Existing Gallery site

The proposed Gallery development under this option is located on the existing Caloundra Gallery site towards the corner of Otranto Avenue and Omrah Street. Progressing this option incorporates demolition of the existing Gallery structure to facilitate construction of a new Gallery and wider Precinct activation. Following completion of the permanent and new facility, Gallery operations will be recanted to their new home.

#### Attributes and opportunities

- Enables a close interface with the proposed new Caloundra Library across Omrah Ave, sharing an entry preface and connectivity.
- Septures high level foot traffic from Bulcock Street through to Omrah Ave, new Caloundra Library and the Events Centre, ensuring pedestrian connectivity and permeability through the Precinct and future mass transit centre.
- Allows for co-location of public utilities / amenities for open space and town square, considered high value real estate.
- Enables the activation of Omrah Ave and Public Realm (town square) within the Precinct as part of a future Caloundra Centre Activation Precinct project.
- >> Provides sustainability opportunities in terms of shared systems between facilities in the Precinct.







Figure 26 - Option B - Existing Gallery site



- Enables the potential sale and redevelopment of the existing library site by third party investment, generating capital to support Council operations.
- Allows for the retention of the town square between the Gallery and Bulcock Street.
- Mallows for a close connection to the proposed future mass transit station.
- Aligns generally with current endorsed urban design concept.

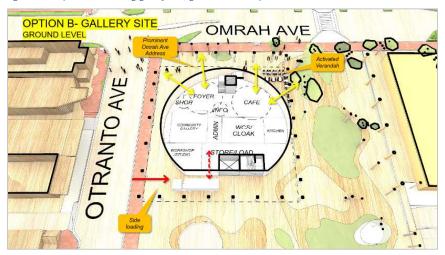
#### Implications and considerations

- Temporary relocation of gallery operations during construction to one or more alternate locations.
- ≥ Considerable impact to high value trees/vegetation in Felicity Park, Omrah Ave and Otranto Ave.
- Requires loading/unloading access from Omrah Ave or Otranto Ave which impacts on future street activation, pedestrian movements and public realm permeability.



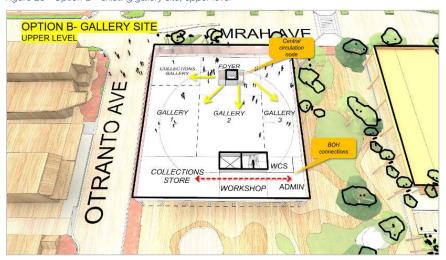


Figure 27 – Option B – Existing gallery site, ground level footprint



- The gallery will be located on parts of Felicity Park, which does not align with the Master Plan (2017) intent.
- Neduced open space legacy and compromises functionality of open space/public realm.
- Requires a reduced footprint at ground level to mitigate impact on vegetation and open space/public realm connectivity, leading to increased height and operational complexity.
- > Poor building scale in precinct, offering a tall blank wall to Otranto Street and its future activation.
- Leads to sale of high community value land in Major Centre Zone.
- Poor implementation and staging outcomes for delivery of the public realm until delivery of new gallery.

Figure 28 - Option B - existing gallery site, upper level



Back of house functions will face public realm with resultant impact while loading.





- Removal of high community valued vegetation, which is likely to be poorly received and politically sensitive.
- The gallery will be located on nomination of trust land being for a library. This will require a change to the land title (noting this is the current situation).
- Council will be required to find suitable temporary accommodation to house gallery programs and art during the construction period.

#### 10.1.3 Option C - Corner of Bulcock Street and Otranto Avenue

The proposed New Regional Gallery development under this option is located on the corner of Bulcock Street and Otranto Ave, replacing the existing community/commercial use on the site, currently accommodating the Tourism Centre. Progressing this option incorporates demolition of the existing commercial structure at 77 Bulcock Street, which is to be vacated upon completion of SCC's new administration facility in December 2022.

#### Attributes and opportunities

- Allows for existing gallery to remain in operation whilst the new gallery is constructed.
- Allows possible loading/unloading via Carter Lane (with increased impacts to vegetation and open space).
- Allows for co-location of public utilities / amenities for open space and town square.
- Enables the activation of Bulcock Street and Otranto Avenue as part of the future Caloundra Centre Activation Precinct project.
- Mark Good visibility/exposure on three (3) elevations including Bulcock Street frontage.
- Allows for a high level of foot traffic to be captured from Bulcock Street.

Figure 29 - Option C - Bulcock Street site



- Enables the potential sale and redevelopment of the existing library site by third party investment.
- Allows for an open green space between the corner of Bulcock Street and Otranto Ave and the new Library and the Events Centre.

#### Implications and considerations

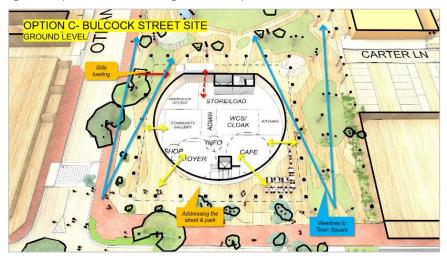
- Minor impacts on high value trees/vegetation in Felicity Park and Bulcock Street.
- Greatly diminishes sight lines and pedestrian connectivity to new library, the Events Centre and Bill Venardos Park.





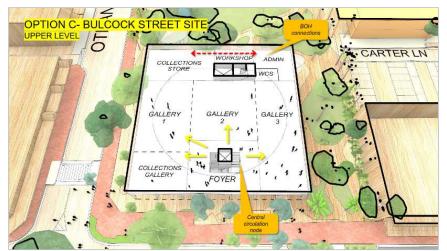
- Access for loading would be via Otranto Avenue with some impact on vegetation and public realm.
- The gallery will be located on parts of Felicity Park, which does not align with the 2017 Master Plan intent.
- Maintains narrow connection through Felicity Park to the new library and The Events Centre.
- Back of house functions facing open space/public realm with resultant impact.

Figure 30 - Option C - Bulcock St site, ground level footprint



- ≥ Reduced open space legacy and compromises functionality of open space/public realm.
- Requires a reduced footprint at ground level to mitigate impact on vegetation and open space/public realm connectivity, leading to increased height and operational complexity.
- Poor implementation outcomes for delivery of the public realm until delivery of new gallery. Reduces frontage to Bulcock Street, hindering the creation of a town square.

Figure 31 - Option C - Bulcock Street site, upper level







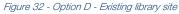
- Leads to sale of high community value land in Major Centre Zone.
- Name of high community valued vegetation will be poorly received and politically sensitive.
- Gallery will be demolished and nomination of trust land for open space will be inconsistent with trust deed (noting current inconsistencies).

#### 10.1.4 Option D - Existing Library site

The proposed New Regional Gallery development under this option utilises the existing library site for its location within the precinct, enabling the retention of the large portion of Felicity Park with potential to create a significant town square and extend open space / public realm. The option also allows the continued operation of the current gallery through construction period. This option restricts the potential for commercial development on the current library site, albeit the site can still be developed volumetrically providing space for the gallery within a mixed use development, or the balance part of the site can still be made available for development at some point in the future.

#### Attributes and opportunities

- Enables a close interface with the proposed new library and shares an entry preface with the new library.
- Maximises extent of town square, pedestrian linkages and sight lines, catalyst site for community/cultural purposes.
- Allows for existing gallery building to remain operational whilst new gallery is constructed.
- Provides for minimal impact on existing vegetation/trees in Felicity Park. (considered a high project risk).
- Allows for co-location of public utilities / amenities for open space and town square (lower value real estate).





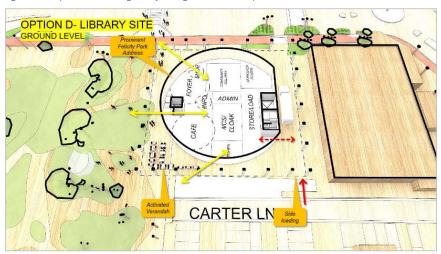
- Maintains strong pedestrian links and sight lines from Bulcock Street and Otranto Ave to the new Library and Events Centre, Bill Venardos Park, Omrah Ave and future mass transit centre.
- Allows for temporary retention of current library for interim requirements (e.g., collection store) or activation (e.g., arts space)
- ≥ Enables the activation of Omrah Ave and extended open space/public realm.
- Good visibility on 3 elevations including Carter Lane. Omrah Avenue address with optimum linkages to the new library, The Events Centre and public realm.
- Considered close proximity to high volume pedestrian traffic into new Library and public realm.





- Allows for concealed loading and unloading via Carter Lane.
- Maintains key active frontages, resulting in back of house areas hidden from public realm.
- Location allows for maximisation of open space network/legacy.
- Provides an opportunity to combine any balance of the site with properties on Minchinton Street. This may lead to opportunities to further activate street frontages and widening of Carter Lane.
- Maintains potential to deliver the Gallery as part of a mixed use development, or sale of balance land for private investment.

Figure 33 - Option D - Existing library site, ground floor footprint



- Allows for the maximum retention of freehold land by Council in a Major Centre Zone.
- Allows for the highest level of control of development outcomes adjoining the precinct. i.e., lower built form around the town square, increasing sight/view lines.
- Concentrates SCC Cultural facilities around Bill Venardos Park and Felicity Park.
- Galleries can be located against eastern boundary/adjacent development for control of natural light.
- North facing views to Bill Venardos Park and vistas across public realm and town square.
- Maximises the opportunity for uncompromised open space/public realm design and continuation of vegetation network through precinct.
- High degree of alignment with community feedback from Create Caloundra consultation maximise open space and increased vegetation.
- Allows for larger ground floor footprint and flexibility in design, with reduced height and operational complexity.
- Enables existing gallery to operate, allowing design and delivery of the balance of the precinct to proceed without reliance on delivery of the new gallery.
- Allows for an expansive open green space between the corner of Bulcock Street and Otranto Ave, and the new Library and the Events Centre.
- Provides maximum flexibility for public realm and the Town Square development.

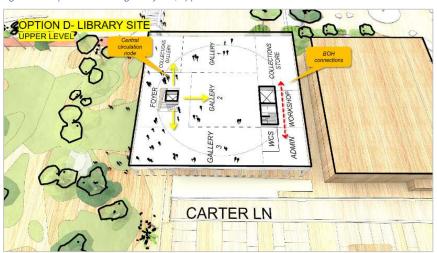




#### Implications and considerations

- Use of some or all the site may potentially hinder the future value of the site due to the site being undevelopable without amalgamation with adjoining properties.
- > Potential for reduced site available for private development.
- Loading off Carter Lane may require some form of shared loading with a future hotel or residential site.

Figure 34 - Option D - existing library site, upper level







# 11.0 Gallery Operational Plan

#### 11.1 Objective

This section outlines the proposed operations plan for the New Regional Gallery, incorporating potential operating frameworks, structures and recurrent costs, with the objective of arriving at an appropriate management model for SCC and the gallery. The detailed operations plan with associated cash flows has been provided in Appendix B for reference.

#### 11.2 Gallery Governance Structure

New Regional Gallery's current governance structure sits within Sunshine Coast Council (SCC) and is part of the Creative Arts and Events business unit. The Gallery is managed by a Curator/Manager who leads a team of 7 FTE staff. SCC is responsible for all financial, human resources and broader arts and cultural performance and outputs.

In some circumstances and jurisdictions, the governance and management of cultural infrastructure, such as galleries and performing arts centres, are outsourced to a separate entity operating at arms-length. In almost all Australian examples the entity is owned by the particular Council who also appoint some or all the Board members.

The Board operates within a charter developed by the relevant Council and is provided with an annual operating grant to deliver an agreed set of service outputs. The Caloundra Events Centre is a local example of this approach, and the recently opened Shepparton Arts Museum (SAM) in Victoria also operates under this arms-length model.

In a very limited number of cases in Australia, performing arts centres have been outsourced to a commercial operator. This approach however is more common for Council owned leisure facilities. There are currently no examples of any commercially outsourced, publicly owned, galleries or museums.

#### 11.2.1 Strengths And Weaknesses of the Two Common Gallery Governance Models

The two main governance models considered for the operation of the New Regional Gallery include 'SCC Operated model' and 'Outsourced Governance model', which are presented in a high-level overview of strengths and weaknesses attributable to each in the table below.

Table 21 - Governance models strengths & weaknesses

Governance Model	Strengths	Weaknesses
SCC Operated	<ul> <li>Direct Control and Accountability.</li> <li>Makes use of existing SCC administrative resources and potentially technical expertise (if SCC already operates other relevant facilities).</li> <li>Can be made to fit within an existing management structure.</li> <li>Potentially overall lower cost to resource.</li> <li>The Gallery sits within SCC's existing community cultural service framework such as Libraries and Sporting facilities.</li> </ul>	<ul> <li>Exposes SCC directly to entrepreneurial risk – culturally a risk-averse enterprise operating in a commercial manner.</li> <li>It can be hard to recruit top-flight staff/management who wish to work in an arts focused culture rather than an administratively focused government one.</li> <li>Potential for programming and operations to become politicised.</li> <li>No incentive to build up financial reserves. Any surplus returned to consolidated revenue and any deficit becomes a SCC PR liability.</li> <li>It can be difficult to fundraise privately, as donors/sponsors often wish to be able to have a direct connection to the purpose/outcome rather than being seen to be "propping up" Government.</li> </ul>





Governance Model	Strengths	Weaknesses
Outsourced to 'Not for Profit' Company / Trust (Arm's Length – fingers touching)	<ul> <li>Direct Risk to SCC defined and mitigated.</li> <li>Accountabilities defined by the Articles / Memorandum of the Company and multi-year lease and funding agreements.</li> <li>Reporting is transparent.</li> <li>SCC owns the Company and Directors are appointed by it who are in return accountable to SCC for the Company's performance. (Fingers touching)</li> <li>Directors appointed to meet a clear framework outlining skills, knowledge and experience needs.</li> <li>Staffing risks and liabilities held by the Company.</li> <li>Incentive to build up financial reserves to moderate market fluctuations across multiple periods and invest back into capital improvements.</li> <li>Access to GST Concessions possible.</li> <li>Fundraising potential improved as donors/sponsors more likely to give to independent NFP body than SCC.</li> <li>Staff recruitment and motivation within an entrepreneurial, semi-independent arts focussed enterprise improved.</li> </ul>	<ul> <li>Costs involved with the establishment and ongoing registration and reporting of a Company Limited by Guarantee.</li> <li>Separate Administration staff and facilities required although making use of existing SCC resources wherever possible can mitigate this.</li> <li>Tensions can arise between NFP Company staff and other parts of SCC's service delivery business units if differences in wages and conditions are too disparate (either way).</li> <li>Requires a pool of willing, skilled, and experienced potential Company Directors.</li> <li>SCC can experience a sense of loss of ownership over time for what in the end is a community owned asset. Challenge is to remain in touch and appropriately engaged.</li> </ul>

Source: Randall Arts Management

# 11.2.2 The Role of Foundations and Friends/Supporter Groups

Gallery Friends and supporters/members type groups generally provide volunteer assistance and can support fundraising efforts. They may be independent of Gallery governance and management or directly operated as a Board or Council committee. If independent, there needs to be some form of agreement in place that enables the "Friends" to operate within an agreed framework.

More robust and substantial support may be given to a separately incorporated Foundation, again operating under a formal agreement with the Gallery governing body. Foundations should have a clear purpose to raise funds for Gallery programming, acquisitions, and capital improvements. The acclaimed Bendigo Gallery is an excellent example of a local government operated gallery that receives substantial support from an independent Foundation. In this example, the Foundation can more effectively and efficiently support exhibitions development and acquisitions than in a typical LGA environment.

Opportunity exists to explore options and formalise an agreement with the Sunshine Coast Arts Foundation (SCAF) to be a philanthropic arm of the gallery, noting the role of the Friends at a more localised level.

#### 11.2.3 What is an appropriate model for the New Regional Gallery?

Given the ongoing role of the Sunshine Coast Arts Foundation, present governance strategy and our understanding of SCC's current preferences, assumptions have been made that Council will continue to exercise direct governance over the new gallery. As the project develops however, the preferred governance model may evolve to the alternate 'Outsourced' to a 'Not-for-Profit' entity. This is likely to be driven by community attitudes to donations and fundraising. In other words, people will usually want to give to a specific cause rather than what they see as a government department.

Both governance options are effective and low risk and Council's preferred option is appropriate at a time where significant change and public investments require clear accountabilities and transparencies.





#### 11.3 Regional Collaboration

#### 11.3.1 Relationships With Other Regional Galleries

A gallery with the ambitions of the New Regional Gallery will need to chart a careful path in terms of its relationships with other similar Queensland galleries as well as those in other states. Inspiring and nurturing productive collaborations in terms of professional development, and scheduling and resourcing touring exhibitions is considered a critically important operational goal for management.

At the same time competition for major national touring exhibitions is generally always fierce, which in context is to be recognised as a potential risk. Gallery management must take an active role in positioning the New Regional Gallery as a preferred partner for both public and private institutions and collectors.

The gallery Director and curatorial staff need to be able to act with confidence and engender personal and professional trust with regional peers rather than be seen as only acting in self-interest. Competition is understood and reputation for professionalism will assist in managing the tensions that will arise from time to time.

Working with selected peers to curate original exhibitions and programs will not only help mitigate supply risk but also position the gallery as a source of content not simply a consumer.

#### 11.3.2 Relationships Within the Sunshine Coast Region

The New Regional Gallery will not only be positioned as the premium exhibition space in the region, but it will also be the primary visual and fine arts reference centre for all SCC business units, smaller galleries, current and future and the creative industry sector. It will set local standards in Traditional Owner engagements and partnerships, ethical practices and the development of professional standards and practices.

#### 11.4 Role of the Commonwealth and State Governments

#### 11.4.1 The Commonwealth Government

Whilst the Commonwealth does not offer any support to state or regional galleries in terms of general operations, it does have two arms that support artists and touring exhibitions. The Visions of Australia program supports regional touring exhibitions and is administered by the Office of the Arts (Dept. of Infrastructure, Transport, Regional Development and Communications). The Australia Council has operated several relevant programs over the years including the Contemporary Touring Initiative and specific project grants for artists and programs. A review of Australia Council Grants provided from 2019 to 2021 showed very few grants were provided to regional gallery type organisations.

#### 11.4.2 Queensland Government (State)

The Queensland State Government supports state-based bodies that assist regional galleries in terms of exhibition touring and development, professional development, and sector representation. The Touring Queensland Fund supports exhibition touring, and the Organisations Fund supports the Museums and Galleries Queensland. In terms of multi-year support for Organisations, a review of regional gallery related grants offered for the period 2022-2025 indicates support was provided only for Townsville's Umbrella Studio and Cairns' Northside Contemporary Arts.

Like the Australia Council, potential exists for New Regional Gallery to submit applications for specific projects and programs that align with priorities.

The inclusion of a significant investment First Nations/Traditional Owners engagement and programming will provide specific opportunities from a range of Commonwealth and State sources.

#### 11.5 Gallery Programming and Operations

Future programming is assumed to be focused on the delivery of a broad range of services and programs to the Sunshine Coast Community, both on-site and more broadly. Impact will be achieved through both direct and digital means and be based around five streams:

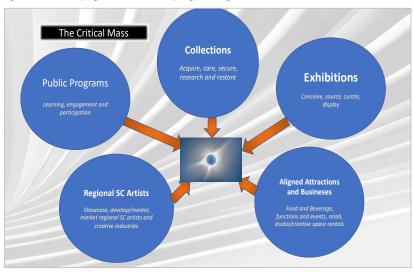
- 1) Exhibitions
- 2) Collections
- 3) Public Programs and Engagement





- 4) Regional Sunshine Coast Artists
- 5) Aligned Attractions and Businesses (retail, food, and beverage- "F&B", space rentals)

Figure 35 - Developing a critical mass of programming



**Figure 35** above provides a high-level description of how the New Regional Gallery will achieve a critical mass of programming and service delivery, whilst **Table 22 - Programme streams** describes in greater detail how each stream can be developed.

Table 22 - Programme streams

Programme Stream	Development Requirements & Attributes							
Exhibitions	2-3 Major Touring Exhibitions PA requiring approx. 600-800m². e.g., The Archibald Prize, Kylie on Tour, Brett Whitely (AGNSW) – Some of these may be able to be charged for depending on the borrowing conditions in force. The Archibald for example has an adult general admission price of \$17 at the Gippsland (Victoria) Gallery. Kylie on Tour on the other must be a free exhibition as per Ms. Minogue's donation conditions.							
	<ul> <li>3-5 Mid-scale Exhibitions PA requiring 300m<sup>2</sup> drawn from a wide range of state and national to options or specifically curated by the Gallery itself from its own collection and other sources inc SC regional. (All likely to be free.)</li> </ul>							
	<ul> <li>1-2 Mid-scale regional artist showcase exhibitions (solo or group). (These may have a selling element and earn the Gallery a sales commission.)</li> </ul>							
	Smaller exhibitions with a focus on new acquisitions and regional arts and crafts.							
	<ul> <li>"Permanent Collection Highlights" exhibition in smaller space (100m²).</li> </ul>							
	It is assumed that each exhibition would have some on-line presence and that items in the Collection would also be accessible this way.							
	Exhibition Development and Research \ ALIGNED TO AUDIENCE DEVELOPMENT GOALS							
	POSSIBLY within the designated First Nations space – a rolling program of local First Nations cultural exchanges both with TO and invited others; structure could be a yearly training opportunity for internships both curatorial, exhibition management etc.							





Programme Stream	Development Requirements & Attributes
	Also within the 'Community Space' – this could be an extension of the Maroochydore Library program with emerging artists at the MLArtspace and then and expansion into this space as a building capacity opportunity.
Collections	<ul> <li>Acquire – An active engagement with donors and supporters. Ideally Council would also contribute to the development of a substantial acquisitions fund in addition to private support.</li> </ul>
	<ul> <li>Care, restore and secure - This requires a line in the operational budget for costs beyond climate control, energy, and security (in core overheads)</li> </ul>
	Research – Facilitate on-site and off sire research of the collection and regional artists.
	Consult – provide advice internally on strategy / policy.
Public	Design and deliver a range of public engagement and participation programs on site and on-line, for:
Programs	<ul> <li>"On Country" – Discover regional Traditional Owners and First Nations art, heritage and stories and engage with leading and emerging artists.</li> </ul>
	<ul> <li>Exhibitions – Openings, talks and presentations, workshops, guided tours, special sessions e.g. "Up Late"</li> </ul>
	<ul> <li>Collection – care and maintenance, simple restoration skills, developing your own collection.</li> </ul>
	<ul> <li>Kids and Families – aimed at the under 12's, school holidays, Sunday mornings.</li> </ul>
	<ul> <li>Schools - Programs designed specifically to align with school's learning and participation needs.</li> </ul>
	<ul> <li>Youth – 14–25-year-olds, have a youth committee; supported by a youth coordinator (PT); who develop and run their own programming.</li> </ul>
	Digital – online and social media programming and exhibition programming support.
Regional SC Artists	<ul> <li>Professional Development – This could range from advice and support on developing markets, seeking funding, business plan development and improving professional practices to specific courses and workshops with acknowledged sector experts.</li> </ul>
	<ul> <li>Promotion – Assist in the promotion and showcasing of regional artists through exhibitions and public programs.</li> </ul>
	<ul> <li>Residencies – Develop an ongoing residency program</li> </ul>
	<ul><li>Employment – Within the Gallery's overall programming and operations.</li></ul>
Aligned	Food and Beverage (assumed outsourced)
Attractions	– Café/Bar
and	<ul> <li>Functions and Event Catering</li> </ul>
Businesses	<ul> <li>Retail/Shop – operated by Gallery but also option for a specialist supplier.</li> </ul>
	<ul> <li>Space Rentals (possibly combined with catering contractor)</li> </ul>

#### 11.5.1 First Nations/Traditional Owners

The working assumption is that the strategy to "Elevate First Nations arts" would be overarching and impact all streams. Alternatively, "Elevate First Nations arts" could be established as a stream in its own right, depending on the views of all relevant stakeholders.

# 11.6 Gallery Management and Organisational Structure

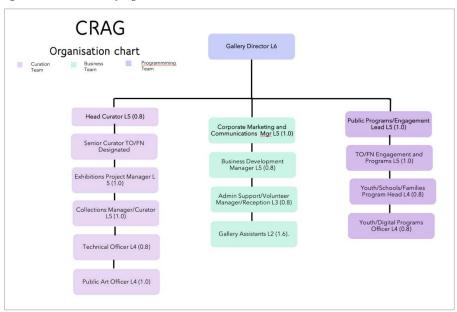
A proposed organisation structure has been workshopped with gallery management that can deliver the significantly increased range of programs and outputs for the new Gallery. It is based on increasing the current head count from 7.0 FTE to 14.5 FTE when the Gallery is fully operational. It includes two new, designated First Nations/Traditional Owners positions and reflects increased accountabilities and responsibilities for management.

The headcount is similar to benchmarked galleries including Tweed River Gallery, Geelong Art Gallery and Museum of Art Albury. A potential gallery organisational structure is provided below, which considers the uplift in staffing requirements commensurate with increased gallery capacity and functionality, whilst aligning with the operational budget developed for the new Gallery and adopted within the project financial analysis.





Figure 36 - Potential Gallery organisational structure



#### 11.6.1 Compliance Management

The New Regional Gallery, as part of SCC, will be subject to the broad legal and regulatory compliance frameworks applicable to a Queensland Local Government Authority. Further, the New Regional Gallery will need to comply with nationally and internationally accepted "AAA" museological standards. These are codified by professional bodies, although not legislated or government regulated. Gallery management understands the critical importance of achieving and retaining this industry recognition. Further discussion on 'AAA' standards is provided under the Reference Project in Section 16.0

# 11.7 Operational Funding

#### 11.7.1 Operating Model - Assumptions

This section documents the details and assumptions behind line items in the associated operating budget model and provides commentary around confidence and risks where required.

The current scenario has been based on the FY2018/19 operating budget actuals for the existing Gallery. FY2018/19 has been used as it was the last year before any COVID impacts disrupted data continuity. Forward estimates for FY2023 and beyond have not been available to us at this stage, however no significant changes from the operating model existing in FY2018/19 have been advised.

Forecasts and estimates have been based on:

- The proposed programming and operating model for the New Regional Gallery as agreed with SCC Management.
- The opportunities and impacts of the functional brief (as drafted to date).
- Current experience.
- Benchmarking and case studies.
- In-house Council management as opposed to outsourced as per The Caloundra Events Centre.





Year 5 in the project cash flow i.e., the third year after opening, is assumed to be the time when the new gallery has reached maturity in terms of typical operations an operating subsidy of \$1.79million. There is of course likely to be annual variations around this caused by factors such as supply of suitable touring exhibitions and broader economic conditions. There is a significant ramp up from Year 2 during constructions as the new Gallery is prepared for opening in Year 3. Allowances have been made in the opening year – FY2026 – for opening celebrations and launch costs.

The Year 5 (3rd year from opening, notionally FY2028) operating subsidy requirement (excluding depreciation) of \$1.7.9million is similar to appropriate benchmarked venues including Tweed River Gallery, Geelong Art Gallery and Museum of Art Albury. (refer Industry Benchmarks report in **Section 7.7**). Similarly, operating costs and revenues have different levels of confidence in terms of risk but are generally aligned with the documented industry benchmarks.

#### 11.8 Operational Performance (Cash flow) - Likely Scenario

A cash flow model has been prepared examining the costs and revenues attributable to the New Regional Gallery, adopting FY19 actuals as a base and adjusting to reflect the increased capability and scale of the new gallery upon completion. The operational 10-year cash flow is summarised in Table 23 below, the detailed Operations model and assumptions are provided in Appendix B for reference.

Table 23 - New Regional Gallery operational 10 year cash flow

Operating P&L																	
	Cu	rrent FY19															
							rear 3			Year 5	Year 6				ear 8		
rants and Contributed																	
		\$17,829		\$500	\$10,525		\$110,000	\$130,	00	\$156,025	\$163	,826	\$172,018		\$180,618		
		\$0		\$0	\$0		\$5,000	\$5,3	50	\$5,513	\$5	,788	\$6,078		\$6,381		
		\$55,803		\$58,593	\$61,523		\$341,670	\$390,4	80	\$488,100	\$512	,505	\$538,130		\$565,037		
		\$22.320		\$0	\$0		\$166.398	\$182.	88	\$191.927	\$201	.524	\$211,600		\$222,180		
her Cost Recoveries/Misc							,,	,			, ,	,-	, ,		. ,		
		\$104		\$0	\$0		\$0		\$0	\$0		\$0	\$0		\$0		
OTAL INCOME		73,736		59,093	72,048		623,068	\$ 709,0°	8 \$	841,565	\$ 883.6	643	\$ 927,825		974,216		
xpenditure alaries & Wages	\$	512,114	\$	557,650	916,463	\$	1,425,837	\$ 1,473,9	16 \$	1,507,125	\$ 1,552.	527	1,602,603	\$	1,657,083	\$	
laries & Wages	\$	512,114	\$	557,650	916,463	\$	1,425,837	\$ 1,473,9	6 \$	1,507,125	\$ 1,552,	527	1,602,603	\$	1,657,083	\$	
		108,047		120,000 \$			200,000					500			243,101		
otal R and M - COCO	\$	19,918		20,000			25,000		0 \$			075			36,465		_
tal Materials and Services	\$	99,199		110,000			140,000					400 3			194,481		
nance Costs	\$	440	_	500 \$			1,000 568.650		0 \$			158			1,276	_	-
otal Net Programming ollection Costs	\$	127,725 15,160		175,000 \$			104.000		_			975 8 491 8			775,030 136.148		
ollection Costs hop	\$	15,160	>	15,000 \$	95,000	\$	104,000	\$ 110,7	0	117,610	\$ 123,	491 3	129,665		136,148	\$	
OTAL EXPENDITURE	e e	898.968	\$	998.150	1.531.963	e	2.464.487	\$ 2.511.2		2.704.838	\$ 2.810.1	_				S	3.
Operating Subsidy Required	, o	090,900	φ	990,100	1,551,805	J	2,404,407	Φ Ζ,ΟΙΙ,Ζί	O Ş	2,704,030	Φ 2,010,	25 .	\$ 2,923,001	<b>9</b>	3,043,363	φ	٥,
(exckudes Depreciation		(0005.000)		(0000 057)	(04.450.045)	(0		(0.4.000.0)	٥,	(04 000 070)	(04.000		(04.005.050)	(0	2 222 222	/0	
		(\$825,232)		(\$939,057)	(\$1,459,915)	(\$	1,841,419)	(\$1,802,23	8)	(\$1,863,273)	(\$1,926,4	182)	(\$1,995,256)	(\$	2,069,369)	(\$	2,

#### 11.8.1 Operating model assumptions

The financial shortfall or operational subsidy derived in the Operating model above are informed by a range of inputs and variables generated through consultation with the existing gallery management team and SCC staff. These assumptions and variables have been set in Table 24 below accompanied by commentary around data risk and confidence levels.

Table 24 - Operating model revenue and costs assumptions

Model Component	Assumptions and Inputs	Confidence / Risk				
Revenues						
Grants and Contributed Incomes	Current experience is minimal returns from these sources, but the new gallery should be capable of attracting \$150-200k PA.	Confidence is based on the employment of a .8 FTE Business Development Manager and a much- enhanced range of public programs. In particular				







Model Component	Assumptions and Inputs	Confidence / Risk
		the two FN/TO positions should be able to drive new opportunities for grant incomes.
Space Rentals	The new spaces such as the theatrette should be capable of achieving a modest level of external, non-catering/function specific utilisation.	■ Total forecast by Year 9 is a conservative \$50k. Low-Medium risk but low consequence
	■ The Program Worksheet contains the detailed estimates for programming. The most significant impacts arise from the target of 3 major touring exhibitions achieving paid and unpaid attendances of 55,000 pax. Other impacts come from a wider range of smaller touring and local exhibitions, public programs,	<ul> <li>All programs have been allocated sufficient funds to be delivered and earned revenue targets are conservative in terms of the benchmarks. The major risk is supply of major exhibitions and that wis the key challenge for the Director and their team to deliver on.</li> <li>Based on the experience elsewhere this is a realistic</li> </ul>
Program Revenues	and professional development opportunities.	goal and sufficient resources have been made available.
Hevenues		There is certainly likely to be variations from year to year but lead times for exhibition planning and long and therefore forward estimates can be adjusted accordingly.
		A key risk is the need for the Director and senior team members to be able to develop, and maintain, critical relationships with other institutions, funding bodies, local supporters, and private collectors.
	<ul> <li>Café, restaurant, and functions operations –</li> <li>The assumption is that these are outsourced</li> </ul>	We have also assumed a modest growth rate of 5% from Year 4.
	commercially, and that the Gallery will receive at least 10% gross turnovers as a commission.  The F&B worksheet describes detailed	<ul> <li>Management agrees that these estimates are realistic but conservative and there could be greater opportunities on offer.</li> </ul>
Other Revenues	assumptions around customer numbers, spends per head and averages per operating day. It uses the widely accepted industry guide in terms of estimated expenditures of 1/3 labour, 1/3 Cost of Goods and 1/3 overheads and profit.	We have also assumed a customer mix of gallery visitors and non-gallery patrons in the total estimates of 76k PA customers by Year 5.
	Shop – this is in addition to sales of project related merchandise reported in programming budgets. We have assumed a 25% profit margin.	
Operating Costs	& Expenditure	
Salaries and wages	■ The Employment Worksheet contains specific information on core staffing, and we have agreed that this is a realistic forecast given the new and expanded brief for the Gallery. It also aligns with other similar scale operations but with the notable addition of 2 FTE First Nations/Traditional Owners designated positions.	This model is based on a significant increase in impact and visitation as well as a core gaol to deliver 2-4 major national touring exhibition PA.
	We have also allowed for both projects related casual staffing costs and an amount for non- project specific casual staffing needs.	
Internal Materials and Services	Based on current experience we have tentatively doubled these costs for the future.	Whilst there may be some differences of opinion in relation to operating costs overall the sum is in line with benchmarks.





Model Component	Assumptions and Inputs	Confidence / Risk
	Further refinements likely as the design is progressed and any other advice received.	
Repairs and Maintenance CoCO	Based on current experience we have tentatively doubled these costs for the future. Further refinements likely as the design is progressed and any other advice received.	Whilst there may be some differences of opinion in relation to operating costs overall the sum is in line with benchmarks.
Material and Services	Based on current experience we have tentatively doubled these costs for the future. Further refinements likely as the design is progressed and any other advice received.	Whilst there may be some differences of opinion in relation to operating costs overall the sum is in line with benchmarks.
Finance Costs	Based on current experience we have tentatively doubled these costs for the future. Further refinements likely as the design is progressed and any other advice received.	Whilst there may be some differences of opinion in relation to operating costs overall the sum is in line with benchmarks.
Collection Costs	This is per Management advice and in addition to Collections related programming.	
Shop Expenditure	This is in addition to Project related merchandise.	

#### 11.9 Key Metrics (KPIs)

Council will develop and adopt industry and facility specific KPI's that will be informed by those detailed in the ILM, financial operating model and programming plans. Specifically, they will include reference to:

#### Attendances - paid and unpaid by program and target market

Attendances are likely to fluctuate from year to year depending on programming and the ability to secure popular exhibitions. This is a typical situation faced by regional galleries; however, the new facilities and resources should enable fluctuations to be managed and forecast accurately and other targets adjusted accordingly.

#### Metrics should reflect:

- Total Attendances this is a primary measure that also enables comparison with benchmarks.
- Paid Attendances New Regional Gallery's business model requires earned revenues via box office type sales to major exhibitions and events.
- Specific Targets e.g. inbound tourists, schools and families, First Nations and Traditional Owners, local artists and related sectors.

#### Financia

Financial targets are reflected in the operating model however specific attention needs to be given to sponsorships and donations. Philanthropic donations of cash, bequests and artworks are a key measure for all regional galleries that reflect community engagement and support.

#### Arts Outputs -

The Programming strategy describes indicative forecasts for exhibitions and public programs. In addition to these quantitative measures New Regional Gallery will also undertake regular customer surveys to measure visitor satisfaction across a range of issues including specific exhibitions, facility condition and accessibility as well as customer service.

# First Nations and Traditional Owners engagements

First Nations / Traditional Owners partnerships are critical to New Regional Gallery's future success. The number and nature of these and their impacts will need to be assessed and reported on.





#### Collections -

New Regional Gallery will develop and increase its collections therefore acquisitions, condition maintenance and security should be measured and reported on annually.





# Part Three – Detailed Analysis of Shortlisted Options



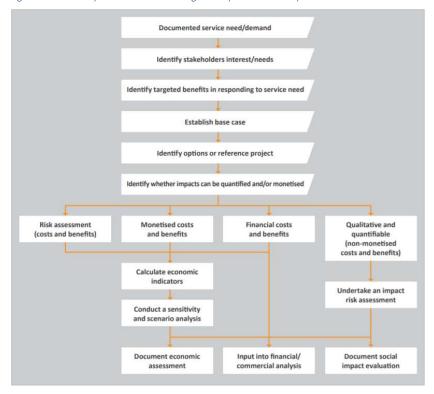


# 12.0 Economic Analysis

#### 12.1 Approach

An Economic Appraisal (EA) is a way of analysing all the costs and benefits associated with a proposed investment. An EA takes a broad community welfare perspective, meaning that economic, social, and environmental costs and benefits are considered. The approach adopted follows the approach provided in the EA Guideline by Building Queensland as stepped out below.

Figure 37 - Iterative parts of a CBA including subsequent related outputs74



# 12.2 Service Need / Project Objectives

The Investment Logic Mapping for the Sunshine Coast Regional Art Gallery at Caloundra found the Service Need was identified as: "Creating an expression of creativity, culture and place that inspires and informs through enriching and highly interactive experiences."

The proposed New Regional Gallery development is expected to deliver initial benefits sought across four (4) categories, set out below with attributable performance indicators required for realisation of benefits:

 $<sup>^{74}\</sup> https://www.statedevelopment.qld.gov.au/\_data/assets/pdf\_file/0013/55030/further-guidance-04-cost-benefit-analysis-guide.pdf$ 







Table 25 - ILM benefits sought & associated KPIs

Benefits Sought	Key Performance Indicators
Benefit No.1 - Increased Cultural Vitality, Literacy and Appreciation	<ul> <li>Aggregated and network offerings across the Region</li> <li>Exhibitions of AAA-rated arts content</li> <li>In partnership with Traditional Owners develop a place where First Nations artists can create, learn, teach, present, share and sell artistic content.</li> </ul>
Benefit No.2 - Supporting Regional Economy	<ul> <li>Investment by third parties in Sunshine Coast Region</li> <li>Tourist visitations, lengths of stay and spend</li> <li>Employment opportunities within the arts and cultural sector</li> </ul>
Benefit No.3 - Improved Sense of Place for the Sunshine Coast	<ul> <li>Community visitations and connections</li> <li>Arts community engagement and satisfaction</li> <li>Support community health and education through art program offerings</li> <li>Activation of the Community Creative Precinct</li> </ul>
Benefit No.4 - Increased Liveability and Public Amenity	<ul> <li>Amenity for community, visitors, and SCC staff</li> <li>Creation of a memorable place-making destination and public realm</li> <li>Demonstrated support for 'Yellow Book' character outcomes</li> </ul>

#### 12.2.1 Service need - summary

The service needs for the proposed Caloundra Art Gallery can be summarised by the following key points:

- The existing Caloundra gallery is inadequate for any expansion of a permanent collection, displaying a touring exhibition of national significance or support a growing local arts culture.
- There isn't any significant regional facility in the Sunshine Coast region.
- There isn't a facility that matches the ambition and need for arts and culture in the Sunshine Coast.

Public investments in developing and supporting cultural infrastructure such as the proposed New Regional Gallery significantly contribute to a community's liveability. The inclusion of a new art gallery into the Council endorsed Caloundra Centre Activation Project will best contribute to the liveability of the area and address service needs. A regional art gallery with a national reputation is an important arts and culture piece for the Sunshine Coast and Caloundra, as arts and culture are important and valued from a cultural capital and economic standpoint.

#### 12.3 Key Parameters Used in the Economic Appraisal

The ultimate goal of economic appraisal or cost benefit analysis (CBA) is to assess the broad community welfare impacts of proposed projects taking a triple bottom line (i.e. an economic, social and environmental) perspective. In essence, if the assessed benefits outweigh the costs, the project is worth doing from an 'efficiency' perspective.

However, there are some important riders on this overall conclusion:

- Not all costs and benefits can be quantified and then monetised (that is, expressed in dollar terms) precisely given their inherent intangibility, often forcing decision makers to integrate quantitative and qualitative results, and
- The distribution of costs and benefits or the 'equity' of outcomes may be unevenly experienced throughout the community, rendering a potentially 'efficient' outcome unworkable, assuming those adversely affected cannot be appropriately compensated for their losses.

By convention, the CBA does not include interest payments, as these are considered to be transfers of wealth between parties, not net changes to aggregate level of wealth. The CBA builds on the financial analysis by monetising benefits adopting the analysis parameters set out below.







Table 26 - Parameters used in the Economic Appraisal

Parameter	Value	Reason
Discount rate	7% real (with sensitivity at 4% and 10%)	Consistent with Queensland Government Guidance
Period	30 years	Research by Savills and QUT has found the average age of a commercial building in Queensland is 30 years.
Nominal or real values	Real (\$2022)	Consistent with Queensland Government Guidance

# 12.4 Approach To Measuring Benefits

The most common benefits of cultural infrastructure investment fall within the following categories:

- Consumer benefits, and
- Producer benefits

	Consumer benefits	Use benefits
TotallameCha	Consumer Denemes	Non-use benefits
Total benefits	D. J. Ct.	Labour surpluses
	Producer benefits	Capital surpluses

Consumer benefits can be categorised into the two broad categories: use benefits and non-use benefits.

- Use benefits: include the value that individuals place on consuming the cultural good / service enabled by cultural infrastructure. This includes the direct 'enjoyment' value provided by the cultural goods/services to the consumer, as well as any indirect benefits that might be enjoyed (for example education, wellbeing, prestige etc.)
- Non-use benefits: are enjoyed by residents who don't use the cultural good / service directly. These residents value some or all of the following discrete elements of non-use benefits:
  - Existence benefits knowing the good / service is available
  - Option benefits knowing that the good /service is available for their use at a future date
  - Altruistic benefit knowing that the good / service is available for others to use
  - Bequest benefit knowing that the good / service is available for future generations, and
  - Vicarious benefit the value obtained from the indirect consumption of the cultural infrastructure / good / service, often gained through media, reviews, etc.

In practice, the distinction between the various categories of private non-use values (for example, option benefit) and social use values (for example, bequest benefit, altruism benefit) is very difficult to determine for the purpose of estimating economic benefits. For this reason, private non-use values and social use values are normally included in a single estimate. Any attempt to treat these benefits as mutually exclusive is likely to lead to significant risk of double counting of economic benefits.

Producer benefits can also fall into the categories of direct and indirect producer benefits. However, given that cultural infrastructure generally requires government or philanthropic subsidies to operate, direct producer benefits are generally not relevant. Indirect producer benefits are often experienced by producers outside of the cultural infrastructure (venue). That is, cultural infrastructure can attract cultural tourists to an area, and the expenditures made by these tourists enable higher returns (surpluses) to be earned by producers in servicing their needs.





Producer benefits (or surpluses) can be derived by labour and capital resources:

- Labour surpluses are the difference between the after-tax earnings from the additional work generated by incremental tourism expenditures, minus the opportunity cost of worker's time.
- Supplies a contract of the additional after-tax operating profits derived by businesses from the incremental tourism expenditures experienced.

Relevant expenditures include those made by:

- International and interstate tourists that come to Caloundra because of the cultural infrastructure, i.e., it is their main reason for visiting, and
- Queensland residents who substitute interstate / international travel with local cultural trips, i.e., because of the cultural infrastructure.

#### 12.4.1 Measuring Consumer Benefits

The price consumers pay to use (consume) cultural goods and services available in cultural infrastructure is not a good indicator of the benefit they derive, because entry fees to cultural infrastructure are often heavily subsidised, if not free. Effectively this means that consumers are likely to enjoy a 'consumer surplus' as they are willing to pay (WTP) more than the entry fees. Well established techniques can be used to establish use values. The most common of these are the Revealed Preference Method (travel cost method), Stated Preference Surveys and Benefit Transfer.

Revealed preference methods measure WTP based on what a consumer would be likely to actually pay, usually measured through controlled experiments. For this reason, measures of WTP based on revealed preference techniques tend to be more reliable and valid than Stated Preference Survey methods. For example, measuring consumers' WTP indirectly by observing their actions such as by the travel cost method (TCM).

The price consumers pay to use (consume) cultural goods and services available in cultural infrastructure is not a good indicator of the benefit they derive, because entry fees to cultural infrastructure are often heavily subsidised, if not free.

The TCM basically assumes that the benefit derived by consumers must at least outweigh the time and out of pocket expenses consumers bear to travel to and use cultural infrastructure.

To use the TCM the following data is generally used:

- a. Number and origins of visitors (number by origin)
- b. Out-of-pocket travel costs to/from these origins (dollars by origin)
- c. Duration of travel time to/from infrastructure location (hours by origin)
- d. Value of travel time (dollars per hour)
- e. Duration of stay at cultural infrastructure (hours), and
- f. Value of leisure time (dollars per hour).

The TCM sums the time and out of pocket travel costs borne by visitors to get to and from the infrastructure, i.e. (a  $\times$  b) + (a  $\times$  c  $\times$  d), with the value of time spent at the infrastructure, i.e., = (a  $\times$  e  $\times$  f). While the TCM approach is not complex, some complexities exist in terms of adjusting for non-resident visitors, multi-purpose trips and entry fees when they exist.

Non-use benefits can also be gauged using stated preference surveys, revealed preference and/or benefit transfer techniques.





# 12.4.2 Measuring producer benefits

To value labour and business surpluses, the following data is used to enable the calculation of the increase in factor incomes (returns to providers of labour and capital) based on incremental visitor expenditure:

- Incremental interstate and international visitor expenditures (that are specifically attributable to the cultural infrastructure investment)
- The cost and ownership structures of the array of industries that experience incremental tourism expenditures.

#### 12.4.3 Measuring Residual Property Values and Property Revenues

A building residual value is included in sensitivity testing for the CBA, with the depreciated replacement cost used as the valuation method.

#### Other Benefits

There have been many studies on the economic value of museums and galleries in Australia and internationally, which show galleries and museums generate significant social and economic value. This section briefly discusses the results of major relevant studies in Australia, focused most on studies completed on areas outside the capital cities.

A report<sup>75</sup> prepared by Museums and Galleries NSW on regional galleries and museums in Orange LGA, Bathurst LGA and Dubbo LGA found that the venues in these LGAs added over \$14.8 million per annum to Gross Regional Product (local value added) and 8.5 jobs outside the cultural sector for every 10 full time positions within the cultural sector. Surveys also found arts venues contribute positively to social capital by helping people to think differently, enhance their connections, build trust between people, and develop a "sense of place". Surveys at the Caloundra Art Gallery found 23% of visitors believed the exhibition they visited challenged their beliefs and values.

Further, art galleries are valued by the community with households in regional areas willing to pay on average \$57 per household per annum to maintain current levels of service. This is similar to results from comparable studies such as the State Library of NSW (\$58.20) and Queensland Museum (\$44.27 - aggregated to a per household amount) 76.

Museums and Galleries of NSW authored a report<sup>77</sup> titled Adding Value (2014) on regional galleries and museums in Wagga LGA, Albury LGA, Armidale LGA, Tamworth LGA, Orange LGA, Bathurst LGA and Dubbo LGA found that the venues in these LGAs added over \$32.35 million per annum to Gross Regional Product (local value added); \$15.4 million extra household income and 293 additional FTE jobs.

A study into the small to medium art spaces in the City of Sydney<sup>78</sup> (2016) found they generated an additional \$115 million per annum in Gross Regional Product and \$50 million in producer surplus.

A Creative Victoria study<sup>79</sup> on the Shepperton Art Museum, Bendigo Art Gallery and Linden Centre for Contemporary Art found stakeholders and visitors reported these public art museums are a means of creative stimulation, learning and thinking and that galleries contribute to social cohesion, decrease social isolation, and encourage a strong community identity. Further, 56% of Australians believe that the arts significantly help them deal with stress, anxiety, and depression.80

A study on the Shepparton Art Museum, Bendigo Art Gallery and Linden Centre for Contemporary Art found stakeholders and visitors reported these public art museums are a means of creative stimulation, learning and thinking and that galleries contribute to social cohesion, decrease social isolation, and encourage a strong community identity.

80 https://regionalarts.com.au/uploads/files/RAA%E2%80%94Thats-a-fact1.pdf

https://mgnsw.org.au/wp-content/uploads/2019/01/Value Added V8 for Web 131126.pdf

<sup>76</sup> https://mgnsw.org.au/wp-content/uploads/2019/01/Value Added V8 for Web 131126.pdf

https://mgnsw.org.au/wp-content/uploads/2019/01/Adding Value - for publication 1.pdf

<sup>79</sup> https://creative.vic.gov.au/ data/assets/word doc/0005/56363/Demonstrating Impact in Public Art Museums Report.docx

Appendix A



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The Small Art Organisations Research and Evaluation, précis of research (2007) into regional art galleries<sup>81</sup> found that:

"the regional and remote arts and cultural economy is made up of direct and indirect employment, audiences and tourists, earnings through export, touring, sales, intellectual property and the built and natural environments"

The report quotes a Deloitte study which reports that the economic benefits of arts businesses conclude that they:

"are significant generators of new ideas and work; attract and engage new and diverse audiences and participants to the arts, including disadvantaged groups; stimulate economic activity; provide significant employment opportunities for artists and arts workers; promote professionalism in the arts, providing training and skills development opportunities; and make a significant contribution to cultural export and tourism".

The report gives the example of the Bendigo Art Gallery where 152,500 people visited 'Grace Kelly: Style Icon' in a town of 100,000 generating \$16.3 million to the local economy.

#### 12.5 Economic Appraisal for The Sunshine Coast Regional Art Gallery at Caloundra

#### 12.5.1 Base Case Approach

Business cases are built on the ability to identify a range of genuine, viable, alternative options to be analysed. With foresight into all possible outcomes, SCC can greatly improve its financial planning and modelling, allowing management to make decisions with confidence associated with use of capital and resources.

A 'do nothing' or 'business as usual' option provides the base case against which the incremental costs and benefits of each alternative are determined. In some cases, doing nothing may be the best option available. Only costs and benefits that would not have occurred in the base case are included in the Cost Benefit Analysis (CBA).

The base case does not simply assume that nothing will change over time. Changes that can be reasonably expected such as repairs, maintenance, minor refurbs considered lifecycle costs are recognised when identifying impacts of each option. By doing so the base case is forward-looking, recognising that the world in which the project will be implemented may differ from the current situation (key variables may change in the future, meaning that current or historical parameters may not be the most relevant benchmark).

#### 12.5.2 The Base Case

The Base Case is a business-as-usual situation where the gallery continues to operate but is increasingly too small and not fit-for-purpose for a fast growing and younger population in a lifestyle region.

As previously highlighted in this document, the population of the Sunshine Coast LGA is forecast to grow by 215,000 people in the 25 years between 2016 and 2041. The Base Case assumes gallery visitation does not grow in line with the population and remains constant as the building ages and newer attractions and facilities are developed in the region. As shown in Table 27, visitor numbers to the Caloundra Art Gallery have been fairly consistent prior to the impact of COVID in 2020 and 2021.

Table 27 - Visitor numbers - current Caloundra Art Gallery

<sup>81</sup> Small Arts organisations research and evaluation: précis of research conducted by Deloitte for Arts Victoria, September 2007.





Year	2015/16 (visitors pa)	2016/17 (visitors pa)	2017/18 (visitors pa)	2018/19 (visitors pa)	2019/20 (visitors pa)	2020/21 (visitors pa)
Exhibition visitors	17,144	15,859	16,064	15,198	12,242	12,421
Events/program visitors	4,777	7,010	6,053	5,484	4,261	3,381
All Visitors	21,921	22,869	22,117	20,682	16,503	15,802

Source: Sunshine Coast Regional Art Gallery

A sensitivity test was undertaken to forecast potential visitation scenarios impacting the gallery, including:

- Sensitivity Pessimistic Base Case where the number of visitors declines by around 5% every 5 years.
- Sensitivity Optimistic Base Case where the number of visitors increases in line with the rate of population growth and tourism growth. This result is highly unlikely unless additional investment is made in the gallery and in securing exhibitions.

The outcomes of the visitation sensitivity modelling are set out in Table 28 below.

Table 28 - Base Case projections visitor numbers Caloundra Art Gallery

Year	Pre-COVID average visitation (p.a.)	2022-27 average visitors (p.a.)	2028-33 average visitors (p.a.)	2034-45 average visitors (p.a.)	2046-51 average visitors (p.a.)
All Visitors (Base Case)	21,897	22,000	22,000	22,000	22,000
All Visitors (Sensitivity – Pessimistic Base Case)	21,897	20,900	19,800	18,700	16,503
All Visitors (Sensitivity – Optimistic Base Case) *	21,897	23,996	27,580	37,520	46,606

Source: Savills. \* Savills forecasts this scenario would only be possible if there was additional investment in the gallery and extra money allocated to secure exhibitions.

The assumptions incorporated in the Base Case state that the origins of visitors to the Gallery remain unchanged. Although there is a risk that the number of tourists who visit the Gallery will decline as word of mouth and trip reviews report that the Gallery is becoming more dated and less relevant.

The Caloundra Gallery currently receives 40% of visitors from Caloundra, 31% of visitors from the rest of the Sunshine Coast LGA; 20% of visitors from the rest of Queensland; almost 8% of visitors from the rest of Australia and 1% of visitors from overseas.

The Base Case assumes other projects would proceed although there would be no catalyst to help the arts and cultural sector flourish in Caloundra, supporting the Caloundra Centre Activation Project. Both business and residents would not receive the tangible and intangible benefits generated by the gallery and benefits are not maximised as patronage and reputation declines.

#### 12.5.3 Base Case Benefits

A Travel Cost Method (TCM) was used to calculate the economic benefits of the Caloundra Gallery under a Base Case, which involved assessing:

- a. Number and origins of visitors (number by origin)
- b. Out-of-pocket travel costs to/from these origins (dollars by origin)
- c. Duration of travel time to/from infrastructure location (hours by origin)
- d. Value of travel time (dollars per hour)





- e. Duration of stay at cultural infrastructure (hours), and
- f. Value of leisure time (dollars per hour).

The TCM sums the time and out of pocket travel costs borne by visitors to get to and from the infrastructure, i.e. (a  $\times$  b) + (a  $\times$  c  $\times$  d), with the value of time spent at the infrastructure, i.e., = (a  $\times$  e  $\times$  f).

The out-of-pocket travel costs have been based on distances travelled x vehicle operating costs from the ATO and average airfares to calculate expenditure of visitors getting to Caloundra.

The travel time durations have been calculated using average travel times using Google and Near Maps, flight durations use information from airlines and the value of travel time and vehicle occupancy rates use data from the Australian Transport Assessment and Planning Framework<sup>82</sup>.

The duration of stay and value of leisure time at the Caloundra Gallery was not included as this information was not available, however an allowance has been included for visitor and tourist expenditure based on data from Tourism Research Australia.

#### 12.5.4 Base Case Operating Costs

Average operating costs have been used in the Base Case for the existing gallery provided by SCC annualised for the past 5 years. As the analysis uses real dollars (\$2022) inflation escalation has not been applied to these figures, however it is likely that maintenance and operating costs will increase as the building ages and could increase by more than CPI based inflation.

Table 29 - Base Case operating costs Caloundra Art Gallery

Item	2016/17	2017/18	2018/19	2019/20	2020/21
Total	(\$617,333)	(\$716,561)	(\$876,452)	(\$928,007)	(\$875,391)

Source: Sunshine Coast Regional Art Gallery

# 12.6 Approach To Measuring Costs

#### 12.6.1 New Build Options - Capital Costs

A summary of capital costs for the New Regional Gallery development options is set out in

Table 30 as prepared by Slattery, which include demolition of existing facilities relevant to each option, and relocation costs where this is contemplated in each option and allowance for FF&E (furniture, fixtures and equipment). The analysis assumes that early works commence in November 2024 and are completed in March 2025 and Main Works commence in March 2025 and are completed at the end of 2026. The cashflow can be revised once Council has secured funding for the project and a new program is developed.

- Option B Existing gallery site Works include demolition of existing Gallery, a new build double storey Art Gallery and all associated external landscaping works within 5m outside of the gallery. This option also includes double decanting costs, but no allowance to fit-out a new temporary gallery.
- Option C Bulcock Street and Otranto Avenue Works include demolition of existing administration building, a new build double storey Art Gallery and all associated external landscaping works within 5m outside perimeter of the gallery, inclusive of single decanting costs.
- Option D Existing library site Works include demolition of existing Library, a new build double storey Art Gallery and

<sup>82</sup> https://www.atap.gov.au/





all associated external landscaping works within 5m outside perimeter of the gallery, inclusive of single decanting costs.

For the purpose of this economic appraisal, Council requested Savills assume that the three (3) development sites will be vacant, therefore demolition costs of existing buildings have been excluded from the total capital cost.

Table 30 - Capital costs new build options for the Caloundra Regional Art Gallery no cost escalation

Option	Total Cost (excl. GST)	Cost (excl. GST, demolition, costs)	
Option B - Existing gallery site	\$ 37,707,005	\$ 37,560,000	
Option C - Bulcock Street and Otranto Avenue	\$ 37,340,005	\$ 37,060,000	
Option D - Existing library site	\$ 37,324,005	\$ 37,060,000	

Source: Slattery

#### 12.6.2 New Build Options - Benefits

For the purpose of this economic appraisal, the number of visitors to the gallery remains the same between the new build options, as the size of the gallery and quantity of programs will be consistent.

Option B incurs higher costs as the gallery requires to be relocated twice. This represents a difference in net benefits between this option and Options C and D.

It is acknowledged that Options B and C may allow SCC to sell the land that the existing library currently occupies (8 Omrah Ave). Even though developing the new gallery on the library site represents an opportunity cost since land could potentially be sold, any sale proceeds from this transaction have not been taken into consideration in the CBA. This is because the revenue generated by any disposal of Council land is not able to be allocated entirely to the Gallery, as instructed by SCC.

The operating model for the new gallery also indicates that SCC is to charge an entry fee for some major exhibitions. Within the Travel Cost Model, it has been allowed for visitors to be spending money in Caloundra, and while it likely the new gallery would induce visitors to spend more money than under a Base Case, Savills has not included the extra 'entry fee' spending in the economic appraisal.

## 12.6.3 New Build Options - Visitation

The projections used for visitation for the new art gallery at Caloundra are set out in Table 31 below, showing the new art gallery could attract at least 87,000 visits per annum on average upon completion.

Table 31 - Visitor inputs Base Case and New Build Options

Year	Pre-COVID average visitation (p.a.)	2022-27 average visitors (p.a.)	2028-33 average visitors (p.a.)	2034-45 average visitors (p.a.)	2045-51 average visitors (p.a.)
Base Case (1)	21,897	22,000	22,000	22,000	22,000
New Build (2)	21,897	37,167	87,000	87,000	87,000

Source: (1) Sunshine Coast Council and (2) Randall Arts Management

This level of visitation depends on SCC implementing the operating model developed for this business case, including making the investment to secure major and minor exhibitions.





A Travel Cost Method (TCM) was adopted to calculate the economic benefits of a New Regional Gallery, using the same method as described in the Base Case, but applied higher visitor numbers and a slightly different visitor mix (see Table 31and Table 33).

Recent research found that most visitors to the Sunshine Coast want an art experience or to visit an art gallery as part of their visit. The proportion of respondents that want an art experience or to visit a gallery as part of their trip was the 6<sup>th</sup> highest percentage of all participating Local Government Areas in Australia and 2<sup>nd</sup> highest in Queensland.

If the new gallery at Caloundra maintained its share (around a third) of all visits to art galleries it would attract almost 50,000 visits by 2051. The new gallery would increase this to around 90,000 visits with 5 years of opening as it would attract more tourists and visitors to Caloundra.

The Sunshine Coast Regional Arts Infrastructure Framework forecast visitation to art galleries on the Sunshine Coast will increase from 65,827 in 2018 to 150,374 by 2058. However, forecasts suggest that a new gallery would be able to help grow the overall number of visitors to the Sunshine Coast particularly those who make travel decisions accounting for the art, culture and creative experiences in a destination. It is noted in other locations major exhibitions such as the Grace Kelly exhibition attracted over 100,000 people to Bendigo and the Archibald Exhibition in Geelong is reported to have attracted 280,000 visitors in 2017 and 2018. Further, the Gippsland Gallery achieved 30,000 visitors in a month in 2021 hosting the Archibald Exhibition (noting the impacts of COVID).

Other projects that would increase accessibility and visitation in Caloundra include the potential introduction of local mass transit<sup>83</sup>, Caloundra City Centre Activation Project and further internationalisation of Sunshine Coast Airport<sup>84</sup>.

Research on visitation to precincts in Australia shows that having more people in a precinct does typically translate to increased sales for retail outlets particularly those selling food and beverage items. However, it generally does not increase patronage at paid attractions.

The research reveals that a visit to a precinct is often seen as having a sense of freedom about it. Freedom to wander and browse as whims dictate at the time. In contrast, a visit to an attraction that requires a fixed commitment of time and money tends to be planned well in advance of reaching the precinct. So even though both visits occur in the same physical geography, they occupy quite different parts of people's minds where leisure decisions are really made. The idea that people will drift happily through a precinct and then suddenly decide to hand over money and allocate a substantial block of time to an attraction is, by and large, an inaccurate image of what actually happens<sup>85</sup>.

The results of a survey of directors and curators in other galleries and museums around Australia where in their opinion, proximity to other cultural attractions is deemed important but not as important as other factors in attracting people to their facility is set out in Table 32.

Other projects that would increase accessibility and visitation in Caloundra include the potential introduction of local mass transit, Caloundra City Centre Activation Project, and further internationalisation of Sunshine Coast Airport.

<sup>83</sup> https://www.sunshinecoast.qld.gov.au/Council/Planning-and-Projects/Major-Regional-Projects/Sunshine-Coast-Mass-Transit-Project/Mass-Transit-Options

<sup>84</sup> https://www.sunshinecoastairport.com.au/2021/07/19/first-international-flight-arrives-on-new-runway/

<sup>&</sup>lt;sup>85</sup> See LeisureScope research surveys <a href="https://www.environmetrics.com.au/">https://www.environmetrics.com.au/</a> and Precinct Research completed by Destination NSW <a href="https://www.destinationnsw.com.au/wp-content/uploads/2014/01/Sydney-Precincts-Research-Factsheet.pdf">https://www.destinationnsw.com.au/wp-content/uploads/2014/01/Sydney-Precincts-Research-Factsheet.pdf</a>





While visitation to a precinct has a mixed impact on unplanned visitation to a paid venue, it is well established that being in a well-connected and well managed public precinct, is beneficial for venues with free entry. Places thrive when users have a range of reasons (10+ reasons) to be there. These might include beaches to visit, playgrounds to enjoy, art to see or touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities will be unique to that particular place, reflecting the culture and history of the surrounding community. This idea of needing 10+ reasons to be in a place applies at a city, precinct or place scale<sup>86</sup>.

Further, tourism surveys show that tourism is a 'linked activity'. The visitors experience comes from interaction with a wide range of activities / facilities in an area. Together these separate elements influence the length of stay and the likelihood of subsequently recommending the location. Additionally, the Federal Government has suggested that clustering (locating venues together) facilitates the emergence of art and culture organisations which are more robust, both creatively and financially.<sup>87</sup>

Table 32 - Relative importance of factors in destination attractiveness according to directors of seven other cultural facilities

Factor contributing to destination attractiveness	Perceived importance in generating visitation (5=most important)
Perceived quality of the product	4.86
Customer service attitude	4.29
Awareness of product	4.14
Perception of product uniqueness	4.14
Marketing	3.85
Relevance of product to local history	3.85
Facilities and features	3.71
Management commitment and capability	3.71
Convenience	3.29
Community support	3.14
Quality of building / facility	3.14
Proximity to other cultural attractions	3.00

Table 33 - Visitor mix inputs Base Case and New Build Options

Year	Sunshine Coast	Brisbane	Queensland Other	Other Australia	Overseas
Base Case Visitor Mix	71.6%	12.8%	6.8%	7.8%	1.0%
New Build Visitor Mix	70.95%	12.0%	6.8%	9.0%	1.3%

Source: Savills

A comparison of visitor mixes for the Sunshine Coast Gallery and other galleries in Queensland is shown in Table 34 below. This highlights an opportunity to increase the proportion of visitors to the gallery from interstate and overseas.

Table 34 - Comparison of visitor mix to other Queensland Galleries

Year	Local area	Brisbane	Queensland Other	Other Australia	Overseas
Base Case Visitor Mix (1)	71.6%	12.8%	6.8%	7.8%	1.0%

<sup>&</sup>lt;sup>86</sup> See further work in the Power of Ten Framework https://www.pps.org/article/the-power-of-10

 $<sup>^{\</sup>rm 87}$  Major Performing Arts Inquiry - Securing the Future

Year





Overseas

Other Australia

New Regional Gallery | Detailed Business Case | July 2023

Brisbane

Queensland Other New Build Visitor Mix (2) 1.3% 70.95% 12.0% 6.8% 9.0% Central Eastern 63% 19% 13% 5% Queensland average (3) 59% 22% 7% Queensland average (3) 11%

Source: (1) Sunshine Coast Council (2) Savills (3) Queensland Museum and Gallery Services<sup>88</sup>

Local area

Table 35 shows the producer surplus generated by the new gallery are relatively small as the number of the labour surplus and business surplus is modest.

Table 35 - Producer surplus new build options

Visitor origin	Number of incremental visitors	Labour surplus	Business surplus	Average spending per night	Total producer surplus (p.a.)
Interstate	6,122	12%	8%	\$178	\$10,461
International	869	15%	9%	\$82	\$1,484

Source: Savills

# 12.6.4 New Build Options - Operating Costs

Operating costs were forecast for the New Regional Gallery incorporating building operating costs, staff costs and other gallery operating costs such as exhibitions and education etc. This was also informed by information from other galleries and benchmarking. Depreciation costs were deducted from the operating costs prepared by SCC as these are not included in an economic appraisal.

Building renewal or capital expenditure for the new art gallery was also forecast at 2% of building replacement costs per annum.

The projected net operating income for a new art gallery used for the first five (5) years in the Economic Appraisal is set out in Table 36 below. Details of the breakdown of the operating costs and operating income and basis for the projections are presented earlier in the report and at Appendix B. It is important to note the figures in the table below are 2022 dollars (i.e., the inflation allowance in the operating model is removed as the Economic Appraisal uses a real discount rate).

Table 36 - New build net operating costs for the new art gallery

Item	2024	2025	2026	2027	2028
Total	-\$939,057	-\$1,459,915	-\$1,841,419	-\$1,802,238	-\$1,863,273

Source: ARM with Savills adjustments to convert to real \$ 2022.

An allowance of 2% of the building capital replacement cost per annum for ongoing lifecycle costs (CAPEX and maintenance) on the new gallery was factored in the Economic Appraisal.

<sup>88</sup> https://magsq.com.au/wp-content/uploads/2021/02/Guess-whos-going-to-the-gallery-Queensland.pdf. Central Eastern Queensland included Bundaberg Regional Art Gallery; New Regional Gallery; Gladstone Regional Art Gallery and Museum; Gympie Regional Gallery; Hervey Bay Regional Gallery and Noose Regional Gallery





#### 12.6.5 Results and Sensitivity Modelling

This section compares the Base Case with the three (3) shortlisted options, with Table 37 showing the results of the cost benefit analysis using benefits derived for non-Queensland residents. This compares the net benefits from a new art gallery compared with the net benefits from current gallery, focusing on benefits from non-resident visitors (i.e., interstate, and overseas visitors). This approach accepts that visits by Queensland residents may be transferring culture / leisure expenditure around the State, while visits from other States or overseas are introducing new expenditure to the State. This does not include the costs of a temporary use (such as fit-out) of another site if the existing gallery site is redeveloped.

With the size of the gallery and quantity of programs being consistent across the new build options, the number of visitors to the gallery remains the same and so does the preliminary construction cost estimate for the three options (see breakdown cost in Section 13.3). As a result, consumer and producer surplus are the same in the three alternatives, however, Options C and D have a Cost Benefit Ratio that is slightly better than Option B due to the extra relocation costs associated with redeveloping the existing gallery site.

Following advice from SCC, the gallery operations can potentially be relocated to an existing facility, therefore, the costs related to leasing an alternate gallery space have been left out of this analysis for Option B. Moreover, the likely fit-out costs necessary for establishing a new space have not been accounted for. Fitting out a temporary space could be as high as \$3,700 per m² with a spatial requirement of approximately  $400\text{m}^2$  to  $500\text{m}^2$  of alternate gallery space required, based on the fit-out costs for the new gallery.

The increase in interstate and international visitation is the main reason for the significant increase in net benefits and large Benefit Cost Ratio.

Table 37 - Economic Appraisal results, 2021-2051, counting all project costs and benefits generated by interstate and overseas visitors to the new art gallery.

Net present value/cost		NPV (	@ 7%		
(Annual figures totalled over the 30-year assessment period)	Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library	
Capital costs					
Construction costs <sup>89</sup>	\$0	-\$33,591,847	-\$33,144,671	-\$33,144,671	
Building renewal CAPEX (lifecycle)	-\$1,760,777	-\$7,644,297	-\$7,542,536	-\$7,542,536	
Building depreciation (add back)	\$354,440	\$74,958	\$74,958	\$74,958	
Total capital costs	-\$1,406,337	-\$41,161,186	-\$40,612,249	-\$40,612,249	
Operating costs					
Operating costs (existing gallery)	-\$10,296,275	-\$2,177,499	-\$2,177,499	-\$2,177,499	
Operating costs (new gallery)	\$0	-\$23,922,566	-\$23,922,566	-\$23,922,566	
Total operating costs	-\$10,296,275	-\$26,100,066	-\$26,100,066	-\$26,100,066	
Total capital & operating costs	-\$11,702,611	-\$67,261,251	-\$66,712,314	-\$66,712,314	
Revenues & Benefits					
Visitor benefits	\$51,073,250	\$200,244,483	\$200,244,483	\$200,244,483	
Terminal Value	\$0	\$1,667,742	\$1,645,541	\$1,645,541	
Surplus assets (library land)	\$0	\$0	\$0	\$0	
Producer surplus	\$0	\$116,879	\$116,879	\$116,879	

 $<sup>^{\</sup>rm 89}$  Construction costs have been discounted in accordance with programme and cash flow.







Net present value/cost	NPV @ 7%					
(Annual figures totalled over the 30-year assessment period)	Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library		
Total Revenues & Benefits	\$51,073,250	\$202,029,104	\$202,006,903	\$202,006,903		
Total (net benefit)	\$39,370,639	\$134,767,853	\$135,294,589	\$135,294,589		
Total compared with Base Case	N/A	\$95,397,214	\$95,923,949	\$95,923,949		
Benefit Cost Ratio compared to Base Case	N/A	2.72	2.74	2.74		

Source: Savills. \*\* Note additional costs likely in Option B to move the gallery and fit-out a new space if existing gallery building is redeveloped.

Sensitivity analysis has been undertaken showing only the benefits for visitors that travel to Caloundra primarily due to the gallery which are included in Table 38. Currently around 8% of visitors state the primary reason for visiting the gallery is to see an exhibition. Upon completion of the gallery development, it is forecast around 50,000 people may attend major events at the gallery, such as the Archibald on Tour and Kylie on Tour. As such, it is considered that in the future 20% of visitors (circa 17,400 pa) are primarily visiting Caloundra to see an exhibition at the new gallery.

Table 38 - Economic Appraisal results, 2021 – 2051, counting all project costs but only benefits generated by visitors whose primary purpose is to visit the gallery.

Option	Net Present Value <sup>so</sup> (@ 7% discount rate)	Net costs (Incremental to Base Case)	Net benefits (Incremental to Base Case)	Benefit Cost Ratio (incremental to Base)
Base Case	-\$5.7million	Not applicable	Not applicable	Not applicable
Option B - Existing gallery site**	-11.95million (\$6.25 million worse than Base)	\$55.6 million higher	\$49.4 million higher	0.88:1
Option C - Bulcock Street & Otranto Avenue	-\$11.4million (\$5.7 million worse than Base)	\$55.1 million higher	\$49.4million higher	0.89:1
Option D - Existing library site	-\$11.4million (\$5.7 million worse than Base)	\$55.1 million higher	\$49.4 million higher	0.89:1

Source: Savills. \*\* Note additional costs likely in Option B to move the gallery and fit-out a new space if existing gallery building is redeveloped.

# 12.6.6 Economic Analysis Summary

In summary the investment in the New Regional Gallery generates a positive benefit cost ratio under a range of scenarios. This counts travel costs as a proxy for benefits received by extra visitors to the new art gallery including extra spending in and around the gallery from both new visitors and visitors spending more than they otherwise would have if the development hadn't occurred.

The brief review of other studies on art galleries in other areas outside capital cities (see Section 0) also finds benefits which are difficult to quantify in an economic appraisal but are nonetheless very important. These include increased cultural vitality, literacy, and appreciation; increased support for the regional economy; improved sense of place and

<sup>&</sup>lt;sup>90</sup> It should be noted the NPV calculations in Table 37 are based on Economic costs and benefits over 30 years, and are not comparable with the NPV analysis undertaken in the Financial Appraisal which considers slightly different inputs and cash flow.





increased liveability and public amenity. Whilst it is possible perform sensitivity tests (Table 39-40) to show the impact of say a n increase or decrease in capital costs or operating costs, these will be relatively immaterial in the economic appraisal (i.e., the benefit cost ratio will be well above 1:1) as the increased visitation generates the most benefits by a considerable amount. The capital costs and operating costs may be considered more material for SCC in the financial appraisal, however in terms of benefit for the Sunshine Coast and visitors the economics revolves around the ability to attract more people to visit the gallery particularly from outside Queensland.

Table 39 - Sensitivity analysis - economic appraisal using a 4% discount rate

Net present value/cost (Annual figures totalled over the 30-year assessment period)	NPV @ 4%					
	Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library		
Capital costs						
Construction costs	\$0	-\$35,779,234	-\$35,302,939	-\$35,302,939		
Building renewal CAPEX (lifecycle)	-\$2,536,710	-\$11,341,332	-\$11,190,356	-\$11,190,356		
Building depreciation (add back)	\$493,913	\$79,265	\$79,265	\$79,265		
Total capital costs	-\$2,042,797	-\$47,041,301	-\$46,414,030	-\$46,414,030		
Operating Costs						
Operating costs (existing gallery)	-\$14,347,887	-\$2,302,603	-\$2,302,603	-\$2,302,603		
Operating costs (new gallery)	\$0	-\$34,201,057	-\$34,201,057	-\$34,201,057		
Total operating costs	-\$14,347,887	-\$36,503,660	-\$36,503,660	-\$36,503,660		
Total capital & operating costs	-\$16,390,684	-\$83,544,961	-\$82,917,690	-\$82,917,690		
Revenues & Benefits						
Income	\$71,170,716	\$292,486,097	\$292,486,097	\$292,486,097		
Terminal Value	\$0	\$3,914,192	\$3,862,086	\$3,862,086		
Surplus assets (library land)	\$0	\$0	\$0	\$0		
Producer surplus	\$0	\$173,405	\$173,405	\$173,405		
Total Revenues & Benefits	\$71,170,716	\$296,573,694	\$296,521,588	\$296,521,588		
Total	\$54,780,032	\$213,028,733	\$213,603,898	\$213,603,898		
Total compared with Base Case	N/A	\$158,248,701	\$158,823,866	\$158,823,866		
Cost Base Ratio compared to Base Case	N/A	3.36	3.39	3.39		





Table 40 - Sensitivity analysis - economic appraisal using a 10% discount rate.

Net present value/cost	NPV @ 10%					
(Annual figures totalled over the 30-year assessment period	Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library		
Capital costs						
Construction costs	\$0	-\$31,607,968	-\$31,187,201	-\$31,187,201		
Building renewal CAPEX (lifecycle)	-\$1,297,663	-\$5,421,910	-\$5,349,733	-\$5,349,733		
Building depreciation (add back)	\$269,261	\$71,032	\$71,032	\$71,032		
Total capital costs	-\$1,028,401	-\$36,958,845	-\$36,465,902	-\$36,465,902		
Operating costs						
Operating costs (existing gallery)	-\$7,821,886	-\$2,063,440	-\$2,063,440	-\$2,063,440		
Operating costs (new gallery)	\$0	-\$17,700,669	-\$17,700,669	-\$17,700,669		
Total operating costs	-\$7,821,886	-\$19,764,109	-\$19,764,109	-\$19,764,109		
Total capital & operating costs	-\$8,850,287	-\$56,722,954	-\$56,230,011	-\$56,230,011		
Revenues & Benefits						
Visitor benefits	\$38,799,385	\$144,602,834	\$144,602,834	\$144,602,834		
Terminal Value	\$0	\$727,548	\$717,863	\$717,863		
Surplus assets (library land)	\$0	\$0	\$0	\$0		
Producer surplus	\$0	\$82,899	\$82,899	\$82,899		
Total Revenues & Benefits	\$38,799,385	\$145,413,282	\$145,403,596	\$145,403,596		
Total	\$29,949,098	\$88,690,327	\$89,173,585	\$89,173,585		
Total compared with Base Case	N/A	\$58,741,229	\$59,224,487	\$59,224,487		
Benefit Cost Ratio compared to Base Case	N/A	2.23	2.25	2.25		





# 13.0 Financial & Commercial Analysis

### **Approach**

A financial appraisal (FA) has been undertaken of the New Regional Gallery development options in accordance with the requirements outlined within the relevant QLD Treasury guidance material and PAF guidelines. The overarching objective of the financial appraisal involves robust examination of cash flows in order to identify cash flow impacts over the project horizon and calculation of net present values, incorporating consideration of budgetary impacts, potential funding sources, capital costs, revenues and whole of life costs to compare shortlisted options.

The FA focuses only on the costs and revenues attributable to the Sunshine Coast Council due to the implementation of the project.

#### Key Parameters used in the Financial Appraisal

In order to undertake the financial analysis, a range of financial assumptions were made in consultation with SCC and Queensland Government. These assumptions enable the assessment to be undertaken and define the expectations for the commercial environment within which the gallery development is to be delivered as set out

- All development options have been assessed over a 20-year period.
- Nominal cash flows have been used for the evaluation, and by applying an annual inflation rate of 2.5% to real cash flows
- A nominal discount rate of 7.87% has been used in this Discounted Cash Flow (DCF) analysis.
- Construction costs have been escalated at a rate of 4% per annum up to 2024, as advised by Slattery.
- The DCF has been determined as at June 2023.
- A residual (or terminal) value has been assumed for the asset generated under each option.

Table 41 - Parameters used in the Financial Appraisal

Parameter	Value	Reason
Discount rate	7.87% nominal	Consistent with WACC calculation
Period	20 years	As per recent advice from Queensland DSILP CEM Team
Nominal or real values	Nominal (with 2.5% per annum inflation assumed)	Consistent with Queensland Government Guidance

#### 13.2.1 Revenues

Revenue forecasts were derived by Randall Arts Management (RAM) in conjunction with SCC, which include revenues from attendance at major events, café and merchandise sales.

A terminal value for the art gallery was also included in Year 20, based on a straight-line depreciated replacement cost method.

#### 13.2.2 Operating costs

Sunshine Coast Council provided information on the cost of operating the current New Regional Gallery including building operating costs, staff costs and other gallery operating costs including exhibitions and education etc.





These costs have been refined in conjunction with SCC to forecast the operating costs attributable to the New Regional Gallery, inclusive of building operating costs, staff costs and other gallery operating costs including exhibitions and education programs etc. The operating costs were also informed by data collected from other similar galleries and benchmarking.

Building renewal expenditure or lifecycle costs for the new gallery are forecast at 2% of building replacement costs per annum which is consistent with industry benchmarks for galleries.

#### 13.3 Preliminary Capital Costs - Shortlisted Options

Capital costs have been prepared by Slattery Australia for each of the three (3) shortlisted New Regional Gallery development options. The costs have been developed on the basis of preliminary Gallery accommodation schedule developed by architects ARM and market conditions based on an estimate date of June 2023.

The overall capital costs for each of the shortlisted options are set out in **Table 42** below and have been utilised in the detailed financial and economic analyses to arrive at a preferred option for further consideration as part of the detailed business case.

Table 42 - Summary of capital costs no cost escalation

Capital costs (\$ June 2023)	B – Existing ery site (\$)	– Bulcock St nto Ave (\$)	n D – Existing rary site (\$)
Site Preparation & Demolition	1,013,000	1,013,000	1,013,000
Substructure	1,743,000	1,743,000	1,743,000
Subtotal - Early works & substructure	2,756,000	2,756,000	2,756,000
Ground Floor Construction	5,429,000	5,429,000	5,429,000
Level 1 Construction	12,868,000	12,868,000	12,868,000
Stairs & Transportation	695,000	695,000	695,000
Plant	439,000	439,000	439,000
External Works & Art	2,225,000	2,225,000	2,225,000
outdoor covered area	150,000	150,000	150,000
Total Building and External Cost	24,562,000	24,562,000	24,562,000
Environmentally Sustainable Design	1,264,000	1,264,000	1,264,000
Design Contingency	2,654,000	2,654,000	2,654,000
Contract Contingency	2,919,999	2,919,999	2,919,999
Total Construction	31,399,999	31,399,999	31,399,999
Consultants Fees	3,211,000	3,211,000	3,211,000
Consultants Fees IFC	562,000	562,000	562,000
Planning & Legal fees	100,000	100,000	100,000
Authority & Headwork's Charges	353,000	353,000	353,000
QLeave	185,000	185,000	185,000
Land, Finance, Legal, Letting Costs, etc.	Excluded	Excluded	Excluded
Audio Visual / IT (Structured Cabling included)	250,000	250,000	250,000
Commercial kitchen	250,000	250,000	250,000
Client management / Direct costs	400,000	400,000	400,000
Decanting allowance	700,000	200,000	200,000
Total (\$2023)	\$ 37,560,000	\$ 37,060,000	\$ 37,060,000





#### 13.3.1 Capital costs - assumptions and qualifications

All costs are reported exclusive of GST and the project cost plan is based on costs current at June 2023. The preliminary cost estimate is based on concept design documentation and functional brief area schedule as detailed in Section 16.8. Costs for each option are based on the following:

- Base Case Works include maintaining current gallery condition and capital upgrades as building assets become obsolescent.
- Option B Existing Gallery Works include a new build double storey Art Gallery and all associated external landscaping works within 5m outside of the gallery. Option requires the gallery to be relocated to a temporary facility throughout the construction period, therefore the gallery is to be decanted twice and these costs have been included in the estimate. Costs for the rental of another facility and any refurbishment works for a temporary gallery space have not been included in the cost estimate.
- Option C Bulcock St Works include a new build double storey Art Gallery and all associated external landscaping works within 5m outside of the gallery.
- Option D Existing Library Works include a new build double storey Art Gallery and all associated external landscaping works within 5m outside of the gallery.

For all options, landscaping and hardscaping have been incorporated. The delineation between the gallery and public realm has not been determined at this stage of the design process and as such a nominal amount has been factored. Demolition costs of the building currently occupying the subject sites have not been accounted for in the financial analysis.

Costs assume that the project will be competitively tendered, and no allowances have been made for negotiated, staged or construction management forms of procurement, and also include design contingencies, covering allowances for resolution of design items prior to tender and a construction contingency.

Construction costs have been escalated at a rate of 4% per annum up to construction commencement in 2024.

### 13.4 Financial appraisal for the Sunshine Coast Regional Art Gallery at Caloundra

#### 13.4.1 Base Case

The Base Case is a business-as-usual situation where the gallery continues to operate but is increasingly too small and not fit-for-purpose for a fast-growing lifestyle region.

Gallery visitation considered under the Base Case does not grow in line with the population but remains constant as the building ages and newer attractions and facilities are developed in the region. As shown in Table 43, visitor numbers to the Caloundra Art Gallery have been fairly consistent since 2015 and 2016, until they were impacted by COVID in 2020 and 2021.

Table 43 - Visitor numbers from 2015 to 2021 at the Caloundra Art Gallery

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Exhibition visitors	17,144	15,859	16,064	15,198	12,242	12,421
Events/program visitors	4,777	7,010	6,053	5,484	4,261	3,381
All Visitors	21,921	22,869	22,117	20,682	16,503	15,802

Source: Sunshine Coast Regional Art Gallery



A sensitivity test was also run to determine potential visitation numbers under the Base Case, set out in Table 44 and factoring the following scenarios:

- Sensitivity Pessimistic Base Case where the number of visitors declines by around 5% every 5 years.
- Sensitivity Optimistic Base Case where the number of visitors increases in line with the rate of population growth and tourism growth. Savills believes this result is highly unlikely unless additional investment is made in the gallery and in securing exhibitions.

Table 44 - Base Case projections visitor numbers Caloundra Art Gallery

Scenario / Year	Pre-COVID average visitation (p.a.)	2022-27 average visitors (p.a.)	2028-33 average visitors (p.a.)	2034-45 average visitors (p.a.)	2046-51 average visitors (p.a.)
All Visitors (Base Case)	21,897	22,000	22,000	22,000	22,000
All Visitors (Sensitivity – Pessimistic Base Case)	21,897	20,900	19,800	18,700	16,503
All Visitors (Sensitivity – Optimistic Base Case)*	21,897	23,996	27,580	37,520	46,606

Source: Savills. \* Savills forecasts this scenario would only be possible if there was additional investment in the gallery and extra money allocated to secure exhibitions.

Under the Base Case scenario, gallery projects would proceed in other centres outside the Sunshine Coast. There would be no catalyst to help the arts and cultural sector flourish in Caloundra to support the Caloundra Centre Activation Project, with the tangible and intangible benefits generated by a fit-for-purpose gallery not maximised as patronage and reputation declines.

#### 13.4.2 Base Case Operating Costs

Savills used average operating costs in the Base Case for the existing gallery provided by Sunshine Coast Council for the past 5 years as set out below.

Table 45 - Base Case operating costs Caloundra Art Gallery

Item	2016/17	2017/18	2018/19	2019/20	2020/21
Operating Costs Total	(617,333)	(716,561)	(876,452)	(928,007)	(875,391)

Source: Sunshine Coast Regional Art Gallery

## **Revenues & Commercial Opportunities**

# 13.5.1 New Build Options - Revenues

For the purpose of the financial appraisal, the number of visitors to the gallery is considered to be the same across the three (3) new build options, as the size of the gallery and spatial requirements are consistent, and programs will be the same. The first 10 years of revenues adopted in the operational cash flow have been set out below, showing minimal revenues through the construction period and increasing upon the gallery opening in 2026. It is assumed gallery revenues will continue to increase as visitation grows and operational capacity and capability are realised.





Table 46 - Forecast revenues - first 10 years cash flow.

Operating Revenue	2024 – Year 1 (\$)	2025 - Year 2 (\$)	2026 Year 3 (\$) (opening year)	2027 - Year 4 (\$)	2028 - Year 5 (\$)	2029 - Year 6 (\$)	2030 - Year 7 (\$)	2031 - Year 8 (\$)	2032 - Year 9 (\$)
Grants and Contributed Revenues	500	10,525	110,000	130,500	156,025	163,826	172,018	180,618	189,649
Space Rentals	-	-	5,000	5,250	5,513	5,788	6,078	6,381	6,700
Program Revenues	58,593	61,523	341,670	390,480	488,100	512,505	538,130	565,037	593,289
Other Revenues	-	-	166,398	182,788	191,927	201,524	211,600	222,180	233,289
Other Cost Recoveries/Misc Revenues	-	-	-	-	-	-	-	-	-
Total Annual Income	59,093	72,048	623,068	709,018	841,565	883,643	927,825	974,216	1,022,927

Source: RAM

It is acknowledged that Options B and C allow SCC to sell the land that the existing library currently occupies (8 Omrah Ave). Even though developing the new gallery on the library site represents an opportunity cost since land could potentially be sold, any sale proceeds from this transaction have not been taken into consideration in the financial appraisal. This is because the revenue generated by any disposal of Council land is not able to be allocated entirely to the Gallery, as instructed by SCC.

#### 13.5.2 New Build Options - Operating Costs

The projected net operating costs for the new gallery as derived in the Operations Plan and adopted for the first 10 years in the Financial Appraisal are set out in Table 47. Costs are assumed to increase at 2.5% pa beyond year 10.

Table 47 - New build net operating costs for the new art gallery

Operating Costs	2024 – Year 1 (\$)	2025 - Year 2 (\$)	2026 Year 3 (\$) (opening year)	2027 - Year 4 (\$)	2028 - Year 5 (\$)	2029 - Year 6 (\$)	2030 - Year 7 (\$)	2031 - Year 8 (\$)	2032 - Year 9 (\$)
Salaries & Wages	557,650	916,463	1,425,837	1,473,906	1,507,125	1,552,527	1,602,603	1,657,083	1,715,774
Internal Materials and Services	120,000	120,000	200,000	200,000	210,000	220,500	231,525	243,101	255,256
Total R&M - COCO	20,000	20,000	25,000	30,000	31,500	33,075	34,729	36,465	38,288
Total Materials & Services	110,000	130,000	140,000	160,000	168,000	176,400	185,220	194,481	204,205
Finance Costs	500	500	1,000	1,050	1,103	1,158	1,216	1,276	1,340





Operating Costs	2024 – Year 1 (\$)	2025 - Year 2 (\$)	2026 Year 3 (\$) (opening year)	2027 - Year 4 (\$)	2028 - Year 5 (\$)	2029 - Year 6 (\$)	2030 - Year 7 (\$)	2031 - Year 8 (\$)	2032 - Year 9 (\$)
Total Net Programming	175,000	250,000	568,650	535,600	669,500	702,975	738,124	775,030	813,781
Collection Costs	15,000	95,000	104,000	110,700	117,610	123,491	129,665	136,148	142,956
Shop	-	-	-	-	-	-	-	-	-
Total Expenditure	998,150	1,531,963	2,464,487	2,511,256	2,704,838	2,810,125	2,923,081	3,043,585	3,171,601

An allowance for ongoing CAPEX and maintenance on the new art gallery has been adopted into the Financial Appraisal at 2% of the building capital replacement cost per annum.

### 13.5.3 New Build Options - Net operating position

The forecast operating subsidy required for a new gallery is set out in Table 48. This includes some allowances for staff costs and operating costs before the new gallery is fully operational. This should be further investigated by SCC according to when the new gallery opens and the existing gallery transitions to a new venue and also when new staff are employed.

Table 48 - Operating subsidy new gallery

Costs & Revenues	2024 Year 1 (\$)	2025 Year 2 (\$)	2026 Year 3 (opening year) (\$)	2027 - Year 4 (\$)	2028 - Year 5 (\$)	2029 - Year 6 (\$)	2030 - Year 7 (\$)	2031 - Year 8 (\$)	2032 Year 9
Total Income	59,093	72,048	623,068	709,018	841,565	883,643	927,825	974,216	1,022,9
Total Costs	998,150	1,531,963	2,464,487	2,511,256	2,704,838	2,810,125	2,923,081	3,043,585	3,171,6
Shortfall / Subsidy**	(939,057)	(1,459,915)	(1,841,419)	(1,802,238)	(1,863,273)	(1,926,482)	(1,995,256)	(2,069,369)	(2,148,6

Source: RAM.  $^{\star\star}$  Excludes depreciation and in-kind contributions

### 13.6 Financial analysis Outcomes

This section compares the Base Case with the shortlisted new gallery Options B, C and D, setting out the incremental financial position of each option.

The FA has two components. Firstly, the options are evaluated according to their total financial impact (i.e., their overall combination of the capital costs, recurrent costs, and commercial opportunities). Secondly the options are evaluated on their incremental financial impact over the Base Case.

The results of the financial analysis are set out in Table 49 below, examining project cash flows over a 20-year period. This shows the Base Case has the lowest financial costs, however as explained in the Economic Assessment, the new build options deliver a range of economic benefits for the Sunshine Coast and Queensland which are not captured in the Financial Appraisal.





Table 49 - Financial analysis results over 20 years

Ontion	Net Pres	ent Value (@ 7.87% discount rate)
Option	Total Financial Impact	Incremental Impact Over Base Case
Option A - Base Case	(\$11 million)	N/A
New build - Option B – Existing Gallery site**	(\$55.6 million)	\$44.6 million worse than Base Case
New build - Option C – Bulcock Street & Otranto Avenue	(\$55.1 million)	\$44.1 million worse than Base Case
New build - Option D – Existing library site	(\$55.1 million)	\$44.1 million worse than Base Case

Source: Savills. \*\* Note additional costs likely in Option B to move the gallery and fit-out a new space if existing gallery building is redeveloped.

The financial appraisal calculates Options C and D are slightly better than Option B with a Net Present Cost of \$55.1 million, which is \$44.1 million worse than the Base Case.





# 14.0 Risk Analysis and Management

The consideration of key risks potentially impacting the New Regional Gallery project and development of a strategy to address these project risks is a core requirement of this Detailed Business Case. As such, SCC and the consultant team have undertaken preliminary risk identification and analysis associated with the New Regional Gallery redevelopment and put forward a range of risk management activities in accordance with requirements of the ISO31000 Risk Management.

#### Overall approach to risk

SCC appreciates the importance of identifying, reviewing and managing risk throughout the project development and delivery process to actively minimise risk occurrence and impact.

The project risk management approach is to continuously identify risks, develop strategies to manage the risks, monitor effectiveness of these strategies and update these strategies as required. This approach, outlined below will closely follow ISO31000 Risk Management., which sets out general risk management and business continuity planning process, management accountabilities and approach to systematically manage risk.

#### Risk framework

The risk analysis has been completed factoring the following activities for each shortlisted option being considered:

- Identification identifying and documenting the key risks to which each option could be exposed
- Assessment (qualification and quantification) conducting an initial assessment of the materiality of the risks (qualification) and the likelihood and consequences of the risks occurring (quantification).
- Allocation giving some initial consideration to identifying the parties likely to be best able to manage the identified
- Mitigation developing preliminary strategies to mitigate the risks.

#### Risk analysis

An Initial high level risk review was undertaken as part of the Long List Options assessment carried out in the SASR (Stage 1) process. A detailed risk analysis has subsequently been undertaken on the resultant short-listed options determined by the Multi Criteria Assessment process.

The risk assessment for each individual option has been undertaken and incorporated within the Project Risk Register located in Appendix C for reference. This Detailed Business Case document summarises the key findings from the risk analysis of each shortlisted option and sets out a comparative analysis of each, being:

- Option B Existing Gallery site
- Option C Corner of Bulcock Street and Otranto Avenue
- Option D Existing Library site

As part of the risk assessment process, the Project Team comprising SCC members and consultant team conducted a risk assessment workshop which considered the likelihood and consequence of risks allocated across a number of categories, establishing mitigation and management outcomes. The main risk categories included:

- ▶ Political, Stakeholder and Project Support Risks
- → Financial / Revenue Risks
- Community & Environmental Risks
- Design and Construction Risks
- Operating Risks





#### 14.4 Key project risks - comparative analysis

A risk analysis was conducted to identify and assess the risks associated with each shortlisted project option. A summary of key risks, including all risks identified as 'catastrophic' and a selection of notable 'high' risks is set out in Table 50 - Comparative risk analysis below. The analysis compares risk profiles for each shortlisted Project Option factoring the risk treatment / mitigation strategy and residual / controlled risk rating.

Table 50 - Comparative risk analysis

Risk	5115 111			Residual /	Controlled R	lisk Rating
Ref.	Risk Description	Cause & Consequence	Mitigation Strategy	Option B	Option C	Option D
1.0 P	olitical, Stakeholder an	d Project Support Risks				
1.01	Loss of Mayor or SCC support for the gallery project	A loss of SCC support for the gallery project can occur as a result of a change in SCC staff, a change in SCC priorities or the gallery project not aligning with SCC policies. This may result in the gallery project not proceeding.	Establish the gallery project as a priority project for Council and undertake continual reviews of the gallery project, ensuring alignment with Council policies. This is to include the creation of an engagement strategy, which will require briefing and discussions with a broad range of Council staff and Councillors to inform of the objectives and benefits of the gallery.	Medium	Medium	Medium
1.05	Capital investment failure – SCC unable to provide funding for the gallery	SCC may not be able to provide funding for the gallery project due to reallocation of capital costs and priorities. This may result in the gallery project not proceeding in accordance with proposed project plan.	Establish the gallery project as a priority project for Council, ensuring funds are committed within Council forecast budgets for the project. Following completion of the business case, embark on an advocacy program to identify and secure funding from other sources including state and federal governments.	High	High	High
1.10	Reputational risk for SCC through inability to deliver on public commitments	Through endorsement of the business case and subsequent funding award, SCC is publicly committing to delivering the project benefits identified. Inability to achieve these benefits carries significant reputational and public relations damage potential.	SCC is to clearly articulate the select project benefits and commitments to be made public, ensuring the project is fully funded and committed prior to releasing details publicly.	Medium	Medium	Medium
1.14	Stakeholders dissatisfied with precinct outcome upon completion	The final project deliverables and perceived benefits do not achieve or meet stakeholder expectations of precinct outcomes due to a shift in project scope or drivers, resulting in lack of benefits realisation for stakeholders.	Establish a stakeholder engagement strategy to identify and consult key community stakeholders. Undertake continual community stakeholder consultation, ensuring project benefits clearly communicated, reporting progress against the benefits management	Medium	High	Low





Risk	B: 1 B		New control	Residual /	Controlled R	isk Rating
Ref.	Risk Description	Cause & Consequence	Mitigation Strategy	Option B	Option C	Option D
			plan developed in the business case on a cyclical basis.			
1.15	Business case is not supported by SCC	SCC does not support the business case due to the forecast operational costs and capital costs. This may result in the business case failing to proceed.	Establish a project governance framework and stakeholder engagement strategy to identify key Council stakeholders. Undertake continual briefing and consultation, ensuring business case information is constantly reviewed and approved by SCC at each project gateway.	Medium	Medium	Medium
2.0 C	ommunity & Environme	ental Risks				
2.07	Loss of environmental assets within precinct.	The gallery development results in a loss of natural assets within the precinct due to building footprint and operational activities impacting green spaces and established vegetation.	Engage Ecology consultant to establish significant vegetation and devise management plan to minimise impact of development on loss of vegetation and high value assets, prepare landscape plan to offset loss of significant assets.	High	Low	Low
2.20	Negative impact on neighbouring land uses and business.	The development of a new gallery may have detrimental impacts on surrounding land uses and businesses due to built from implications, planning outcomes, loss of commercial activity and increased competition.	Project team to undertake comprehensive consultation on precinct users, developing a detailed project and staging plan that is widely communicated and incorporates input from externa stakeholders to minimise impact.	Low	Low	Low
2.21	Development staging impacts on precinct operations and land uses	The continuity of precinct operations is disrupted due to construction activities resulting in loss of commercial activity for local businesses and reduced amenity across the precinct.	Contingency and staging plans to be developed, particularly focussed on minimising disruption to commercial activities and user needs in the Precinct.	Medium	High	Low
2.08	Land use controls constrain development potential.	The current Queensland Government Titles Registry identifies that the site is located on Lot 666 on CG4615, a land parcel held by Council under a Deed of Grant in Trust from the State of Queensland, which presents a risk in terms of SCC providing owner's consent for development of the existing gallery site.	SCC to consult with relevant planning authorities on the process and time implications for removal of land use constraint on title, developing a plan for removal of caveat.	Medium	Low	Low
3.0 D	esign and Construction	n Risks				
3.03	Gallery building does not align with SCC	The gallery building design does not align with SCC 's sustainability requirements and policies due building	Design phase to incorporate SCC ESD standards and sufficient time for ESD issues to be resolved and	High	Medium	High





Risk	B. 1 B		New control	n construction contract and re timeframes are met. The factor sufficient allowance lentation to reduce risk of budget constraints.  ed stakeholder consultation delivery, whilst incorporating any spaces for future use and in programme and provide lities in construction contract ensure timeframes are met  Immitment for funding of cominated period of time with urdles based on actual vioperations.  Include sufficient flexibility in pacity to facilitate and attract ons with differing technical erry conditions remain major national touring needs. properly resourced to	Controlled R	isk Rating
Ref.	Risk Description	Cause & Consequence	Mitigation Strategy	Option B	Option C	Option D
	sustainability requirements	designers not understanding SCC requirements or policies. This may cause delays in authority approvals.	provide adequate clauses in construction contract and tender documents to ensure timeframes are met. The project cost plan is to also factor sufficient allowance for ESD design and implementation to reduce risk of removal from scope due to budget constraints.			
3.21	Building not fit for purpose once project completed	The gallery building is not fit for purpose due to building requirements not being defined and accepted. This may cause negative support by the local community for the gallery.	Mitigate by thorough detailed stakeholder consultation both project planning and delivery, whilst incorporating sufficient flexibility into gallery spaces for future use and growth.	Medium	Low	Low
3.22	Construction delays	Building contractor and project consultants do not achieve contract completion dates, delaying occupancy and use.	Incorporate sufficient time in programme and provide adequate provisions / penalties in construction contract and tender documents to ensure timeframes are met	Medium	Medium	Medium
4.0 O	perating Risks					
4.02	Unable to fund operating costs on an ongoing basis	SCC unable to fund ongoing operating costs due to cost escalation and exceedance of SCC budgets. This may result in the gallery programming and exhibitions not meeting identified service needs.	SCC to endorse budget commitment for funding of operational shortfall for a nominated period of time with built in review and revise hurdles based on actual performance data of gallery operations.	Medium	Medium	Medium
4.09	Unable to secure national touring exhibitions	Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.	Design of the gallery is to include sufficient flexibility in spatial functionality and capacity to facilitate and attract varying size touring exhibitions with differing technical requirements, ensuring gallery conditions remain recognised as suitable for major national touring needs. Ensure gallery leadership is properly resourced to proactively engage with the sector.	Low	Low	Low
4.15	Damage to gallery collection	Risk of damage incurred to gallery collection during decanting process.	Develop storage and relocation plans for the collection, ensuring handling is kept to a minimum and storage facilities provide adequate environment for art collection.	Low	Low	Low
5.0 Fi	nancial / Revenue Risl	(S				
5.02	Exhibition and programming numbers do not	The forecast visitation does not eventuate due to inability to attract patrons through inappropriate spatial design of the facility and precinct activation that discourages suitable exhibitions, resulting in reduced new and repeat visitors that	Ensure adequate use of benchmarking data to inform the exhibition and programming estimates, appropriate	Medium	Medium	Medium





Risk	Bi I B		N	Residual /	Controlled R	isk Rating
Ref.	Risk Description	Cause & Consequence	Mitigation Strategy	Option B	Option C	Option D
	achieve sufficient commercial activity	negatively impact the ability of the Gallery to generate commercial activity and attract commercial investment and partnership in the gallery.	contingency allowances are made and sufficient sensitivity / scenario analysis are undertaken.			
5.11	Inability to attract private sector investment / participation	The development model / concept fails to attract and secure private sector involvement in the planning, delivery and operation of the facility, which increase financial burden on SCC resources and potential increased government funding required.	Market consultation to be undertaken prior to project financial commitment to gauge commercial interest and market capacity to financially contribute to the project, with a targeted engagement strategy to be developed to secure private sector pre commitment.	Medium	Medium	Medium
5.18	Long term viability of the precinct if not future proofed.	The gallery development is one element in precinct activation, with additional initiatives required to ensure long term sustainable outcomes across the precinct such as transport, open spaces, resilient built form and interdependent businesses and adaptive land uses. Failure to adequately factor urban design principles for sustainable and resilient communities may potentially limit commercial and wider economic benefits in the medium to long term.	The Caloundra Centre Activation Plan sets the overarching masterplan and implementation guide for the precinct which is to be adhered with to enable sustainable and resilient activity. Endorsed land uses and development initiatives in the Plan provide flexibility and momentum for sustainable outcomes.	Medium	High	Low
5.19	Precinct activation fails to deliver commercial opportunities and investment	Lack of precinct activation due to an incohesive planning policy and poorly implemented masterplan may result in inadequate levels of commercial investment and activity required for the sustainable operation of the gallery.	Ensure SCC endorsement and prioritisation of projects specified in the Caloundra Community Creative Hub vision, with particular emphasis on delivering the Town Centre which will activate the precinct.	Medium	Medium	Low
5.20	Forecast project benefits and returns do not meet minimum investment hurdles.	The modelled returns on investment do not achieve SCC's minimum financial hurdles and therefore cause concern around project viability and ultimate endorsement to proceed.	Sensitivity and scenario analysis to be undertaken on the development feasibility model, establishing minimum thresholds for commercial and operational inputs to meet requirements.	Medium	Medium	Medium





#### 14.5 Key Project Risks – Mitigation Strategy

Based on the project risk register, a range of key risks have been identified for the gallery development and discussed in greater detail below, outlining the proposed mitigation measures applicable to each risk.

#### Capital investment failure - SCC unable to provide full funding for the gallery

In order for the New Regional Gallery to proceed, sufficient capital will need to be secured and committed to deliver the project. The initial untreated risk rating identified for this risk was considered to be 'Critical', as capital allocation or funding of the project has not been confirmed. SCC may not be able to provide funding for the gallery project due to reallocation of capital costs and priorities, which may result in the gallery project not proceeding in accordance with proposed project plan.

The mitigation measure proposed for this risk seeks to reduce the potential likelihood and consequence through establishing the gallery project as a priority project for SCC, ensuring funds are approved and committed within forecast budgets for the project. Implementation of the mitigation strategy is considered to reclassify the risk as 'High', due to the consequence of the risk being reduced from Catastrophic to Major and the likelihood of the risk occurring being reduced to Possible.

#### Business case is not supported by SCC

The successful implementation of the new gallery is dependant securing SCC Councillor support and financial commitment. The initial untreated risk rating identified for this risk was considered to be 'Critical', as SCC approval of the project has not yet been secured, which is the aim of this business case. If SCC does not support the business case due to the forecast operational and capital costs, this may result in the business case failing to proceed.

The mitigation measure proposed for this risk seeks to reduce the potential consequence from 'Catastrophic' to 'Moderate' through establishing a project governance framework and stakeholder engagement strategy to identify key Council stakeholders to undertake continual briefing and consultation, ensuring business case benefits are clearly communicated and information is constantly reviewed and approved by SCC at each project gateway. It is considered implementation of this mitigation strategy would reduce this risk rating from Critical to Medium.

### Loss of environmental assets within precinct.

All three (3) shortlisted gallery options being considered as part of this Preliminary Evaluation will result in a loss of natural assets and significant vegetation within the precinct due to building footprint and operational activities impacting green spaces and established vegetation. The initial untreated risk rating identified for this risk was considered to be 'High' for Option B and 'Low' for Options C and D.

The mitigation measure proposed for this risk seeks to reduce the potential Consequence through engagement of an Ecology consultant to establish significant vegetation values and devise management plan to minimise impact of development on loss of vegetation and high value assets. The preparation of a detailed landscape plan to offset loss of significant assets is also to be developed, resulting in a reduction in the Consequence of the risk. Each development option will result in loss of vegetation, however implementing the mitigation strategy aims to minimise and offset any impact to amenity and environment.

#### Land use controls constrain development potential

The current Queensland Government Titles Registry identifies that Lot 666 on CG4615 (the library site), is for "local government library purposes and for no other purpose whatsoever", which presents a potential risk in terms of SCC providing owner's consent for development of the existing library site. Whilst this constraint presents a untreated risk for Option D due to the library site being required for development of the gallery, it also presents as a risk for Options B and C due to the revenues from divestment of the library site for commercial purposes adopted within the financial analysis.

The mitigation measure proposed for this risk seeks to consult early with relevant legal advisors on the process and time implications for removal of the land use constraint on title.





#### Unable to fund operating costs on an ongoing basis

The ability to meet operating costs shortfall is a critical risk to sustaining the ongoing operation of the gallery. The consequence of the inability to meet annual operating costs is considered Catastrophic and likelihood Possible across all three options. SCC's inability to fund ongoing operating costs may be due to cost escalation and or exceedance of budgets allocations, resulting in gallery programming and exhibitions potentially not meeting identified service needs.

The mitigation measure proposed for this risk seeks for SCC to endorse budget commitment for funding of operational shortfall as forecast in the Operation Plan set out in this Business Case for a nominated period with programmed review and revise mechanisms factored into the funding model, reviewed against actual performance and benchmark data of gallery operations. It is also recommended a commercial revenue plan be developed that identifies alternate sources of commercial benefits in the event of a shortfall or budget exceedance, enabling future flexibility for revenue generation. Implementation of the mitigation measures would result in the risk rating reduced to Medium across the Options.

#### 14.6 Risk Assessment Outcome

The treated or controlled risk classification of project risks have been assessed and summarised for the three (3) development options to distinguish and determine their risk profiles, arriving at a risk classification across each of the risk categories. The risk ratings in Table 51 below have also been set out in the Integrated Options analysis in **Section 15.1.** 

Table 51 - Risk profile summary

Risk Category	Option B – Existing Gallery site	Option C – Bulcock Street	Option D – Existing Library Site
Stakeholder and Project Support Risks	Medium	High	Low
Community and Environmental Risks	Medium	Medium - High	Low
Design and Construction Risks	Medium	Medium - High	Low - Medium
Operating Risks	Low - Medium	Low - Medium	Low - Medium
Financial / Revenue Risks	Medium	Medium - High	Low - Medium

#### 14.7 Risk allowances

In accordance with QLD Treasury guidance and consultations, the following project risks have been factored into the financial and economic analysis on the basis of the definitions outlined within Table 52 below.

Table 52 – Risk allowances

Risk	Description
Discount Rate	The discount rate is provided by QLD Treasury and is calculated from a risk free rate that is standard for all Government projects and a real risk premium that is sector specific.
	The discount rate is designed to cover all risks that occur at the industry or sector level and which are considered market or 'systematic' risks.
	These risks are usually unavoidable and impact on the overall position of the business (particularly in terms of risks to revenues and expenditure).
	These risks are not directly attributable to the project however have the potential to impact on the project cash flows.
Contingency	These are allowances which consider uncertainties in the base cost estimates developed for the project.
	They are usually expressed in dollar terms, though can also be expressed as a percentage of the overall project cost, and are added as a line item within the cost estimate.
	The discount rate is applied to both the base costs and contingency.





Risk	Description
	There is a direct correlation between the contingency allowance and the uncertainty associated with the cost estimate (i.e., the higher the uncertainty the higher the contingency).
Dollar Value	This is the direct dollar cost that is associated in the managing of a specific risk to the project.
	Examples of dollar value risks could include additional construction costs required to manage environmental risks, insurance premiums required to manage specific risks, or additional budget allocation required to secure a site over and above the book valuation.
Managed Risks	Some project risks can be adequately managed with the need for an allowance within the financial model.
	These risks are specific to the particular project and are likely to include matter such as gaining development planning or other regulatory approvals.

#### 14.7.1 Discount rate

A nominal Discount Rate of 7.87% has been used for this business case. This is based on a nominal risk-free rate of 4.87% and plus a nominal risk premium of approximately 3% identified in accordance with QLD Treasury guidance material.

#### 14.7.2 Dollar value and contingency allowances

A 10% design and construction contingency has been identified by the project Quantity Surveyor as being appropriate for the New Regional Gallery development options. As a result, this contingency has been applied to the net construction costs incurred for each redevelopment option.





# 15.0 Preferred Options Summary

#### 15.1 Integrated Analysis and Options Ranking

A comparative and integrated analysis of the shortlisted options considered throughout this Business Case have been summarised and presented in Table 53 below. The integrated analysis compiles the results of the various analyses associated with the New Regional Gallery shortlisted options to determine a preliminary ranking incorporating the results from the socio-economic (set out in **Section 12**), and financial analysis (set out in **Section 13**) along with the achievement of the project and strategic objectives established through the Multi Criteria Assessment (set out in **Section 10.4**).

The financial and economic figures provided below represent total values summed over the project cash flow period, i.e. 30 years. Construction costs are shown as discounted total of distributed project costs in accordance with the cash flow timings and construction period.

The integrated analysis results for the New Regional Gallery development provide an efficient means of comparing key criteria across the options for consideration.

Appendix A





Table 53 - New Regional Gallery – Integrated analysis and options summary evaluation

Category / Criteria	Option A - Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library
Economic Performance		,		
Costs				
Construction costs <sup>91</sup>	\$0	(\$32,996,721)	(\$32,557,468)	(\$32,557,468)
Building renewal CAPEX (lifecycle)	(\$1,760,777)	(\$7,644,297)	(\$7,542,536)	(\$7,542,536)
Building depreciation (add back)	\$354,440	\$74,958	\$74,958	\$74,958
Operating costs (existing gallery)	(\$10,296,275)	(\$2,177,499)	(\$2,177,499)	(\$2,177,499)
Operating costs (new gallery)	\$0	(\$23,922,566)	(\$23,922,566)	(\$23,922,566)
Total Capital & Operating Costs	(\$11,702,611)	(\$66,666,125)	(\$66,125,111)	(\$66,125,111)
Benefits				
Visitor benefits	\$51,073,250	\$200,244,483	\$200,244,483	\$200,244,483
Terminal Value	\$0	\$1,667,742	\$1,645,541	\$1,645,541
Surplus assets (library land)	\$0	\$0	\$0	\$0
Producer surplus	\$0	\$116,879	\$116,879	\$116,879
Total Benefits	\$51,073,250	\$202,029,104	\$202,006,903	\$202,006,903
Total (Net Benefits)	\$39,370,639	\$135,362,979	\$135,881,792	\$135,881,792
Total – Net Benefits Incremental to Base Case	N/A	\$95,992,341	\$96,511,154	\$96,511,154
Benefit Cost Ratio (incremental to base case)	N/A	2.72:1	2.74:1	2.74:1
Financial Performance				
NPV (total financial impact)	(\$11 million)	(\$55.6 million)	(\$55.1 million)	(\$55.1 million)
Incremental Impact (Worse than Base Case)	N/A	\$44.6 million	\$44.1 million	\$44.1 million
Non-financial Performance				
Service Delivery (MCA scores)	N/A	29.75	28.25	29.75
Design & Placemaking (MCA scores)	N/A	24	24	30.75
Policy Alignment	Low	High	Low - Medium	High
Risk Analysis				
Political, Stakeholder and Project Support Risks	N/A	Medium	High	Low
Community & Environmental Risks	N/A	Medium	Medium - High	Low
Design and Construction Risks	N/A	Medium	Medium - High	Low - Medium
Operating Risks	N/A	Low - Medium	Low - Medium	Low - Medium
Financial / Revenue Risks	N/A	Medium	Medium - High	Low - Medium

<sup>&</sup>lt;sup>91</sup> Construction costs are shown as discounted at 7.87%





Category / Criteria	Option A - Base	Option B – Existing	Option C – Bulcock	Option D – Existing
	Case	Gallery	St & Otranto Ave	Library
Ranking of options	4	3	2	1

#### 15.2 Integrated analysis outcomes

The three (3) shortlisted options have been analysed against a series of criteria to determine a preferred location for the New Regional Gallery.

Based on the integrated analysis presented above, 'Option D – Existing Library site' is considered to be the preferred site location option for the New Regional Gallery development. Options C and D scored best for economic and financial performance over the project appraisal period, indicating a cost benefit return of \$2.74 to every \$1 committed to the project incremental to the base case and a NPV (Net Present Cost) of -\$55.1 million, which is \$44.1 million worse than the base case.

There is marginal variance between Options determined through the commercial analysis (particularly Options C and D). In this context the difference in economic and financial indicators did not clearly distinguish between options. As such, in order to determine a preferred option, the value for money assessment focussed on socio-economic and environmental impacts, strategic objectives alignment and risk profiles.

The non-financial performance indicators were assessed through scoring generated within the categories Service Delivery (criteria aligned with service need stated in ILM) and Design and Placemaking (criteria aligned with the Caloundra Centre Masterplan 2017), which have been adopted from the Multi Criteria Assessment (MCA) undertaken as part of the Options shortlisting. Options B & D scored high for Service Delivery, whilst Option D scored significantly higher for Design and Placemaking qualities when compared to the other options. The superior Design and Placemaking benefits associated with Option D include:

- Connections Enhance the Community Creative Precinct by providing visual and pedestrian access and connection throughout precinct.
- Environment Provide a thoughtful environment, including minimising removal of significant existing trees, reduced overshadowing, landscape diversity and views.
- Plan/Amenity Create an amenity that both enhances the current and future public realm, also taking into account logistical and functional considerations.
- 🔰 Loading and Back of House the utilisation of Carter Lane for servicing the gallery limits impact on the public realm

Option C substantially impacts connectivity through the precinct and compromises the planning intent for the Town Centre. The Option C location is at odds with the broader precinct planning and will have an impact on the establishment of a new town square, pedestrian access and connectivity through the precinct.

All three options share similar risk profiles and key risks, although on balance, risk ratings for Option D and lower than for Options B and C.

Based on the above and the subsequent analysis undertaken in the Detailed Business Case, Option D – Existing Library Site is the recommended option.





# 16.0 Reference Project

#### **Approach**

The approach of the design team has been to build upon the existing endorsed Caloundra Centre Masterplan (2017) and New Regional Gallery brief. Through the process of engagement with the stakeholders, a number of options have been tested around the Precinct, to determine both building location and typology, taking into consideration the surrounding site factors in assessing the options. As detailed in Section 10.0, the process has established a Long List of Options that has then been considered and consolidated to a shortlist of preferred options for detailed evaluation, leading to a preferred option (Option D - Existing Library Site) defined as the Reference Project.

#### Objectives, outcomes, and benefits

The objectives of the Reference Project are to provide a robust, but flexible project for the purpose of a Business Case. One that has a level of price certainty, and that represents the functional brief. The key benefit of the Reference Project is that it represents the aspirational brief of the stakeholders. It is conceptually based and encourages support from the community, rather than simply a 'block and stack' of the functional brief.

#### **Project Fit**

The Reference Project is a great fit for the Sunshine Coast, for Caloundra and its surroundings on the Bulcock Street site. Its mass fits with its surroundings, whilst creating a sense of significance that this cultural institution requires. It's not grand but scaled appropriately for its context. It fits with the rest of the cultural infrastructure on the Sunshine Coast, now and into the future.

### **Gallery Distinction**

The proposal for New Regional Gallery is distinctive, as it must be. It's not one of the benchmarks and needs to occupy its unique place in the gallery landscape of Australia and New Zealand. The building and programming of exhibitions and events must be distinctive and the Reference Project achieves this aim.

#### State and National Relevance

The Reference Project for the New Regional Gallery, although modest compared to others, fulfils an important role in Queensland and to Australia. It's part of a suite of high-quality arts institutions in regional areas that make monumental impacts on the people, and culture of the places they live in. Understanding the benchmarks from other regional places in Australia has ensured that the Reference Project for New Regional Gallery is not designed in a vacuum but is informed by the strengths and weaknesses of others.

#### 16.6 Reference Project Scope

The scope of developing the Reference Project covers the gallery building and the landscape that supports it. This landscape is important in maintaining and enhancing the existing established landscape that it sits in. It also needs to activate the building through art and events.

#### 16.7 Functional Brief Drivers

The functional brief positions the New Regional Gallery in an optimal position to grow a permanent collection, to accept national touring exhibitions of significance and support and display local artistic endeavour and talent. Benchmarked against other regional galleries around Australia and New Zealand, the New Regional Gallery functional brief has been developed to match and exceed the programming ambition of others, and to knit into the creative arts fabric of the Sunshine Coast.

The functional spaces have also been determined through stakeholder engagement workshops with various groups from the SCC and Arts Advisory Board. The spatial areas nominated through the SASR process were indicative and have been further tested through the Stage Two - Preliminary Evaluation and options analysis process. The Stage 3 Detailed Business Case also considers adjacencies, flexibility, costs, resilience etc. and have been tested and





refined, with comparisons made to the original brief to build in more programming potential and flexibility. The core components are driven by the programming and curatorial aspirations of New Regional Gallery, the commercial spaces that support the economics and the experience of the gallery and the functional spaces that ensure the gallery performs well.

Several core drivers have informed the functional brief, including:

#### 16.7.1 Driver No.1 - Exhibition Spaces:

#### Touring Exhibition Galleries

Three smaller touring exhibition spaces that can be used together or separately to a total of 850sqm. This arrangement offers the most flexibility for most national touring exhibitions to be accepted into these spaces and could also accommodate fully immersive digital exhibitions. Typically, in regional galleries, touring shows will be on for two to three months at a time with an overlap. The advantage of using three smaller spaces is that there is the opportunity to always have one or two exhibitions running while the other is being refit, thus preventing revenue gaps and ensuring smoother cashflows. The three smaller spaces also allow for greater flexibility of use as one of the spaces can be used for other types of display, performance or a function. This would need to be programmed into the exhibition calendar and can't easily be booked with little notice.

The touring galleries will have a flexible lighting and power grid to enable different configurations. It would also utilise a temporary wall system. A suggested system is the Pod Freestanding Modular Wall System, which is 2,400mm high and in various configurations. The perimeter walls will have plywood behind them for artwork hanging.

#### Permanent Exhibition Gallery

In support of a growing permanent collection, a gallery space for a display of a rotating showcase of pieces owned or bequeathed to SCC. Most regional galleries around Australia have a proud and expanding permanent collection. The collections are often developed over decades due to the age of the gallery (Bendigo, Geelong and HOTA) and others have been bequeathed a collection (Tweed Gallery and Shepparton Art Museum). Most regional galleries run prizes annually in order to build a collection in a particular area.

The permanent gallery is 100m² and located in conjunction with a significant foyer space. This enables the space to expand into the foyer as the collection expands. It will require a flexible lighting grid and some flexible power and data but not to the same extent as the touring gallery. This space utilises a temporary wall system, that will be left in place for longer periods of time than the touring galleries.

#### Community Exhibition Gallery

One of the most exciting and inspiring spaces in the gallery will be the Community Gallery, showcasing emerging and established local artists. There is a real opportunity to capitalise on the Sunshine Coast creative arts sector, that currently is under serviced for making and displaying space.

This space will be equipped for various types of display from wall hung, 3D works, performance, light and projection. It is proposed at 100m<sup>2</sup> and in close proximity to the production space so that the making and display of the art is a shared experience. In this case it's next to the workshop space that can be accessed directly from the landscape.

This gallery also presents opportunities for use by First Nations artists or indigenous groups.

## 16.7.2 Driver No.2 - Production Space:

#### Workshop / Studio

The workshop or studio space will be a hardworking and multifunctioning space, not bound by the cleanliness that exhibition spaces require. It will be used for artist-in-residence programs, workshops, small school groups and functions. It will have access to the outdoor green space that can be programmed in association with it. It will have natural light but be positioned toward the south edge of the building to limit direct exposure to sunlight.

It will be complete with art making equipment like plinths, easels, layout tables and fume extraction to accommodate different art production techniques. It will also have wash up facilities for paint and clay. This space is proposed at 110m² to accommodate for school groups, classes, artist in residence etc.





#### 16.7.3 Driver No.3 - Commercial Spaces:

The retail store has close proximity to the exhibition galleries. The driver for this is so that it's programmed alongside the touring exhibitions. It is also intended to showcase local artisans and to generate revenue for the Gallery.

#### Café

This component of the brief aims to enhance social wellbeing and culture, and to create a unique space to meet, dine and socialise. Trading into the outdoor space, the café will be part of the gallery experience. It might be part of the morning ritual of gallery visitors or the general public. It might be a perfect meeting place for a morning muffin with the parents group. It could also be a great destination for an afternoon wine in the sun. It doesn't need to be just for the gallery, but independent and part of the experience of the gallery all at once. It is recommended to be approximately 60m2 inside and up to 150sqm outside. This space will need to be flexible as to the fitout and operating model. It could be delivered as 'cold shell', 'warm shell' or full fitout.

#### 16.7.4 Driver No.4 - Front of House:

A clear and impressive front door to the building. It has one clear entry point off the town square and is a central meeting spot. It will be the orienting feature of the building where all journeys start and end. It is important that people enter and exit from the same location for security reasons. The foyer will be utilised for gallery openings, functions, performances and events. It should connect to community gallery and workshop space so that they can be programmed together, and a large number of people can occupy these spaces for events. This space is 250m<sup>2</sup> which will allow for it to be multifunctioning for around 200-250 people.

A self-cloaking locker system will be employed for the gallery. This will not require staff to assist. Electronic lockers are easy to use and fail safe. Consideration will also be given to larger item storage like prams.

#### Reception

The reception is the welcome point to the gallery. It will be central to the foyer and be staffed for ticketing and information. The desk will be flexible so that it can be used in different ways depending on the time of day or the function that is being serviced in the foyer.

#### **Amenities**

The amenities will be functional and logical but also high quality. A parenting room will be included, alongside ambulant-friendly bathroom facilities. These will have close proximity to the foyer and the cloaking but also will have amenities scattered throughout the gallery.

#### Breakout space

Careful consideration is given to the space outside of the galleries. It is important to provide space to sit, for respite and contemplation. To encourage people to dwell longer and experience the gallery more completely.

# 16.7.5 Driver No.5 - Back of House:

#### Storage

A storage facility to house a small number of artworks from the permanent collection, and for crates from touring exhibitions is included. It is 180m² with flexible racking to accommodate crates, paintings and 3D works as well as other exhibition material such as lights, plinths, stands and moveable walls. It is noted that a separate project is being undertaken for a storage facility, that may house a larger permanent art collection for the Sunshine Coast and as such, it is understood that the New Regional Gallery will only need to house small quantities of the collection, mostly immediately prior to installation. It also includes a quarantine area so as to enable incoming artworks donated from private collectors to screen for pests before being added to the collection store, and for touring shows to acclimatise in their crates before being installed. This space offers the same temperature and humidity conditions as the touring gallery.





#### Loading and handling

Covered and secure loading and unloading bay with access from Carter Lane. Direct access to lift core for vertical movement of goods and artwork. This is directly connected to the loading yard, a secure area for loading, for setdown, loading or parking of art vehicles.

#### Plant and Services

Plant and services spaces will not be visually or acoustically intrusive. Locations are selected that maximises the best real estate for front of house spaces. Spaces will allow for flexibility of exhibitions, and will be near to where they service not completely decentralised.

#### 16.7.6 Driver No.6 - Staff Accommodation

#### Office

Workspaces for administration staff and volunteers to cater for growing organisational needs. Flexible enough to change over time, but will suit the needs from day one. This space will also be used to meet with sponsors and donors and will present as a high quality space to visitors. The workspace will be naturally ventilated and well-lit where possible.

#### Preparation/workshop

This space allows for building and preparing exhibitions, framing/presentation of artworks, for an artist in residence or another public workshop space. It has access off the foyer to be used for either public or private functionality. This will enable more revenue streams and better programming as a back of house workshop won't be required permanently.

## 16.7.7 Driver No.7 - Gallery Standards

A vital part of managing compliance in a gallery is the standards that the gallery aims to meet from a conservation, handling, and security point of view. The important parts that require briefing and design are the control of temperature and humidity, lighting, and security. These elements affect the capital and operating costs and may have some impact on the reputation and ability to loan artworks from other institutions. The current literature states that wider controls for temperature and humidity should be considered to balance conservation efforts, with sustainability, cost, and operational realities.

ARM has prepared a Technical Note that seeks to define a standard for New Regional Gallery to meet. By researching best practice in Australia and guidelines written by trusted organisations, a recommendation has been reached for consideration by the stakeholder group. A temperature set point of  $22^{\circ}$  and Relative Humidity of 50% for winter and 60% for summer is proposed. Daily fluctuations should be accepted by up to  $\pm 4^{\circ}$  and  $\pm 5\%$  in temperature and relative humidity. The system should also be allowed to be switched off or control downgraded when required.

Refer to Appendix I – Gallery Standards Technical Note for more information.

#### 16.8 Functional Brief schedule

Functional requirements for the New Regional Gallery are a key focus for the Detailed Business Case as a result of their relationship with the Gallery's ability to host significant national touring exhibitions and need to adhere to contemporary and sustainable museum practices. The functional brief also includes a requirement to provide space for creating and displaying community art, with a specific emphasis on the art and craftsmanship of the Traditional Owners. The gallery accommodates the City's permanent collection and can expand into temporary exhibition spaces when needed. Additionally, there are retail areas to sell locally-made art and design products, a café that extends into the landscape, and ample foyer space for hosting events and functions. Practical considerations such as loading and storage facilities and rooftop plant infrastructure are also taken into account.

Appendix A



Table 54 - Functional Brief Schedule

Space	Spatial Requirement – Nov 2022 Brief (m²)	Proposed Building Level	Comments
Community Gallery	100	Ground	Should be on ground floor and with some connection to outside for visibility
Collections Gallery	100	Level 1	Can be part of main gallery space to merchandise for gallery
Main Gallery (divisible into 3)	850	Level 1	On first floor and ideally all one space
Subtotal - Gallery	1,050		
Flexible Workshop / Studio Space	65	Ground	Desire for this to be larger if there is space available from BOH or circulation etc
Meeting Room / Auditorium	0	-	No space allowed, but could be setup with seats in another space when required
Subtotal - Workshop / Studio	65		
Retail	15	Ground	Part of foyer and cafe space – may expand into foyer or café sometimes
Cafe	150	Ground	Inside space + includes kitchen. Likely to seat 50 people. 100m2 FOH and 50m2 kitchen.
Gale	300	Ground	Outside + undercover - Alongside green space. 200m2 undercover and 100m2 not covered
Subtotal - Food, Beverage & Retail	465		
Restaurant / Function Space	0	-	No inclusion – café areas, colonnade and outdoor areas have been designed to meet function requirements with cost efficiency.
	0	=	
Subtotal – Restaurant / Function Space	0		
Entry Foyer + multi- function space	130	Ground	On ground floor and expand out to the landscape
Reception + Cloaking	30	Ground	Self cloaking and kiosk style reception – not a desk
Upper Foyer + Events Space	100	Level 1	Alongside the main galleries
Foyer Space	260		
Offices	75	Ground	Centrally located
Collections Store	150	Ground	Racking + shelving
Workshop	80	Ground	Visible while being able to program space and could be used by the public at times if secure from the BOH. Ideally would have secured external entrance.
Administration	305		
Storage / Handling / Loading	130	Ground	Loading dock, processing etc. Collection store should have 'Storage on Show' element
BOH Yard	100	Ground	A portion undercover with dock leveler





Space	Spatial Requirement – Nov 2022 Brief (m²)	Proposed Building Level	Comments
Amenities (General)	100	Ground + level 1	Review numbers and locations
Circulation (General)	130	Ground + level 1	Keep to a minimum and redistribute area to other spaces
Plant	260	Ground + level 1	Portion inside and outside
BOH, Services, Plant and Amenities	720		
GROSS GFA	2,865		
EXTERNAL GFA	400		
NET GFA	2,465		

Source: ARM

#### 16.9 Technical Requirements Brief

The Technical Requirements Brief is centred around the following outcomes:

#### AAA Capable

Certain areas of the gallery should be capable of delivering AAA conditions with regard to environmental conditions, light and security, however the intent is to engage this mode on an as need basis only. Areas likely to be provided with this infrastructure will be the Touring Exhibition Galleries, Permanent Exhibition Gallery and Art Storage. Consideration of loading and handling pathways are subject to more detailed design.

### Environmental Sustainability

The building form, technology and systems should support the SCC's objectives for NetZero carbon emissions by 2041. Opportunities to minimise future offsets through energy efficiency and on-site renewable generation are to be included. The building should consider the Sunshine Coast climatic conditions and lifestyle by embracing opportunities for natural ventilation, radiant temperature control of surfaces and general "turn down" capability of energy consuming systems such as lighting and air conditioning.

Sustainability should go beyond carbon emissions and consider how the gallery will manage waste streams and support local procurement during construction and throughout its operation.

#### Flexible and Adaptable

The engineering systems and structure will support a range of operational configurations both within the gallery and also externally for the surrounding precinct. The modes of operation are to be defined as part of the design process and shall consider event types and exhibition configurations in the design of structural support systems, lighting flexibility, power adaptability and digital infrastructure. Adaptability shall consider gallery configurations particularly where temporary walls allow different combinations of spaces to be provided in the Touring Exhibition Galleries and Permanent Exhibition Gallery/Foyer.

#### Safe and Secure

The gallery should be safely operated and maintained by staff and accessed safely by all visitors.

Fire and security measures shall meet International Museum Standards. A CCTV and access control system is required to ensure security of art installations including consideration of how the security system responds in the event of a fire or other crisis event. Duress facilities and response is to be considered. CCTV coverage should include perimeter monitoring and integration with the Smart City framework.





The gallery shall respond adequately to defined failure or crisis scenarios. These are to include smoke haze events, power outages and civil unrest. Flood risk is managed by the elevated nature of the preferred design and ensuring critical infrastructure remains at safe locations.

#### Smart and Connected

The technologies embraced by the gallery will allow efficient management of the building, contribute to community engagement and facilitate smart integration of systems. This will necessarily require consideration of cyber security strategies and data collection standards. Metering systems are to support management of retail tenants and should be granular enough to support ongoing operational improvement.

Infrastructure that supports a range of digital media (both interactive and passive), animation of lighting and presence activated displays will be provided. Permanent audio visual systems are to be defined.

#### 16.10 Reference Design

ARM (masterplanning architect) has presented preferred Option D – existing library site in more detail and begun consideration of a suitable design narrative, giving rise to the Reference Design shown in Figure 38 onwards. Although this is usually reserved for later in the design phases, it is appropriate to start to progress the aspirational brief for the gallery, and the form of which goes hand in glove with this idea. Although some consideration has been given to design in this DBC, it will again become a key component of the next stage, once funding has been confirmed.

ARM looked for inspiration from the surrounding area: the Glass House Mountains and the Pumicestone Passage. These together provided ARM with the opportunity to explore an undercroft model for the Reference Design. The main mass of the building raised above the ground plane, propped up by sloping columns. This provides for a great sub-tropical shaded verandah. It closely and carefully follows the design principles of the Sunshine Coast Yellow Book, from points 1 to 10. It's less intrusive to the street level, and takes up less space at ground level, ensuring great access to the town square on the other side of the gallery. The raised main portion of the building also allows for an enlarged floor plate, rather than three small ones. It co-locates a large portion of gallery and foyer space to one level, meaning that only one level needs to be fully climate controlled, rather than all.



Figure 38 - Artists Impression of the Reference Design from along Omrah Av







Figure 39 - Artists Impression of the Reference Design from along Omrah Av (high view)



Figure 40 - Artists Impression of the Reference Design from across Felicity Park







Figure 41 - Artists Impression of the Community and Creative Hub (overview)

# 16.11 Elemental Cost of Preferred Option

Table 55 - Cost Plan of Preferred Option

Functional Area	Total (\$)
Site Preparation & Demolition	1,013,000
Substructure	1,743,000
Ground	
Entry / Multi Function space / Circulation	1,362,000
Café Kitchen + indoor seating Including Furniture	1,059,000
Flexible Workshop / Studio	315,000
Community Gallery	677,000
Retail	90,000
Reception & Cloak	197,000
Offices	157,000
Storage / Handling / Loading	1,064,000
Amenities	389,000
Plant	119,000





Level 1	
Collections Gallery & Store	2,193,000
Main Gallery	7,472,000
Upper Foyer & Event Space & Circulation	1,842,000
Amenities	183,000
Workshop	551,000
Offices	327,000
Plant	300,000
Roof Top	
Outdoor Covered Area	150,000
Roof top plant	439,000
Photovoltaics	100,000
Stairs	
Feature Internal Staircase	195,000
Transportation Services	
One Goods Lift (3t)	200,000
Two Passenger Lifts	350,000
Total Building Cost (at May 2023)	22,487,000
Consultants Fees to IFC	562,000
External Works	1,225,000
Public Art	1,000,000
Total Building and External Works & Services Cost (at May 2023)	25,274,000
Environmental Sustainable Design	1,264,000
Design Contingency	2,654,000
Contract Contingency	2,919,000
Cost Escalation Allowance	Excluded
Total Construction Cost (at May 2023)	32,111,000
Consultants Fees to Tender	3,211,000
Authority & Headwork's Charges	353,000
QLeave	185,000
Planning & Legal Fees	100,000
Land, Finance, Letting Costs, etc.	Excluded
Audio Visual / IT (Structured Cabling included)	250,000





Commercial Kitchen	250,000
Decanting allowance	200,000
Client Management / Direct Costs	400,000
Goods & Services Tax	Excluded
Total End Cost (at May 2023)	\$ 37,060,000





# Part Four – Project Implementation

Appendix A Detailed Business Case - Sunshine Coast Council New Regional Gallery



New Regional Gallery | Detailed Business Case | July 2023



# 17.0 Funding Options Considered

#### 17.1 Context

A funding framework has been established to support the implementation of the preferred option, identifying the timing, mechanisms and sources for cash flows, and budgetary impacts over the full life of the preferred option (whole-of-life analysis). The funding framework informs the decision on how to source the funds required for the New Regional Gallery investment and the impacts of various funding scenarios on project cash flows.

#### 17.2 Approach to Funding

The benefits demonstrated by the New Regional Gallery development could reasonably justify funding by a combination of Council, Queensland Government, Australian Government and or philanthropic/private sector resources. The extent to which governments may elect to fund the project will be determined by the alignment of the project's outcomes to government policy and the competition for limited funding from other proposals, particularly given the increased infrastructure spend for the 2032 Brisbane Olympics. The extent to which the private sector may elect to fund or contribute to the project is determined by the extent that the investment can deliver a return at a required rate or socio-economic benefit to the community.

Australian Government funding at present is competitive and constrained. Subdued rates of economic growth and outlook have led to pressure on spending. Whilst the Commonwealth does not offer any support to state or regional galleries in terms of general operations, it does provide two streams that support artists and touring exhibitions. The Visions of Australia program supports regional touring exhibitions and is administered by the Office of the Arts (Dept. of Infrastructure, Transport, Regional Development and Communications). The Australia Council has operated several relevant programs over the years including the Contemporary Touring Initiative and specific project grants for artists and programs. A review of Australia Council Grants provided from 2019 to 2021 showed very few grants were provided to regional gallery type organisations.

The Queensland Government through the 'Creative Together 2020-2030: A 10-Year Roadmap for arts, culture and creativity in Queensland' has recognised the need for investment in the Queensland arts sector to activate communities, encourage growth and economic activity the arts sector. The Queensland Government supports state-based bodies that assist regional galleries in terms of exhibition touring and development, professional development, and sector representation. The Touring Queensland Fund supports exhibition touring, and the Organisations Fund supports the Museums and Galleries Queensland. In terms of multi-year support for Organisations, a review of regional gallery related grants offered for the period 2022-2025 indicates support was provided only for Townsville's Umbrella Studio and Cairns' Northside Contemporary Arts.

Like the Australia Council, potential exists for New Regional Gallery to submit applications for specific projects and programs that align with priorities, such as the Growing Regions Fund (which replaces the Building Better Regions Fund). The inclusion of a significant investment First Nations/Traditional Owners engagement and programming will provide specific opportunities from a range of Commonwealth and State sources. The ability of SCC to contribute funding using other land use revenues and disposal of surplus assets should also be examined, such as disposal of the surplus former Caloundra Library site.

## 17.2.1 Private sector market appetite

Private sector investors or developers will get involved in funding of projects if profit sources or non-monetary returns can be identified. These may come in a variety of forms including user charges, site or project specific tax benefits and levies or simply the sale of land for development. Long term commercial arrangements or leases may offer further opportunities for private sector investment in the New Regional Gallery project, however generally revenues generated by arts galleries or similar are not sufficient to encourage significant private sector involvement such as a PPP type arrangement, i.e. where returns are achievable allowing private capital to flow.





The private sector will be looking for acceptable risk adjusted returns from any project investment, and in the current market there is good evidence to suggest Australia generally and government supported projects with a general value threshold of \$100 million are attractive to both domestic and overseas capital, although investors must be able to see returns and understand risk in any proposition.

Recent projects sponsored by various state governments around Australia have been able to attract significant volumes of capital, particularly when the project is well planned, and the service need is justified. A number of factors will determine the extent of private sector interest in the New Regional Gallery project, primarily;

- Returns The quality of the available risk adjusted returns.
- Risks The clarity with which project risks and opportunities can be identified and assessed.
- Timing Infrastructure projects are a national market and bid teams move from state to state. Various State and Australian Government projects in Queensland (Brisbane 2032), mean that there is a substantial pipeline of large projects in planning. Given the relatively small size of the New Regional Gallery project in terms of value, the timing of procurement and delivery will be an important consideration to avoid being displaced by larger State driven projects.
- Size Some commercial structures have effectively a minimum "flag fall" size. The complexity and overhead associated with the procurement and closure of the deal requires a project to exceed a threshold value for that approach to be efficient. There are no hard and fast rules on this and factors such as scarcity or abundance of opportunities will move the threshold. Generally, as a rule of thumb it is usually difficult to efficiently privately fund a project much under \$100 million.

Opportunity exists for smaller commercial agreements with operators and or tenants for the utilisation of space and facilities that may contribute to operational costs and required operational subsidies, such as food and beverage, catering, function hire and retail tenants.

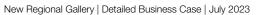
An assessment has been undertaken on the potential funding sources that are able to deliver and support the development of the New Regional Gallery. This assessment is outlined in Table 56 below and shows that a broad approach to funding application should be employed. This would involve submissions to Federal, State and Local Governments as well as private investors. State Government funding is however the most likely primary funding source, with government subsidies potentially providing some secondary funding.

Table 56 - Assessment of potential funding sources

Potential sources of redevelopment funding	Funding source description	Funding source assessment
Federal or State Government new asset funding	Obtain a funding grant (capital, recurrent or both) through the QLD Government Local Governments Grants model or Creative Together 2020 - 2030.	<ul> <li>Due to the capital costs associated with the new gallery development, Federal or State Government capital funding would be beneficial.</li> <li>A joint funding agreement between SCC and relevant government agency(ies) is considered an optimal scenario.</li> </ul>
Reduction in recurrent costs / enhanced commercial arrangements	Contribute to the ongoing facility recurrent / operating costs through Private sector / commercial tenants.	Opportunity to create commercial opportunities in the new facility for private operators and businesses to help reduce annual operating costs by generating revenues for SCC.

Appendix A







Potential sources of redevelopment funding	Funding source description	Funding source assessment
SCC funding	SCC is the sole provider of capital and operational funding.	Funding the operating cost shortfall annually is not optimal for the gallery viability. Financial assistance in lowering the annual subsidy requirement is to be explored.
Contributions from other Government agencies (subsidies) for exhibitions / touring programs	Obtaining development contributions (capital, recurrent or both) from State or Commonwealth Government agencies to encourage First Nations art and cultural sector in the region.	Potential exists for funding of exhibitions and touring from the QLD Government Touring Queensland fund to assist with offsetting operational costs. This would be considered a <b>secondary funding</b> opportunity.
Private philanthropy	Obtain private philanthropic contributions from private organisations or individuals	There is an opportunity for philanthropic benefactors to contribute to capital or operational funding. This is more likely a secondary funding opportunity.
Additional / increased charges	Increasing or introducing commercial framework for gallery entry and event revenues	Commercial opportunities realised through the introduction of increased entry fees and event revenues, generating income for the gallery.

# 17.3 Funding Analysis

This section outlines the relevant financial information to be considered across the life of the asset, identifying capital and recurrent funding requirements, whilst sensitivity testing individual scenarios to factor impacts of changing variables on funding constraints, such as timing of cash flow inputs, gallery visitation forecasts and increased capital costs.

# 17.3.1 Capital Costs Budget Impact

The real capital costs (including inflation) for the preferred New Regional Gallery development option commencing from 2022/23 are presented in Table 57 below. It should be noted that this analysis depends on a nominated start date so makes reference to 2024 as Year 1, noting that this is heavily dependent on Council endorsement of the DBC and subsequent funding confirmation. The table shows that \$38.5 million of escalated capital funding is required for the delivery of the New Regional Gallery development preferred option, with a further \$13.1 million required for building renewal (CAPEX) over the project horizon, equating to \$51.5 million in capital costs.





Table 57 - Capital budget requirement over 20-year project outlook

Preferred	Current Year		Forward 5-Year Buddet Requirement			Remainder (\$M)	Total	
option capital expenditure	21/22	FY24 / Year 1	FY25 / Year 2	FY26 / Year 3	FY27 / Year 4	FY28 / Year 5	FY29 – 43 Years 6 - 20	\$Million
Project Capital Costs	-	(1,284,734)	(17,432,728)	(19,821,776)	-	-	-	(38.5)
Building Renewal (CAPEX)	-	-	-	-	(770,848)	(770,848)	(11.5)	(13.1)
Building Depreciation (add back)	28,563	28,563	28,563	28,563	-	-	-	0.08
Total capital budget funding required	-	(1,256,171)	(17,404,165)	(19,793,213)	(770,848)	(770,848)	(11.5)	(51.5)

Source: RAM & Savills Economics

#### 17.3.2 Recurrent Costs Budget Impact

The total recurrent costs and revenues associated with the preferred option across the first nine (9) years of the project horizon are set out in Table 58 below. It is noted that recurrent costs will ramp up from 2025-26 as the new facility becomes fully operational and the amount and frequency of exhibitions increase.

Examination of a common year of operations, in 2028-29 (year 5), shows a net recurrent shortfall of approximately \$1.926 million in nominal terms. Sponsorship and funding of specific exhibits and tours may assist SCC in managing this recurrent budget shortfall. However, this is contingent upon securing funding from government sources. It should be noted that this shortfall does not reflect the true operating position over the life of the asset, as there are years over the next few decades in which there will be significant lifecycle costs associated with replacement activities.

Table 58 - Recurrent cost budget impact

Recurrent / Operating Costs	2024 – Year 1 (\$)	2025 - Year 2 (\$)	2026 Year 3 (\$) (opening year)	2027 - Year 4 (\$)	2028 - Year 5 (\$)	2029 - Year 6 (\$)	2030 - Year 7 (\$)	2031 - Year 8 (\$)	2032 - Year 9 (\$)
Total Revenues / Income	59,093	72,048	623,068	709,018	841,565	883,643	927,825	974,216	1,022,927
Total Recurrent / Operating Costs	(998,150)	(1,531,963)	(2,464,487)	(2,511,256)	(2,704,838)	(2,810,125)	(2,923,081)	(3,043,585)	(3,171,601)
Recurrent Cost Shortfall	(939,057)	(1,459,915)	(1,841,419)	(1,802,238)	(1,863,273)	(1,926,482)	(1,995,256)	(2,069,369)	(2,148,674)





Source: RAM & Savills Economics

### 17.3.3 Funding Requirement - Sensitivity Analysis

To understand the potential impact to the viability of the project and funding requirements as a result of changes to key variables (such as capital costs, recurrent expenditure and revenue, cash flow timing etc.), a financial sensitivity analysis has been undertaken. This analysis has focused on the project viability due to changes in individual variables whilst other variables are held constant. The key individual project variables that have been modified during the financial sensitivity analysis were:

- Capital costs SCC receive capital funding for construction activities to the value of \$5m, \$10m and \$20m distributed across the delivery phase.
- Total recurrent revenue / expenditure Varied by -15% and + 25% to reflect increased / decreased visitation, partial funding of the required subsidy / shortfall, and
- Project commencement Project delayed by one, two and three years.

For this project the financial sensitivity analysis has focused on the potential impact on the project viability and funding requirements due to increases and decreases in the cash flows associated with the capital and recurrent costs, with the results presented in **Table 59** below.

Table 59 - Funding sensitivity testing

Option D – Former Library Site NPV no sensitivity	Sensitivity test	Option D – Former Library Site NPV with sensitivity
	Changes to financial input variables	
-\$55.1M	\$5m in capital funding	-50.8M
-\$55.1M	\$10m in capital funding	-46.5M
-\$55.1M	\$20m in capital funding	-37.9M
-\$55.1M	15% reduction in total recurrent costs	-52.1M
-\$55.1M	25% increase in total recurrent costs	-60.1M
	Changes to project delivery timeframes	
-\$55.1M	Project start delayed by one (1) year	-56.5M
-\$55.1M	Project start delayed by two (2) years	-57.8M
-\$55.1M	Project start delayed by two (3) years	-59.2M

### 17.4 Conclusion

The sensitivity analysis shows the project becomes more expensive if it is delayed and less expensive for Council if Council can secure additional capital contributions from other Government and/or private individuals or companies. The impact of delays on costs depends on changes in building prices during the delay and when the project starts. Most forecasts show tourism returning to pre-COVID levels in 2024-25; the lead up to the 2032 Olympic Games is when tourism to Queensland is expected to be close to its peak. There is a risk that if the project is delayed it may not be open and fully established during peak visitation in the pre-Olympic and Olympic period, as typically galleries take a up to 5 years to build awareness and secure major exhibitions once they have opened. Together with a construction period of just over 2 years, it is necessary to invest now to have the Gallery operating optimally before 2030 (during the cultural Olympiad preceding the Olympics).





# 18.0 Implementation Plan

This section evaluates potential procurement and delivery models, setting out the preferred contracting and staging solution associated with the preferred option as identified in the integrated options analysis in Section 15.0.

# 18.1 Commercial Delivery Model

Based on the specific characteristics of the New Regional Gallery project, the opportunity for private sector investment (including the potential as a PPP project or whether traditional delivery is most appropriate), has been evaluated through a qualitative assessment process against a range of possible procurement and delivery options. The assessment of potential procurement and delivery options involving the private sector factor a range of whole-of-life considerations (construction and operations), with emphasis on the overall cost and risk profile that may be achieved.

#### 18.1.1 Context and Value for Money

Achieving value for money in the context of the project environment typically involves comparing alternatives for the supply of goods and services to get the best mix of quality and effectiveness for the lowest cost over the required term. Importantly, it involves an appropriate allocation of risk and trade-offs, making the selection of a suitable procurement strategy and contract critical factors in determining whether value for money is achieved. This includes a contemporary awareness of market and external forces that may be outside of SCC's control although may severely impact project outcomes.

In terms of developing a procurement strategy and selecting an appropriate delivery methodology, there are several factors that typically contribute to value-for-money outcomes, including:

- determination of opportunity for private sector investment in the project,
- optimising risk allocation between the parties,
- using performance specifications, where appropriate, to encourage maximum innovation,
- unsuring the flexibility to secure scope changes at a reasonable cost,
- using incentives to reward 'better than business as usual' outcomes,
- setting an appropriate contract period,
- and capabilities to deliver the planned project outcomes, and
- adopting a procurement strategy appropriate to the complexity of the project.

# 18.1.2 Procurement Objectives and Drivers

The impact of these factors on the achievement of value for money will depend upon the nature and specific circumstances of each building project. In discussions with SCC and in the context of risk apportionment, the primary procurement drivers and objectives for the project include:

- y flexibility around staging and existing gallery operations,
- satisfying design expectations, reflecting the outcome of collaboration with and inputs by user groups and project stakeholders.
- achieve certainty of project budget and delivery program,
- whole of life costs, and
- reducing risk at all stages of the procurement process, including mitigating supply-chain issues that may delay completion of the project.





As such, a long list of potential delivery models has been identified for the New Regional Gallery development project in line with QLD Government procurement selection guidelines and with regard to the project priorities and objectives. The procurement models considered as part of the initial preliminary evaluation for this business case include:

- Construct only
- Design and construct
- Construction management
- Managing contractor
- Alliance
- PPF

Figure 42 demonstrates the trade offs that exist with traditional procurement models in terms of design risk, client inputs and expectations, and innovation, positioning each model on the scale to reflect the inherent qualities of each.

Max. ← Contractor's design risk → Min.

Max.

D&C

DF&C

MC

Contractor's design risk → Min.

Min.

Min.

Min.

Min.

Meeting Client's expectation of finished

product

Figure 42 - Traditional procurement models - trade offs

Table 60 - Procurement model summary

Delivery Models	Model description							
Traditional Delivery Models								
Construct only (lump sum or	Under the construct only procurement model the Owner directly and separately engages the Design Consultant and Contractor for the development of the desired facility.							
fixed price)	As there is no contractual connection between the Design Consultant and Contractor and only limited time for Contractors to undertake design activities during the Tender Period there is limited potential for the Contractor to influence the design.							
	Hence ultimately the design risk under this model is taken by the Owner, with the Contractor only taking on construction risk.							
	This procurement model is therefore best for the development of standard, simple or relatively straight forward projects where the complexities that are involved in the use of other procurement methods do not deliver any substantial benefits.							
Design and construct (D&C)	The Contractor is appointed by the Owner to provide both the design and construction for the desired facility under this procurement model.							
	The design is usually undertaken by an external Design Consultant that is appointed by and reports to the Contractor, however in some cases in-house Contractor design teams are used.							
	Because the design control is with the Contractor they have much larger control on project staging, design innovation and construction / delivery efficiencies and the number of contractual interfaces are reduced.							
	Under this model the Contractor takes on both the design and construction risks.							
	The model of procurement is as a result generally suitable for projects that are more complex and demanding which also tend to have higher capital development values.							
	Several variations of this model exist, including:							
	- Design, novate and construct,							
	- Design, develop and construct,							
	- Design, construct and maintain.							
	A guaranteed maximum price is also often part of a D&C offer.							





Delivery Models	Model description
Construction Management	A Construction Management contract is where the 'traditional builder' is replaced by a Construction Management organisation, with their responsibility to work directly for the client in the management of the construction phase. The works are completed by a series of trade contracts between the client and each contractor.
	The Construction Manager does not take any cost risk or design risk although the construction manager may be paid to assist the client with cost control and design advice.
	A significant aspect of construction management is that the Construction Manager has no direct involvement in the payments to the trade subcontractors.
	The advantage is that they allow the early stages of construction to commence while the design and documentation of later trade packages are being finalised.
	The Construction Manager performs a purely management and coordination role without the same risk in terms of delivery and is generally paid an agreed fee. The fee may be a fixed lump sum, a percentage of the building cost, or an agreed hourly rate.
	Construction management is appropriate where the client needs to start work on the early stages of construction while the design and documentation of later trade packages are being finalised, where the client needs to retain direct control over works, and for complex projects where it is not possible for design of some elements to be started before work is undertaken on others.
Non-Traditional (a	alliancing / partnership) Delivery Models
Managing Contractor (MC)	This form of procurement involves the Owner appointing a Managing Contractor who is responsible for the delivery, including the engagement of the design consultants and construction sub- contractors, for the delivery of the facility.
	The Managing Contractor is paid a fixed management fee for the project and is also often able to receive incentive payments if a range of key parameters are achieved. These parameters typically include a target delivery price, key delivery schedules and the like.
	The Managing Contractor is engaged early in the process to manage the scope definition, design documentation and construction of the facility. The Managing Contractor may undertake some or all of the design and/or construction activities, or may subcontract out.
	This procurement model is hence most appropriate for projects that are complex or high risk with uncertain scope, risks or technology, where earlier contractor involvement is beneficial, and the Owner wants to have significant control over design development.
Alliance	<ul> <li>Under the Alliance procurement model the Owner collaborates with one or more non-owner partners (typically the Contractor and Designer) in order to share the risks and responsibilities for the delivery of the facility.</li> </ul>
	All delivery risks are shared by the Alliance partners and the Alliance contract and supporting structures promote a positive culture based on 'no fault and no blame' and unanimous decision making that requires all participants to find the 'best for project' solutions.
	Because the behavioural culture is crucial to the success of the Alliance the selection of the right participants is paramount.
	Reimbursement of direct costs and corporate overheads of the non-owner parties are typically guaranteed in an open book arrangement and there is a pain / gain sharing between parties depending on the achievement of the jointly developed and agreed delivery parameters.
	The Alliance procurement model is considered most useful for projects that are complex and high risk, where the solution is not clear and a high level of innovation is required, where risks are unpredictable and best managed collectively, and the Owner wants to be closely involved.





Delivery Models	Model description
Public Private Partnership (PPP)	■ The PPP form of procurement is based on the development of a service contract between the public and private sectors where the Government pays the private sector (typically a consortium) to deliver facilities and services over the longer term rather than the straight delivery of facilities for Government management.
	The private sector provider not only builds the facility but also operates and maintains the facility for the term of the contract and at the end of the contract the asset ownership and responsibility for operation and maintenance is transferred back to the Owner.
	In some PPP models the private sector also provides the finance for part or all of the facility construction costs, this however tends to vary from sector to sector.
	There are a number of different PPP models currently in use including Design Build Operate (DBO), Design Build Finance Operate (DBFO) and Design Build Finance Maintain (DBFM).
	The PPP form of procurement is most applicable for large scale and complex projects where there is significant scope for innovation, the outputs can be clearly defined and linked to a payment mechanism, and whole of life asset management is achievable and cost effective.

Variants of the above that can be incorporated to Traditional Delivery Models in some form of hybrid arrangement include:

- Early Market Sounding going to the market early to test the "appetite" for a project, gain early advice around key issues such as buildability, innovation, program, budget, risks, etc.
- Early Contractor Involvement (ECI) engaging a contractor to provide buildability advice and cost certainty as part of the design phase of the project.
- Guaranteed Maximum Price (GMP) engaging a contractor to coordinate the delivery of the works in a similar manner to MC, up to an agreed maximum price.

There are strengths and weaknesses of each contract and delivery method. Identifying project drivers is crucial in selecting the most appropriate methodology.

#### 18.2 Qualitative Evaluation – Delivery / Procurement Models

A preliminary evaluation of the range of potential procurement methodologies for the New Regional Gallery development has been undertaken as part of this business case. This evaluation has been undertaken in accordance with the Project Assessment Framework procurement guidance notes. The key outcomes from this process are the consideration of the project potentially being delivered under an alliance type model (PPP, Managing Contractor), or whether traditional delivery is most appropriate, identifying 2 (two) shortlisted models for further detailed consideration.

### 18.2.1 Evaluation criteria for procurement options

The list of potential delivery models as outlined above have been assessed for their suitability in procurement for the delivery of the New Regional Gallery development and level of private sector involvement in accordance with the methodology set out in the PAF guidelines.

The key evaluation criteria categories adopted include:

- 1) Quality
- 2) Timeline
- 3) Budget
- 4) Whole of life design and maintenance
- 5) Market appetite, capability & competition
- 6) Stakeholder & scope management

- 7) Risk management
- 8) Variations
- 9) Cost minimisation
- 10)Innovation
- 11) Complexity of staging & decanting





To facilitate the ranking of delivery models against the criteria above, the following rating scale has been adopted.

Table 61 - Procurement model rating scale

Rating Scale	Description
4	Procurement model fully or almost fully satisfies the evaluation criteria by meeting all or substantially all criteria requirements.
3	Procurement model is effective in satisfying the criteria requirements.
2	Procurement model just satisfies the evaluation criteria by meeting minimum criteria requirements.
1	Procurement model is ineffective in meeting the criteria requirements.
0	Not applicable.

# 18.2.2 Qualitative evaluation – delivery / procurement models

Evaluation of potential delivery / procurement models attributable to the New Regional Gallery project has been summarised in **Table 62** below, adopting the Reference Project (as described in Section 16.0) for functionality, spatial planning and technical capacity. Detailed commentary for each model against the criteria is provided in **Appendix F.** 

Table 62 - Preliminary delivery / procurement model qualitative assessment

Dualiminan / Duan war ant Madal Evaluation Critaria		Procurement Model / Rating							
Preliminary Procurement Model Evaluation Criteria	Priority	со	D&C	СМ	мс	Alliance	PPP		
1. Quality  (a) The ability of the model to deliver the required outcomes in terms of:  quality of the design and the constructed facility  meeting service specifications/requirements  robustness and functionality of the design  allowing for future proofing and flexibility	High	3.5	2	1.5	3	2.5	1.5		
Timeline     (a) the ability of the model to deliver the project in the required timeframes and enable effective management of risk around delays.	Medium	2.5	4	3.5	3	1.5	3		
3. Budget  (a) The ability of the model to provide budget certainty in respect of the construction and maintenance of the facility and remove unexpected funding requirements.	High	3	3	1.5	3	1.5	1		
4. Whole of life design & maintenance  (a) The extent to which the model promotes a whole-of-life management solution, including incentive to optimise life-cycle, general maintenance and inter-related service provision.	High	3	2	2	3	1	3		





		Procurement Model / Rating						
Preliminary Procurement Model Evaluation Criteria	Priority	co	D&C	СМ	мс	Alliance	PPP	
Market appetite, capability & competition     Market appetite (i.e. existence of players with the relevant skills, expertise and capacity). The extent to which the model achieves competitive tension.	Medium	3	3.5	2	2	1	1	
6. Stakeholder & scope management  (a) Ability of the model to ensure that delivery of the project is consistent with stakeholder interest and stakeholder expectations are effectively managed. Ability of the model to effectively manage scope change requests by stakeholders and to minimise impact on cost, time and quality.	Medium	3	2.5	2	3	3	2	
7. Risk management —  (a) the extent to which the procurement model allows for:  appropriate allocation of risks to the party best placed to manage the risk at the lowest cost  efficient risk management and/or mitigation  ability to manage the procurement process and contractual arrangements.  (b) Are there unquantifiable risks that could have a material impact on project costs and objectives?	High	2.5	4	1.5	3	1	2.5	
8. Variations  (a) Ability of the model to deal effectively with any future changes and development due to changed operational needs.	Medium	3.5	1.5	2	2.5	2.5	2	
9. Cost minimisation  (a) The ability of the model to reduce capital cost and where appropriate reduce operational costs.	Medium	3	3	2.5	3	3	3	
Innovation  (a) The ability of the model to achieve innovation in design, construction methods, construction program, life-cycle and ESD considerations, achievement of requirements, etc.	Low	3	3.5	2.5	2.5	3	4	
<ul> <li>Complexity of staging &amp; decanting</li> <li>(a) Ability of the model to deal with complexity and potential flexibility of construction program in respect of staging and decanting.</li> </ul>	High	2	3	2.5	3	3	3.5	
Rating Total		31.5	32	23.5	31	23	26.5	
Ranking		2	1	5	3	6	4	

The qualitative evaluation of potential delivery / procurement models for the new gallery project has scored three models within a variance of 1 point, indicating their potential suitability for the project. To establish the two preferred shortlisted models for further assessment, construction sector feedback has been factored to establish market preferences and appetite for the project adopting the shortlisted models.





#### 18.3 Market Considerations

Validation of assumptions relating to private sector involvement in the new gallery project have been determined through market sounding. Market sounding was undertaken to explore the potential range of solutions, procurement models and determine the market appetite for involvement in the potential project. Feedback has been summarised and presented in this section to inform the selection of a preferred procurement / delivery model.

#### 18.3.1 Industry Insights

The construction and infrastructure sector has experienced sustained turbulence over the past 2 years, grappling with a number of unique economic and environmental challenges as well forthcoming implications of the Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022.

A combination of rising material costs, global supply chain disruptions, labour shortages and extreme weather events has continued to test the resilience and profitability of contractors working in the sector. Exponential increases in some material and labour costs are currently having a severely negative impact on the construction industry for both contractors and developers.

For projects currently on foot, an uptick in contractual claims for time and cost relief is evidenced, as contractors seek to minimise the impact of having committed to projects on a fixed lump sum basis prior to encountering the pressures referred to above. For projects in the tender phase, more collaborative contracting models are being utilised (for instance, Early Contractor Involvement, alliancing and modified Design & Construct models), together with a trend towards a more balanced risk allocation.

# 18.3.2 Market Sounding Approach

To validate assumptions made about potential private sector involvement and/or investment and market conditions, a market sounding exercise was undertaken with the aim to further explore the potential range of solutions to a service proposal and determine the actual market capacity and appetite for involvement in the new gallery project.

During the period of 10 to 17 March 2022, a confidential and selective soft market sounding exercise with multiple contractors of varying sizes was undertaken. The consultation was limited to those contractors who would be capable of tendering and delivering a project of the scale of the New Regional Gallery.

The purpose of the consultation was to understand how these contractors are navigating the market, the procurement processes dictating their pricing and importantly key risks emerging in the market.

# 18.3.3 Summary and Outcomes

The market sounding activities and subsequent analysis determined several key emerging themes, which are outlined below for reference:

- Sub-contractors and not head contractors are determining what jobs to price and the rates on them.
- Unavailability of Sub-contractors and selected trades are due to volume of projects or company collapses.
- Specialist trades are extremely difficult to procure, especially in regional Queensland.
- Sub-contractors and trades are not interested in pricing "speculative" work and are currently only interested if the Head Contractor is in a preferred or guaranteed position to win the project.
- Margins for trades vary but are much higher (up to double digit percentage increases) than normal due to lack of availability. Premium to relocate trades to regional Queensland considered even more expensive.
- Mobilisation to site from contract award has taken longer due to material and labour lead times.
- Contractor's preferred procurement model is ECI and D&C hybrid model, with minimal interest in tendering a standard lump sum D&C or fully documented lump sum project due to the risks and issues (as outlined above).
- Long lead times on materials especially piling, steel, plaster, aluminium and timber currently being experienced. Piling contractors have extensive delays, with some experiencing delays of up to 8 months.
- D&C consultants are also difficult to secure, and turnaround times are considered much slower.





- ECI and D&C hybrid tender duration preferred by the market is currently 4 6 weeks for preliminaries, margin, programme, methodology only. No trade costs being allowed for, otherwise this duration is extended or if they agree
- Prices are only being held for approximately 30 days maximum.
- Sub-contractors are not interested in an open tender and restricting their attention to select or sole tender work, due to shortage of labour (estimators) and volume of work.

### 18.3.4 Potential Mitigation Strategies

Analysis of the market sounding outcomes revealed some potential mitigation strategies to overcome the key emerging themes and market constraints:

- Undertaking an Expression of Interest (EOI) process and shortlisting preferred contractors for a select tender reduces the risk factor for all parties and provides increased possibility of winning the contract which may increase interest in project tender involvement.
- Partnering early with a contractor and sub-contractors ensures greater certainty of lead times and prices through collaboration with clients and mitigation of risk on contractors.
- Undertake an ECI and D&C hybrid procurement process to ensure that contractors and subcontractors are involved early to de-risk the project and provide fair and reasonable pricing through collaboration.
- Identify long lead procurement items in collaboration with the market and commence procurement early (ideally in parallel with design phase) where possible, to ensure no programme delays or alternate product selections are
- Accelerated tender review and approval process to ensure contractors are engaged quickly and avoid price increases for delayed consignment confirmations in step with market fluctuations.
- Novation of design consultants to ensure consistent design intent and ensure stability of available design consultants during D&C phase. PPRs to be finalised and representative of SCC's
- → Flexibility in procurement model and design process to work collaboratively with the contractor, sub-contractors, and

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  → Flexibility in process to work collaboratively with the contractor, sub-contractors, and

  → Flexibility in process to work collaboratively with the contractor of the contractor o suppliers.
- Drafting of the D&C Contract is not onerous or resents an unbalanced risk allocation, incentivises good design collaboration with the client...
- Rigorous financial checks on contractors and consultants will ensure that those with precarious financials are not considered for tender. This can be incorporated into an EOI phase.

#### 18.4 Procurement / Delivery Model Recommendation

### 18.4.1 Qualitative evaluation outcome

The qualitative evaluation of potential procurement models for the RG project has established two shortlisted models that align with the project principles and objectives, being Construct Only (lump sum) and Design and Construct as set out in Table 62. The ultimate selection of the preferred model is subject to further consideration of the two shortlisted models, reaffirming SCC's preferences and project objectives subsequent to approval of the detailed business case and confirmation of funding allocation.

Discussion of the two shortlisted procurement models has been outlined below, examining each delivery / procurement model against SCC project priorities and objectives, incorporating input from the project risk assessments and market sounding exercises undertaken as part of this business case.

# 18.4.2 Construct Only Model (Traditional Lump Sum)

The Construct Only or Traditional Lump Sum model can lend itself to significant cost exposure on a fixed project budget, which is considered a 'significant' project risk for SCC. This model may also enable greater control of the design for SCC, ensuring greater control over quality and function, and provide for a simpler tender assessment and contract administration process.





This model would enable a practical completion date of mid 2027, driven by the extended time period required to produce tender documentation.

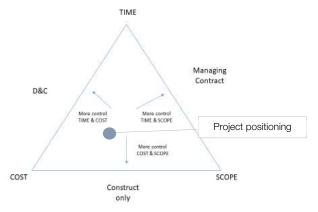
Market feedback suggests there is potential for delays once tender is awarded prior to commencement of construction, with lead times impacted. Each of these delays would carry significant cost implications for the project budget.

Based on the general feedback from industry peers and professionals, a stand-alone Construct Only (traditional Lump

Sum) procurement model is not the preferred contractual arrangement and has potential to deter building contractors (including sub-contractors) from tendering the project. The market is now averse to carrying client design risk on projects that they have had no input to.

# 18.4.3 Design & Construct Model

The Design and Construct (D&C) model offers benefits if reducing the programme duration is a key consideration. However, greater risk exists with quality and function of the built form should the PPR not be comprehensive and fully representative of SCC's final design objective and requirements. Shortening program minimises the market risks being protracted and potential



exposure to cost increase compounded. Further benefits include the enabling of early works and early lead time procurement to create further efficiencies in the programme. The introduction of Early Contractor Involvement would further enhance the benefits delivered under this model.

Potential exists for a wide range in tender pricing and submissions due to interpretation of the documentation provided at tender time and the level of detail considered (i.e. 30% or 70% complete). Market feedback indicated a stand-alone D&C Lump Sum procurement model may not represent the preferred methodology and has potential to deter building contractors (including sub-contractors) from tendering the project.

# 18.4.4 Delivery Model Recommendation - Early Contractor Involvement and Design & Construct Model (Hybrid)

Engagement with the market has provided additional items for consideration associated with the two preferred procurement models proposed for the new gallery. The D&C model offers benefits over the Construct Only model when compared against risk and project objectives. To further reduce risk exposure and address SCC's project priorities, the D&C model can be enhanced through the introduction of Early Contractor Involvement (ECI), which would assist in reducing cost and time risks.

An ECI arrangement (structured around a Design & Construct Model) has been presented as it offers procurement benefits based on the current market conditions and emerging project risks. Through this multi-phase procurement model, the Contractor would be engaged initially to assist with the undertaking of planning and design services via an ECI Deed of Agreement. This would include:

- Advice regarding the packaging of the works (between Early Works and Main Works) with flow-on impact on the scope of the Concept SSD application and Detailed SSD application.
- Advice on buildability during the competitive design process and design development
- Advice on long-lead items and strategies to minimise supply-chain issues

At the completion of the planning and design phase, the Contractor would submit a Works Offer and if value for money can be demonstrated, the Contractor can then be engaged to undertake the following for a fixed lump sum:

Complete the design of the works





#### ■ Construct the works

This methodology allows the planning and delivery of multiple works packages (typically Early Works and Main Works), with the Contractor required to submit separate Works Offers and demonstrate value for money for each package. The justification for adoption and key benefits offered by this procurement model in the context of New Regional Gallery include:

- Provides the ability to engage early with building contractors (including sub-contractors) in an extremely volatile market.
- Greater appetite from the market to engage in select tenders utilising ECI stage.
- Collaboration between the builder and client in crafting the design, market alignment of the build and resourcing alignment as the design evolves.
- Ability to undertake procurement of long lead items early to ensure programme is maintained.
- The building contractors and SCC have the ability to de-risk the project early through an ECI stage inputs.
- Construction works can commence earlier with the opportunity to undertake early / enabling works if required, including the decanting of the existing gallery collection; and
- Based on the general feedback from the industry, a hybrid ECI and D&C Lump Sum procurement model is the preferred contractual methodology.

It is therefore proposed a hybrid model of ECI and D&C be adopted for the project. The D&C and ECI procurement methods are best aligned with the new gallery procurement objectives and provide:

- A high degree of control over the design and finished product.
- Opportunities to accelerate the completion of the project.
- An adequate risk sharing between the Principal and Contractor(s).

# 18.5 Proposed Project Procurement Strategy

# 18.5.1 Procurement principles

The procurement of the RG development will be undertaken in accordance with QLD Government procurement guidelines and principles, in addition to SCC's internal procurement policies, procedures and arrangements. As such, the following points are guiding principles in the procurement activities for the New Regional Gallery development:

- Achieving value for money Obtaining the required goods and services at optimal cost having regard to policy, performance standards, lifecycle costs, reputation and customer service.
- Open and fair competition Maximising the opportunities for organisations and individuals to compete to provide goods and services to SCC.
- Accountability Defining, allocating and achieving best practice regarding policy compliance and responsibilities.
- ➤ Risk management Adopting a pro-active and integrated approach to risk management.
- Probity and transparency Ensuring fairness, impartiality, consistency and transparency at all stages within the procurement cycle.

#### 18.5.2 Proposed procurement arrangement

SCC will undertake competitive tenders for the provision of Project Management Consultant, Quantity Surveyor and Architectural services in the role of Principal Consultant, supported by a team of Technical / Specialist Consultants. SCC will assume contractual responsibility for Project Management, Quantity Surveying and Architectural Consultants, with the Architect (as Principal Consultant) to manage and coordinate the design process in accordance with SCC's direction and project objectives. With specialist inputs provided by the consultant team, SCC will prepare specifications and briefs for each of these appointments based on the information set out within this business case and subsequent approvals. Noting the recommended procurement model of Early Contractor Involvement / Design & Construct (ECI/D&C), novation of the consultant design team to the head contractor at 80% completion of design





development is a key consideration in cost planning, contract structuring and developing Principal's Project Requirements (PPRs).

Due to the early status of this project, SCC has yet to decide on the exact form of tenders, however, expect that a two-stage process is likely to be adopted particularly for the larger elements of work and service provision such as the appointment of the Head Contractor. This two-stage process may consist of an Expression of Interest (EOI) to organisations registered under the QLD Government's procurement panel to develop a short list of organisations considered best able to deliver on SCC's project objectives. Following short listing a Request for Tender (RFT) will be issued to the remaining bidders for the final selection. The consultants for the commission could be invited to participate from a pool of Government Panel registered organisations or consultants with suitable project experience / reputation, current RG project knowledge and quality performance. A single stage selection process may be appropriate for these tenders and appointments.

The exact form of contract to be used for the delivery of the RG project will be agreed subsequent to the approval of this business case and procurement method adopted. Typically, Australian Standard contract documents are used for projects of this nature, with any specific contractual modifications and negotiations to facilitated by SCC's legal advisors.

#### 18.6 Project Management Plan

# 18.6.1 Project Phasing Considerations and Implementation Timelines

It should be noted that specific program dates outlined herein are indicative only, established for the purposes of cash flow forecasting and economic modelling. Actual commencement dates for each of the stages is subject to availability of funding to deliver the New Regional Gallery, the library, and wider project components.

Implementation of the preferred option requires project phasing and staging considerations be factored into the gallery master programme with a view to identifying development sequencing and potential constraints for planning and delivery. The current use of the development site, associated decanting and demolition play a significant role in this level of planning.

The development site is currently functioning as Caloundra Library, with planning and design for the new Caloundra District Library underway. The new library is anticipated to be completed in 2025, at which point the current library will cease operating, decant into the new facility, and free up the development site for a possible early works program. The demolition works can be completed independently of the head contract for the gallery construction, with temporary site garden or pop-up retail potential short-term uses for the development footprint whilst planning, design, tendering and approvals are sought and confirmed. It is envisaged the existing Art Gallery would remain operational until the New Regional Gallery is complete, and therefore only a single relocation of the collection is required with no temporary storage requirements.

The proposed new gallery delivery model of ECI/D&C hybrid allows for elements of the programme to be completed in parallel, offering programme efficiencies that will reduce the duration and likely project costs. The consultant team, including Principal Consultant (Architect) and Project Management Consultant, can be procured early in the project with the aim of novating the design team at some point during design development and once SCC's principal project requirements (PPRs) have been finalised and endorsed by SCC Councillors. An Expression of Interest (EOI) process for the procurement of a construction contractor(s) is to be undertaken, enabling a select tender invitation for progression to Request for Proposal (RFP) stage.

It is anticipated programme efficiencies created by the adoption of the recommended ECI/D&C model will enable SCC to undertake meaningful community consultation on the preferred option at the Masterplan and Concept Design phase.

A summary of the detailed master programme and key milestones has been provided in Table 63 below, with the detailed programme provided in **Appendix G** for review.





Table 63 - Project implementation staging & milestones

It should be noted that specific program dates outlined herein are indicative only, established for the purposes of cash flow forecasting and economic modelling. Actual commencement dates for each of the stages is subject to availability of funding to deliver the New Regional Gallery, the library, and wider project components.

Activity	Timing	Responsibility / Comments
Project Approvals		
Detailed Business Case completion	June 2023	SCC to complete DBC with the assistance of the consultant team.
Detailed Business Case approval	July 2023	DBC to be presented to Councillors (workshop no.2) and endorsed.
Funding confirmed	August 2023	Considered earliest start scenario. Although uncertain at the time of writing the DBC, for forward planning purposes we have assumed that funding will be confirmed in August 2023.
Project Development and Design		
Consultant team selection	November 2023	SCC to complete procurement of the project consultant team, including initially Principal Consultant and Project Management Consultant to drive design team.
Phase 1 – Masterplanning & Concept Design	March 2024	SCC Councillor endorsement of the concept design, incorporating community consultation input.
Phase 2 – Schematic Design for Development Approval (DA)	November 2024	This phase includes issuance of the DA and Councillor approvals.
Phase 3 – Detailed Design (DD)	January 2025	DD can be progressed whilst the DA is being considered and can be refined once conditions of the DA are known. Novation of the design team to the ECI contractor is scheduled during this phase.
Phase 4 – Contract Documentation	March 2025	Contract documentation will be completed by the appointed ECI contractor.
Construction & Delivery		
Procurement – ECI Expression of Interest	April 2024	SCC to shortlisted ECI contractors from the EOI process.
Procurement – ECI Tender	November 2024	ECI contractor to be endorsed by SCC following select tender process.
Decanting & Early Works	March 2025	Incorporates permits and approvals for construction and demolition activities, relocation of the current business uses on the development site and demolition.
Mobilisation & site establishment	March 2025	Head contractor to mobilise and establish the site and asset protection.
Construction works	December 2026	Contractor to complete construction activities, overseen by PM consultant.
Practical Completion	December 2026	Contractor to ensure certification and demonstrate design compliance
Operations		
Handover to SCC	December 2026	SCC and contractor to facilitate handover protocol in accordance with contract.





Activity	Timing	Responsibility / Comments
Gallery Operational	Early 2027	SCC to commence operations

#### 18.7 Project Governance & Resources

Governance arrangements for the management and delivery of the New Regional Gallery project are set out in accordance with Sunshine Coast Council's project management framework and responsibilities as a Statutory Authority. This business case outlines some of the principles on which the Governance arrangements are based, noting that detailed Terms of Reference for each Governance entity and stated delegations will need to be established as part of the RG Project Management Plan to be endorsed by SCC prior to commencement. The Governance Framework and relationships between the entities has been depicted in Figure 43 below, with corresponding roles and responsibilities of the project governance entities summarised in Table 64.

Figure 43 - Project Governance Structure

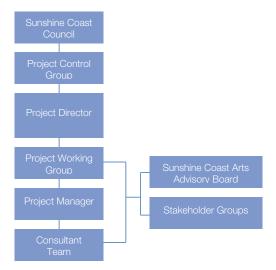


Table 64 - Governance roles

Governance entity	Roles & Responsibilities
Sunshine Coast Councillors	As the prospective owner / municipal manager of the RG and key land owner in the Precinct, SCC is accountable for decisions to commit public funds and for the outcomes of that public investment. SCC will take responsibility for delivering the program as the capital works program in liaison with the relevant funding partners and Government stakeholders.
Project Control Group	An internal Project Control Group will be formed within SCC to oversee the implementation of the project and ensure its ongoing alignment with strategic objectives and project principles, accountable to the Sunshine Coast Councillors. The PCG also ensures the project is designed and delivered with the agreed RG project budget as agreed by SCC and will minimise adverse impacts to the Precinct and surrounding land uses on the whole.  The PCG is the formal point of accountability and control for the Program Director, and

Appendix A





New Regional Gallery | Detailed Business Case | July 2023

Governance entity	Roles & Responsibilities
	have full and complete understanding of program status there is the opportunity to provide feedback.
Project Director	A Project Director will be appointed by SCC to manage the planning and delivery of the RG project, providing general project guidance and approvals for the Project Management Consultant in regard to the engagement of consultants and contractors, development of tender documentation, management of the tender process and contract negotiations, appoint approved suppliers, make project decisions and generally represent SCC's interests during the project.
	The project director will be responsible for reporting to the Councillors through the PCG.
Project Working Group	A Project Working Group, consisting of team members from relevant SCC Departments and (if appropriate) other project delivery organisations, will be formed during the initial project planning stage and will oversee the delivery of the project, from consultant appointment right through to practical completion.
Project Management Consultant	Due to the size and value of the project an external Project Management Consultant is be appointed to coordinate the delivery of the project. The consultant will report directly to the SCC project director, manage and coordinate stakeholder and other consultants inputs, coordinate project reporting requirements, and generally undertake a range of project management and coordinate activities.
Architect (Principal Consultant)	An Architect will be appointed as the Principal Consultant to coordinate and undertake the architectural designs and prepare / coordinate all design documentation for the project. The Architect will initial report to the Project Director, however, may be novated across to the Contractor upon their appointment, if considered appropriate.
Quantity Surveyor	SCC will appoint an independent quantity surveyor for the project to provide cost assessment advice and information to both SCC and the Project Management Consultant.
Other Technical / Specialist Consultants	The Architect, as part of their integrated design team, will manage and engage with a range of other technical and specialist consultants that are required for the successful delivery of the project designs and documentation.

# 18.7.1 Project delivery structure

SCC has considered a range of project delivery structures for the RG development taking into account the requirements to fully satisfy the overarching governance arrangements and the requirement to maximise project outcomes. To achieve this, two project delivery structures are proposed, one prior to appointment of the ECI / D&C Contractor, shown in Figure 44, and a subsequent structure to be implemented upon appointment of the ECI / D&C Contractor, shown in Figure 45 below.





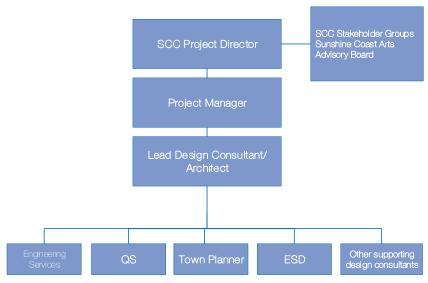


Figure 44 - Planning Phase Project Delivery Structure

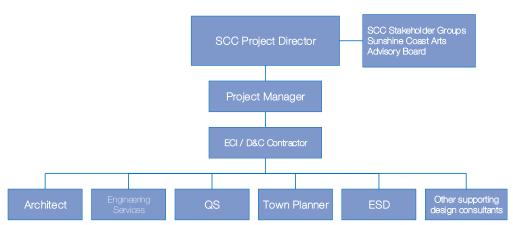


Figure 45 - Construction Phase Project Delivery Structure

# 18.8 Change management

Change is inevitable over the course of a project with extended implementation timelines for a variety of reasons. Some of the more common reasons are as follows:

- Shift in SCC / Government priorities, policies and subsequent infrastructure planning.
- Change in project personnel.
- Nesponse to shifting precinct dynamics and latent site conditions.
- Response to budget limitations when design estimate exceeds project budget.
- Stakeholder responses to built forms that don't align with previously endorsed concepts.



Opportunities realised by any party that improve the utilisation and/or efficiencies of the operations or functionality of the facility, including design, functionality and operations.

As noted, changes proposed can be of great benefit to the project however "change" can also pose one of the greatest risks to a project. To mitigate the risk, appropriate management processes need to be implemented and closely followed. They key change instigators and mitigation processes are outlined below.

### 18.8.1 Project change control

Changes to the endorsed project scope, budget or programme must be presented to the Project Working Group for consideration and endorsement in the first instance prior to presentation to the Project Control Group (PCG) for approval. Subject to the Terms of Reference and delegated authority set out for the Working Group and PCG, recommendations for change may require Councillors approval prior to implementation such as significant budget variations, termination of contracts etc. Decisions made by the PCG including endorsements received for formal recommendation are to be tabled by the Working Group and included in the monthly PCG report for presentation to internal stakeholders.

Change requests presented to the PCG are to detail the time, cost and quality implications the change would effect on the project, including background, issues and final recommendation relating to the scope change.

#### 18.8.2 Issues management

Key project issues will be managed by the project team and reported to the Project Working Group officially via the Project Director and documented in meeting minutes and PCG reports to establish status and any time and cost implications.





# 19.0 Benefits Management Plan

#### 19.1 Benefits Realisation

The New Regional Gallery project aims to deliver four key benefits, identified through the Investment Logic Mapping (ILM) process. KPIs for each of these benefits are listed below, as are measures of their current and target results, alongside the data source for these KPIs and responsibility for collection. The initial benefits sought include the following categories:

# 19.1.1 Benefit No. 1 - Increased cultural vitality, literacy, and appreciation

Table 65 - Increased cultural vitality, literacy & appreciation KPIs

Benefit KPI	Measure	Current	Target	Source	Responsibility
KPI 1: Aggregated and network offerings across the Sunshine Coast	Number of events/programs/exhibitions	130 pa	Years 1 – 4 >130 pa Year 5 onwards: 260 pa	Council Sector Audit Survey	SCC (Arts & Culture team)
KPI 2: Exhibitions of AAA- rated arts content	Number and value of exhibitions of AAA-rated content	9 pa	Years 1-4 > 9 pa Year 5 onwards: 18 pa	Council Sector Audit Survey	SCC (Arts & Culture team)
KPI 3: Increased involvement and exhibitions of indigenous art	Number of First Nations Artists Involved/Profiled	38 pa	Year 1 – 4 > 38 pa Year 5 onwards: 57 pa	Council Sector Audit Survey	SCC (Arts & Culture team)

# 19.1.2 Benefit No. 2 - Supporting regional economy

Table 66 - Supporting regional economy KPIs

Benefit KPI	Measure	Current	Target	Source	Responsibility
KPI 1: Investment by third parties in Sunshine Coast Region	Cost of construction  Creative and Performing Arts sector analysis employment and value added	Not applicable 14.6% employment 13.9% value added	Refer final QS estimate Increase/increase relative to Queensland average	Project reports  https://economy.id.com.au/sunshine-coast/industry-sector-analysis?IndkeyNieir=24702	SCC (Project Delivery) SCC (Arts & Culture) to record this
KPI 2: Tourist visitations,	Tourist visitations	7,384 pa, i.e. 28.4% of 26,000	Years 1 – 4: 10,555 pa	Gallery visitation records	SCC (Arts & Culture)





Benefit KPI	Measure	Current	Target	Source	Responsibility
lengths of stay and spend		annual visitors	(28.4% of total visitors)		
			Year 5 onwards: 22,152 pa, i.e. (28.4% of 78,000 annual visitors)		
KPI 3: Employment opportunities within the arts and cultural sector	Number of jobs generated by the Gallery	7.3 FTE	14.4 FTE	Gallery administrative records	SCC (Arts & Culture)

Notes / assumptions:

1. We have assumed no change to the split of resident and tourist visitations from current levels

# 19.1.3 Benefit No. 3 - Improved sense of place for the Sunshine Coast

Table 67 - Improved sense of place for the Sunshine Coast KPIs

Benefit KPI	Measure	Current	Target	Source	Responsibility
KPI 1: Community visitations and connections	Resident visitation	18,616 pa, i.e.71.6% of 26,000 annual visitors	55,848 pa, i.e. 71.6% of 78,000 annual visitors	Gallery visitation records	SCC (Arts & Culture)
	Survey rating satisfaction level	80%	80%	5-yearly Sector Audit Survey	SCC (Arts & Culture)
KPI 2: Arts community engagement and satisfaction	# of local artists engaged in gallery program	190	Years 1 – 4 >190 pa		
			Year 5 onwards: 270 pa		
KPI 3: Support community health and education through art program offerings	Number of health and education/school program visits	746 pa	Years 1 – 4 > 746 pa Year 5 onwards: 1,492 pa (100% increase)	Gallery administrative records	SCC (Arts & Culture)
KPI 4: Activation of the Community Creative Precinct	Total visitation to the gallery	26,000 pa	Years 1 – 4 >26,000 pa Year 5 onwards: 78,000	Gallery Visitor Surveys	SCC (Arts & Culture)

Notes / assumptions:

1. We have assumed no change to the split of resident and tourist visitations from current levels





# 19.1.4 Benefit No. 4 - Increased liveability and public amenity

Table 68 - Increased liveability & public amenity KPIs

Benefit KPI	Measure	Current	Target	Source	Responsibility
KPI 1: Amenity for community, visitors, and SCC staff	Satisfaction levels of attendees	80%	80%	Gallery Visitor Surveys	SCC (Arts & Culture)
KPI 2: Creation of a memorable place-making destination and public realm	Net Promoter Score	60	65	Gallery Visitor Surveys	SCC (Arts & Culture)
KPI 3: Demonstrated support for 'Yellow Book' character outcomes	Number of examples of each outcome in the design	Not applicable	Each outcome being demonstrated in the design with 1-2 examples	Architectural Design Report	SCC (Project Delivery) via architect





# 20.0 Recommendations

The business case has determined that there is a strong socio-economic return for investment in the development of a New Regional Gallery for the Sunshine Coast. The proposed new development will enrich the cultural identity of the Sunshine Coast, providing residents and tourists with access to exhibitions, collections and tours of significance and scale. It will provide meaningful opportunities for First Nations artists. The economic appraisal for the New Regional Gallery concluded that for every dollar invested in the new build, at least \$2.72 in economic benefits would be

However, it is acknowledged that the initial capital cost requirement is significant. The project total development cost has been estimated at \$37,060,000. It should be noted this figure is provided in 2023 prices and excludes escalation. The cash flow forecast considers escalated costs.

Given the outcome of the assessment, it is recommended that:

- In recognition of the socio-economic outcomes, SCC commit to delivery of Option D, a new Regional Gallery of the Sunshine Coast, in the former Caloundra library site.
- SCC develop a funding strategy and associated State and Federal funding submissions (supported by this business case).



Figure 46 Artists impression of the New Regional Gallery. Source: ARM Architecture





# 21.0 Referenced Appendices



# Appendix A - Stakeholder Consultation - Detailed Notes

Name	Position	Interview date	Key discussion points
Representative	Art, Heritage & Libraries		<ol> <li>Importance of SCC support for the project</li> <li>High percentage of practicing artists in SC – need pathways to showcase local talent</li> <li>SC is a community of communities – gallery needs to be able to address this in engagement &amp; programming. Gallery</li> <li>SC strong connection between environment &amp; art</li> <li>Operating budget is key to success of gallery brand</li> <li>Need good management &amp; governance to build brand &amp; attract exhibitions that car have positive impact on community &amp; local economy</li> <li>Multipurpose space is important – like the idea of opening onto park.</li> </ol>
Representative	Art, Heritage & Libraries	19/08/2021	<ol> <li>Engaging local First Nations groups is essential to the arts in SC</li> <li>2 groups – Kabi Kabi &amp; Jinibara – quite different &amp; different stages of development. Kabi Kabi more engaged with the arts</li> <li>Important to include First Nations voice on programming</li> <li>Would like First Nations FTE as part of operational plan</li> </ol>
Representative	Strategic Planning	23/08/2021	<ol> <li>RG is part of revitalisation of key centre in the region</li> <li>Strong developmental catalyst in the area</li> <li>Caloundra is important to the arts community in SC</li> <li>Common perception – Caloundra – arts &amp; creative industries, Maroochydore – principal business centre</li> <li>Important too spread community investment that both speaks to local differences but stops siloing</li> <li>Gallery business case is not really based on visitor economy, more about cultural &amp; local economic stimulation</li> <li>RG plays a role in placemaking &amp; revitalising parts of the Caloundra CBD</li> <li>Precinct will be a sum of its parts, so new cultural assets – gallery, library etc – mus work together to produce a true creative precinct</li> </ol>
Representative	Environment & Sustainability	23/08/2021	<ol> <li>RG sits above a community infrastructure network</li> <li>Level of investment in social infrastructure is dropping off – at risk of a gallery trying to engage with community while depleting community infrastructure precludes capacity for engagement</li> <li>All facilities have an impact that is both positive and negative – need to ensure RG has more positives</li> <li>New Caloundra South PDA will be the 4th major centre for SC – expect population to hit 50k – need to think of the impact of this development on that area AND this about how funding the gallery will impact development of infrastructure and service</li> <li>Gallery needs clear statement on how it benefits the community beyond the arts sector</li> <li>Concern that gallery will negatively impact business area – community needs approx. \$700mil – gallery costs must come from somewhere</li> <li>Opportunity for gallery to address lack of community spaces &amp; provide opportunities for participation.</li> </ol>
Representatives	Community Services, Sport and Recreation Economic Development (including Tourism)	24/08/2021	Requested to share consultation     Importance of a true cultural precinct     Event centre is closest thing to a cultural centre, but not really focussed on arts etc – more MICE     Precinct can contribute to attracting investment in the region, support local businesses & keep money in the region     Public perception matters to achieve this – cultural infrastructure can play an important economic development role, but is best when is it viewed as a community asset





Name	Position	Interview date	Key discussion points
		Gene	<ol> <li>Gallery profile matters – people may come to SC for other things but visit the galler while there. Can increase stay time &amp; spend</li> <li>As the percentage of higher income earners grows in SC, the demand for cultural activities grows with it – gallery will benefit from this growth, but the two need to work in tandem</li> <li>SC highest proportion of artists &amp; working artists compared to other LGAs – network includes sole traders, markets, makers etc – not just an 'arts scene'</li> <li>Understand the importance of a realistic operating budget to contribute to economic development desires of SCC</li> <li>If this is done right, will lead to lively precinct &amp; will benefit Caloundra and SC regior – will also build brand &amp; opportunities to get exclusive touring exhibitions</li> <li>Desire for precinct to activate business opportunities in the surrounding area</li> <li>Recognise that Caloundra lacks a true hotel – hoping precinct &amp; other developments in the CBD will attract a major brand</li> <li>Economic development for SC – 7 high value industries being courted – not interested in being seen as a place for tourists &amp; retirees</li> <li>Gallery can address the broadening of the economy beyond tourism &amp; better integrate the region – may have to overcome some strong localisms to make this work, but is possible</li> </ol>
Representative	Placemaking	25/08/2021	<ol> <li>Cultural precinct is her main remit – design manager, Ben Stevenson is design coordinator</li> <li>Work with Jacobs</li> <li>Design is holistic – design as placemaking – buildings need to connect in numerous ways to create a precinct</li> <li>Sculpture garden is critical to good space activation and community engagement – can borrow works in &amp; out &amp; encourage people who engage with the park to engage further with the precinct – library &amp; gallery</li> <li>Aware of risk of disconnect between buildings &amp; with the surrounding park – need to ensure this doesn't happen in the design &amp; build phases – good programming can't fix spaces that struggle to activate</li> <li>Current gallery is seen as an iconic design &amp; speaks to what SC is – new building has that opportunity. Iconic buildings imprint into local consciousness as wayfinding devices</li> <li>Risk that imposing size of new building will feel like a monolith/fortress &amp; not be ver inviting – needs a sense of character</li> <li>Masterstroke of the precinct is to open up what is awkward topographical space – opportunity to create an inviting stretch from the plaza to the beach</li> <li>The Park is loved by locals &amp; heavily frequented – community voice very strong in wanting minimal impact to vegetation in precinct development</li> <li>Caloundra developing a critical civic triumvirate – library, gallery, event centre – creates a tangible centre for arts, culture &amp; knowledge. This is important in the identity of any city or region</li> <li>Important to ensure that the 3 venues work together to activate place &amp; help create a strong community presence</li> <li>Relationship with the region is important – precinct can draw in, amplify, and bounce back out the innate creativity of the region</li> <li>The region is changing – precinct needs to think about how it will service the communities of the future, not just current needs.</li> </ol>
Integrated Community Facilities Team	Various	20/08/2021	<ol> <li>Understand the importance of high ratings (climate control, security etc) for exhibitions and obtaining touring exhibitions</li> <li>Revitalisation of the precinct – gallery to contribute to Caloundra identity but want to connect to regional identity as well</li> <li>Caloundra considered a holiday destination but developing a new identity for living &amp; working – new gallery needs to connect to the changing identity. More than grey nomad touring</li> </ol>





Name	Position	Interview date	Key discussion points
			<ol> <li>Opportunity to become a true regional gallery – current gallery is not fit for that purpose on several levels</li> <li>New gallery will give local emerging artists a slingshot towards a bigger profile – this will be good for the region as locals become better known nationally</li> <li>Risk that the term 'regional' implies small. Need to think bigger</li> <li>Economic benefits around a true regional gallery – attract business opportunities within the precinct, but trying to think about economic benefits for the region as a whole</li> <li>Potential for social outcomes – for the arts and beyond</li> <li>A chance to be more thoughtful in place activation &amp; creating a sense of place</li> <li>Opportunity for young people to have a space for creative activation – good public programming is essential</li> <li>Risk to existing vegetation – locals love the park &amp; are concerned about losing important trees etc</li> <li>Potential strengthening of community activation through relationship with library.</li> </ol>





Appendix B - Operations Plan & Model

#### New Regional Art Gallery - Operations Model - Summary of Outputs

				<u> </u>			F	Revised Version	November 22	
Operating P&L		FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032
	Current			Opening Year						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
rants and Contributed Revenues	\$17,829		\$10,525		\$130,500	\$156,025	\$163,826	\$172,018	\$180,618	\$189,6
pace Rentals ogram Revenues	\$0 \$55,803		\$0 \$61,523		\$5,250 \$390,480	\$5,513 <b>\$488,100</b>	\$5,788 \$512,505	\$6,078 \$538,130	\$6,381 \$565,037	\$6,7 \$593,2
- 5	***,***	***,***	***,****	********	*****	7.113,111	¥4.12,000	, , , , , , , , , , , , , , , , , , ,	*****	*****
her Revenues										
her Cost Recoveries/Misc	\$22,320	\$0	\$0	\$166,398	\$182,788	\$191,927	\$201,524	\$211,600	\$222,180	\$233,2
evenues	\$104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	:
OTAL INCOME	\$ 73,736	\$ 59,093	\$ 72,048	\$ 623,068	\$ 709,018	\$ 841,565	\$ 883,643	\$ 927,825	\$ 974,216	1,022,92
kpenditure										
	\$ 512,114									
	\$ 108,047 \$ 19,918									
	\$ 99,199									
	\$ 440									
	\$ 127,725 \$ 15,160									
	\$ -	0	0		0	0	0	0	0	142,5
TAL EXPENDITURE	\$ 898,968	\$ 998,150	\$ 1,531,963	\$ 2,464,487	\$ 2,511,256	\$ 2,704,838	\$ 2,810,125	\$ 2,923,081	3,043,585	3,171,60
Operating Subsidy Required cckudes Depreciation Council In- kind services provided)	(\$825,232)	(\$939,057)	(\$1,459,915)	(\$1,841,419)	(\$1,802,238)	(\$1,863,273)	(\$1,926,482)	(\$1,995,256)	(\$2,069,369)	(\$2,148,67
Attendances		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
				Opening		Full Ops				
ograms	20,682	0	0	0	0	87,500	0	0	0	
afé estaurant Inctions and Events					0 0	42,420 0	0 0	0 0	0 0	
otal	20,682	0	0	0	0	129,920	0	0	0	0
er head cost	\$ 43.47					\$ 20.82				

Item 8.9



# Caloundra Regional Gallery

# Operating Model – Assumptions

This section details the assumptions behind line items in the associated operating budget spreadsheet and provides commentary around confidence and risks where required.

It has been updated to reflect changes to the functional spaces that are being considered, notably the removal of a restaurant/functions space and smaller footprint overall plus more clarity around programming intentions. Changes in the earlier Feb version included:

- No Restaurant/Bar and associated Functions and Events business.
- Small reduction in "café" Food and Functions space to 120 pax assumed outsourced.
- Minor changes to Exhibitions and Programming.
- Reduction of core staff by .7FTE
- Reduced maintenance and operating costs based on smaller footprint (\$120k)
- No Theatrette.
- Main exhibitions spaces essentially maintained to support proposed programming.

#### July 2022 Update Version

The major changes to the earlier February version are:

- Added a Retail section to reflect a modest gallery Shop operation.
- Updated the Programming budgets to better reflect advice from Gallery management on the proposed programming strategy. The significant change was the reduction in major Exhibitions from 3 to 2 per year.
- Increased allowances for maintenance and operating costs I was concerned that the previous reductions may not be adequate for the overall increase in size.
- Increased annual inflation from 2% to 5%.

The new estimated Year 3 annual operating subsidy is \$1.78M - this is very close to the two previous versions.



The current case has been based on the F2018/19 operating budget actuals for the existing Gallery. F2018/19 has been used as it was the last year before any Covid impacts came into play. Forward estimates for F2023 and beyond have not been available to us at this stage however no significant changes from the operating model existing in F2018/19 have been advised.

#### General

Forecast and estimates have been based on:

- The proposed programming and operating model for the new CRG as agreed with Management.
- The opportunities and impacts of the functional brief (as drafted to date).
- Current experience.
- Benchmarking and case studies.
- In-house Council management as opposed to outsourced as per The Events Centre.

#### Assumptions

Sheet/Item	Cell/Row	Assumption	Confidence/Risk	Changes
Summary			Notes for December Version	New version
Operating Subsidy Required	G22	Year 5 i.e. the third year after opening is assumed to be the time when to new gallery has reached maturity in terms of typical operations. There is of course likely to be annual variations around this caused by factors such as supply of suitable touring exhibitions and broader economic conditions.  There is a significant ramp up from Year 2 during constructions as the new Gallery is prepared for opening in Year 3. Allowances have been made in the opening year – FY2026 – for opening celebrations and launch costs.	The year 5 (3" year from opening, notionally F2028) operating subsidy requirement (excluding depreciation) of \$1.78 m is similar to appropriate benchmarked venues including Tweed River Gallery, Geelong Art Gallery and Museum of Art Albury. (refer Industry benchmarks report). Similarly operating costs and revenues have	\$1.86K Subsidy (from \$843k previous)
Detailed P&L			different levels of confidence in terms of risk but are generally aligned with benchmarks.	

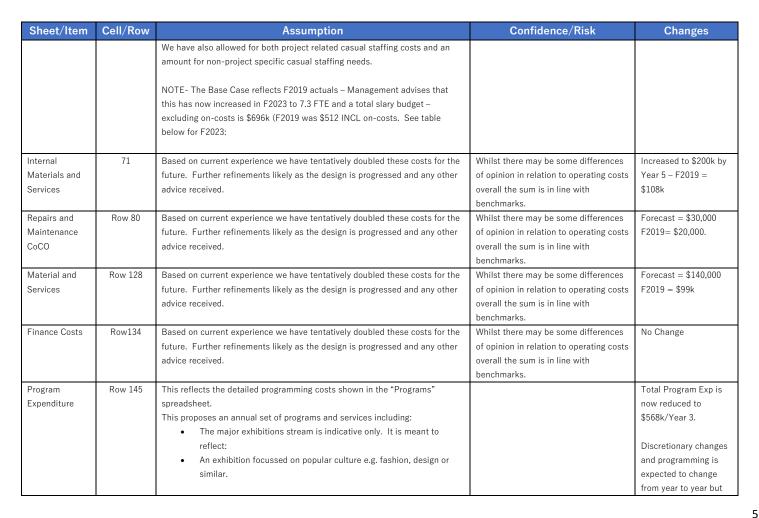


Sheet/Item	Cell/Row	Assumption	Confidence/Risk	Changes
Revenues				
Grants and Contributed Incomes	Row 16	Current experience is minimal returns from these sources, but the new gallery should be capable of attracting \$150-200k PA.	Confidence is based on the employment of a .8 FTE Business Development Manager and a muchenhanced range of public programs. In particular the two FN/TO positions should be able to drive new opportunities for grant incomes.	No Change
Space Rentals	Row 21	The new spaces such as the theatrette should be capable of achieving a modest level of external, non-catering/function specific utilisation.		Theatrette removed, Function and events space rental reduced from \$20k to a nominal \$5k
Program Revenues	Row 25 and the Program Worksheet	The Program Worksheet contains the detailed estimates for programming. The most significant impacts arise from the target of 2 major touring exhibitions achieving paid and unpaid attendances of 45,000 pax. Other impacts come from a wider range of smaller touring and local exhibitions, public programs and professional development opportunities.  NOTE: The content in the major exhibitions stream is indicative only. This mix may change year to year subject to curatorial choices, market interest and availability.	All programs have been allocated sufficient funds to be delivered and earned revenue targets are conservative in terms of the benchmarks. The major risk is supply of major exhibitions and that is the key challenge for the Director and their team to deliver on.  Based on the experience elsewhere this is a realistic goal and sufficient resources have been made available. There is certainly likely to be variations from year to year but lead times for exhibition planning are ongoing and therefore forward estimates can be adjusted accordingly.  A key risk is the need for the Director and senior team members to be able to	Reduction of one major exhibition. Minor updates to other streams to reflect management advice.



Sheet/Item	Cell/Row	Assumption	Confidence/Risk	Changes
			develop, and maintain, critical relationships with other institutions, funding bodies, local supporters and private collectors.	
Other Revenues	Row 32 And the FandB (Food and Beverage) worksheet.	Café, restaurant and functions operations – The assumption is that these are outsourced commercially and that the Gallery will receive at least 10% gross turnovers as a commission.  The FandB worksheet describes detailed assumptions around customer numbers, spends per head and averages per operating day. It uses the widely accepted industry guide in terms of estimated expenditures of 1/3 labour, 1/3 Cost of Goods and 1/3 overheads and profit.  Shop – this is in addition to sales of project related merchandise reported in programming budgets.	We have also assumed a modest growth rate of 5% from Year 4.  Management agrees that these estimates are realistic but conservative and there could be greater opportunities on offer.  We have also assumed a customer mix of gallery visitors and non-gallery patrons in the total estimates of 42k PA customers by Year 5.	Restaurant removed;  Cafe revenues adjusted to take into account reforecast of 120 Pax per day up from 100 and small increase in per head spend from \$15 to \$20 based on advice of workshop held 18/2/22.  Functions catering revenues reduced from
Other costs recoveries/Misc Revenues	Row 37	A small target of \$10 PA has been included. This could come from ticketing charges, commissions on sales, hire of equipment and similar.	Low impact, low risk.	\$20k PA to \$5k PA.  No Change
Expenditure				
Salaries and wages	Row 50 and the Employment worksheet	The Employment Worksheet contains specific information on core staffing, and we have agreed that this is a realistic forecast given the new and expanded brief for the Gallery. It also aligns with other similar scale operations but with the notable addition of 2 FTE First Nations/Traditional Owners designated positions.	This model is based on a significant increase in impact and visitation as well as a core goal to deliver 2-4 major national touring exhibition PA.	Small decrease of .7 FTE in programs area. Subject to client discretion.







Sheet/Item	Cell/Row	Assumption	Confidence/Risk	Changes
		A major national exhibition focussed on an annual/biennial event		fit within the overall
		e.g. The Archibald.		parameters forecast.
		A exhibition focused on a particular artist, school, theme or		
		movement.		
		This mix may change year to year subject to curatorial choices.		
		market interest and availability.		
		Other Touring Exhibitions x 5		
		Local Artist Exhibitions x 4		
		Smaller exhibitions x 4		
		Professional development		
		Residencies		
		Collection related exhibitions		
		Prizes		
		Public Programs		
		"On Country" - TO/FN focussed		
		Exhibitions Related - In Exhibitions Projects		
		Collection Related - non-exhibtion		
		Other Adult/General Public		
		Schools and Education		
		Kids and Families		
		Youth		
		Exhibition Research and Development		
Collection	Row 178	This is per Management advice and in addition to Collections related		No Change
Costs		programming.		
Shop	Row 201	This is in addition to Project related merchandise.		Refer FandB/Retail
Expenditure				Sheet



## Previous Versions For Information Only

Summary	Revised	Version J	uly 22							
Operating P&L										
	Current FY19 Actuals	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	
	1 1 19 Actuals									
	\$329	\$500	\$10,525	\$110,000	\$130,500	\$156,025	\$163,826	\$172,018	\$180,618	\$189,649
	\$0	\$0	\$0	\$5,000	\$5,250	\$5,513	\$5,788	\$6,078	\$6,381	\$6,700
	\$55,803	\$58,593	\$61,523	\$341,670	\$390,480	\$488,100	\$512,505	\$538,130	\$565,037	\$593,289
	\$22,320	\$0	\$0	\$166,398	\$182,788	\$191,927	\$201,524	\$211,600	\$222,180	\$233,289
	\$104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INCOME	\$ 56,236	\$ 59,093	72,048	623,068	\$ 709,018	\$ 841,565	\$ 883,643	\$ 927,825 \$	974,216 \$	1,022,927
Expenditure										
	\$ 512,114	\$ 557,650 \$	916,463 \$	1,425,837	\$ 1,473,906	\$ 1,507,125	\$ 1,552,527	\$ 1,602,603 \$	1,657,083 \$	1,715,774
	\$ 108,047	\$ 120,000 \$	120,000 \$	200,000	\$ 200,000	\$ 210,000	\$ 220,500	\$ 231,525 \$	243,101 \$	255,256
	\$ 19,918	\$ 20,000 \$	20,000 \$	25,000	\$ 30,000	\$ 31,500	\$ 33,075	\$ 34,729 \$	36,465 \$	38,288
	\$ 99,199	\$ 110,000 \$	130,000 \$	140,000	\$ 160,000	\$ 168,000	\$ 176,400	\$ 185,220 \$	194,481 \$	204,205
	\$ 440	\$ 500 \$	500 \$	1,000	\$ 1,050	\$ 1,103	\$ 1,158	\$ 1,216 \$	1,276 \$	1,340
	\$ 127,725								775,030 \$	813,781
	\$ 15,160								28,941 \$	30,388
	\$ -	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE Operating Subsidy Required	\$ 898,968	\$ 998,150 \$	1,451,963	\$ 2,380,487	\$2,423,056	\$ 2,612,228	\$ 2,712,884	\$ 2,820,979 \$	2,936,377 \$	3,059,033
(exckudes Depreciation Council In-	(\$842,732)	(\$939,057)	(\$1,379,915)	(\$1,757,419)	(\$1.714.038)	(\$1,770,663)	(\$1,829,241)	(\$1,893,153)	(\$1,962,161)	(\$2,036,106)
kind services provided)	(40.12)	(0000,001)	(* 1,01 0,0 10)	(0.11.01,110)	(0.1,1.1,000)	(* 1,1 1 0,000)	(+1,020,211)	(01,000,100)	(+1,00=,101)	(42,000,100)
Attendances		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
	20,682	0	0	0	0	87,500	0	0	0	0
					0	42,420	0	0	0	0
					0	0	0	0	0	0
Total	20,682	0	0	0	0	129,920	0	0	0	0



Summary	Councill	or Worksh	op Versid	on 21/2/2	2					
Operating P&L										
Grants and Contributed Revenues	\$329	\$500	\$10,510	\$110,000	\$130,200	\$155,404	\$158,512	\$161,682	\$164,916	\$168,214
Space Rentals	\$0	\$0	\$0	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236	\$16,561	\$16,892
Program Revenues	\$55,803	\$56,919	\$58,057	\$417,270	\$476,880	\$596,100	\$608,022	\$620,182	\$632,586	\$645,238
Other Revenues	\$22,320	\$25,000	\$25,500	\$183,900	\$204,390	\$224,769	\$234,164	\$243,992	\$254,273	\$265,030
Other Cost Recoveries/Misc										
Revenues	\$104	\$0	\$0	\$10,000	\$10,200	\$10,404	\$10,612	\$10,824	\$11,041	\$11,262
TOTAL INCOME										1,106,637
Expenditure										
Salaries & Wages	\$ 512,114	\$ 555,760	\$ 899,385	\$ 1,383,741	\$ 1,409,380	\$ 1,416,287	\$ 1,432,143	\$ 1,450,610 \$	S 1,471,320 \$	1,493,971
Internal Materials and Services	\$ 108,047									
Total R and M - COCO	\$ 19.918									
Total Materials and Services	\$ 99,199									
Finance Costs	\$ 440									
Total Net Programming	\$ 127,725									
Collection Costs	\$ 15,160									
Shop	\$ -	20,000	20,400	30,000	35,000	45,000	45,900	46,818	47,754	48,709
TOTAL EXPENDITURE	\$ 898,968	\$ 1,056,260	\$ 1,510,685	\$ 2,463,391	\$2,526,000	\$ 2,728,827	\$ 2,770,934	\$ 2,816,177	\$ 2,864,198 \$	2,914,707
Operating Subsidy Required										
(exckudes Depreciation Council In-	(\$842,732)	(\$973,841)	(\$1,416,618)	(\$1,727,221)	(\$1,689,030)	(\$1,726,544)	(\$1,743,706)	(\$1,763,260)	(\$1,784,821)	(\$1,808,070)
kind services provided)										





Appendix C – Project Risk Register

New Regional Gallery
Option B - Existing gallery site
Sunshine Coast Council
26-Jul-23

New Regional Gallery - Risk Register

#### Option B - Existing Gallery Site

This risk register has been prepared to document hazards and risks associated with the project
The full lifecycle of the project has been considered including design, construction (including commissioning), operation, maintenance, modification and demol
Residual risks which are high or critical require action by various stakeholders
This risk register does not replace the need for other stateholders to complete their own hazard identification and risk assessment for the project in due course



Register Type: PROJECT
Project No.: New Regional
Project Name: Option B - Exi
Client: Sunshine Coas
Register Rev Date: 25-Jul-23
Register Revision: 5

	Risk Id	lentification	Unc	ontrolled Risk	Rating	Risk Mitigation	6	ontrolled Risk R	ating	Notes
Risk Item No.	Risk Description	Cause and Consequences	Likelihood	Consequence	Risk Rating	Risk Management Controls		Consequence	Risk Rating	
	ler and Project Support Risks				j					
1.01		A loss of SCC support for the gallery project can occur as a result of a change in SCC staff, a change in SCC priorities or the gallery project not aligning with SCC policies. This may result in the gallery project not proceeding	Possible	Major	High	Establish the gallery project as a priority project for Council and undertake continual reviews of the gallery project, ensuring alignment with Council policies. This is to include the creation of an engagement strategy, which will require briefing and discussions with a broad range of Council staff and Councillors to inform of the objectives and benefits of the gallery.	Unlikely	Major	Medium	
1.02	Regional Development Australia Sunshine Coast (RDA) and Federal Members do not support gallery project	RDA and Federal Members may not support the gallery project if they are not informed of the project or importance of the project. This may result in the gallery project not obtaining federal funding.	Possible	Moderate	Medium	Undertake extensive and early consultation with the RDA and Federal Members, ensuring project requirements and benefits are communicated and understood.	Unlikely	Moderate	Medium	
1.03	Organisational changes during the course of the project	Organisational changes during the course of the project (by both Council and the project team) can occur as a result of staff turnover. This may result in a loss of project knowledge.	Possible	Moderate	Medium	Establishment and maintaining of a master document register that contains all relevant project documents and communication, ensuring all project members contribute documents and correspondence.	Unlikely	Minor	Low	
1.04	Change in city/regional priorities	A change in city/regional priorities may be caused by a change in economy, change in government or a change in population growth within the region. This may result in the gallery project no longer being supported by Council and the gallery project no longer proceeding.	Possible	Major	High	Establish the gallery project as a priority project for Council and undertake continual reviews of the gallery project, ensuring alignment with Council policies.	Unlikely	Moderate	Medium	
1.05	Capital investment failure – SCC unable to provide funding for the gallery	SCC may not be able to provide funding for the gallery project due to reallocation of capital costs and priorities. This may result in the gallery project not proceeding in accordance with proposed project plan.	Possible	Catastrophic	Critical	Establish the gallery project as a priority project for Council and seek funding from private sector and government following completion and SCC endorsement of the PAF/Business Case.	Possible	Major	High	
1.06	Unable to secure State Government funding	Funding from the State Government may not occur due to gallery project not aligning with State Government funding requirements, in particular the Arts QLD roadmap. This may result in the gallery project not proceeding.	Possible	Major	High	Undertake early engagement with State Government staff/representatives and undertake continual reviews of the gallery project, ensuring alignment with State Government policies.	Possible	Moderate	Medium	
1.07	Unable to secure Federal Government funding	Funding from the Federal Government may not occur due to the gallery project not aligning with Federal Government funding requirements. This may result in the gallery project not proceeding.	Possible	Major	High	Undertake early engagement with Federal Government staff/representatives and Federal Members and undertake continual reviews of the gallery project, ensuring alignment with Federal Government policies.	Possible	Moderate	Medium	
1.08	Unable to secure philanthropic contributions	Philanthropic contributions to the gallery may not occur due to the local community and local businesses not supporting the gallery. This may result in Council having to contribute additional funds to the gallery capital expenditure and/or operational expenditure.	Possible	Moderate	Medium	Undertake extensive and early local community and business consultation, ensuring project requirements are communicated and understood by the local community and businesses.	Possible	Minor	Medium	
1.09	Proposed commercial site (existing library site) is unsellable	The proposed commercial site may be unsellable due to change in market appetite for development sites within Caloundra or the site has too many encumbrances.	Possible	Major	High	Undertake a soft market sounding exercise to understand market appetite prior to listing the site for sale. Ensure site encumbrances and restrictions are minimised prior to taking the site to market for sale.	Possible	Moderate	Medium	
1.10	Reputational risk for SCC through inability to deliver on public commitments	Through endorsement of the business case and subsequent funding award, SCC is publicly committing to delivering the project benefits identified. Inability to achieve these benefits carries significant reputational risk.	Possible	Major	High	SCC is to clearly articulate the select project benefits and commitments to be made public, ensuring the project is fully funded and committed prior to releasing details publicly.	Possible	Moderate	Medium	
1.11	Lack of First Nations engagement and involvement	A lack of First Nations engagement may be caused by an incorrect identification of relevant First Nations groups (stakeholders) or First Nations groups (stakeholders) or First Nations groups (stakeholders) not being available. This may result in a lack of support of the gallery project by Council and the public and the gallery project not aligning with both the Council and State Government First Nations Arts requirements/policies.	Possible	Major	High	Establish a stakeholder engagement strategy to identify key First Nations groups to engage with. Undertake continual consultation, ensuring project requirements are communicated and understood.	Possible	Moderate	Medium	
1.12	Adverse movement in inflation / market cycle	The proposed budget inadequately provides for movement in goods/services	Possible	Major	High	Appoint an experienced quantity surveyor that allows for adequate contingency throughout the gallery project. In addition any funding applications must include	Possible	Moderate	Medium	
1.13	impacting funding need  Public benefit of project not clearly atrticulated	prices, resulting in need for additional funds.  Public benefit of the gallery is not clearly articulated due to insufficient community engagement. This may lead to a negative perception of the gallery by the community.	Possible	Major	High	contineency and risk provisions. Establish a stakeholder engagement strategy to identify key community stakeholders. Undertake continual community stakeholder consultation, ensuring project benefits communicated and understood.	Unlikely	Moderate	Medium	
1.14	Stakeholders dissatisfied with precinct outcome upon completion	The final project deliverables and perceived benefits do not achieve or meet stakeholder expectations of precinct outcomes due to a shift in project scope or drivers, resulting in lack of benefits realisation for stakeholders.	Possible	Major	High	Establish a stakeholder engagement strategy to identify and consult key community stakeholders. Undertake continual community stakeholder consultation, ensuring project benefits clearly communicated, reporting progress against the benefits management plan developed in the business case on a cyclical basis.	Unlikely	Moderate	Medium	
1.15	Business case is not supported by SCC	SCC does not support the business case due to the forecast operational costs and capital costs. This may result in the business case failing to proceed.	Possible	Catastrophic	Critical	Establish a project governance framework and stakeholder engagement strategy to identify key Council stakeholders. Undertake continual briefing and consultation, ensuring business case information is constantly reviewed and approved by SCC at each project gateway.	Possible	Moderate	Medium	
1.16	Business case does not work	The business case analysis does not support the creation of a viable business case. This may result in the business case no longer proceeding.	Unlikely	Catastrophic	High	Ensure rigiruous analysis is undertaken in line with the QLD Government PAF framework.	Possible	Moderate	Medium	
2. Community & Envi	ronmental Risks									
2.01	Availability of site for development	The proposed site may not be available to be redeveloped due to existing tenants/leases being in place, preventing the proposed site from being available. This may cause project delays.	Possible	Major	High	Ensure delivery of gallery project aligns with existing leases/tenant agreements. Ensure new leases/tenant agreements align with the proposed delivery schedule of the gallery project.	Unlikely	Moderate	Medium	
2.02	Delay in other Council projects	A delay in other Council projects may prevent Council from having resources available to deliver the gallery project. This may cause project delays.	Possible	Major	High	Establish the gallery project as a priority project for Council, ensuring resources are committed within Council for the project.	Unlikely	Moderate	Medium	

Page 1 Risk Comparison

#### Option B - Existing Gallery Site

	Notes	Rating	Controlled Risk F		Risk Mitigation	Rating	controlled Risk	Und	Risk Identification	Risk I	
Record of a statement priest in combined and statement priest in combined and statement priest in combined and combined and combined in the incombined in their the incombined in the incombined in the incombined in the inco	ng l	Risk Rating			3	<del></del>	<del></del>	+		<del></del>	Risk Item No.
Absence of a constance produce colorory size of a constance produce colorory size of a constance of coloror size of the color of a produce of a constance of Coloror size of C					Engagement of a precinct vision manager to create and oversee precinct vision and management strategies, ensuring all assets, buildings and infrastructure within the				The absence of a cohesive precinct vision may be caused by the lack of an overarching vision document and a committee/authority in place to manage precinct vision  the delivery of a precinct vision. This may result in a delay in the delivery of the precinct and a disconnection between Council assets, buildings and	·	2.03
Assocrated a contractive whole bedoeting on the presence of th		Medium	Moderate	Unlikely	precinct projects. Establishment of a precinct working committee, with representatives	High	Major		of a committee/authority in place to manage the creation of a precinct deliver plan. This may result in a delay in the delivery of the precinct and a disconnection of Council assets, buildings and infrastructure within the	Absence of a cohesive precinct delivery plan	2.04
Possible authors synthetic part of reciting the part of reciting the part of the control of the part o		Medium	Moderate	Unlikely		High	Major	Possible	visible leadership and for the precinct can occur as a result of a lack of precinct governance and a precinct authority/committee. This may result in a disconnection between		2.05
2.07 Loss of environmental seases within precent.  2.08 Land use controls consistent of every separation and registration and		Medium	Minor	Possible	heritage groups are engaged to confirm that any future development will not cause harm	High	Major	Possible		Possible cultural significance of Felicty Park	2.06
Land use controls constrain development process and time implications for memoral of land use constraint on the process and time implications for memoral of land use constraint on this, developing a plan for removal of land use constraint on this, developing a plan for removal of land use constraint on this, developing a plan for removal of land use constraint on this, developing a plan for removal of land use constraint on this, developing a plan for removal of land use constraint on this, developing a plan for removal of land use constraint on this, developing a plan for removal of land use constraint on this, developing a land to removal of land use constraint on this, developing a plan for removal of land use constraints on this development of the evidence plan in the land of land use constraints and used to land the evidence plan in the land of land use constraints and used to land the land of land use constraints and used to land of land uses constraints and used to land the land of land uses constraints and used to land the land of land uses and used to land the land of land uses constraints and used to land the land of land uses constraints and used to land the land of land uses and used to land of land uses constraints and used to land of land uses constraints and used to land of land uses constraints and used to land the land of land uses and used to land of land uses and used to land the land of land used to land of land uses and used to land the land of land used to land used to land the land of land used to land the land of land used to lan		High	Moderate	Likely	plan to minimise impact of development on loss of vegetation and high value assets,	High	Moderate		assets within precinct. due to building footprint and operational activities impacting green spaces	Loss of environmental assets within precinct.	2.07
Regiliter impact on neighborung land uses and journances and pushresses due to built from implications, planning land uses and fushresses due to built from implications, planning land uses and subsresses due to built from implications, planning land uses and subsresses and reduced operations and land uses.  2.21 Development design limited so n precirct operations in disrupted due to construction activities resulting in loss of commercial activity for local businesses and reduced amening across the precirct.  3.Design and Construction Risk  3.Design in project commencement  Design in project commencement  Design in project commencement activities, including delays in Government flunding. This may lead to a shift in the completion date of the project and capital cost increases due to price escapitation.  Design in the design development process due to price escapitation.  Design in the design development process due to define or escapitation.  Design in the design development process due to define or design changes arising from susues such as delays in Government flunding. This may lead to a shift in the completion date of the project and capital cost increases due to price escapitation.  Design in the design development process due to price escapitation.  Design in the design development process due to price escapitation.  Design in the design development process due to define or design changes arising from susues such as definitional consultant fee and capital cost increases due to price escapitation.  Design in the design development process due to additional consultant fee and capital cost increases due to additional consultant fee and capital cost increases due to additional consultant fee and capital cost increases due to additional consultant fee and capital cost increases due to additional consultant fee and capital cost increases due to additional consultant fee and capital cost increases and capital cost increases and capital cost increases due to additional consultant fee and capital cost increases and		Medium	Moderate	Possible		Critical	Major		located on Lot 666 on CG4615, a land parcel held by Council under a Deed of Grant in Trust from the State of Queensland which presents a risk in terms of SCC providing owner's consent for		2.08
sesting in loss of commercial activity for local businesses and reduced specific control and large user and particularly across the presenct.  3. Design and Construction Risk  Delay in project commencement Covernment decisions, including delays in Covernment decisions and delays in Covernment decisions, including delays in Covernment decisions in Covernment decisi		Low	Minor	Unlikely	detailed project and staging plan that is widely communicated and incorporates input	High	Major	g Possible	surrounding land uses and businesses due to built from implications, planning		2.20
Delay in project commencement  Delay in the design development process  Delay in the design development process due to design changes arising from stakeholder requests. This may lead to a shift in the completion date of the project and capital cost increases due to additional consultant fees and ensuring design contracts have inbuilt flexibility to allow for design development process and ensuring design contracts have inbuilt flexibility to allow for design development process and ensuring design contracts have inbuilt flexibility to allow for design development process and ensuring design contracts have inbuilt flexibility to allow for design development process and ensuring design contracts have inbuilt flexibility to allow for design development process and ensuring design contracts have inbuilt flexibility to allow for design development process and ensuring design contracts have inbuilt flexibility to allow for design development process and ensuring design on the project delays.  Possible  High  Delay in the design development process  Delay in the design development process due to design and influent flexibility to allow for design development process and ensuring design on the		Medium	Moderate	Possible		Critical	Major		resulting in loss of commercial activity for local businesses and reduced		2.21
Soverment decisions, including delays in Government funding. This may lead to a shift in the completion date of the project and capital cost increases due to price escalation.  Delay in design development process  Delay in design development process  Delay in the design development process due to design changes arising from stakeholder requests. This may lead to a shift in the completion date of the project and capital cost increases due to additional consultant fees and scalation.  Belay in design development process  Delay in the design development process due to design changes arising from stakeholder requests. This may lead to a shift in the completion date of the project and capital cost increases due to additional consultant fees and scalation.  Belay building does not align with Council sustainability requirements and policies due building design does not align with SCC's sustainability requirements and policies due building designers not understanding SCC requirements are not understanding SCC requirements or policies. This may cause delays in authority approvals  Belay building setbacks do meet Council requirements or policies. This may cause delays in authority approvals  Callery building does not align with the Sunshine Coast Design Guide  Gallery building does not align with the Sunshine Coast Design Guide  Gallery building does not align with the Sunshine Coast Design Guide  Gallery building does not align with the Sunshine Coast Design Guide on building designers not understanding Council requirements or policies. This may cause delays in authority approvals.  Possible  Possible  Major  High  Ensure design team are provided with the Sunshine Coast Design guide and ensure building aligns with Objectives in the design quide.  Unlikely  Minor  Low  Callery building does not align with Council RAF and Arts plan policies. This may cause delays in authority approvals.  The gallery building designers not understanding Council specific policies.  The gallery building designers not understanding Council sp										onstruction Risk	. Design and Const
Belay in design development process project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal cost increases due to additional consultant fees and project and captal captal construction contract and tenders.  The gallery building designers not understanding SCC requirements and policies due building designers not understanding SCC requirements and policies. This may cause delays in authority approvals.  Another than the project cost plan is to also factor such and implementation to reduce risk of removal from scope due to budget constraints.  Beginn phase to incorporate SCC ESD standards and sufficient time for ESD issues to be resolved and provided adequate clauses in construction contract and tenders and project cost plan is to also factor such and project adequate clauses in construction contract and tenders and project cost plan is to also factor such and project adequate clauses in construction contract and tenders and project adequate clauses in construction contract and tenders and project adequate clauses in construction contract and tenders.  Beginn phase to incorporate SCC ESD design phase to incorporate sCC ESD design and improved and provided adequate clauses in construction cons		Low	Minor	Unlikely		Medium	Moderate	Possible	Government decisions, including delays in Government funding. This may lead to a shift in the completion date of the project and capital cost increases	Delay in project commencement	3.01
Gallery building does not align with Council sustainability requirements  The gallery building design does not align with SCC 's sustainability requirements and policies due building designers not understanding SCC requirements and policies due building designers not understanding SCC requirements or policies. This may cause delays in authority approvals  3.04  Gallery building setbacks do meet Council requirements.  Gallery building setbacks do not align with Council Local Area Plan due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.  Gallery building does not align with the Sunshine Coast Design Guide Coast Design Guide and Arts Plan  3.06  Gallery building does not align with Council RAIF The gallery building designers not understanding Council requirements or policies. Possible  Major  High  Be resolved and provide adequate clauses in construction contract and tender documents to also factor sufficient allowance for ESD design and implementation to reduce risk of removal from scope due to budget constraints.  High  Ensure design team are provided with relevant Council documents related to the Local Variable of the Variable of the Variable of the Variable of Variable		Medium	Minor	Possible		High	Moderate	Likely	pment process stakeholder requests. This may lead to a shift in the completion date of the project and capital cost increases due to additional consultant fees and	Delay in design development process	3.02
3.04 Gallery building does not align with the Sunshine Coast Design Guide Coast Design Guide due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.  3.05 Gallery building does not align with the Sunshine Coast Design Guide Coast Design Guide due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.  4 High Christian design team are provided with relevant Council documents related to the Eost Unlikely Minor Low Coast Design Guide due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.  5 Gallery building does not align with Council RAIF policies due building designers not understanding Council requirements or policies. Possible Major High Ensure design team are provided with relevant Council documents related to the Eost Unlikely Minor Low Council Specific policies. Possible Major High and Arts plan and ensure these documents are constantly referred to during the design Unlikely Minor Low Council Specific policies.		Medium	Minor	Possible	be resolved and provide adequate clauses in construction contract and tender documents to ensure timeframes are met. The project cost plan is to also factor sufficient allowance for ESD design and implementation to reduce risk of removal from	High	Major	Possible	requirements and policies due building designers not understanding SCC		3.03
3.05 Callerly building does not align with the Surishine Coast Design Guide  3.06 Gallery building does not align with Council RAIF and Arts plan policies due building designers not understanding Council specific policies.  3.06 Possible  Major  High  Ensure design learn are provided with relevant Council documents related to the RAIF policies due building designers not understanding Council specific policies.  Possible  Major  High  Ensure design team are provided with relevant Council documents related to the RAIF and Arts plan and Arts plan and ensure these documents are constantly referred to during the design  Unlikely  Minor  Low		Low	Minor	Unlikely		High	Major	Possible	building designers not understanding Council requirements or policies. This		3.04
3.06 Gallerly outlained goes not align with Council KAII- policies due building designers not understanding Council specific policies. Possible Major High and Arts plan and ensure these documents are constantly referred to during the design Unlikely Minor Low		Low	Minor	Unlikely		High	Major	. Possible	due to building designers not understanding Council requirements or policies		3.05
		Low	Minor	Unlikely	and Arts plan and ensure these documents are constantly referred to during the design	High	Major	Possible	policies due building designers not understanding Council specific policies.		3.06
Building design and material selection does not align with Council's asset maintenance funding ability.  The gallery building design and materiality selection does not align with Council's ongoing asset maintenance funding ability due to insufficient engagement with Council seams. This may cause insufficient maintenance to be undertaken on the gallery.  The gallery building design and materiality selection does not align with Council's ongoing asset maintenance funding ability due to insufficient the design process to ensure the buildign design and materiality selection aligns with proposed asset maintenance and operations teams are engaged with throughout the design process to ensure the buildign design and materiality selection aligns with Unlikely Minor proposed asset maintenance budgets.		Low	Minor	Unlikely	the design process to ensure the buildign design and materiality selection aligns with	High	Major	Possible	tert maintenance funding let maintenance funding asset maintenance funding ability due to insufficient engagement with Council asset maintenance and operations teams. This may	align with Council's asset maintenance funding	3.07
3.08 Delay in authority approvals (including planning approvals (including planning approvals due to design implications. This may lead to project delays.  Likely Moderate  High Undertake early consultation with relevant authorities ensuring authority requirements are integrated into the project design.		Medium	Minor	Possible		High	Moderate	Likely			3.08
1.09 Inground or existing building conditions Inground or existing building conditions Inground or existing building conditions.  Additional capital expenditure or a delay to the project due to unknown inground and existing building conditions.  High Undertake reasonable inground and existing building investigations to ensure inground and existing building conditions are understood and allow for sufficient time within the		Medium	Minor	Possible		High	Major	Possible	Additional capital expenditure or a delay to the project due to unknown		3.09
3.10 Misaligned project expectations Project size and scale may cause the community to have a negative view of the project, which may lead to project delays.  Project size and scale may cause the community to have a negative view of the project, which may lead to project delays.  Moderate High Undertake extensive and early community consultation, ensuring project design and requirements are communicated and understood by the community.  Medium		Medium	Minor	Possible		High	Moderate	Likely	Project size and scale may cause the community to have a negative view of	Misaligned project expectations	3.10
3.11 Misaligned environmental and ecological expectations  Removal of trees and other ecological items of concern may cause the community to have a negative view of the project, which may lead to project Likely  Moderate  Likely  Moderate  High  Undertake extensive and early community consultation, ensuring project requirements (in particular tree removal) are community.  Likely  Moderate  High		High	Moderate	Likely		High	Moderate	Likely	community to have a negative view of the project, which may lead to project		3.11
3.12 Damage to adjacent buildings/properties Damage to adjacent buildings and properties during the construction process due to mismanagement of the construction process.  Damage to adjacent buildings and properties during the construction process.  Possible Moderate Medium Ensure Contractors establish appropriate procedures and dilapidation reports for building works taking place adjacent to existing buildings and near property boundaries.  Unlikely Minor Low		Low	Minor	Unlikely		Medium	Moderate	Possible		Damage to adjacent buildings/properties	3.12
3.13 Functional brief and cost plan misalignment resulting in a cost misalignment.  Adequate brief definition is not available in time for finalisation of cost plan, resulting in a cost misalignment.  Likely Moderate High Define brief before finalising the cost plan.  Possible Moderate Medium		Medium	Moderate	Possible	Define brief before finalising the cost plan.	High	Moderate	Likely		Functional brief and cost plan misalignment	3.13
3.14 Project scope verse precinct scope misalignment misalignment. Precinct planning around gallery interface unavailable, resulting in a cost Likely Moderate High Convene specific coordination meetings with precinct designers and project teams. Unlikely Minor Low		Low	Minor	Unlikely	Convene specific coordination meetings with precinct designers and project teams.	High	Moderate	Likely	Precinct planning around gallery interface unavailable, resulting in a cost	Project scope verse precinct scope misalignmen	3.14
3.15 Inadequate capital cost estimate  Capital costs are higher than estimated due to incorrect cost estimates. This may lead to a change in the project requirements and cause the project to be delayed.  Ensure project requirements are fully resolved and understood to enable inclusion in project cost estimates. Build in appropriate project contingency.  Major High  Ensure project requirements are fully resolved and understood to enable inclusion in project cost estimates. Build in appropriate project contingency.		Medium	Moderate	Unlikely		High	Major	Possible	Capital costs are higher than estimated due to incorrect cost estimates. This estimate may lead to a change in the project requirements and cause the project to be	Inadequate capital cost estimate	3.15
3.16 Increase in construction escalation rates an increase in capital costs.  Construction escalation rates vary more than anticipated, which may lead to an increase in capital costs.  Moderate Medium Ensure the construction contract has inbuilt flexibity to allow for cost escalation. Build in appropriate project contingency.	1	Medium	Minor	Possible		Medium	Moderate	Possible	Construction escalation rates vary more than anticipated, which may lead to	Increase in construction escalation rates	3.16

Page 2 Risk Comparison

#### Option B - Existing Gallery Site

	_Risk lo	dentification	Uno	controlled Risk F	Rating	Risk Mitigation		Controlled Risk F	Rating	Notes
Risk Item No.	Risk Description	Cause and Consequences		Consequence		Risk Management Controls	Likelihood	Consequence	Risk Rating	1.6.66
3.17	Low market interest from contractors	The project does not generate interest from Tier 1 construction contractors.	Possible	Major	High	Undertake a market sounding process and a rigurous procurement process to ensure a	Unlikely	Minor	Low	
3.18	Delay in construction process	This may lead to a lower quality building.  Incorrect or inadequate management of the construction process may lead to	Possible	Major	High	suitable contractor is engaged. Selecting an appropriate model of delivery for the construction process and ensuring the	Possible	Minor	Medium	
3.10	Delay in construction process	project delays.	FUSSIDIE	iviajui	nıgıı	construction contract has inbuilt flexiblity to allow for construction delays.	rossible	IVIIIIOI	Wedium	
3.19	Construction Insolvency	Contractor engaged to undertake building works becomes insolvent or cannot deliver on agreed scope. This may lead to a shift in the completion date or additional capital cost increases.	Possible	Major	High	Undertake a rigorous due diligence and tender process, ensuring the contractor has the financial capability to undertake the project.	Unlikely	Major	Medium	
3.20	Noise and light pollution impact on neighbouring buildings and properties	The size and scale of the gallery may impact surrounding buildings by contributing additional noise and/or light pollution. This may cause negative support by the local community for the gallery.	Possible	Major	High	Adopt design principals that will minimize the gallery's impact on surrounding buildings and properties. Undertake extensive and early community consultation, ensuring building size and scale are communicated and understood by the community.	Possible	Minor	Medium	
3.21	Building not fit for purpose once project completed	The gallery building is not fit for purpose due to building requirements not being defined and accepted. This may cause negative support by the local community for the gallery.	Possible	Catastrophic	Critical	Mitigate by thorough detailed stakeholder consultation both project planning and delivery, whilst incorporating sufficient flexibility into gallery spaces for future use and growth.	Possible	Moderate	Medium	
3.2	Construction delays	Building contractor and project consultants do not achieve contract completion dates, delaying occupancy and use	Possible	Major	High	Incorporate sufficient time in programme and provide adequate provisions / penalties in construction contract and tender documents to ensure timeframes are met.	Possible	Moderate	Medium	
4. Operating Risk										
4.01	Inadequate lifecycle cost estimate	Lifecycle costs differ to those estimated as a result of: - Fit out becomes obsolete and requires replacement more frequently - ICT and equipment fails, becomes obsolete or does not provide the functionality required over the expected term - Building fit out costs need replacement at higher rates than anticipated. This may lead to lifecycle costs being higher than expected and Council requiring to provide additional operating funds.	Possible	Major	High	Develop cost estimate based on benchmarking data and condition assessment reports. Build flexibility in the design for future refurbishment.	Possible	Minor	Medium	
4.02	Unable to fund operating costs on an ongoing basis	SCC unable to fund ongoing operating costs due to cost escalation and exceedance of SCC budgets. This may result in the gallery programming and exhibitions not meeting identified service needs.	Possible	Catastrophic	Critical	SCC to endorse budget commitment for funding of operational shortfall for a nominated period of time with built in review and revise hurdles based on actual performance data of gallery operations.	Possible	Moderate	Medium	
4.03	Relationships with key partners and stakeholders, including regional First Nations and Traditional Owner communities, local artists, supporters and/or donors, become ineffective or hostile.	Promises made to stakholders and key partners not being kept. This may result in less support than for the gallery from key partners, stakeholders and donors.	Possible	Major	High	Maintain effective communication strategies that are reviewed for effectiveness and quality. Establish formal and imformal lines of communication where disagreements and disputes can be managed.	Unlikely	Minor	Low	
4.04	Inflexible design in changing operational environment	Design solution does not allow for future changes. This can be caused by cost reduction exercises through the value management process, which will reduce building functionality and flexibility.	Possible	Major	High	Ensure design and construction processes maintain alignments with functional brief requiremenst in terms of future proofing.	Unlikely	Minor	Low	
4.05	Increase in operating cost escalation rates	Market competition increases costs of exhibition supply, energy costs exceed projections and market demand for key staff drive wage costs higher then forecast. This may cause a decrease funds available for gallery programming.	Possible	Major	High	Galleries have only limited exposure to revenue risks and changes in costs strcutures are likley to be able to be controlled eiter before impacts or in the short term.	Unlikely	Minor	Low	
4.06	Shortage of appropriately skilled staff	Qualified staff are unwilling to relocate from major CBD centres to the Sunshine Coast. This may hinder the growth of the gallery, due to insufficient staff.	Rare	Major	Medium	Council to review exisiting employment policies and develop more attractive salary and conditions packages for critical postions.	Unlikely	Minor	Low	
4.07	Unable to secure a food and beverage operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Ensure that the value proposition for the market remains high by delivering a quality design and ongoing program of events and exhibitions.	Unlikely	Minor	Low	
4.08	Unable to secure a function hire operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Ensure that the value proposition for the market remains high by delivering a quality design and ongoing program of events and exhibitions.	Unlikely	Minor	Low	
4.09	Unable to secure national touring exhibitions	Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Design of the gallery is to include sufficient flexibility in spatial functionality and capacity to facilitate and attract varying size touring exhibitions with differing technical requirements, ensuring gallery conditions remain recognised as suitable for major national touring needs. Ensure gallery leadership is properly resourced to proactively engage with the sector.	Unlikely	Minor	Low	
4.10	Unable to secure local programs	Local artists, due to issues of quality and/or interest, are not able to be programmed at the levels forecast. This may cause damage to the gallery's public image and a loss in revenue.	Rare	Major	Medium	Ensure gallery leadership maintains a positive engagement with existing and emerging artists and offers attricative levels of support and development opportunities for SSC artists.	Unlikely	Moderate	Medium	
4.11	Organisation changes during operation	Changes in Council leadership lead to a change in long-term strategic direction and support for arts and culture generally or for the Gallery in particular.	Rare	Catastrophic	High	Council has strong record in terms of supprting arts and cultural infrastructure and programs over a long period. Given the unusual situation that has occurred in Rockhampton in terms of their new Gallery, Council will need to ensure clear, positive and unequivocal messaging.	Unlikely	Minor	Low	
4.12	Asset maintenance	Budget pressures on Council caused by other events or out of scope maintenance requirements. The impacts could include loss of AAA rating capabality, poor visitor experience and pressures from commercial partners.	Possible	Major	High	Council to ensure that Gallery needs are properly reflected in long term facility maagement plans.	Unlikely	Minor	Low	
4.13	Absent Governance Model	An absent governance model for the proposed gallery may be caused by a lack of insight in creating the model prior to operations. This may lead to mismanagement of the gallery and additional operating costs.	Possible	Major	High	Creation of a Gallery Governance Model, which will establish a decision-making authority for a gallery related matters.	Possible	Moderate	Medium	
4.15	Damage to gallery collection	Risk of damage incurred to gallery collection during decanting process.	Possible	Major	High	Develop storage and relocation plans for the collection, ensuring handling is kept to a minimum and storage facilities provide adequate environment for art collection.	Unlikely	Minor	Low	
5. Revenue Risk										
5.01	Patronage numbers lower than expected	The number of patrons is lower than the estimated numbers due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adequate use of benchmarking data to inform the patronage estimates, appropriate contingency allowances are made and sufficient sensitivity / scenario analysis are undertaken.	Possible	Moderate	Medium	
5.02	Exhibition and programming numbers do not achieve sufficient commercial activity	The forecast visitation does not eventuate due to inability to attract patrons through inappropriate spatial design of the facility and precinct activation that discourages suitable exhibitions, resulting in reduced new and repeat visitors that negatively impact the ability of the Gallery to generate commercial activity and attract commercial investment and partnership in the gallery.	Possible	Major	High	Ensure adequate use of benchmarking data to inform the exhibition and programming estimates, appropriate contingency allowances are made and sufficient sensitivity / scenario analysis are undertaken.	Possible	Moderate	Medium	

Page 3 Risk Comparison

#### Option B - Existing Gallery Site

	Risk Id	dentification	Unc	ontrolled Risk	Rating	Risk Mitigation	(	Controlled Risk R	tating	Notes
Risk Item No.	Risk Description	Cause and Consequences	Likelihood	Consequence	Risk Rating	Risk Management Controls	Likelihood	Consequence	Risk Rating	
5.03	Ramp up numbers lower than expected	The assumptions relating to the increase in audience numbers is not met over the 5 year transition period due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken, suitable benchmarking data is utilised to create forecast estimates and economic modelling and analysis is undertaken.	Possible	Moderate	Medium	
5.04	Revenue from function hire lower than expected	Revenue generated by the gallery from function sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.05	Food and beverage revenue lower than	Revenue generated by the gallery from food and beverage sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.06		Revenue generated by the gallery from merchandies sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.11		The development model / concept fails to attract and secure private sector involvement in the planning, delivery and operation of the facility, which increase financial burden on SCC resources and potential increased government funding required.	Possible	Major	High	Market consultation to be undertaken prior to project financial commitment to gauge commercial interest and market capacity to financially contribute to the project, with a targeted engagement strategy to be developed to secure private sector pre commitment.	Possible	Moderate	Medium	
5.18	Long term viability of the precinct if not future proofed.	The gallery development is one element in precinct activation, with additional initiatives required to ensure long term sustainable outcomes across the precinct such as transport, open spaces, resilient built form and interdependent businesses and adaptive land uses. Failure to adequately factor urban design principles for sustainable and resilient communities may potentially limit commercial and wider economic benefits in the medium to long term.	Possible	Major	High	The Caloundra Centre Activation Plan sets the overarching masterplan and implementation guide for the precinct which is to be adhered with to enable sustainable and resilient activity. Endorsed land uses and development initiatives in the Plan provide flexibility and momentum for sustainable outcomes.	Possible	Moderate	Medium	location impacts precinct connectivity to some degree. loading and unloading and back of house fronting public realm is a poor outcor
5.19	Precinct activation fails to deliver commercial opportunities and investment	Lack of precinct activation due to an incohesive planning policy and poorly implemented masterplan may result in inadequate levels of commercial investment and activity required for the sustainable operation of the gallery.	Possible	Major	High	Ensure SCC endorsement and prioritisation of projects specified in the Caloundra Community Creative Hub vision, with particular emphasis on delivering the Town Centre which will activate the precinct.	Possible	Moderate	Medium	low to medium - back of house and loading fronting public realm is concern.
5.2	Forecast project benefits and returns do not meet minimum investment hurdles.	The modelled returns on investment do not achieve SCC's minimum financial hurdles and therefore cause concern around project viability and ultimate endorsement to proceed.	Possible	Major	High	Sensitivity and scenario analysis to be undertaken on the development feasibility model, establishing minimum thresholds for commercial and operational inputs to meet requirements.	Possible	Moderate	Medium	

Page 4 Risk Comparison PROJECT
New Regional Gallery
Option C - Bulcock Street
Sunshine Coast Council
26-Jul-23

New Regional Gallery - Risk Register

Register Type:
Project No.:
Project Name:
Client:
Register Rev Date:
Register Revision:

#### Option C - Bulcock Street Site

The business case analysis does not support the creation of a viable business case. This may result in the business case no longer proceeding.

Unlikely

This risk register has been prepared to document hazards and risks associated with the project

The full lifecycle of the project has been considered including design, construction (including commissioning), operation, maintenance, modification and demolition Residual risks which are high or critical require action by various stakeholders

This risk register does not replace the need for other stateholders to complete their own hazard identification and risk assessment for the project in due course



	Risk Iden	tification	Unc	ontrolled Risk R	ating	Risk Mitigation	Contro	olled Risk Ratin	g	Notes
Risk Item No.	Risk Description	Cause and Consequences	Likelihood	Consequence	Risk Rating	Risk Management Controls	Likelihood	Consequence	Risk Rating	
1. Support and Finan	icial Risks								- Kanno	
1.01	Loss of Mayor or Council support for the gallery project	A loss of SCC support for the gallery project can occur as a result of a change in SCC staff, a change in SCC priorities or the gallery project not aligning with SCC policies. This may result in the gallery project not proceeding.	Possible	Major	High	Establish the gallery project as a priority project for Council and undertake continual reviews of the gallery project, ensuring alignment with Council policies. This is to include the creation of an engagement strategy, which will require briefing and discussions with a broad range of Council staff and Councillors to inform of the objectives and benefits of the gallery.	Unlikely	Major	Medium	
1.02	Regional Development Australia Sunshine Coast (RDA) and Federal Members do not support gallery project	RDA and Federal Members may not support the gallery project if they are not informed of the project or importance of the project. This may result in the gallery project not obtaining federal funding.	Possible	Moderate	Medium	Undertake extensive and early consultation with the RDA and Federal Members, ensuring project requirements and benefits are communicated and understood.	Unlikely	Moderate	Medium	
1.03	Organisational changes during the course of the project	Organisational changes during the course of the project (by both Council and the project team) can occur as a result of staff turnover. This may result in a loss of project knowledge.	Possible	Moderate	Medium	Establishment and maintaining of a master document register that contains all relevant project documents and communication, ensuring all project members contribute documents and correspondence.	Unlikely	Minor	Low	
1.04	Change in city/regional priorities	A change in city/regional priorities may be caused by a change in economy, change in government or a change in population growth within the region. This may result in the gallery project no longer being supported by Council and the gallery project no longer proceeding.	Possible	Major	High	Establish the gallery project as a priority project for Council and undertake continual reviews of the gallery project, ensuring alignment with Council policies.	Unlikely	Moderate	Medium	
1.05	Capital investment failure – SCC unable to provide funding for the gallery	SCC may not be able to provide funding for the gallery project due to reallocation of capital costs and priorities. This may result in the gallery project not proceeding in accordance with proposed project plan.	Possible	Catastrophic	Critical	Establish the gallery project as a priority project for Council and seek funding from private sector and government following completion and SCC endorsement of the PAF/Business Case.	Possible	Major	High	
1.06	Unable to secure State Government funding	Funding from the State Government may not occur due to gallery project not aligning with State Government funding requirements, in particular the Arts QLD roadmap. This may result in the gallery project not proceeding.	Possible	Major	High	Undertake early engagement with State Government staff/representatives and undertake continual reviews of the gallery project, ensuring alignment with State Government policies.	Possible	Moderate	Medium	
1.07	Unable to secure Federal Government funding	Funding from the Federal Government may not occur due to the gallery project not aligning with Federal Government funding requirements. This may result in the gallery project not proceeding.	Possible	Major	High	Undertake early engagement with Federal Government staff/representatives and Federal Members and undertake continual reviews of the gallery project, ensuring alignment with Federal Government policies.	Possible	Moderate	Medium	
1.08	Unable to secure philanthropic contributions	Philanthropic contributions to the gallery may not occur due to the local community and local businesses not supporting the gallery. This may result in Council having to contribute additional funds to the gallery capital expenditure and/or operational expenditure.	Possible	Moderate	Medium	Undertake extensive and early local community and business consultation, ensuring project requirements are communicated and understood by the local community and businesses.	Possible	Minor	Medium	
1.09	Proposed commercial site (existing library site) is unsellable	The proposed commercial site may be unsellable due to change in market appetite for development sites within Caloundra. This may result in Council maintaining ownership of the site and a shortfall in funding for the gallery project.	Possible	Major	High	Undertake a soft market sounding exercise to understand market appetite prior to listing the site for sale. Ensure site encumbrances and restrictions are minimised prior to taking the site to market for sale.	Possible	Moderate	Medium	
1.10	Reputational risk for SCC through inability to deliver on public commitments	Through endorsement of the business case and subsequent funding award, SCC is publicly committing to delivering the project benefits identified. Inability to achieve these benefits carries significant reputational risk.	Possible	Major	High	SCC is to clearly articulate the select project benefits and commitments to be made public, ensuring the project is fully funded and committed prior to releasing details publicly.	Possible	Moderate	Medium	
1.11	Lack of First Nations engagement and involvement	A lack of First Nations engagement may be caused by an incorrect identification of relevant First Nations groups (stakeholders) or First Nations groups (stakeholders) not being available. This may result in a lack of support of the gallery project by Council and the public and the gallery project not aligning with both the Council and State Government First Nations Arts requirements/policies.	Possible	Major	High	Establish a stakeholder engagement strategy to identify key First Nations groups to engage with. Undertake continual consultation, ensuring project requirements are communicated and understood.	Possible	Moderate	Medium	
1.12	Adverse movement in inflation / market cycle impacting funding need	The proposed budget inadequately provides for movement in goods/services prices, resulting in need for additional funds.	Possible	Major	High	Appoint an experienced quantity surveyor that allows for adequate contingency throughout the gallery project. In addition any funding applications must include contingency and risk provisions.	Possible	Moderate	Medium	
1.13	Public benefit of project not clearly atrticulated	Public benefit of the gallery is not clearly articulated due to insufficient community engagement. This may lead to a negative perception of the gallery by the community.	Possible	Major	High	Establish a stakeholder engagement strategy to identify key community stakeholders. Undertake continual community stakeholder consultation, ensuring project benefits communicated and understood.	Unlikely	Moderate	Medium	
1.14	Stakeholders dissatisfied with precinct outcome upon completion	The final project deliverables and perceived benefits do not achieve or meet stakeholder expectations of precinct outcomes due to a shift in project scope or drivers, resulting in lack of benefits realisation for stakeholders.	Possible	Major	High	Establish a stakeholder engagement strategy to identify and consult key community stakeholders. Undertake continual community stakeholder consultation, ensuring project benefits clearly communicated, reporting progress against the benefits management plan developed in the business case on a cyclical basis.	Likely	Moderate	High	Option C is high risk due to poor precinct outcomes and previous consultation.
1.15	Business case is not supported by SCC	SCC does not support the business case due to the forecast operational costs and capital costs. This may result in the business case failing to proceed.	Possible	Catastrophic	Critical	Establish a project governance framework and stakeholder engagement strategy to identify key Council stakeholders. Undertake continual briefing and consultation, ensuring business case information is constantly reviewed and approved by SCC at each project gateway.	Possible	Moderate	Medium	

Ensure rigiruous analysis is undertaken in line with the QLD Government PAF

Page 1 Risk Comparison

Moderate

1.16

## Option C - Bulcock Street Site

	Risk Iden	ntification	Line	ontrolled Risk F	Rating	Risk Mitigation	Contr	olled Risk Rating		Notes
Risk Item No.	Risk Description	Cause and Consequences		Consequence		Risk Management Controls	Likelihood	Consequence	Risk	Notes
2.01	Availability of site for development	The proposed site may not be available to be redeveloped due to existing tenants/leases being in place, preventing the proposed site from being available. This may cause project delays.	Possible	Major	High	Ensure delivery of gallery project aligns with existing leases/tenant agreements. Ensure new leases/tenant agreements align with the proposed delivery schedule of the gallery project.	Unlikely	Moderate	Rating Medium	
2.02	Delay in other Council projects	A delay in other Council projects may prevent Council from having resources available to deliver the gallery project. This may cause project delays.	Possible	Major	High	Establish the gallery project as a priority project for Council, ensuring resources are committed within Council for the project.	Unlikely	Moderate	Medium	
2.03	Absence of a cohesive precinct vision	The absence of a cohesive precinct vision may be caused by the lack of an overarching vision document and a committee/authority in place to manage the delivery of a precinct vision. This may result in a delay in the delivery of the precinct and a disconnection between Council assets, buildings and infrastructure within the precinct.	Possible	Major	High	Engagement of a precinct vision manager to create and oversee precinct vision and management strategies, ensuring all assets, buildings and infrastructure within the precinct are considered and in alignment.	Unlikely	Moderate	Medium	
2.04	Absence of a cohesive precinct delivery plan	The absence of a cohesive precinct delivery plan may be caused by the lack of a committee/authority in place to manage the creation of a precinct delivery plan. This may result in a delay in the delivery of the precinct and a disconnection of Council assets, buildings and infrastructure within the precinct.	Possible	Major	High	Establishment of a precinct strategy/delivery plan, which will detail the timing of various precinct projects. Establishment of a precinct working committee, with representatives from the various precinct project.	Unlikely	Moderate	Medium	
2.05	Absence of a collective visible leadership and decision-making authority for the precinct	An absence of a collective visibile leadership and decision-making authority for the precinct can occur as a result of a lack of precinct governance and a precinct authority/committee. This may result in a disconnection between Council assets, buildings and infrastructure within the precinct.	Possible	Major	High	Creation of a Precinct Governance Model, which will establish a decision-making authority for precinct related matters.	Unlikely	Moderate	Medium	
2.06	Possible cultural significance of Felicty Park	Felicity Park may have cultural or heritage significance, resulting in the inability to develop over the parkland.	Possible	Major	High	It is recommended suitably qualified persons and/or representatives from the local heritage groups are engaged to confirm that any future development will not cause harm to anything identified as having cultural heritage value.	Possible	Minor	Medium	
2.07	Loss of environmental assets within precinct.	The gallery development results in a loss of natural assets within the precinct due to building footprint and operational activities impacting green spaces and established vegetation.	Almost Certain	Moderate	High	Engage Ecology consultant to establish significant vegetation and devise management plan to minimise impact of development on loss of vegetation and high value assets, prepare landscape plan to offset loss of significant assets.	Unlikely	Minor	Low	
2.08	Land use controls constrain development potential.	The current Queensland Government Titles Registry identifies that the site is located on Lot 666 on CG4615, a land parcel held by Council under a Deed of Grant in Trust from the State of Queensland, which presents a risk in terms of SCC providing owner's consent for development of the existing gallery site.	Almost Certain	Major	Critical	SCC to consult with relevant planning authorities on the process and time implications for removal of land use constraint on title, developing a plan for removal of caveat.	Unlikely	Minor	Low	
2.20	Negative impact on neighbouring land uses and business.	The development of a new gallery may have detrimental impacts on surrounding land uses and businesses due to built from implications, planning outcomes, loss of commercial activity and increased competition.	Possible	Major	High	Project team to undertake comprehensive consultation on precinct users, developing a detailed project and staging plan that is widely communicated and incorporates input from externa stakeholders to minimise impact.	Unlikely	Minor	Low	
2.21	Development staging impacts on precinct operations and land uses	The continuity of precinct operations is disrupted due to construction activities resulting in loss of commercial activity for local businesses and reduced amenity across the precinct.	Likely	Major	Critical	Contingency and staging plans to be developed, particularly focussed on minimising disruption to commercial activities and user needs in the Precinct.	Likely	Moderate	High	
3. Design and Constru	uction Risk									
3.01	Delay in project commencement	Delay in project commencement arising from issues such as delays in Government decisions, including delays in Government funding. This may lead to a shift in the completion date of the project and capital cost increases due to price escalation.	Possible	Moderate	Medium	Establishment and maintaining of a master delivery program, ensuring appropriate project governance is followed to minimise project delays.	Unlikely	Minor	Low	
3.02	Delay in design development process	Delay in the design development process due to design changes arising from stakeholder requests. This may lead to a shift in the completion date of the project and capital cost increases due to additional consultant fees and escalation.	Likely	Moderate	High	Selecting an appropriate model of delivery for the design development process and ensuring design contracts have inbuilt flexibility to allow for design delays.	Possible	Minor	Medium	
3.03	Gallery building does not align with SCC sustainability requirements	The gallery building design does not align with SCC 's sustainability requirements and policies due building designers not understanding SCC requirements or policies. This may cause delays in authority approvals	Possible	Major	High	Design phase to incorporate SCC ESD standards and sufficient time for ESD issues to be resolved and provide adequate clauses in construction contract and tender documents to ensure timeframes are met. The project cost plan is to also factor sufficient allowance for ESD design and implementation to reduce risk of removal from scope due to budget constraints.	Possible	Minor	Medium	higher risk due to lack of alignment with Sunshine coast design / Yellow Book
3.04	Gallery building setbacks do meet Council requirements.	Gallery building setbacks do not align with Council Local Area Plan due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.	Possible	Major	High	Ensure design team are provided with relevant Council documents related to the Local Area Plan.	Unlikely	Minor	Low	
3.05	Gallery building does not align with the Sunshine Coast Design Guide	Gallery building setbacks do not align with the Sunshine Coast Design Guide due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.	Possible	Major	High	Ensure design team are provided with the Sunshine Coast Design guide and ensure building aligns with objectives in the design guide.	Unlikely	Minor	Low	
3.06	Gallery building does not align with Council RAIF and Arts Plan	The gallery building design does not align with Council's RAIF and Arts plan policies due building designers not understanding Council specific policies. This may cause delays in authority approvals.	Possible	Major	High	Ensure design team are provided with relevant Council documents related to the RAIF and Arts plan and ensure these documents are constantly referred to during the design development process.	Unlikely	Minor	Low	
3.07	Building design and material selection does not align with Council's asset maintenance funding ability.	The gallery building design and materiality selection does not align with Council's ongoing asset maintenance funding ability due to insufficient engagement with Council asset maintance and operations teams. This may cause insufficient maintenance to be undertaken on the gallery.	Possible	Major	High	Ensure Council asset maintenance and operations teams are engaegd with throughout the design process to ensure the buildign design and materiality selection aligns with proposed asset maintenance budgets.	Unlikely	Minor	Low	
3.08	Delay in authority approvals (including planning approvals)	Delay in obtaining authority approvals due to design implications. This may lead to project delays.	Likely	Moderate	High	Undertake early consultation with relevant authorities ensuring authority requirements are integrated into the project design.	Possible	Minor	Medium	

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Option C - Bulcock Street Site

	Risk Iden	atification	Unc	ontrolled Risk F	Pating	Risk Mitigation	Contr	olled Risk Rating	,	Notes
Risk Item No.	Risk Description	Cause and Consequences	Likelihood	1		Risk Management Controls	Likelihood	Consequence	Risk	Hotes
3.09	Inground or existing building conditions	Additional capital expenditure or a delay to the project due to unknown	Possible	Major	High	Undertake reasonable inground and existing building investigations to ensure inground	Possible	Minor	Rating Medium	
3.10	Misaligned project expectations	inground or existing building conditions.  Project size and scale may cause the community to have a negative view of the project, which may lead to project delays.	Likely	Moderate	High	and existing building conditions are understood and allow for sufficient time within the  Undertake extensive and early community consultation, ensuring project design and requirements are communicated and understood by the community.	Possible	Minor	Medium	
3.11	Misaligned environmental and ecological expectations	Removal of trees and other ecological items of concern may cause the community to have a negative view of the project, which may lead to project delays.	Likely	Moderate	High	Undertake extensive and early community consultation, ensuring project requirements (in particular tree removal) are communicated and understood by the community.	Possible	Moderate	Medium	
3.12	Damage to adjacent buildings/properties	Damage to adjacent buildings and properties during the construction process due to mismanagement of the construction process.	Possible	Moderate	Medium	Ensure Contractors establish appropriate procedures and dilapidation reports for building works taking place adjacent to existing buildings and near property boundaries.	Unlikely	Minor	Low	
3.13	Functional brief and cost plan misalignment	Adequate brief definition is not available in time for finalisation of cost plan, resulting in a cost misalignment.	Likely	Moderate	High	Define brief before finalising the cost plan.	Possible	Moderate	Medium	
3.14	Project scope verse precinct scope misalignment	t Precinct planning around gallery interface unavailable, resulting in a cost misalignment.	Likely	Moderate	High	Convene specific coordination meetings with precinct designers and project teams.	Unlikely	Minor	Low	
3.15	Inadequate capital cost estimate	Capital costs are higher than estimated due to incorrect cost estimates. This may lead to a change in the project requirements and cause the project to be delayed.	Possible	Major	High	Ensure project requirements are fully resolved and understood to enable inclusion in project cost estimates. Build in appropriate project contingency.	Unlikely	Moderate	Medium	
3.16	Increase in construction escalation rates	Construction escalation rates vary more than anticipated, which may lead to an increase in capital costs.	Possible	Moderate	Medium	Ensure the construction contract has inbuilt flexiblity to allow for cost escalation. Build in appropriate project contingency.	Possible	Minor	Medium	
3.17	Low market interest from contractors	The project does not generate interest from Tier 1 construction contractors. This may lead to a lower quality building.	Possible	Major	High	Undertake a market sounding process and a rigurous procurement process to ensure a suitable contractor is engaged.	Unlikely	Minor	Low	
3.18	Delay in construction process	Incorrect or inadequate management of the construction process may lead to project delays.	Possible	Major	High	Selecting an appropriate model of delivery for the construction process and ensuring the construction contract has inbuilt flexiblity to allow for construction delays.	Possible	Minor	Medium	
3.19	Construction Insolvency	Contractor engaged to undertake building works becomes insolvent or cannot deliver on agreed scope. This may lead to a shift in the completion date or additional capital cost increases.	Possible	Major	High	Undertake a rigorous due diligence and tender process, ensuring the contractor has the financial capability to undertake the project.	Unlikely	Major	Medium	
3.20	Noise and light pollution impact on neighbouring buildings and properties	The size and scale of the gallery may impact surrounding buildings by contributing additional noise and/or light pollution. This may cause negative support by the local community for the gallery.	Possible	Major	High	Adopt design principals that will minimize the gallery's impact on surrounding buildings and properties. Undertake extensive and early community consultation, ensuring building size and scale are communicated and understood by the community.	Possible	Minor	Medium	
3.21	Building not fit for purpose once project completed	The gallery building is not fit for purpose due to building requirements not being defined and accepted. This may cause negative support by the local community for the gallery.	Possible	Catastrophic	Critical	Mitigate by thorough detailed stakeholder consultation both project planning and delivery, whilst incorporating sufficient flexibility into gallery spaces for future use and growth.	Possible	Major	High	medium-high = level changes on this site (east-west) will be an issue to balance with public realm permeability and access as well as loading
3.22	Construction delays	Building contractor and project consultants do not achieve contract completion dates, delaying occupancy and use.	Possible	Major	High	Incorporate sufficient time in programme and provide adequate provisions / penalties in construction contract and tender documents to ensure timeframes are met.	Possible	Moderate	Medium	
4. Operating Risk										
4.01	Inadequate lifecycle cost estimate	Lifecycle costs differ to those estimated as a result of: - Fit out becomes obsolete and requires replacement more frequently - ICT and equipment fails, becomes obsolete or does not provide the functionality required over the expected term - Building fit out costs need replacement at higher rates than anticipated. This may lead to lifecycle costs being higher than expected and Council requiring to provide additional operating funds.	Possible	Major	High	Develop cost estimate based on benchmarking data and condition assessment reports. Build flexibility in the design for future refurbishment.	Possible	Minor	Medium	
4.02	Unable to fund operating costs on an ongoing basis	SCC unable to fund ongoing operating costs due to cost escalation and exceedance of SCC budgets. This may result in the gallery programming and exhibitions not meeting identified service needs.	Possible	Catastrophic	Critical	SCC to endorse budget commitment for funding of operational shortfall for a nominated period of time with built in review and revise hurdles based on actual performance data of gallery operations.	Possible	Moderate	Medium	
4.03	Relationships with key partners and stakeholders, including regional First Nations and Traditional Owner communities, local artists, supporters and/or donors, become ineffective or hostile.	Promises made to stakholders and key partners not being kept. This may result in less support than for the gallery from key partners, stakeholders and donors.	Possible	Major	High	Maintain effective communication strategies that are reviewed for effectiveness and quality. Establish formal and imformal lines of communication where disagreements and disputes can be managed.	Unlikely	Minor	Low	
4.04	Inflexible design in changing operational environment	Design solution does not allow for future changes. This can be caused by cost reduction exercises through the value management process, which will reduce building functionality and flexibility.	Possible	Major	High	Ensure design and construction processes maintain alignments with functional brief requiremenst in terms of future proofing.	Unlikely	Minor	Low	
4.05	Increase in operating cost escalation rates	Market competition increases costs of exhibition supply, energy costs exceed projections and market demand for key staff drive wage costs higher then forecast. This may cause a decrease funds available for gallery programming.	Possible	Major	High	Galleries have only limited exposure to revenue risks and changes in costs strutures are likley to be able to be controlled eiter before impacts or in the short term.	Unlikely	Minor	Low	
4.06	Shortage of appropriately skilled staff	Qualified staff are unwilling to relocate from major CBD centres to the Sunshine Coast. This may hinder the growth of the gallery, due to insufficient staff.	Rare	Major	Medium	Council to review exisiting employment policies and develop more attractive salary and conditions packages for critical postions.	Unlikely	Minor	Low	
4.07	Unable to secure a food and beverage operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Ensure that the value proposition for the market remains high by delivering a quality design and ongoing program of events and exhibitions.	Unlikely	Minor	Low	
4.08	Unable to secure a function hire operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Ensure that the value proposition for the market remains high by delivering a quality design and ongoing program of events and exhibitions.	Unlikely	Minor	Low	
4.09	Unable to secure national touring exhibitions	Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Design of the gallery is to include sufficient flexibility in spatial functionality and capacity to facilitate and attract varying size touring exhibitions with differing technical requirements, ensuring gallery conditions remain recognised as suitable for major national touring needs. Ensure gallery leadership is properly resourced to proactively engage with the sector.	Unlikely	Minor	Low	
4.10	Unable to secure local programs	Local artists, due to issues of quality and/or interest, are not able to be programmed at the levels forecast. This may cause damage to the gallery's public image and a loss in revenue.	Rare	Major	Medium	Ensure gallery leadership maintains a positive engagement with existing and emerging artists and offers attrcative levels of support and development opportunities for SSC artists.	Unlikely	Moderate	Medium	
4.11	Organisation changes during operation	Changes in Council leadership lead to a change in long-term strategic direction and support for arts and culture generally or for the Gallery in particular.	Rare	Catastrophic	High	Council has strong record in terms of supprting arts and cultural infrastructure and programs over a long period. Given the unusual situation that has occurred in Rockhampton in terms of their new Gallery, Council will need to ensure clear, positive and unequivocal messaging.	Unlikely	Minor	Low	

Page 3 Risk Comparison

## Option C - Bulcock Street Site

	Risk Ider	ntification	Unc	ontrolled Risk I	Rating	Risk Mitigation	Contr	olled Risk Rating		Notes
Risk Item No.	Risk Description	Cause and Consequences	Likelihood	Consequence	Risk Rating	Risk Management Controls	Likelihood	Consequence	Risk	
4.12	Asset maintenance	Budget pressures on Council caused by other events or out of scope maintenance requirements. The impacts could include loss of AAA rating capabaility, poor visitor experience and pressures from commercial partners.	Possible	Major	High	Council to ensure that Gallery needs are properly reflected in long term facility maagement plans.	Unlikely	Minor	Low	
4.13	Absent Governance Model	An absent governance model for the proposed gallery may be caused by a lack of insight in creating the model prior to operations. This may lead to mismanagement of the gallery and additional operating costs.	Possible	Major	High	Creation of a Gallery Governance Model, which will establish a decision-making authority for a gallery related matters.	Possible	Moderate	Medium	
4.15	Damage to gallery collection	Risk of damage incurred to gallery collection during decanting process.	Possible	Major	High	Develop storage and relocation plans for the collection, ensuring handling is kept to a minimum and storage facilities provide adequate environment for art collection.	Unlikely	Minor	Low	
5. Revenue Risk										
5.01	Patronage numbers lower than expected	The number of patrons is lower than the estimated numbers due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adequate use of benchmarking data to inform the patronage estimates, appropriate contingency allowances are made and sufficient sensitivity / scenario analysis are undertaken.	Possible	Moderate	Medium	
5.02	Exhibition and programming numbers do not achieve sufficient commercial activity	The forecast visitation does not eventuate due to inability to attract patrons through inappropriate spatial design of the facility and precinct activation that discourages suitable exhibitions, resulting in reduced new and repeat visitors that negatively impact the ability of the Gallery to generate commercial activity and attract commercial investment and partnership in the gallery.	Possible	Major	High	Ensure adequate use of benchmarking data to inform the exhibition and programming estimates, appropriate contingency allowances are made and sufficient sensitivity / scenario analysis are undertaken	Possible	Moderate	Medium	
5.03	Ramp up numbers lower than expected	The assumptions relating to the increase in audience numbers is not met over the 5 year transition period due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken, suitable benchmarking data is utilised to create forecast estimates and economic modelling and analysis is undertaken.	Possible	Moderate	Medium	
5.04	Revenue from function hire lower than expected	Revenue generated by the gallery from function sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.05	Food and beverage revenue lower than expected	Revenue generated by the gallery from food and beverage sales is d lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.06	Merchandise sales lower than expected	Revenue generated by the gallery from merchandies sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.11	Inability to attract private sector investment / participation	The development model / concept fails to attract and secure private sector involvement in the planning, delivery and operation of the facility, which increase financial burden on SCC resources and potential increased government funding required.	Possible	Major	High	Market consultation to be undertaken prior to project financial commitment to gauge commercial interest and market capacity to financially contribute to the project, with a targeted engagement strategy to be developed to secure private sector pre commitment.	Unlikely	Moderate	Medium	
5.18	Long term viability of the precinct not future proofed.	The gallery development is one element in precinct activation, with additional initiatives required to ensure long term sustainable outcomes across the precinct such as transport, open spaces, resilient built form and interdependent businesses and adaptive land uses. Failure to adequately factor urban design principles for sustainable and resilient communities may potentially limit commercial and wider economic benefits in the medium to long term.	Possible	Major	High	The Caloundra Centre Activation Plan sets the overarching masterplan and implementation guide for the precinct which is to be adhered with to enable sustainable and resilient activity. Endorsed land uses and development initiatives in the Plan provide flexibility and momentum for sustainable outcomes.	Likely	Moderate	High	location creates poor connectivity to other cultural assets and divides the public realmloading and unloading and back of house fronting public realm is a poor outcome
5.19	Precinct activation fails to deliver commercial opportunities and investment	Lack of precinct activation due to an incohesive planning policy and poorly implemented masterplan may result in inadequate levels of commercial investment and activity required for the sustainable operation of the gallery.	Possible	Major	High	Ensure SCC endorsement and prioritisation of projects specified in the Caloundra Community Creative Hub vision, with particular emphasis on delivering the Town Centre which will activate the precinct.	Possible	Moderate	Medium	Medium-high. Activation of town square at risk
5.20	Forecast project benefits and returns do not mee minimum investment hurdles.	The modelled returns on investment do not achieve SCC's minimum financial hurdles and therefore cause concern around project viability and ultimate endorsement to proceed.	Possible	Major	High	Sensitivity and scenario analysis to be undertaken on the development feasibility model, establishing minimum thresholds for commercial and operational inputs to meet requirements.	Possible	Moderate	Medium	

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Option D - Existing library site
Sunshine Coast Council
26-Jul-23
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New Regional Gallery - Risk Register

Register Type: PROJECT
Project No.: New Regional
Project Name: Option D - Ex

## Option D - Existing Library Site

This risk register has been prepared to document hazards and risks associated with the project The full lifecycle of the project has been considered including design, construction (including comm Residual risks which are high or critical require action by various stakeholders This risk register does not replace the need for other stateholders to complete their own hazard ide



Risk Item No.  1. Support and Finance	Risk Description				Rating	Risk Mitigation		olled Risk Rating		Notes
		Cause and Consequences	Likelihood	Consequence		Risk Management Controls		Consequence	Diele	
	·	- Inter-inter-control							Rating	
	project	A loss of SCC support for the gallery project can occur as a result of a change in SCC staff, a change in SCC priorities or the gallery project not aligning with SCC policies. This may result in the gallery project not proceeding.	Possible	Major	High	Establish the gallery project as a priority project for Council and undertake continual reviews of the gallery project, ensuring alignment with Council policies. This is to include the creation of an engagement strategy, which will require briefing and discussions with a broad range of Council staff and Councillors to inform of the objectives and benefits of the gallery.	Unlikely	Moderate	Medium	
1.02	(RDA) and Federal Members do not support	RDA and Federal Members may not support the gallery project if they are not informed of the project or importance of the project. This may result in the gallery project not obtaining federal funding.	Possible	Moderate	Medium	Undertake extensive and early consultation with the RDA and Federal Members, ensuring project requirements and benefits are communicated and understood.	Unlikely	Moderate	Medium	
	project	Organisational changes during the course of the project (by both Council and the project team) can occur as a result of staff turnover. This may result in a loss of project knowledge.	Possible	Moderate	Medium	Establishment and maintaining of a master document register that contains all relevant project documents and communication, ensuring all project members contribute documents and correspondence.	Unlikely	Minor	Low	
1.04	Change in city/regional priorities	A change in city/regional priorities may be caused by a change in economy, change in government or a change in population growth within the region. This may result in the gallery project no longer being supported by Council and the gallery project no longer proceeding.	Possible	Major	High	Establish the gallery project as a priority project for Council and undertake continual reviews of the gallery project, ensuring alignment with Council policies.	Unlikely	Moderate	Medium	
	provide funding for the gallery	SCC may not be able to provide funding for the gallery project due to reallocation of capital costs and priorities. This may result in the gallery project not proceeding in accordance with proposed project plan.	Possible	Catastrophic	Critical	Establish the gallery project as a priority project for Council and seek funding from private sector and government following completion and SCC endorsement of the PAF/Business Case.	Possible	Major	High	
1.06	Unable to secure State Government funding	Funding from the State Government may not occur due to gallery project not aligning with State Government funding requirements, in particular the Arts QLD roadmap. This may result in the gallery project not proceeding.	Possible	Major	High	Undertake early engagement with State Government staff/representatives and undertake continual reviews of the gallery project, ensuring alignment with State Government policies.	Possible	Moderate	Medium	
1.07	Unable to secure Federal Government funding	Funding from the Federal Government may not occur due to the gallery project not aligning with Federal Government funding requirements. This may result in the gallery project not proceeding.	Possible	Major	High	Undertake early engagement with Federal Government staff/representatives and Federal Members and undertake continual reviews of the gallery project, ensuring alignment with Federal Government policies.	Possible	Moderate	Medium	
1.08	Onable to secure philanthropic contributions	Philanthropic contributions to the gallery may not occur due to the local community and local businesses not supporting the gallery. This may result in Council having to contribute additional funds to the gallery capital expenditure and/or operational expenditure.	Possible	Moderate	Medium	Undertake extensive and early local community and business consultation, ensuring project requirements are communicated and understood by the local community and businesses.	Possible	Minor	Medium	
	Lack of stakeholder engagement, both internal and external stakeholders	A lack of stakeholder engagement may be caused by an incorrect identification of stakeholders or stakeholders being unavailable. This may result in a lack of support of the gallery project by Council and the public.	Possible	Major	High	Establish a stakeholder engagement strategy to identify key internal and external stakeholders. Undertake continual internal and external stakeholder consultation, ensuring project requirements are communicated and understood.	Possible	Moderate	Medium	
	Reputational risk for SCC through inability to deliver on public commitments	Through endorsement of the business case and subsequent funding award, SCC is publicly committing to delivering the project benefits identified. Inability to achieve these benefits carries significant reputational risk.	Possible	Major	High	SCC is to clearly articulate the select project benefits and commitments to be made public, ensuring the project is fully funded and committed prior to releasing details publicly.	Possible	Moderate	Medium	
	Lack of First Nations engagement and involvement	A lack of First Nations engagement may be caused by an incorrect identification of relevant First Nations groups (stakeholders) or First Nations groups (stakeholders) not being available. This may result in a lack of support of the gallery project by Council and the public and the gallery project not aligning with both the Council and State Government First Nations Arts requirements/policies.	Possible	Major	High	Establish a stakeholder engagement strategy to identify key First Nations groups to engage with. Undertake continual consultation, ensuring project requirements are communicated and understood.	Possible	Moderate	Medium	
1.12		The proposed budget inadequately provides for movement in goods/services prices, resulting in need for additional funds.	Possible	Major	High	Appoint an experienced quantity surveyor that allows for adequate contingency throughout the gallery project. In addition any funding applications must include contingency and risk provisions.	Possible	Moderate	Medium	
1.13	Public benefit of project not clearly atrticulated	Public benefit of the gallery is not clearly articulated due to insufficient community engagement. This may lead to a negative perception of the gallery by the community.	Possible	Major	High	Establish a stakeholder engagement strategy to identify key community stakeholders. Undertake continual community stakeholder consultation, ensuring project benefits communicated and understood.	Unlikely	Moderate	Medium	
	Stakeholders dissatisfied with precinct outcome	The final project deliverables and perceived benefits do not achieve or meet stakeholder expectations of precinct outcomes due to a shift in project scope or drivers, resulting in lack of benefits realisation for stakeholders.	Possible	Major	High	Establish a stakeholder engagement strategy to identify and consult key community stakeholders. Undertake continual community stakeholder consultation, ensuring project benefits clearly communicated, reporting progress against the benefits management plan developed in the business case on a cyclical basis.	Unlikely	Moderate	Low	
1.15		SCC does not support the business case due to the forecast operational costs and capital costs. This may result in the business case failing to proceed.	Possible	Catastrophic	Critical	Establish a project governance framework and stakeholder engagement strategy to identify key Council stakeholders. Undertake continual briefing and consultation, ensuring business case information is constantly reviewed and approved by SCC at each project gateway.	Possible	Moderate	Low	
1.16		The business case analysis does not support the creation of a viable business case. This may result in the business case no longer proceeding.	Unlikely	Catastrophic	High	Ensure rigiruous analysis is undertaken in line with the QLD Government PAF framework.	Possible	Moderate	Medium	

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**Sunshine Coast Regional Council** 

# Option D - Existing Library Site

	Risk I	dentification	Unc	ontrolled Risk I	Rating	Risk Mitigation	Contr	olled Risk Ratin	a l	Notes
Risk Item No.	Risk Description	Cause and Consequences		Consequence		Risk Management Controls		Consequence	Diele	- Notes
2. Community & Envir	•			quonce					Rating	
2.01	Availability of site for development	The proposed site may not be available to be redeveloped due to existing tenants/leases being in place, preventing the proposed site from being available. This may cause project delays.	Possible	Major	High	Ensure delivery of gallery project aligns with existing leases/tenant agreements. Ensure new leases/tenant agreements align with the proposed delivery schedule of the gallery project.	Unlikely	Moderate	Medium	
2.02	Delay in other Council projects	A delay in other Council projects may prevent Council from having resources available to deliver the gallery project. This may cause project delays.	Possible	Major	High	Establish the gallery project as a priority project for Council, ensuring resources are committed within Council for the project.	Unlikely	Moderate	Medium	
2.03	Absence of a cohesive precinct vision	The absence of a cohesive precinct vision may be caused by the lack of an overarching vision document and a committee/authority in place to manage the delivery of a precinct vision. This may result in a delay in the delivery of the precinct and a disconnection between Council assets, buildings and infrastructure within the precinct.	Possible	Major	High	Engagement of a precinct vision manager to create and oversee precinct vision and management strategies, ensuring all assets, buildings and infrastructure within the precinct are considered and in alignment.	Unlikely	Moderate	Medium	
2.04	Absence of a cohesive precinct delivery plan	The absence of a cohesive precinct delivery plan may be caused by the lack of a committee/authority in place to manage the creation of a precinct delivery plan. This may result in a delay in the delivery of the precinct and a disconnection of Council assets, buildings and infrastructure within the precinct.	Possible	Major	High	Establishment of a precinct strategy/delivery plan, which will detail the timing of various precinct projects. Establishment of a precinct working committee, with representatives from the various precinct project.	Unlikely	Moderate	Medium	
2.05	Absence of a collective visible leadership and decision-making authority for the precinct	An absence of a collective visibile leadership and decision-making authority for the precinct can occur as a result of a lack of precinct governance and a precinct authority/committee. This may result in a disconnection between Council assets, buildings and infrastructure within the precinct.	Possible	Major	High	Creation of a Precinct Governance Model, which will establish a decision-making authority for precinct related matters.	Unlikely	Moderate	Medium	
2.06	Possible cultural significance of Felicty Park	Felicity Park may have cultural or heritage significance, resulting in the inability to develop over the parkland.	Possible	Major	High	It is recommended suitably qualified persons and/or representatives from the local heritage groups are engaged to confirm that any future development will not cause harm to anything identified as having cultural heritage value.	Possible	Minor	Medium	
2.07	Loss of environmental assets within precinct.	The gallery development results in a loss of natural assets within the precinct due to building footprint and operational activities impacting green spaces and established vegetation.	Almost Certain	Moderate	High	Engage Ecology consultant to establish significant vegetation and devise management plan to minimise impact of development on loss of vegetation and high value assets, prepare landscape plan to offset loss of significant assets.	Unlikely	Minor	Low	
2.08	Land use controls constrain development potential.	The current Queensland Government Titles Registry identifies that the site is located on Lot 666 on CG4615, a land parcel held by Council under a Deed of Grant in Trust from the State of Queensland, which presents a risk in terms of SCC providing owner's consent for development of the existing gallery site.	Almost Certain	Major	Critical	SCC to consult with relevant planning authorities on the process and time implications for removal of land use constraint on title, developing a plan for removal of caveat.	Unlikely	Minor	Low	
2.20	Negative impact on neighbouring land uses and business.	The development of a new gallery may have detrimental impacts on surrounding land uses and businesses due to built from implications, planning outcomes, loss of commercial activity and increased competition.	Possible	Major	High	Project team to undertake comprehensive consultation on precinct users, developing a detailed project and staging plan that is widely communicated and incorporates input from externa stakeholders to minimise impact.	Unlikely	Minor	Low	
2.21	Development staging impacts on precinct operations and land uses	The continuity of precinct operations is disrupted due to construction activities resulting in loss of commercial activity for local businesses and reduced amenity across the precinct.	Likely	Major	Critical	Contingency and staging plans to be developed, particularly focussed on minimising disruption to commercial activities and user needs in the Precinct.	Unlikely	Minor	Low	
3. Design and Constru	uction Risk									
3.01		Delay in project commencement arising from issues such as delays in Government decisions, including delays in Government funding. This may lead to a shift in the completion date of the project and capital cost increases due to price escalation.	Possible	Moderate	Medium	Establishment and maintaining of a master delivery program, ensuring appropriate project governance is followed to minimise project delays.	Unlikely	Minor	Low	
3.02	Delay in design development process	Delay in the design development process due to design changes arising from stakeholder requests. This may lead to a shift in the completion date of the project and capital cost increases due to additional consultant fees and escalation.	Likely	Moderate	High	Selecting an appropriate model of delivery for the design development process and ensuring design contracts have inbuilt flexibility to allow for design delays.	Possible	Minor	Medium	
3.03	Gallery building does not align with SCC sustainability requirements	The gallery building design does not align with SCC 's sustainability requirements and policies due building designers not understanding SCC requirements or policies. This may cause delays in authority approvals	Possible	Major	High	Design phase to incorporate SCC ESD standards and sufficient time for ESD issues to be resolved and provide adequate clauses in construction contract and tender documents to ensure timeframes are met. The project cost plan is to also factor sufficient allowance for ESD design and implementation to reduce risk of removal from scope due to budget constraints.	Possible	Minor	Medium	
3.04	Gallery building setbacks do meet Council requirements.	Gallery building setbacks do not align with Council Local Area Plan due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.	Possible	Major	High	Ensure design team are provided with relevant Council documents related to the Local Area Plan.	Unlikely	Minor	Low	
3.05	Gallery building does not align with the Sunshine Coast Design Guide	Gallery building setbacks do not align with the Sunshine Coast Design Guide due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.	Possible	Major	High	Ensure design team are provided with the Sunshine Coast Design guide and ensure building aligns with objectives in the design guide.	Unlikely	Minor	Low	
3.06	Gallery building does not align with Council RAIF and Arts Plan	The gallery building design does not align with Council's RAIF and Arts plan policies due building designers not understanding Council specific policies. This may cause delays in authority approvals.	Possible	Major	High	Ensure design team are provided with relevant Council documents related to the RAIF and Arts plan and ensure these documents are constantly referred to during the design development process.	Unlikely	Minor	Low	
3.07	Building design and material selection does not align with Council's asset maintenance funding ability.	The gallery building design and materiality selection does not align with Council's ongoing asset maintenance funding ability due to insufficient engagement with Council asset maintance and operations teams. This may cause insufficient maintenance to be undertaken on the gallery.	Possible	Major	High	Ensure Council asset maintenance and operations teams are engaegd with throughout the design process to ensure the buildign design and materiality selection aligns with proposed asset maintenance budgets.	Unlikely	Minor	Low	
3.08	Delay in authority approvals (including planning approvals)	Delay in obtaining authority approvals due to design implications. This may lead to project delays.	Likely	Moderate	High	Undertake early consultation with relevant authorities ensuring authority requirements are integrated into the project design.	Possible	Minor	Medium	
3.09	Inground or existing building conditions	Additional capital expenditure or a delay to the project due to unknown	Possible	Major	High	Undertake reasonable inground and existing building investigations to ensure inground and existing building conditions are understood and allow for sufficient time within the	Possible	Minor	Medium	
3.10	Misaligned project expectations	inground or existing building conditions.  Project size and scale may cause the community to have a negative view of the project, which may lead to project delays.	Likely	Moderate	High	Undertake extensive and early community consultation, ensuring project design and requirements are communicated and understood by the community.	Possible	Minor	Medium	
3.11	Misaligned environmental and ecological expectations	Removal of trees and other ecological items of concern may cause the community to have a negative view of the project, which may lead to project delays.	Likely	Moderate	High	Undertake extensive and early community consultation, ensuring project requirements (in particular tree removal) are communicated and understood by the community.	Possible	Moderate	Medium	

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# Option D - Existing Library Site

	Risk I	dentification	Unc	ontrolled Risk I	Rating	Risk Mitigation	Contro	olled Risk Rating	a	Notes
Risk Item No.	Risk Description	Cause and Consequences		Consequence		Risk Management Controls		Consequence	Risk	
3.12	Damage to adjacent buildings/properties	Damage to adjacent buildings and properties during the construction process due to mismanagement of the construction process.	Possible	Moderate	Medium	Ensure Contractors establish appropriate procedures and dilapidation reports for building works taking place adjacent to existing buildings and near property boundaries.	Unlikely	Minor	Low	
3.13	Functional brief and cost plan misalignment	Adequate brief definition is not available in time for finalisation of cost plan, resulting in a cost misalignment.	Likely	Moderate	High	Define brief before finalising the cost plan.	Possible	Moderate	Medium	
3.14	Project scope verse precinct scope misalignment	Precinct planning around gallery interface unavailable, resulting in a cost misalignment.	Likely	Moderate	High	Convene specific coordination meetings with precinct designers and project teams.	Unlikely	Minor	Low	
3.15	Inadequate capital cost estimate	Capital costs are higher than estimated due to incorrect cost estimates. This may lead to a change in the project requirements and cause the project to be delayed.	Possible	Major	High	Ensure project requirements are fully resolved and understood to enable inclusion in project cost estimates. Build in appropriate project contingency.	Unlikely	Moderate	Medium	
3.16	Increase in construction escalation rates	Construction escalation rates vary more than anticipated, which may lead to an increase in capital costs.	Possible	Moderate	Medium	Ensure the construction contract has inbuilt flexibility to allow for cost escalation. Build in appropriate project contingency.	Possible	Minor	Medium	
3.17	Low market interest from contractors	The project does not generate interest from Tier 1 construction contractors.  This may lead to a lower quality building.	Possible	Major	High	Undertake a market sounding process and a rigurous procurement process to ensure a suitable contractor is engaged.	Unlikely	Minor	Low	
3.18	Delay in construction process	Incorrect or inadequate management of the construction process may lead to project delays.	Possible	Major	High	Selecting an appropriate model of delivery for the construction process and ensuring the construction contract has inbuilt flexibility to allow for construction delays.	Possible	Minor	Medium	
3.19	Construction Insolvency	Contractor engaged to undertake building works becomes insolvent or cannot deliver on agreed scope. This may lead to a shift in the completion date or additional capital cost increases.	Possible	Major	High	Undertake a rigorous due diligence and tender process, ensuring the contractor has the financial capability to undertake the project.	Unlikely	Major	Medium	
3.20	Noise and light pollution impact on neighbouring buildings and properties	The size and scale of the gallery may impact surrounding buildings by contributing additional noise and/or light pollution. This may cause negative support by the local community for the gallery.	Possible	Major	High	Adopt design principals that will minimize the gallery's impact on surrounding buildings and properties. Undertake extensive and early community consultation, ensuring building size and scale are communicated and understood by the community.	Possible	Minor	Medium	
3.21	Building not fit for purpose once project completed	The gallery building is not fit for purpose due to building requirements not being defined and accepted. This may cause negative support by the local community for the gallery.	Possible	Catastrophic	Critical	Mitigate by thorough detailed stakeholder consultation both project planning and delivery, whilst incorporating sufficient flexibility into gallery spaces for future use and growth.	Unlikely	Minor		Site provides for greater flexibility in future design with option for larger ground floor footprint
3.22	Construction delays	Building contractor and project consultants do not achieve contract completion dates, delaying occupancy and use.	Possible	Major	High	Incorporate sufficient time in programme and provide adequate provisions / penalties in construction contract and tender documents to ensure timeframes are met	Possible	Moderate	Medium	
4. Operating Risk										
4.01	Inadequate lifecycle cost estimate	Lifecycle costs differ to those estimated as a result of: - Fit out becomes obsolete and requires replacement more frequently - ICT and equipment falls, becomes obsolete or does not provide the functionality required over the expected term - Building fit out costs need replacement at higher rates than anticipated. This may lead to lifecycle costs being higher than expected and Council requiring to provide additional operating funds.	Possible	Major	High	Develop cost estimate based on benchmarking data and condition assessment reports. Build flexibility in the design for future refurbishment.	Possible	Minor	Medium	
4.02	Unable to fund operating costs on an ongoing basis	SCC unable to fund ongoing operating costs due to cost escalation and exceedance of SCC budgets. This may result in the gallery programming and exhibitions not meeting identified service needs.	Possible	Catastrophic	Critical	SCC to endorse budget commitment for funding of operational shortfall for a nominated period of time with built in review and revise hurdles based on actual performance data of gallery operations.	Possible	Moderate	Medium	
4.03	Relationships with key partners and stakeholders, including regional First Nations and Traditional Owner communities, local artists, supporters and/or donors, become ineffective or hostile.	Promises made to stakholders and key partners not being kept. This may result in less support than for the gallery from key partners, stakeholders and donors.	Possible	Major	High	Maintain effective communication strategies that are reviewed for effectiveness and quality. Establish formal and imformal lines of communication where disagreements and disputes can be managed.	Unlikely	Minor	Low	
4.04	Inflexible design in changing operational environment	Design solution does not allow for future changes. This can be caused by cost reduction exercises through the value management process, which will reduce building functionality and flexibility.	Possible	Major	High	Ensure design and construction processes maintain alignments with functional brief requiremenst in terms of future proofing.	Unlikely	Minor	Low	
4.05	Increase in operating cost escalation rates	Market competition increases costs of exhibition supply, energy costs exceed projections and market demand for key staff drive wage costs higher then forecast. This may cause a decrease funds available for gallery programming.	Possible	Major	High	Galleries have only limited exposure to revenue risks and changes in costs strcutures are likley to be able to be controlled eiter before impacts or in the short term.	Unlikely	Minor	Low	
4.06	Shortage of appropriately skilled staff	Qualified staff are unwilling to relocate from major CBD centres to the Sunshine Coast. This may hinder the growth of the gallery, due to insufficient staff.	Rare	Major	Medium	Council to review exisiting employment policies and develop more attractive salary and conditions packages for critical postions.	Unlikely	Minor	Low	
4.07	Unable to secure a food and beverage operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Ensure that the value proposition for the market remains high by delivering a quality design and ongoing program of events and exhibitions.	Unlikely	Minor	Low	
4.08	Unable to secure a function hire operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Ensure that the value proposition for the market remains high by delivering a quality design and ongoing program of events and exhibitions.	Unlikely	Minor	Low	
4.09	Unable to secure national touring exhibitions	Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.	Possible	Major	High	Design of the gallery is to include sufficient flexibility in spatial functionality and capacity to facilitate and attract varying size touring exhibitions with differing technical requirements, ensuring gallery conditions remain recognised as suitable for major national touring needs. Ensure gallery leadership is properly resourced to proactively engage with the sector.	Unlikely	Minor	Low	
4.10	Unable to secure local programs	Local artists, due to issues of quality and/or interest, are not able to be programmed at the levels forecast. This may cause damage to the gallery's public image and a loss in revenue.	Rare	Major	Medium	Ensure gallery leadership maintains a positive engagement with existing and emerging artists and offers attroative levels of support and development opportunties for SSC artists.	Unlikely	Moderate	Medium	
4.11	Organisation changes during operation	Changes in Council leadership lead to a change in long-term strategic direction and support for arts and culture generally or for the Gallery in particular.	Rare	Catastrophic	High	Council has strong record in terms of supprting arts and cultural infrastructure and programs over a long period. Given the unusual situation that has occurred in Rockhampton in terms of their new Gallery, Council will need to ensure clear, positive and unequivocal messaging.	Unlikely	Minor	Low	
4.12	Asset maintenance	Budget pressures on Council caused by other events or out of scope maintenance requirements. The impacts could include loss of AAA rating capabaility, poor visitor experience and pressures from commercial partners.	Possible	Major	High	Council to ensure that Gallery needs are properly reflected in long term facility maagement plans.	Unlikely	Minor	Low	
4.13	Absent Governance Model	An absent governance model for the proposed gallery may be caused by a lack of insight in creating the model prior to operations. This may lead to mismanagement of the gallery and additional operating costs.	Possible	Major	High	Creation of a Gallery Governance Model, which will establish a decision-making authority for a gallery related matters.	Possible	Moderate	Medium	
4.15 5. Revenue Risk	Damage to gallery collection	Risk of damage incurred to gallery collection during decanting process.	Possible	Major	High	Develop storage and relocation plans for the collection, ensuring handling is kept to a minimum and storage facilities provide adequate environment for art collection.	Unlikely	Minor	Low	

Page 3 Risk Comparison

# Option D - Existing Library Site

	Risk I	dentification	Unc	ontrolled Risk I	Rating	Risk Mitigation	Conti	rolled Risk Rating	]	Notes
Risk Item No.	Risk Description	Cause and Consequences	Likelihood	Consequence	Risk Rating	Risk Management Controls	Likelihood	Consequence	Risk	
5.01	Patronage numbers lower than expected	The number of patrons is lower than the estimated numbers due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adequate use of benchmarking data to inform the patronage estimates, appropriate contingency allowances are made and sufficient sensitivity / scenario analysis are undertaken.	Possible	Moderate	Medium	
5.02	Exhibition and programming numbers do not achieve sufficient commercial activity	The forecast visitation does not eventuate due to inability to attract patrons through inappropriate spatial design of the facility and precinct activation that discourages suitable exhibitions, resulting in reduced new and repeat visitors that negatively impact the ability of the Gallery to generate commercial activity and attract commercial investment and partnership in the gallery.	Possible	Major	High	Ensure adequate use of benchmarking data to inform the exhibition and programming estimates, appropriate contingency allowances are made and sufficient sensitivity / scenario analysis are undertaken.	Possible	Moderate	Medium	
5.03	Ramp up numbers lower than expected	The assumptions relating to the increase in audience numbers is not met over the 5 year transition period due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken, suitable benchmarking data is utilised to create forecast estimates and economic modelling and analysis is undertaken.	Possible	Moderate	Medium	
5.04	Revenue from function hire lower than expected	Revenue generated by the gallery from function sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.05	Food and beverage revenue lower than expected	Revenue generated by the gallery from food and beverage sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.06	Merchandise sales lower than expected	Revenue generated by the gallery from merchandies sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	Possible	Major	High	Ensure adquate market testing and competition analysis is undertaken and suitable benchmarking data and economic modelling is utilised to create forecast estimates.	Possible	Moderate	Medium	
5.11	Inability to attract private sector investment / participation	The development model / concept fails to attract and secure private sector involvement in the planning, delivery and operation of the facility, which increase financial burden on SCC resources and potential increased government funding required.	Possible	Major	High	Market consultation to be undertaken prior to project financial commitment to gauge commercial interest and market capacity to financially contribute to the project, with a targeted engagement strategy to be developed to secure private sector pre commitment.	Unlikely	Moderate	Medium	
5.18	Long term viability of the precinct if not future proofed.	The gallery development is one element in precinct activation, with additional initiatives required to ensure long term sustainable outcomes across the precinct such as transport, open spaces, resilient built form and interdependent businesses and adaptive land uses. Failure to adequately factor urban design principles for sustainable and resilient communities may potentially limit commercial and wider economic benefits in the medium to long term.	Possible	Major	High	The Caloundra Centre Activation Plan sets the overarching masterplan and implementation guide for the precinct which is to be adhered with to enable sustainable and resilient activity. Endorsed land uses and development initiatives in the Plan provide flexibility and momentum for sustainable outcomes.	Unlikely	Minor	Low	optimum connectivity and exposure of neighbouring facilities. continuous public realm.
5.19	Precinct activation fails to deliver commercial opportunities and investment	Lack of precinct activation due to an incohesive planning policy and poorly implemented masterplan may result in inadequate levels of commercial investment and activity required for the sustainable operation of the gallery.	Possible	Major	High	Ensure SCC endorsement and prioritisation of projects specified in the Caloundra Community Creative Hub vision, with particular emphasis on delivering the Town Centre which will activate the precinct.	Unlikely	Minor	Low	
5.2	Forecast project benefits and returns do not meet minimum investment hurdles.	The modelled returns on investment do not achieve SCC's minimum financial hurdles and therefore cause concern around project viability and ultimate endorsement to proceed.	Possible	Major	High	Sensitivity and scenario analysis to be undertaken on the development feasibility model, establishing minimum thresholds for commercial and operational inputs to meet requirements.	Possible	Moderate	Medium	

Page 4 Risk Comparison

	Risk Id	lentification	Risk Ratin	g - Option B	Risk Rating	g - Option C	Risk Rating	g - Option D
Risk Item No.	Risk Description	Cause and Consequences	Uncontrolled	Controlled	Uncontrolled	Controlled	Uncontrolled	Controlled
1. Political, Stakehole	der and Project Support Risks							
1.01	Loss of Mayor or Council support for the gallery project	A loss of SCC support for the gallery project can occur as a result of a change in SCC staff, a change in SCC priorities or the gallery project not aligning with SCC policies. This may result in the gallery project not proceeding	High	Medium	High	Medium	High	Medium
1.02	(RDA) and Federal Members do not support	RDA and Federal Members may not support the gallery project if they are not informed of the project or importance of the project. This may result in the gallery project not obtaining federal funding.	Medium	Medium	Medium	Medium	Medium	Medium
1.03	Organisational changes during the course of the project	Organisational changes during the course of the project (by both Council and the project team) can occur as a result of staff turnover. This may result in a loss of project knowledge.	Medium	Low	Medium	Low	Medium	Low
1.04	Change in city/regional priorities	A change in city/regional priorities may be caused by a change in economy, change in government or a change in population growth within the region. This may result in the gallery project no longer being supported by Council and the gallery project no longer proceeding.	High	Medium	High	Medium	High	Medium
1.05	provide funding for the gallery	SCC may not be able to provide funding for the gallery project due to reallocation of capital costs and priorities. This may result in the gallery project not proceeding in accordance with proposed project plan.	Critical	High	Critical	High	Critical	High
1.06	Unable to secure State Government funding	Funding from the State Government may not occur due to gallery project not aligning with State Government funding requirements, in particular the Arts QLD roadmap. This may result in the gallery project not proceeding.	High	Medium	High	Medium	High	Medium
1.07	Unable to secure Federal Government funding	Funding from the Federal Government may not occur due to the gallery project not aligning with Federal Government funding requirements. This may result in the gallery project not proceeding.	High	Medium	High	Medium	High	Medium
1.08		Philanthropic contributions to the gallery may not occur due to the local community and local businesses not supporting the gallery. This may result in Council having to contribute additional funds to the gallery capital expenditure and/or operational expenditure.		Medium	Medium	Medium	Medium	Medium
1.09	unsellable	The proposed commercial site may be unsellable due to change in market appetite for development sites within Caloundra or the site has too many encumbrances. This may result in Council maintaining ownership of the site and a shortfall in funding for the gallery project.	High	Medium	High	Medium	High	Medium
1.10	Reputational risk for SCC through inability to deliver on public commitments	Through endorsement of the business case and subsequent funding award, SCC is publicly committing to delivering the project benefits identified. Inability to achieve these benefits carries significant reputational and public relations damage potential.	High	Medium	High	Medium	High	Medium
1.11		A lack of First Nations engagement may be caused by an incorrect identification of relevant First Nations groups (stakeholders) or First Nations groups (stakeholders) not being available. This may result in a lack of support of the gallery project by Council and the public and the gallery project not aligning with both the Council and State Government First Nations Arts requirements/policies.	High	Medium	High	Medium	High	Medium

1.12	Adverse movement in inflation / market cycle impacting funding need	The proposed budget inadequately provides for movement in goods/services prices, resulting in need for additional funds.	High	Medium	High	Medium	High	Medium
1.13	Public benefit of project not clearly atrticulated	Public benefit of the gallery is not clearly articulated due to insufficient community engagement. This may lead to a negative perception of the gallery by the community.	High	Medium	High	Medium	High	Medium
1.14	Stakeholders dissatisfied with precinct outcome upon completion	The final project deliverables and perceived benefits do not achieve or meet stakeholder expectations of precinct outcomes due to a shift in project scope or drivers, resulting in lack of benefits realisation for stakeholders.	High	Medium	High	High	High	Low
1.15	Business case is not supported by SCC	SCC does not support the business case due to the forecast operational costs and capital costs. This may result in the business case failing to proceed.	Critical	Medium	Critical	Medium	Critical	Medium
1.16	Business case does not work	The business case analysis does not support the creation of a viable business case. This may result in the business case no longer proceeding.	High	Medium	High	Medium	High	Medium
2. Community & Env	ironmental Risks							
2.01	Availability of site for development	The proposed site may not be available to be redeveloped due to existing tenants/leases being in place, preventing the proposed site from being available. This may cause project delays.	High	Medium	High	Medium	High	Medium
2.02	Delay in other Council projects	A delay in other Council projects may prevent Council from having resources available to deliver the gallery project. This may cause project delays.	High	Medium	High	Medium	High	Medium
2.03	Absence of a cohesive precinct vision	The absence of a cohesive precinct vision may be caused by the lack of an overarching vision document and a committee/authority in place to manage the delivery of a precinct vision. This may result in a delay in the delivery of the precinct and a disconnection between Council assets, buildings and infrastructure within the precinct.	High	Medium	High	Medium	High	Medium
2.04	Absence of a cohesive precinct delivery plan	The absence of a cohesive precinct delivery plan may be caused by the lack of a committee/authority in place to manage the creation of a precinct delivery plan. This may result in a delay in the delivery of the precinct and a disconnection of Council assets, buildings and infrastructure within the precinct.	High	Medium	High	Medium	High	Medium
2.05	Absence of a collective visible leadership and decision-making authority for the precinct	An absence of a collective visibile leadership and decision-making authority for the precinct can occur as a result of a lack of precinct governance and a precinct authority/committee. This may result in a disconnection between Council assets, buildings and infrastructure within the precinct.	High	Medium	High	Medium	High	Medium
2.06	Possible cultural significance of Felicty Park	Felicity Park may have cultural or heritage significance, resulting in the inability to develop over the parkland.	High	Medium	High	Medium	High	Medium
2.07	Loss of environmental assets within precinct.	The gallery development results in a loss of natural assets within the precinct due to building footprint and operational activities impacting green spaces and established vegetation.	High	High	High	Low	High	Low
2.08	Land use controls constrain development potential.	The current Queensland Government Titles Registry identifies that Lot 666 on CG4615 is for "local government library purposes and for no other purpose whatsoever", which presents a potential risk in terms of SCC providing owner's consent for development of the existing library site.	Critical	Medium	Critical	Low	Critical	Low

2.20	Negative impact on neighbouring land uses and business.	The development of a new gallery may have detrimental impacts on surrounding land uses and businesses due to built from implications, planning outcomes, loss of commercial activity and increased competition.	High	Low	High	Low	High	Low
2.21	Development staging impacts on precinct operations and land uses	The continuity of precinct operations is disrupted due to construction activities resulting in loss of commercial activity for local businesses and reduced amenity across the precinct.	Critical	Medium	Critical	High	Critical	Low
3. Design and Constr	uction Risk							
3.01	Delay in project commencement	Delay in project commencement arising from issues such as delays in Government decisions, including delays in Government funding. This may lead to a shift in the completion date of the project and capital cost increases due to price escalation.	Medium	Low	Medium	Low	Medium	Low
3.02	Delay in design development process	Delay in the design development process due to design changes arising from stakeholder requests. This may lead to a shift in the completion date of the project and capital cost increases due to additional consultant fees and escalation.	High	Medium	High	Medium	High	Medium
3.03	Gallery building does not align with Council sustainability requirements	The gallery building design does not align with SCC 's sustainability requirements and policies due building designers not understanding SCC requirements or policies. This may cause delays in authority approvals	High	Medium	High	Medium	High	Medium
3.04	Gallery building setbacks do meet Council requirements.	Gallery building setbacks do not align with Council Local Area Plan due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.	High	Low	High	Low	High	Low
3.05	Gallery building does not align with the Sunshine Coast Design Guide	Gallery building setbacks do not align with the Sunshine Coast Design Guide due to building designers not understanding Council requirements or policies. This may cause delays in authority approvals.	High	Low	High	Low	High	Low
3.06	Gallery building does not align with Council RAIF and Arts Plan	The gallery building design does not align with Council's RAIF and Arts plan policies due building designers not understanding Council specific policies. This may cause delays in authority approvals.	High	Low	High	Low	High	Low
3.07	Building design and material selection does not align with Council's asset maintenance funding ability.	The gallery building design and materiality selection does not align with Council's ongoing asset maintenance funding ability due to insufficient engagement with Council asset maintance and operations teams. This may cause insufficient maintenance to be undertaken on the gallery.	High	Low	High	Low	High	Low
3.08	Delay in authority approvals (including planning	Delay in obtaining authority approvals due to design implications. This may	High	Medium	High	Medium	High	Medium
3.09	approvals) Inground or existing building conditions	lead to project delays. Additional capital expenditure or a delay to the project due to unknown inground or existing building conditions.	High	Medium	High	Medium	High	Medium
3.10	Misaligned project expectations	Project size and scale may cause the community to have a negative view of the project, which may lead to project delays.	High	Medium	High	Medium	High	Medium
3.11	Misaligned environmental and ecological expectations	Removal of trees and other ecological items of concern may cause the community to have a negative view of the project, which may lead to project delays.	High	High	High	Medium	High	Medium
3.12	Damage to adjacent buildings/properties	Damage to adjacent buildings and properties during the construction process due to mismanagement of the construction process.	Medium	Low	Medium	Low	Medium	Low
3.13	Functional brief and cost plan misalignment	Adequate brief definition is not available in time for finalisation of cost plan, resulting in a cost misalignment.	High	Medium	High	Medium	High	Medium

3.14	Project scope verse precinct scope misalignment	Precinct planning around gallery interface unavailable, resulting in a cost	High	Low	High	Low	High	Low
0.14	Troject scope verse predict scope misangriment	misalignment.	riigii	LOW	ı iigii	LOW	i ligii	LOW
3.15	Inadequate capital cost estimate	Capital costs are higher than estimated due to incorrect cost estimates. This may lead to a change in the project requirements and cause the project to be delayed.	High	Medium	High	Medium	High	Medium
3.16	Increase in construction escalation rates	Construction escalation rates vary more than anticipated, which may lead to an increase in capital costs.	Medium	Medium	Medium	Medium	Medium	Medium
3.17	Low market interest from contractors	The project does not generate interest from Tier 1 construction contractors.  This may lead to a lower quality building.	High	Low	High	Low	High	Low
3.18	Delay in construction process	Incorrect or inadequate management of the construction process may lead to project delays.	High	Medium	High	Medium	High	Medium
3.19	Construction Insolvency	Contractor engaged to undertake building works becomes insolvent or cannot deliver on agreed scope. This may lead to a shift in the completion date or additional capital cost increases.	High	Medium	High	Medium	High	Medium
3.20	Noise and light pollution impact on neighbouring buildings and properties	The size and scale of the gallery may impact surrounding buildings by contributing additional noise and/or light pollution. This may cause negative support by the local community for the gallery.	High	Medium	High	Medium	High	Medium
3.21	Building not fit for purpose once project completed	The gallery building is not fit for purpose due to building requirements not being defined and accepted. This may cause negative support by the local community for the gallery.	Critical	Medium	Critical	High	Critical	Low
3.2	Construction delays	Building contractor and project consultants do not achieve contract completion dates, delaying occupancy and use	High	Medium	High	Medium	High	Medium
4. Operating Risk								
4.01	Inadequate lifecycle cost estimate	Lifecycle costs differ to those estimated as a result of:  - Fit out becomes obsolete and requires replacement more frequently  - ICT and equipment fails, becomes obsolete or does not provide the functionality required over the expected term  - Building fit out costs need replacement at higher rates than anticipated.  This may lead to lifecycle costs being higher than expected and Council requiring to provide additional operating funds.	High	Medium	High	Medium	High	Medium
4.02	Unable to fund operating costs on an ongoing basis	SCC unable to fund ongoing operating costs due to cost escalation and exceedance of SCC budgets. This may result in the gallery programming and exhibitions not meeting identified service needs.	Critical	Medium	Critical	Medium	Critical	Medium
4.03	and Traditional Owner communities, local artists, supporters and/or donors, become ineffective or hostile.		High	Low	High	Low	High	Low
4.04	Inflexible design in changing operational environment	Design solution does not allow for future changes. This can be caused by cost reduction exercises through the value management process, which will reduce building functionality and flexibility.	High	Low	High	Low	High	Low
4.05	Increase in operating cost escalation rates	Market competition increases costs of exhibition supply, energy costs exceed projections and market demand for key staff drive wage costs higher then forecast. This may cause a decrease funds available for gallery programming.	High	Low	High	Low	High	Low
4.06	Shortage of appropriately skilled staff	Qualified staff are unwilling to relocate from major CBD centres to the Sunshine Coast. This may hinder the growth of the gallery, due to insufficient staff.	Medium	Low	Medium	Low	Medium	Low

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Unable to secure a food and beverage operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	High	Low	High	Low	High	Low
Unable to secure a function hire operator	There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.	High	Low	High	Low	High	Low
Unable to secure national touring exhibitions	Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.	High	Low	High	Low	High	Low
Unable to secure local programs	Local artists, due to issues of quality and/or interest, are not able to be programmed at the levels forecast. This may cause damage to the gallery's public image and a loss in revenue.	Medium	Medium	Medium	Medium	Medium	Medium
Organisation changes during operation	Changes in Council leadership lead to a change in long-term strategic direction and support for arts and culture generally or for the Gallery in particular.	High	Low	High	Low	High	Low
Asset maintenance	Budget pressures on Council caused by other events or out of scope maintenance requirements. The impacts could include loss of AAA rating capabaility, poor visitor experience and pressures from commercial partners.	High	Low	High	Low	High	Low
Absent Governance Model	An absent governance model for the proposed gallery may be caused by a lack of insight in creating the model prior to operations. This may lead to mismanagement of the gallery and additional operating costs.	High	Medium	High	Medium	High	Medium
Damage to gallery collection	Risk of damage incurred to gallery collection during decanting process.	High	Low	High	Low	High	Low
Patronage numbers lower than expected	The number of patrons is lower than the estimated numbers due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	High	Medium	High	Medium	High	Medium
Exhibition and programming numbers do not achieve sufficient commercial activity	discourages suitable exhibitions, resulting in reduced new and repeat visitors	High	Medium	High	Medium	High	Medium
Ramp up numbers lower than expected	The assumptions relating to the increase in audience numbers is not met over the 5 year transition period due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	High	Medium	High	Medium	High	Medium
Revenue from function hire lower than expected	Revenue generated by the gallery from function sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	High	Medium	High	Medium	High	Medium
	Unable to secure a function hire operator  Unable to secure national touring exhibitions  Unable to secure local programs  Organisation changes during operation  Asset maintenance  Absent Governance Model  Damage to gallery collection  Patronage numbers lower than expected  Exhibition and programming numbers do not achieve sufficient commercial activity  Ramp up numbers lower than expected	Unable to secure a food and beverage operator  It also and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.  There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure national touring exhibitions  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Congarisation changes during operation  Organisation changes during operation  Asset maintenance  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Changes in Council leadership lead to a change in long-term strategic direction and support for arts and culture generally or for the Gallery in particular.  Budget pressures on Council caused by other events or out of scope maintenance requirements. The impacts could include loss of AAAr arting capabality, poor visitor experience and pressures from commercial partners.  An absent governance model for the proposed gallery may be caused by a lack of insight in creating the model prior to operations. This may lead to mismanagement of the gallery and additional operating costs.  Patronage numbers lower than expected  The number of patrons is lower than the estimated numbers due to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.  The forecast visitation does not eventuate due to inability to attract patrons through inappropriate spatial design of the facility and precinct activation that discourages suitable exhibitions, res	Unable to secure a food and beverage operator or trates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.  There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure national touring exhibitions  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Local artists, due to issues of quality and/or interest, are not able to be organized at the levels forceast. This may cause damage to the gallery's public image and a loss in revenue.  Changes in Council leadership lead to a change in long-term strategic direction and support for arts and culture generally or for the Gallery in particular.  Budget pressures on Council caused by other events or out of scope maintenance requirements. The impacts could include loss of AAA rating capabality, poor visitor experience and pressures from commercial partners.  An absent Governance Model  An absent governance model for the proposed gallery may be caused by a lack of insight in creating the model prior to operations. This may lead to mismanagement of the gallery and additional operating costs.  High  Patronage numbers lower than expected  The number of patrons is lower than the estimated numbers due to incorrect forceasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional partnership in the gallery.  The forceast visitation does not eventuate due to inability to attract patrons through inappropriate spatial design of the facility and precinct activation that discourages subtable exhibitions, resulting in reduced new and repeat visitors that negatively impact the ability of the facility and precinct activation that discourages subtable exhibitions, resulting in reduced new and repeat visitors that	Unable to secure a food and beverage operator to the gallery's public image and a loss in revenue.  Unable to secure a function hire operator  There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure national touring exhibitions  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Unable to secure local programs  Unable to secure local programs  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Demand from other gallery sublic image and a loss in revenue.  Unable to secure local programs  High  Low  Medium  High  Low  Asset maintenance  Asset maintenance equirements. The impacts could include loss of AAA rating capabality, poor visitor experience and pressures from commercial partners.  An absent governance model for the proposed gallery may be caused by a lack of insight in creating the model prior to operations. This may lead to mismanagement of the gallery programs and additional operating costs.  High  Medium  Patronage numbers lower than expected  The number of patrons is lower than the estimated numb	training the properties of the secure a food and beverage operator to the gallery's public image and a loss in revenue.  Unable to secure a function hire operator  There are no suitable suppliers in the local market or Council's proposed rates and charges do not meet market expectations. This may cause damage to the gallery public image and a loss in revenue.  Unable to secure national touring exhibitions  Demand from other gallerides for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Domand from other gallerides for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Local artists, due to issues of quality and/or interest, are not able to be programmed at the levels foreast. This may cause damage to the gallery's public image and a loss in revenue.  Changes in Council leadership lead to a change in long-term strategic direction and support for arts and culture generally or for the Gallery in particular.  Asset maintenance  Budget pressures on Council caused by other events or out of scope maintenance requirements. The impacts could include loss of AAA rating capaballity, poor visitor experience and prossures from commercial partners.  Albert Governance Model  An absent governance model for the proposed gallery may be caused by a lack of imagin this creating the model prior to operations. This may lead to increase the contract of the gallery and additional operating coats.  The number of patrons is lower than the estimated numbers due to incorrect or occasion that discourages suitable exhibitions, resulting in enduced new and repeat visitors that discourages suitable exhibitions, resulting in enduced new and repeat visitors that discourages suitable exhibitions, resulting in reduced new and repeat visitors that discourages suitable exhibitions, resulting in reduced new and repeat visitors that discourages	Unable to secure a food and beverage operator to the gallery's public image and a loss in revenue.  Unable to secure a function hire operator  Unable to secure national touring exhibitions  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Unable to secure local programs  Domand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Organisation changes during operation  Organisation changes during operation  Asset maintenance  Dodget pressures on Council caused by either events or out of scope maintenance requirements. The impacts could include loss of AAA rating aparticular.  An absent governance model for the proposed gallery may be caused by a lack of Imagin in creating the model pror to operations. This may lead to meaningment of the gallery and additional operating costs.  An absent governance model for the proposed gallery may be caused by a lack of Imagin in creating the model pror to operations. This may lead to meaningment of the gallery and additional operating for model pror to operations. This may lead to incorrect forecasts or estimates. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.  The number of patrons is lower than the estimated numbers due to incorrect forecasts or estimates. This may lead to a decrease in anticip	Unable to secure a food and beverage operator also and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure a function hire operator  There are no suitable suppliers in the local market or Council's proposed makes and charges do not meet market expectations. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure national louring exhibitions  Demand from other galleries for touring exhibitions may exceed supply lines. This may cause damage to the gallery's public image and a loss in revenue.  Unable to secure local programs  Demand from other galleries for touring exhibitions and so so in revenue.  Unable to secure local programs  Demand from other galleries for touring exhibitions and loss in revenue.  Changes in Council local and loss in rev

5.05	Food and beverage revenue lower than expected	Revenue generated by the gallery from food and beverage sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.		Medium	High	Medium	High	Medium
5.06	Merchandise sales lower than expected	Revenue generated by the gallery from merchandies sales is lower than expected due to local competition. This may lead to a decrease in anticipated revenue and Council requiring to provide additional operating funds.	High	Medium	High	Medium	High	Medium
5.11	Inability to attract private sector investment / participation	The development model / concept fails to attract and secure private sector involvement in the planning, delivery and operation of the facility, which increase financial burden on SCC resources and potential increased government funding required.	High	Medium	High	Medium	High	Medium
5.18	Long term viability of the precinct if not future proofed.	The gallery development is one element in precinct activation, with additional initiatives required to ensure long term sustainable outcomes across the precinct such as transport, open spaces, resilient built form and interdependent businesses and adaptive land uses. Failure to adequately factor urban design principles for sustainable and resilient communities may potentially limit commercial and wider economic benefits in the medium to long term.	High	Medium	High	High	High	Low
5.19	Precinct activation fails to deliver commercial opportunities and investment	Lack of precinct activation due to an incohesive planning policy and poorly implemented masterplan may result in inadequate levels of commercial investment and activity required for the sustainable operation of the gallery.	High	Medium	High	Medium	High	Low
5.2	Forecast project benefits and returns do not meet minimum investment hurdles.	The modelled returns on investment do not achieve SCC's minimum financial hurdles and therefore cause concern around project viability and ultimate endorsement to proceed.	High	Medium	High	Medium	High	Medium
NSERT A NEW LI	INE: click on an existing row, then Insert copied cells - to	ensure formulas are also copied	High		High		High	







## Appendix D - Town Planning - Major Centre Zone Overall Outcomes / Preliminary Considerations

Major Centre Zone Overall Outcomes	Preliminary Assessment & Considerations
(a) major regional activity centres are developed as vibrant, mixed use places, with a lively day time and night time economy. Residents in the zone should expect a reasonable level of ambient noise associated with the benefits of living in a centre.	The proposal aligns with the intent of major regional activity centre. The CCH is envisioned to be the focal point for community activities and events in Caloundra. A new town square will be at the heart of the hub and will be well used public space for a range of community events and activities. The new town square builds on the legacy provided by Felicity Park and showcases Caloundra's coastal character and lifestyle. The proposed gallery is to be provided within or adjoining the town square as a focus for community activities, events and entertainment.
b) development provides a range of higher order retailing, entertainment/catering, commercial, administrative and government services, and community and cultural facilities;	The development of the New Regional Gallery will provide the town centre of Caloundra with a state-of-the-art facility for its community which celebrates the history and culture of the area.
(c) a mix of medium and high density multi-unit residential activities are provided, generally in a mixed use format, that are complementary to the predominant non-residential activities and business functions of the zone;	Not applicable, as no residential uses are proposed as part of the CCH. The proposed development of the CCH focuses on delivering non-residential activities that support the community and surrounding businesses.
(d) development for business activities is of a scale and intensity that is consistent with the intended role and function of the particular activity centre as specified in the Sunshine Coast activity centre network and does not undermine the role and function of Maroochydore as the principal regional activity centre for the Sunshine Coast sub-region;	The gallery's ancillary commercial uses, such as a shop and food and drink outlet, are consistent land uses in the zone.
e) the total gross leasable floor area of all existing and approved business activities does not exceed any allocation specified for the major regional activity centre in a local plan code;	The Caloundra local plan does not specify a total gross leasable floor area for business activities.
(f) higher order shopping facilities in the form of a department store are not established in any major regional activity centre;	Not applicable, as this review focus is the proposed gallery.
(g) development provides for an efficient pattern of land use where the greatest mix of uses and highest intensity of development is located in areas with relatively high levels of	To comply with this provision, it is recommended that the development be designed to maximise connectivity, particularly with active and public transport.
access to public transport facilities and all development has a clear connection to pedestrian, bicycle, public transport and road transport networks and infrastructure;	The master plan envisages that a new transit station is developed on the corner of Nutley Street and Omrah Avenue, providing a centrally located public transit system (light rail) and bus station for Caloundra. A direct pedestrian connection is proposed to link the transit centre to Otranto Avenue, the town square and the gallery.
	High levels of access and good design to Bulcock Street, which is an active transport corridor, is recommended to be considered.
(h) wherever practicable, business activities and community activities are co-located and designed to contribute to safety, security and the vitality of the centre;	The site is located within the Caloundra Town Centre in proximity to a number of local commercial and retail uses. The CCH also includes a mixture of business and community activities. The proposal will continue to be a key attraction, drawing people into the centre and boosting the local economy as a result. The functional brief scoping of the gallery co-located some gallery spaces with retail, café and





Major Centre Zone Overall Outcomes	Preliminary Assessment & Considerations
	community workshop spaces on the ground floor of the proposed gallery.
(i) development incorporates a high standard of urban and landscape design that creates attractive and functional buildings, streets and places in keeping with the primary role of and focus of the zone as a major hub of economic and	As a major hub of economic and community activity, the proposed gallery is to be accessible for all ages and abilities and contribute to an active street life and community enjoyment.
community activity;	The following suggestions from the Sunshine Coast design book for designing developments that 'create welcoming places that can be enjoyed by everyone' should be considered:
	- Design building entries and opening, balconies, decks and awning to contribute to the creation of an active street life.
	- Promote physical access to natural assets, such as surrounding parks (Bill Venardos Park and Bicentennial Park) and Bulcock beach.
	- Provide adaptable and flexible public space at street level to encourage broader community interaction and greater permeability of a site.
	- Consider how accessible the entire space is—
	from parking a bicycle or car, to how easy it is to find the front door, to how easy it is to find public amenities, and how safe it is to leave when it gets dark. Create places that are easy to get around and prioritise the safety of visitors and passers-by. Consider these questions using Crime Prevention through Environmental Design (CPTED) strategies.
	The gallery needs to be strategically and purposefully designed to ensure an attractive interface with the streetscape and functional connections to key surrounding uses and infrastructure.
(j) development contributes to the creation of an active, safe and legible public realm, incorporating high quality public open spaces including town squares, civic plazas and forecourts, where appropriate;	A key objective of the CCH is to create a new vibrant, community heart in Caloundra through the town square as the focus for the revitalisation and renewal of community, cultural, creative arts, civic and educational activities. The new town square is intended to provide a lively and activated public space incorporating interesting landscape elements, artwork, water features and subtropical landscaping.
	The proposed gallery may be located within or adjacent to the new town square and will have good pedestrian links and landscaping that contributes to an active, safe and legible public realm. Some designing suggestions of how create a welcoming place that can be enjoyed by everyone is provided above (under item (i)).
(k) development is sited and designed to maximise activity along primary active street frontages with buildings maintaining a human scale at street level;	The proposal should ensure any frontage to Bulcock Street, Otranto Avenue and Carter Lane is activated appropriately to encourage pedestrian activity in and throughout the Hub.
(l) development is designed and operated to be responsive to the Sunshine Coast's subtropical climate and minimise the use of water and energy;	The design of the proposed gallery should take into consideration the local climate and should incorporate elements of sustainability.
	While a gallery may require some specific internal climatic conditions, the Sunshine Coast design book provides the





Major Centre Zone Overall Outcomes	Preliminary Assessment & Considerations
	following suggestions for designing developments that 'work with the local climate' that should be considered:
	"When siting development, ensure that local environmental conditions are understood and mapped to create places that are resilient to extreme weather events.
	2. Organise your building and outdoor spaces to have access to natural light and shade and capture breezes. Adopting these simple rules will create places that work well with the local climate and offer occupants naturally comfortable spaces. On the Sunshine Coast, this will generally be a northern orientation.
	3. Provide rooms, decks and verandas that make the most of the sub-tropical climate by creating visual and physical connections between outdoor and indoor spaces.
	A. Align doors and windows to promote passive ventilation throughout buildings, creating comfortable temperatures within living spaces without the need for air-conditioning.
	5. Use architectural features (eaves, awnings and shutters) and landscape elements to provide shading to internal and external spaces. This is important in maintaining comfortable temperatures and offering weather protection.
	6. Install windows, doors and screens that can be opened and closed to both harness and control breezes, let natural light in and shut out unfavourable weather. Movable building elements allow building occupants to control their own comfort."
(m) development ensures that there is no unreasonable loss of amenity for surrounding premises, having regard to matters such as noise, lighting, waste, fumes, odours, overlooking and public health and safety, having regard to the mixed use nature of the zone;	The proposal should retain a high level of amenity for adjoining uses. Given the nature of the proposal, the loading and unloading docks need to be positioned and designed to ensure no loss of amenity for the surrounding premises or any significant impact to the public realm.
(n) development avoids as far as practicable, or where avoidance is not practicable, minimises and otherwise mitigates, adverse impacts on ecologically important areas, including creeks, gullies, waterways, wetlands, coastal areas, habitats and vegetation through location, design, operation and management;	In addition, the Caloundra Centre Master Plan envisions that future development will respect the existing trees in Felicity Park and provide additional shade trees and native planting to create green and shady areas. These landscape elements are intended to be carried through into Otranto Avenue and Carter Lane, creating a cool and green network for locals and visitors. In addition, the Caloundra Centre Master Plan envisions that future development will respect the existing trees in Felicity Park and provide additional\(^\) shade trees and native planting to create green and shady areas. These landscape elements are intended to be carried through into Otranto Avenue and Carter Lane, creating a cool and green network for locals and visitors.
	The proposal should therefore avoid development over Felicity Park. Where this may not be feasible, the proposal's design is recommended to retain the park's existing vegetation as much as possible to ensure the area's existing landscape character is preserved and enhanced.
(o) development is designed and sited to sensitively respond to the physical characteristics and constraints of land, including flooding, steep land, landslide hazard and bushfire hazard, where applicable;	The site is not located within the flood, landslide or bushfire hazard overlays. However, Council's Flood information search shows the site is partially impacted by current and future climate local flooding. Refer to section 5.1.8 and Figure 10 for





Major Centre Zone Overall Outcomes	Preliminary Assessment & Considerations				
	more information. It is recommended that a detailed flood study is undertaken to further inform the detailed design of the proposal (specifically location of storage rooms)				
(p) development encourages public transport accessibility and use and provides for pedestrian, cycle and vehicular movement networks that maximise connectivity, permeability and ease of movement within the activity centre;	Given the locality of the site within the town centre of Caloundra, connectivity, particularly active and public transport is key. The proposal will need to heavily consider connections and links to surrounding land uses and ease of movement within the activity centre.				
(q) development is provided with the full range of urban services to support the needs of the community, including parks, roads and transport corridors, pedestrian and cycle paths, reticulated water, sewerage stormwater drainage and electricity and telecommunication infrastructure;	There is a full range of urban services and infrastructure provided at this established site. The proposal will need to consider the extent of urban utilities available for the future development of the site.				
(r) development is located and designed to maximise the efficient extension and safe operation of infrastructure;	It is noted that in July 2020 Council commissioned a high- level technical assessment of the engineering requirements, constraints and opportunities associated with the CCH project. The report recommends a number of infrastructure upgrades and relocation of public utility plant required to enable the CCH, New Regional Gallery and mixed used development.				
(s) development does not adversely impact on the continued operation, viability and maintenance of existing infrastructure or compromise the future provision of planned infrastructure; and					
t) except where otherwise specified in a local plan code in Part 7 (Local plans), development provides for the following: -	The proposed gallery is a community use which is considered a consistent use within the Major centre zone. The gallery's				
i. a use listed as a consistent use in column 1 of Table 6.2.6.2.1 (Consistent uses and potentially consistent uses in the Major centre zone) to occur in the Major centre zone; and	ancillary commercial uses, such as a shop and food and drink outlet, are consistent land uses in the zone.				
ii. (ii) a use listed as a potentially consistent use in column 2 of Table 6.2.6.2.1 to occur in the Major centre zone only where further assessment has determined that the use is appropriate in the zone having regard to such matters as its location, nature, scale and intensity.					





Appendix E – Evaluation Criteria for Procurement Options





#### Evaluation Criteria - Procurement Options

Eva	aluation Criteria	Key elements analysed
1)	Quality	The ability of the model to deliver the required outcomes in terms of:
		quality of the design and the constructed facility
		<ul> <li>meeting service specifications/requirements</li> </ul>
		robustness and functionality of the design
		allowing for future proofing and flexibility
2)	Timeline	The ability of the model to deliver the project in the required timeframes and enable effective management of risk around delays focussing on:
		certainty regarding achievement of project completion dates (potential pass/fail criterion)
		providing progressive delivery and completion throughout the construction timeframe
		commencing construction as early as possible.
3)	Budget	The ability of the model to provide budget certainty in respect of the construction and maintenance of the facility and remove unexpected funding requirements.
		The timing of achievement of budget certainty is also of importance here.
4)	Whole of life design & maintenance	The extent to which the model promotes a whole-of-life management solution, including incentive to optimise life-cycle, general maintenance and inter-related service provision.
5)	Market appetite,	Market appetite (i.e. existence of players with the relevant skills, expertise and capacity).
	capability & competition	The extent to which the model achieves competitive tension.
6)	Stakeholder & scope	Ability of the model to ensure that delivery of the project is consistent with stakeholder interest and stakeholder expectations are effectively managed.
	management	Ability of the model to effectively manage scope change requests by stakeholders and to minimise impact on cost, time and quality.
7)	Risk management	The extent to which the procurement model allows for:
		appropriate allocation of risks to the party best placed to manage the risk at the lowest cost
		efficient risk management and/or mitigation
		ability to manage the procurement process and contractual arrangements.
8)	Variations	Ability of the model to deal effectively with any future changes and development due to changed operational needs.
9)	Cost minimisation	The ability of the model to reduce capital cost and where appropriate reduce operational costs.
		The extent to which the model achieves cost optimisation through competitive tension.
10)	Innovation	The ability of the model to achieve innovation in design, construction methods, construction program, life-cycle and ESD considerations, achievement of requirements, etc.
11)	Complexity of staging & decanting	Ability of the model to deal with complexity and potential flexibility of construction program in respect of staging and decanting.





Appendix F - Detailed Procurement Model Analysis





#### Detailed Procurement Model Analysis

Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
<ul> <li>12. Quality</li> <li>(b) The ability of the model to deliver the required outcomes in terms of: <ul> <li>quality of the design and the constructed facility</li> <li>meeting service specifications/requirements</li> <li>robustness and functionality of the design</li> <li>allowing for future proofing and flexibility</li> </ul> </li> </ul>	High	<ul> <li>The architect is engaged directly by SCC to undertake all stages of the design process and assist in administering builder's contract, resulting in SCC's retained control over scope, design and vision.</li> <li>High quality design is critical from the outset of the project under this model. As a result, the project is fully designed and thoroughly documented before tenders are called and quality management relies upon the architect and client.</li> <li>With the combination of high-quality design and documentation</li> </ul>	SCC would need to specify design carefully (through PPRs <sup>92</sup> ) to meet requirements. Contractor entitled to build to lowest standard which meets the brief and is fit for purpose. The value for money of D&C contracts is often questionable as the quality of the work undertaken is often lower than under other procurement methods  Early Contractor Involvement (ECI) is a means of reducing quality risk under a D&C model.	Offers suitability for complex projects where it is not possible for design of some elements to be started before work is undertaken on others.  Potential for early involvement of the Construction Manager to assess buildability prior to design development.  SCC would be responsible for selecting architect and design consultants.	<ul> <li>The MC is typically responsible for quality of design and construction, including warranting fitness for purpose of the design, completed works, and implementing quality assurance.</li> <li>SCC can provide input into the design development and has opportunity to influence the design and construction processes.</li> <li>MC warrants the suitability and completeness of the subcontract construction documentation and for ensuring that it is consistent with the developed design</li> </ul>	<ul> <li>The alliance contract legally binds owner, contractor, consultants, superintendent etc. to effectively give up legal identities to become a virtual corp, with joint responsibility for decisions and outcomes.</li> <li>This model facilitates the adoption design suitability, standards and implementation through collection of specialists as a single entity.</li> </ul>	A PPP type model typically seeks whole of life innovation and efficiencies the private sector can deliver in the design, construction and operating phases of the project.      SCC is proposing to actively maintain control over design and operations of the CRG which does not generally align with PPP principles.      SCC would need to ensure sufficient expertise in house exists to manage design quality throughout the design and construction phases.

<sup>92</sup> PPRs – Principal's Project Requirements





Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
		and a good builder, a high quality built outcome is likely.					
Quality - (Rating / Score)		3.5	2	1.5	3	2.5	1.5
Timeline  (b) the ability of the model to deliver the project in the required timeframes and enable effective management of risk around delays.	Medium	Due to the sequential planning, design and construction arrangements for Construct Only contracts they typically take longer to complete than D&C or MC contracts.  If interfaces between design and construction are managed effectively then construction delays are kept low as full documentation defines scope of contract.	<ul> <li>Generally offers reduced delivery times due to ability to commence early stages whilst completing design. Overlap of stages enables reduced programme.</li> <li>SCC may elect to appoint design team before MC and novate.</li> </ul>	An advantage of CM is that it allows for the early stages of construction to commence while the design and documentation of later trade packages are being finalised, enabling programme flexibility.	<ul> <li>The Managing         Contractor may         be engaged early         in the process to         manage the         scope definition,         design         documentation         and construction         of the facility.</li> <li>SCC may elect to         appoint design         team before MC         and novate.</li> <li>Potentially allows         for a reduction in         the project         duration and         improved working         relationships         between the         project parties.</li> </ul>	Alliancing requires increased time to assemble team / partners and agree potentially complex contractual agreements.  Not particularly suited to short project timeframes.	<ul> <li>Under a PPP model Consortia are incentivised for the efficient delivery of design, construction and operations across the whole of facility life.</li> <li>Programme risk is the responsibility of the consortia and contractual clauses would be implemented to ensure cost of delay is payable to SCC.</li> </ul>
Timeline - (Rating / Score)		2.5	4	3.5	3	1.5	3
Budget  (b) The ability of the model to provide budget certainty in respect of the construction and maintenance of the facility and	High	<ul> <li>Model appropriate when the scope of work is well defined and client- instigated changes, resulting</li> </ul>	Contractor designs and constructs to a price and takes responsibility for design risk,	The final project cost is not known until later in the construction when the last package is let.	<ul> <li>The Managing Contractor is paid a fixed management fee for the project and is also often able</li> </ul>	Open book / transparency with regard to project information sharing – all data, costings etc. in	The project capital cost will not exceed \$100M, and therefore may not be suitable under QLD





Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
remove unexpected funding requirements.		in variations to the contract price, are limited.  Budget certainty relies on a completed design that is thoroughly documented and effectively communicated before tendering to builders and work commencing on site.	offering budget certainty.  When design consultants are novated, contractor likely to demand premium in return for due diligence and management of owner's design consultants.  D&C contracts provide higher budget certainty than other models.	Construction management allows for competitive tendering as packages of work are developed.	to receive incentive payments if a range of key parameters are achieved. These parameters typically include a target delivery price, key delivery schedules and the like.	order to determine cost / reward sharing  Demonstrating value for money and with no loss of quality may prove challenging.	procurement and value for money guidelines.  Ongoing operational expenditure is considered to be higher than for a standard facility, therefore PPP may offer value for money in terms of operational exp.  The ongoing funding subsidy requirement would be priced into contract.
Budget - (Rating / Score)		3	3	1.5	3	1.5	1
15. Whole of life design & maintenance  (b) The extent to which the model promotes a whole-of-life management solution, including incentive to optimise life-cycle, general maintenance and inter-related service provision.	High	Retained control over consultant / design team and ongoing input enables the owner to influence quality and whole of life outcomes. Whole of life considerations need to factored at the design stage.	Need to specify requirements carefully: contractor entitled to build to lowest standard which meets the brief and is fit for purpose. Briefing needs to be specific and reflective of SCC's long terms requirements.	The early input of construction advice may assist in buildability and whole of life requirements. The CRG project has sufficient programme capacity to design manage whole of life considerations, negating any programme benefits the CM model may deliver.	Can facilitate the early involvement of the contractor allowing buildability issues and whole of-life considerations to be addressed during the design phase.	Potential exists for failure to fully consider lifecycle or long term maintenance costs.	Central contractor incentivised to ensure optimal mix of construction and operating costs, adopting a whole of life approach.





Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
Whole of life design & maintenance - (Rating / Score)		3	2	2	3	1	3
16. Market appetite, capability & competition  (b) Market appetite (i.e. existence of players with the relevant skills, expertise and capacity). The extent to which the model achieves competitive tension.	Medium	Significant number of contractors with capability and expertise in the market to provide market tension and competitive outcomes. There is sufficient skill in the market to adopt this model.      Established procurement process clearly understood by designers, contractors and client.	Sufficient competitive tension exists in the QLD market for D&C contractors. Contractors are attracted to D&C contracts as they have ability to influence the design aspects of the project	The CM capacity in the QLD market may be considered limited for competitive tension, however given the limited responsibility for design or construction risk there would be appetite for a project such as the CRG.	The Managing Contractor takes the risks of on- time completion and trade contractor performance. The number of tenderers who are prepared to take on this role may be limited.	Alliancing should be considered for major projects, or where all participants are experienced in, and committed to alliancing. The current market landscape would suggest limited capability interest in an alliancing model for a project of this size.	It is anticipated there will be minimal interest in the market for a PPP type arrangement for the CRG, particularly given the low revenue streams and government subsidy required.
Market appetite, capability & competition - (Rating / Score)		3	3.5	2	2	1	1
<ul> <li>17. Stakeholder &amp; scope management</li> <li>(b) Ability of the model to ensure that delivery of the project is consistent with stakeholder interest and stakeholder expectations are effectively managed. Ability of the model to effectively manage scope change requests by stakeholders and to minimise</li> </ul>	Medium	SCC would have responsibility (through the design team) for suitability of design and ability to achieve stakeholder requirements.  Allows adequate time to consult a range of	Novation of Design consultants from SCC to contractor means brief, initial design and final outcomes need to reflect SCC's objectives and requirements clearly from the outset.	The construction manager acts as an agent for the client and only takes the risk for their own services	The flexible nature of MC contracts results in significant operational flexibility in the delivery of the contract The flexibility of MC contracts also enables stakeholder	Alliancing is generally considered appropriate where there diverse and demanding range of stakeholders.      Successful application to CRG would be dependent on the	Telationships are required between SCC and consortium parties to produce effective partnerships and outcomes. The PPP model doesn't not offer sufficient





Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
impact on cost, time and quality.		stakeholders to develop design fully.	<ul> <li>Operational flexibility is not particularly strong characteristic of this model.</li> </ul>		management to be more integrated in the project delivery	ability of SCC closely involved and have sufficient resources to manage scope and add value.	contractual flexibility to efficiently effect stakeholder scope change through the project life.
Stakeholder & scope management (Rating / Score)		3	2.5	2	3	3	2
18. Risk management –  (c) the extent to which the procurement model allows for:  appropriate allocation of risks to the party best placed to manage the risk at the lowest cost  efficient risk management and/or mitigation  ability to manage the procurement process and contractual arrangements.  (d) Are there unquantifiable risks that could have a material impact on project costs and objectives?	High	The design risk is taken by the Owner, with the Contractor only taking on construction risk.  SCC would have responsibility (through the design team) for suitability of design and ability to achieve stakeholder requirements.  Responsibility for the subcontractor performance, time and cost remains with builder.	Shifts the design risk to the Contractor, who generally provides 'fitness for purpose' warranty. Advantage for SCC is it's considered a one stop shop for liability.	The CM does not take any cost risk or design risk although the construction manager may be paid to assist the client with cost control and design advice.	<ul> <li>The flexible nature of MC contracts enables good management of project risks.</li> <li>This procurement model is hence most appropriate for projects that are complex or high risk with uncertain scope, undefined risks or technology, where earlier contractor involvement is beneficial.</li> <li>MC is responsible for quality assurance covering all aspects including design and construction, subcontractors, suppliers, consultants etc.</li> </ul>	Ensuring all aspects of the alliance contract, including establishing and agreeing incentives mechanism must be legally certain. This caries increased risk and liability for SCC.      Model generally considered appropriate for the delivery of complex, high value high risk (HVHR) projects – the CRG is not considered to be HVHR project.	Design and delivery risk rest with the private entity.      Facilities are operated and maintained to levels clearly defined by the contract, which requires accuracy of initial service brief (contractual clauses would enable ongoing performance reviews and mechanisms for adjustment).





Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
Risk management – (Rating / Score)		2.5	4	1.5	3	1	2.5
Variations  (b) Ability of the model to deal effectively with any future changes and development due to changed operational needs.	Medium	Generally, contract is fixed sum, although contract provides for means in which contract price can be adjusted, although contracts in favour of principal tend to limit grounds for adjustment.  Contract will provide for prime cost and provisional sums  Completion of full documentation prior to tendering the works should reduce risk of additional claims by builder.	Ordering changes to design or work methods carries significant cost and time implications.	Claims for variations and time extensions are directly related to trade contract claims as opposed to a builder's claim under a I lump sum contract that may or may not relate to any particular trade contract delays on site.	Effective project delivery, especially for alterations to exiting buildings, requires a realistic contingency for design and construction.	Provides flexibility to modify design and allows ongoing changes to be incorporated during construction	PPP contractual arrangement may be difficult to effect client-initiated change without incurring significant cost variation premiums.
Variations (Rating / Score)		3.5	1.5	2	2.5	2.5	2
Cost minimisation  (b) The ability of the model to reduce capital cost and where appropriate reduce operational costs.	Medium	Completion of full documentation prior to tendering the works should reduce risk of additional claims by builder.	<ul> <li>Offers ability for specialist design input to address specific Owner requirements.</li> <li>Meeting minimum construction standards may</li> </ul>	Input of construction advice into the design phase and therefore reducing capital / operating costs is readily enabled.	Ability to facilitate the early involvement of the contractor allowing buildability issues and whole of-life considerations to be addressed	The Alliance model is essentially open book between alliance members, therefore there is incentive for all members to increase	Capital costs are generally reduced. Where possible, contractors will ensure that facilities are not over-engineered and to provide value for money





Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
			impact whole of life costs.  Early contractor involvement has potential to influence capital and operating costs.		during the design phase.	efficiencies in capital and operational cost considerations.	under a competitive bid process.  Contractors will encourage building is fit for purpose and ensure that appropriate maintenance regimes are in place.
Cost minimisation (Rating / Score)		3	3	2.5	3	3	3
21. Innovation  (b) The ability of the model to achieve innovation in design, construction methods, construction program, life-cycle and ESD considerations, achievement of requirements, etc.	Low	High level of interaction between an informed SCC and design team maximises design innovation – design team primary concern to satisfy client. There is minimal opportunity for innovation by the contractor, although ECI may provide opportunity for contractor input.	Because the design control is with the Contractor they have much larger control on project staging, design innovation and construction / delivery efficiencies and the number of contractual interfaces are reduced.	The early involvement of the CM enables innovation in terms of buildability and design input.	There is potential for the MC to be engaged early in the process to enable input to design and construction methodologies and is paid a management fee to do so.	The alliance contract legally binds owner, contractor, consultants, superintendent etc. to effectively give up legal identities to become a virtual corp, with joint responsibility for decisions and outcomes. This model facilitates the adoption of innovation through collection of specialists as a single entity.	Provides opportunities and incentives for innovative solutions in the delivery of service requirements. Innovation is embedded as private sector PPP consortiums will want to use the latest, but tested, best practices for undertaking their project and reducing operational costs.
Innovation (Rating / Score)		3	3.5	2.5	2.5	3	4





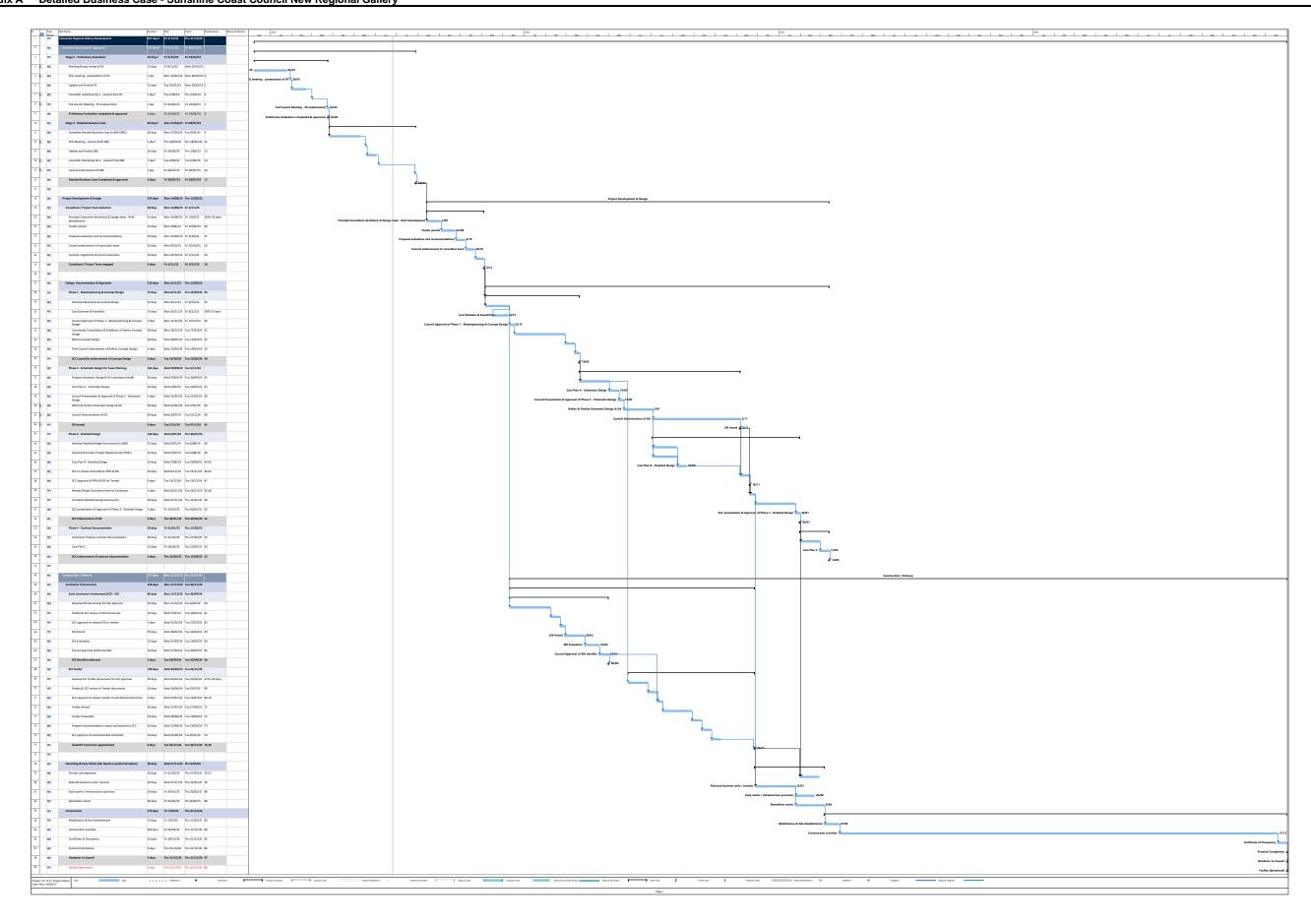
Evaluation Criteria	Priority	Construct Only	Design & Construct	Construction Management	Managing Contractor	Alliance	PPP
22. Complexity of staging & decanting  (b) Ability of the model to deal with complexity and potential flexibility of construction program in respect of staging and decanting.	High	Due to the sequential planning, design and construction arrangements for Construct Only contracts they typically take longer to complete than D&C or MC contracts.  Limited flexibility within contract to accommodate complex decanting without incurring premium cost impact.	Because the design control is with the Contractor they have much larger control on project staging, design innovation and construction / delivery efficiencies and the number of contractual interfaces are reduced.	An advantage of CM is that it allows for the early stages of construction to commence while the design and documentation of later trade packages are being finalised, enabling programme flexibility.  Offers the ability for SCC to retain control over works.	The contract enables incentives for achieving cost and programme targets, which provides motivation for effectively facilitating staging of projects.	The Alliance model can accommodate flexibility and complexity due to the collaborative nature of the contract and relationships between alliance members.	The PPP model enables SCC to state the specific staging and decanting requirements at the commencement of the project, which would become contractual and linked to performance. The contracting entity would programme works to be delivered as efficiently as possible, thereby reducing contractual flexibility in dealing with subsequent change.
Complexity of staging and decanting (Rating / score)		2	3	2.5	3	3	3.5
Rating Total		31.5	32	23.5	31	23	26.5
Ranking		2	1	5	3	6	4





### Appendix G - Detailed Gallery Delivery Programme

It should be noted that specific program dates outlined herein are indicative only, established for planning purposes. Actual commencement dates for each of the stages is subject to availability of funding to deliver the New Regional Gallery, the library, and wider project components.







Appendix H – Preferred Option Cost Estimate

# slattery

Ref 20855-cp5.2

18 June 2023

Savills Project Management Level 33, Riverside Centre, 123 Eagle St, Brisbane Suit QLD 4000

Via email <u>jkay@savills.com.au</u>

Attention Jennifer Kay

Dear Jennifer,

# Caloundra Regional Art Gallery Feasibility Cost Plan

In providing our updated Cost Plan 5.2 we have noted another substantial shift in the local market conditions impacting projects similar in size and value to your Caloundra Regional Art Gallery project.

Due to ongoing pressure on the labour market for subcontractors and the resourcing of their projects wage costs are steadily increasing. Many trades are faced with paying similar labour rates to those being offered on large infrastructure projects to maintain and secure enough workers to meet delivery timeframes. In particular, we are seeing this across structural, partitioning and services trades in the local market.

The impact of this labour environment is we are seeing a reduced cost variance between unionised and non-unionised projects in terms of the overall cost differential we would have previously expected to see. We previously expected this differential in project cost to sit between 10-15%, in the current market this gap has closed substantially to 5-7.5%.

With the future pipeline of works coming to market in Queensland across infrastructure and building we do not see these circumstances changing in the near to mid-term.

General escalation has continued to be felt throughout the construction market, with some materials experiencing substantial out of cycle increases.

Given the above factors Cost Plan 5 has been updated to reflect the current market which sees the project costs increased in comparison to our previous Cost plan 4.

We have completed a high-level estimate for the cost option presented by the Architect at \$37,060,000 based on the concept design as presented by ARM architects dated May 2023.

Works include demolition of existing Library, a new build double storey Art Gallery and all associated external landscaping works within 5m outside of the gallery ground floor footprint.

The cost difference between the previous issue and the current can be summarized as follows;

- Scope for the new Art Gallery reflect the current design and functional areas.

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- Rate updates to the following trades to reflect current market pricing.
  - i) Market constraint labour escalation
  - ii) Piling
  - iii) Concrete
  - iv) Reinforcement
  - v) Post Tension
  - vi) Structural steel
  - vii) Metalwork
  - viii) Masonry
  - ix) Partitioning
  - x) Services

All costs are reported exclusive of GST. The cost plan is based on costs current at May 2023, no allowance has been made for escalation beyond this date.

The cost plan is based on concept design documentation and therefore is indicative only of the possible order of cost. All components of the cost plan will require confirmation once design development documentation is available.

In particular, we advise that detailed structural and services documentation were not available, and in their absence, we have used rates typical for this type of construction.

Costs are based on the assumption that the project will be competitively tendered, no allowances have been made for negotiated, staged or construction management forms of procurement.

The cost plan assumes that a structured cost planning / value engineering process will be followed throughout the design process and that the project will be appropriately documented prior to tender.

The cost plan includes design contingencies, covering allowances for resolution of design items prior to tender. We have also included a contract contingency for the construction phase of the project.

Please note that the cost plan specifically excludes any allowances for the following:

- Relocation of existing services infrastructure (overhead power etc).
- Works outside site boundary, etc. (assumed to be 5m outside of the gallery ground floor footprint)
- Demolition of the existing Art Gallery
- Site decontamination, dewatering and remediation.
- Cost escalation beyond May 2023.
- Temporary accommodation / temporary services.
- Planning Permit Costs.
- Public realm work (Council works).
- Basement & On-site parking

- Finance, Letting costs, etc.
- Land and land acquisition costs.
- External landscaping works that are outside a line of 5m from the ground floor gallery footprint.
- Statutory levies beyond Q-Leave and Authority & Headworks Charges.
- Rates and taxes.
- Staging of the works.
- Pop jets / water play at water feature / Sculpture.
- Main Roads / Queensland Transport works.
- Goods and Services Tax.

Where appropriate, allowances for the above items should be made in the client's overall feasibility study.

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The cost is based on the following assumptions:

- Allowances for consultant fees have been included on the basis of award of a Main Contractor under a Design and Construct contract. This allowance is divided 'up to tender' of the main contractor award and 'IFC – Issue for Construction' by the main contractor.
- Allowance for 'Green Star Certification' are considered to be included with-in the Environmental Sustainable Design allowance.
- All piles have been allowed at 10m deep to footprint of the ground floor.
- Solid / Glazed façade to ground floor and first floor.
- Decorative metal feature screen too two and half sides of the proposed building.
- Structural steel columns along the perimeter of veranda area at ground floor.
- Plant located on roof with cladded finished to façade.
- External Works is a 50:50 split between hard and soft landscaping.
- Site Boundary / External works scope stops 5m outside of ground floor footprint.
- No on-site parking assumed this is provided by Council off-site.
- No basement.
- Functional areas and sizes based on the Schedule of Areas provided.
- Office and conference areas taken to warm shell including air conditioning and allowance for FF&E
- Workshops, Storage, Loading and Retail are taken to Warm Shell, with finishes floors, ceilings and services including allowance for loose FF&E.
- We have assumed Café and Restaurant are finished to warm shell with finishes to floors, ceilings and services including allowance for loose FF&E.
- We have allowed \$50,000 for street furniture (Signs, Bins etc).
- We have allowed \$1,000,000 for public artwork.
- We have allowed \$100,000 for photovoltaics.
- No allowance has been made for onsite stormwater treatment.

The cost plan includes the following provisional allowances:

_	Hazardous Materials removal	\$250,000
_	Services infrastructure upgrades	\$200,000
_	Abnormal ground conditions (rock etc)	\$150,000
_	Planning and Legal Fees	\$100,000
_	Decanting (Relocation of Art Gallery, Library)	\$200,000
_	AV/IT equipment	\$250,000
_	Commercial Kitchen	\$250,000
_	Client Management / Direct Costs	\$400,000

Please note this is a Cost Plan for project budget purposes and is not intended, and should not be used in any format, as a tender document. The item descriptions and quantities are not intended for the use by others. Should a tender document be required then the appropriate document is a Bill of Quantities.

We trust the above and the enclosed meets with your requirements. However, should you require any clarifications or further information please do not hesitate to contact us.

Yours sincerely

**Slattery Australia Pty Ltd** 

Christine Edwards

Senior Associate

Ce.rh encl.

Slattery Australia Pty Ltd Level 18, 239 George Street, Brisbane, Queensland 4000 Phone +61 7 3041 7373 Email brisbane@slattery.com.au Website www.slattery.com.au Ref 20855-cp5 Date 19 June, 2023 Page 3 of 3

# Caloundra Regional Gallery Concept Design Inr Otranto Ave / Bulcock St Caloundra Concept Cost Plan No.5.2

19 June, 2023

	_				
unctional Area	Area (m2)	Rate (\$/m2)	Fitout	Shell	Total (\$)
Site Preparation & Demolition					1,013,000
Substructure	1,615				1,743,000
Ground					
Entry / Multi Function space / Circulation	220	6,190	3,690	2,500	1,362,000
Café Kitchen + indoor seating Including Furniture	150	7,060	4,560	2,500	1,059,000
Flexible Workshop / Studio	65	4,840	2,340	2,500	315,000
Community Gallery	100	6,770	4,270	2,500	677,000
Retail	15	6,000	3,500	2,500	90,000
Reception & Cloak	30	6,560	4,060	2,500	197,000
Offices	30	5,230	2,730	2,500	157,000
Storage / Handling / Loading	205	5,190	2,690	2,500	1,064,000
Amenities	75	5,180	2,680	2,500	389,000
Plant	30	3,970	1,470	2,500	119,000
Level 1					
Collections Gallery & Store	250	8,770	4,150	4,620	2,193,000
Main Gallery	850	8,790	4,170	4,620	7,472,000
Upper Foyer & Event Space & Circulation	230	8,010	3,390	4,620	1,842,000
Amenities	25	7,300	2,680	4,620	183,000
Workshop	80	6,890	2,270	4,620	551,000
Offices	45	7,270	2,650	4,620	327,000
Plant	50	5,990	1,370	4,620	300,000
Roof Top					
Outdoor Covered Area	80	5,360	2,860	2,500	150,000
Roof top plant	200	2,195			439,000
Photovoltaics	Item				100,000
Stairs					
Feature Internal Staircase	Item				195,000
Transportation Services					
One Goods Lift (3t)	Item				200,000
Two Passenger Lifts	Item				350,000
Two Fassenger Lifts	item				330,000
otal Building Cost (at May 2023)	2,650	-		-	22,487,000
Consultants Fees to IFC	Item	2.5%			562,000
External Works	Item				1,225,000
Public Art	Item				1,000,000
otal Building and External Works & Services Cost (at May 2023)		-		-	25,274,000
Environmental Custainable Decian	Itom	F 09/			1 264 000
Environmental Sustainable Design	Item	5.0%			1,264,000
Design Contingency Contract Contingency	Item Item	10.0% 10.0%			2,654,000 2,919,000
Cost Escalation Allowance	Note	10.076			Excluded
	Note				32,111,000
otal Construction Cost (at May 2023)				-	
Consultants Fees to Tender	Item	10.0%			3,211,000
Authority & Headwork's Charges	Item	1.0%			353,000
QLeave	Item	0.575%			185,000
Planning & Legal Fees	Note				100,000
Land, Finance, Letting Costs, etc.	Note				Excluded
	Note				250,000
Audio Visual / IT (Structured Cabling included)					250,000
Commercial Kitchen	Note				200 000
Commercial Kitchen Decanting allowance	Note				200,000
Commercial Kitchen					200,000 400,000 Excluded

his cost plan is based on preliminary information and therefore should be regarded as indicative only of the possible order of cost. All components of the cost lan will require confirmation once further documentation is available. Refer to the accompanying letter for details of basis of cost plan and exclusions from bove costs.



Ref 20855 -Caloundra Art Museum June23 Date 19/06/2023 Page 1 of





Appendix I – Gallery Standards Technical Note



### **TECHNICAL NOTE**

PROJECT/ CALOUNDRA REGIONAL GALLERY

LOCATION/ CALOUNDRA, QLD

DATE/ 18<sup>TH</sup> AUGUST 2021

FILE CODE/ 1393 TN-0001[01]-A4

# 1. Purpose

The purpose of this Technical Note is to establish practical briefing criteria for environmental conditioning (temperature and humidity), lighting and security ratings for Caloundra Regional Gallery.

#### 2. Introduction

Establishing an appropriate standard for climate, lighting and security for Caloundra Regional Gallery is critical in the briefing and Business Case phase of the project. These three elements are the pillars of managing and conserving growing a collection and displaying loaned collections. Although there are other elements that affect conservation of works like pest management, handling, storage, transport etc, the elements that most affect costs are environmental conditions, lighting and security. Establishing the 'right' levels of each will influence the capital and operating costs, and may affect the ability for the gallery to loan pieces from other institutions. It is also essential that conservation is balanced with sustainability and the sub-tropical climatic conditions of Caloundra. All three elements contribute to the reputation of the institution as a loaner or loanee of objects.

#### 3. Conservation of Objects

Objects are affected by changes to temperature, humidity, or lighting conditions in different ways, so there's no 'one-size-fits-all' approach. There is also a consideration of the cultural heritage value and monetary value of the work and the right level of conservation for that piece. This may also be an increasing scale if the value of the piece changes over time. It may be that selected the highest standards is addressing a perceived rather than actual need, or perhaps an unknown future need.

# 4. Temperature and Humidity

There is much discussion through the briefing phase of new museums and galleries as to the level of environmental conditioning that the building will have. ASHRAE (American Society of Heating, Refrigerating, and Air-Conditioning Engineers) is the historical internationally recognised system for the classification of temperature and humidity ranges. Achieving a AA rating (±2°±5% RH) with little compromise has traditionally been the goal for many galleries and museums. This is often because it's easier to specify, to manage operationally and show other institutions when loaning works that it meets the highest exacting standards. It can also be used as a marketing tool to indicate the highest standards are being used, which aids with the reputation of the institution. It does not necessarily mean that variations to the highest standards cause deterioration in art, or that it would preclude the loan of most exhibitions, particularly in the national touring market.

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# 4. EXPERT LITERATURE

#### 4.1 ASHRAE

The ASHRAE temperature and humidity classifications are as follows:

AA - ±5% RH and ±2°

- A  $\pm 5\%$  RH and  $\pm 2^{\circ}$  but with  $\pm 10\%$  RH  $\pm 5^{\circ}$  from wet to dry seasons
- B ±10% RH and ±5° with seasonal adjustment of ±10% from wet to dry seasons and never over 30°
- C 25-75% and RH all year and always below 25°
- D <75% and RH and less than 30°

#### 4.2 Bizot Green Protocol

The Bizot Green Protocol was established in 2015 as a practical guideline for reducing the environmental footprint of galleries and museums, in response to the desire to achieve close temperature and humidity control, 24/7 despite the limited need to from a conservation point of view. It proposes that the conditions should be carefully selected for the collection, with intelligent controls and use of passive conditioning.

It recommends a broader range for temperature and humidity, 16–25 degrees Celsius and 40– 60%RH. This has been endorsed by the Council of Australian Art Museum Directors (CAAMD).

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### 4.3 Australian Institute for the Conservation of Cultural Material

The AICCM follows a similar approach to the Bizot Green Protocol and includes the following table for recommending environmental conditions for the conservation of cultural heritage collections. The AICCM is the professional organisation for Conservators in Australia. They are one of the most trusted organisations for the preservation of cultural heritage material. Their three guidelines stipulated by the AICCM are:

- 1. Sustainability and Resilience the balance of advocacy of conservation and other priorities such as an organisation's mission, function, programming and resources.
- Adaptive and proactive practices a pragmatic approach to the use of wider parameters for the management of the collection environment and encourages the adoption of environmental parameters that address individual needs and circumstances. The published guidelines provide recommendations that are not intended to be prescriptive or inflexible.
- Maintaining relevance periodically review the Environmental Guidelines for Australian
   Cultural Heritage Collections to ensure that the guidelines remain current and applicable to
   the national cultural heritage profession, collection care practices, climate change, and local
   climatic conditions.

Table 1. AICCM Environmental Guidelines for Australian Cultural Heritage Collections (2018)

Climate Type	Temperature Range	RH Range
Temperate	15 − 25ºC	45 – 55% RH ± 5
Total Temperate Range		40 – 60%
Subtropical / Tropical	15 − 25ºC	50 – 60% RH ± 5
Total Subtropical / Tropical Range		45 – 65%

#### Provisions:

It is recommended, where possible, that relative humidity remain within the set-ranges of 45-55% (Temperate) and 50-60% (Subtropical / Tropical) for the majority of the time. Short term, ±5% fluctuations ≤24 hours duration into the outer limits of the total RH ranges are acceptable.

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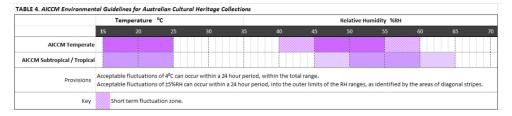


**Climate Type Temperature Range RH Range** 

It is recommended, where possible, that temperature remains within the specified range. Short term fluctuations of no greater than 4°C for ≤24 hours duration within the total temperature range are acceptable.

It is recommended that where seasonal adjustments are applied that the temperature and relative humidity remains within the total ranges.

Temperature and relative humidity parameters for preservation of cultural materials will differ according to their material, construction and condition, but constant conditions maintained within the parameters described above are generally acceptable for most objects in stable condition.



# 4.4 A Practical Guide for Sustainable Climate Control and Lighting in Museums and Galleries

A guide that is authored by Museums and Galleries Queensland with input and endorsement from many others including Museums and Galleries NSW and Regional Galleries Association of Queensland. It advocates for environmental conditions that matches the sensitivity of the collection and suggests temperature and humidity ranges that is largely inline with those outlined by Bizot et al. This document provides clear and logical advice to selecting conditions for a gallery or museum that aren't as onerous as the AA of ASHRAE standards.

# 5. The Tropical and Sub Tropical Overlay

#### Energy

Galleries that have plant and control systems designed for close environmental control in tropical and subtropical climates pay a considerable energy penalty compared to their more temperate counterparts. BMS observations of Brisbane and Gold Coast galleries indicate that AA rooms are in a dehumidification mode 3 out of 4 seasons of the year. This means over cooling and reheating cycles are employed continuously with very little time to "drift" around a more relaxed setpoint. Energy is consumed 24/7 throughout these seasons.

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### **Building Sealing**

The uncontrolled ingress of humid and slightly humid air is a considerable risk to galleries trying to maintain a AA condition. Strategies around establishing buffer zones, air locks (or rotating doors) and avoiding wind tunnel effects can be adopted, but all have a spatial planning impact. There is also a need for good quality control over construction and ideally a pressure testing procedure to prove

#### Plant Size

In a tropical and subtropical environment, the capacity and size of plant serving galleries with cooler internal temperature criteria at 50%RH is larger than plant designed for warmer internal temperature criteria at the same 50%RH. Relaxing internal temperatures from the traditional 21°C to 23°C even while still maintaining similar RH can reduce duct sizes.

#### Comfort

Patrons can sometimes feel the thermal shock walking from a subtropical external environment into a AA space. The combination of 21 °C at 50%RH can be perceived as cool in Queensland Summer conditions. Allowing seasonal float offsets this impact.

#### 6. Lighting

There is no specific classification for lighting in galleries and museums but there are several factors that define the quality of lighting outcomes. Spectral Power Distribution (SPD), Lux levels, Colour Rendition Index (CRI). Good quality LED lights will remove most issues with conservation although it must be noted that it is typically harder to achieve great red colours from LED fittings. All galleries that accept national touring exhibitions have flexible track that accepts different light fittings. These would be controllable (either individually or remotely).

# 7. Security

There is also no specific classification for security in galleries and museums but the factors that affect institutions insurance and ability to loan from other galleries are:

- -On site security (24/7 or business hours, or after hours)
- -Electronic security (CCTV, analytics, motion detectors, facial recognition, artwork monitoring)
- -Physical security (doors, windows, barriers, bollards)

A security solution is often at odds with the fire egress solution for the building and an operational balance will need to be adopted.

# 8. Standard or General Facilities Report or Facilities Management Report

All information relating to the performance of a gallery or museum is maintained in a Standard Facilities Report. This standardised template is sent to loaning institutions to assess which parts are critical to the collection being loaned. Some factors will be more important than others based on the object type, its value and conservation status. The report will form part of the loan agreement between the two institutions.

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# 9. Methods of Determining Appropriateness

### 8.1 Benchmarks

To align the brief of the gallery with appropriate benchmarks is a sound method of achieving an appropriate outcome for the gallery. Noting of course that institutions may have shortcomings with their standards. ARM will contact the following galleries to determine their current systems.

#### Gallery Benchmarks:

- Cairns Art Gallery
- Newcastle Gallery
- Rockhampton Gallery
- Tweed Gallery and Margaret Olley Arts Centre
- Murray Art Museum Albury (MAMA)

### 8.2 Exhibitions

To align expectations with potential loaned exhibitions is a sound method for establishing the standards of the gallery. In undertaking this process, the gallery will need to undertake a mock exhibition program to understand where it fits in the touring exhibition landscape throughout the country.

A suggested range of exhibitions are as follows:

National Touring Painting Exhibition:

The Archibald (Cairns Art Gallery 2021)

#### Single Subject:

Northern Landscapes – Six Viewpoints (Cairns Art Gallery, 2020)

- Valerie ALBISTON
- Ray CROOKE
- Danie MELLOR
- Rosella NAMOK
- Anneke SILVER
- Fred WILLIAMS
- Noel WOOD



Danie Mellor – Exotic Lies Sacred Ties

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# Single Artist Exhibition:

Ben Quilty (Jan Murphy Gallery Fortitude Valley, 2020)



Ben Quilty - Banks in the desert (Irin Irinji) 2019

# Photography:

Gerwyn Davies (Bundaberg Regional Gallery, 2019)



LA #2 (Norms) 2020

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# Indigenous Art Exhibition:

Albert Namatjira (Cairns Art Gallery, 2020)



Palm Valley 1940s

# Sculpture Exhibition:

Patricia Piccinini (Mackay Art Space, 2020)



The Carrier

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#### Fashion and Textiles:

Piinpi – Contemporary Indigenous Fashion (Bendigo Art Gallery, 2020)



10. Recommendation

#### 9.1 Climate Control

Our suggestion would be to take a balanced approach to the gallery standards, inline with the suggested levels from the Australian Institute for the Conservation of Cultural Material in section 4. The briefs' focus should be on ensuring that the touring exhibition space has to capacity to meet consistent conditions, but allows for seasonal changes. All exhibition spaces should control temperature and humidity with reasonable daily fluctuations (say  $\pm 5\%$  RH and  $\pm 4^\circ$ ) and allow for a seasonal jump of  $\pm 10\%$  RH. The set point proposed is 22° and RH 50% for winter and 60% for summer. Noting that there is an issue with thermal comfort if any larger deviations. Ie lower than 18° or higher than 26° is too extreme. The systems employed should take advantage of natural ventilation during the cooler, dryer months with appropriate outside air treatment for pollutants and pests. Systems will be sufficiently zoned and controlled to ramp up and down conditions and turn them off all together.

Further data will be collected on similar benchmarked galleries and touring exhibitions to land on an appropriate temperature and humidity range for Caloundra Regional Gallery's touring space.

# 9.2 Lighting

A track lighting system will be employed for exhibition spaces. Universal 3 circuit track should be placed at about 2m intervals throughout. A 'house set' of lights should be purchased as part of the construction budget but additional lights should be hired for particular exhibitions. All fittings purchased will be LED and be locally dimmed on the fitting itself. The track will also be on a timer to that all lights are turned off at the end of day. The 'house set' will be predominantly wall wash type fittings.

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#### 9.3 Security

A high-quality electronic security system should be utilised throughout the gallery with the ability to use contract security personnel should the particular exhibition require it. The electronic security system will be 24/7 detection triggered to remote security. CCTV will be utilised with high resolution recording, alongside motion detection. Electronic access control will be used throughout all critical areas. Invigilators (presumed volunteers) will be utilised for busier exhibitions as required.

#### 9.4 Other

#### 9.5 Storage

A space will need to be dedicated for the storage of packing crates for loaned art. Typically these need to be in the same environmental condition as the art that's being displayed. We would recommend that a room be used for this purpose, that shares the same temperature and humidity control settings as the touring space.

### 9.6 Integrated Pest Management (IPM)

To protect collections against insect and rodent damage, an IPM solution will need to be developed. This includes a well-sealed building with openings shielded with mesh and air intakes filtered. It also includes a strong protocol around trapping pests and ensuring that the gallery is well maintained, with no food and drinks in galleries to ensure that food sources are kept out of critical areas.

#### 9.7 Handling and Transport

Only reputable art transport companies should be used to transport and handle art. Art should be transported in refrigerated vehicles and with the appropriate insurances in place.

## 11. Conclusion

Establishing the right brief for gallery standards for Caloundra Regional Gallery is vital to the Business Case and project budget. It is a reflection of the gallery's ambition and place in the landscape of galleries around the country. A sensible approach must be utilised that aligns capital and operating costs and sustainability with potential exhibition programmes.

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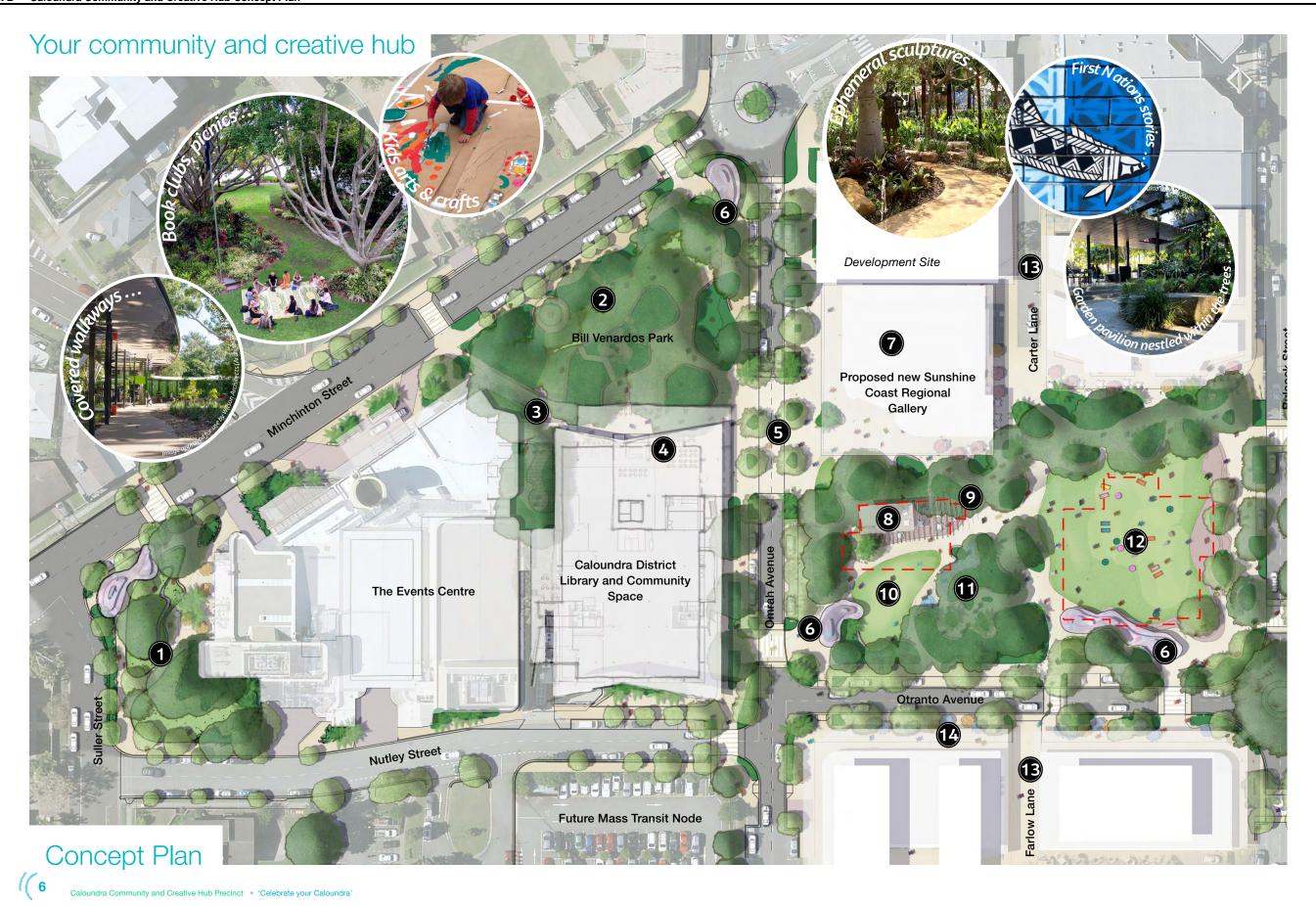
#### 12. Reference Material

- National Standards for Australian Museums and Galleries
  - https://www.amaga.org.au/sites/default/files/uploadedcontent/field f content file/nsfamg v1.5 2016.pdf
- A Practical Guide for Sustainable Climate Control and Lighting in Museums and Galleries
  - o <a href="http://www.magsq.com.au/wp-content/uploads/2021/02/A-Practical-Guide-for-Sustainable-Climate-Control-and-Lighting-in-Museums-and-Galleries-2015.pdf">http://www.magsq.com.au/wp-content/uploads/2021/02/A-Practical-Guide-for-Sustainable-Climate-Control-and-Lighting-in-Museums-and-Galleries-2015.pdf</a>
- Bizot Green Protocol
  - https://www.nationalmuseums.org.uk/what-we-do/contributingsector/environmental-conditions/
- The Ideal Climate, Risk Management, the ASHRAE Chapter, Proofed Fluctuations, and Toward a Full Risk Analysis Model - By Stefan Michalski
  - https://www.getty.edu/conservation/our projects/science/climate/paper michalski .pdf
- QAGOMA Conservation Policy
  - o <a href="https://blog.qagoma.qld.gov.au/climate-for-galleries-an-evolution-in-thinking/">https://blog.qagoma.qld.gov.au/climate-for-galleries-an-evolution-in-thinking/</a>
- AICCM Environmental Guidelines
  - o <a href="https://aiccm.org.au/conservation/environmental-guidelines/">https://aiccm.org.au/conservation/environmental-guidelines/</a>
- General Facilities Report
  - o <a href="https://www.qm.qld.gov.au/~/media/Documents/Collections/Collection+Loans/qm">https://www.qm.qld.gov.au/~/media/Documents/Collections/Collection+Loans/qm</a> 67-culte-facility-report-dec-2014.doc

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Ordinary Meeting

Ordinary Meeting
Item 8.9 Sunshine Coast Regional Gallery Business Case
Appendix B Caloundra Community and Creative Hub Concept Plan



**Sunshine Coast Regional Council** 

1 The Events Centre breakout space terrace and garden

2 Bill Venardos Park – shady family friendly reading garden under the existing fig trees. The design has been updated to provide for enhanced seating and retention of existing vegetation, and responds to the Caloundra District Library and Community Facility

3 Improved connectivity to The Events Centre through new Library and Community building outdoor covered area

4 Caloundra District Library and Community building refurbishment and expansion with ground floor kiosk

5 Omrah Avenue shared zone connecting the precinct

6 Shade structures at key arrival points including digital 'What's on' and arts display information

Future new Sunshine Coast Regional Gallery with activated edges to Felicity Park and Omrah Avenue

8 Existing Caloundra Regional Gallery. Options for retention and adaptation to be determined as part of future detailed design

9 Felicity Park with public sculptural art set amongst the shaded gardens and existing trees

10 Lawn for small events, pop-up food and markets

11 Exploration gardens in deep shade and integrated play

Community Town Square with a new (15% larger than previous draft concept) event lawn on the site of the demolished 77 Bulcock Street building with movable furniture and flexible stage locations

(13) Future development could extend a network of lanes with art and retail opportunities

Otranto Avenue widened footpaths with outdoor dining amongst illuminated coastal shade trees, gardens and enhanced pedestrian crossings

Opportunity for Pumicestone Passage viewing terraces and picnic facilities at the water's edge

 Extent of existing 77 Bulcock Street building and Caloundra Regional Gallery

Note: All future development on privately owned land is shown indicatively only to demonstrate potential Caloundra Centre Master Plan outcomes. All development is subject to future development submissions and approvals.

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Caloundra Community and Creative Hub Precinct • 'Celebrate your Caloundra'

