

June 2010

Business Case

Maleny District Green Hills Fund



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Contents

Executive Summary	4
Acknowledgement	5
Observations	5
1. Introduction and Background	7
2. Organisational Overview	8
2.1. Vision	8
2.2. Objects	8
2.3. Organisation Details	8
2.4. Activities conducted by the Organisation	9
2.5. S.W.O.T. Analysis	9
2.5.1. Strengths	9
2.5.2. Weaknesses	9
2.5.3. Opportunities	9
2.5.4. Threats	10
2.6. Customer Analysis	10
2.7. Competitor Analysis	10
3. Proposal	11
3.1. Overview	11
3.2. Purpose and Outcomes	12
3.2.1. Measuring Success	12
3.3. Timeframes and Milestones	13
3.3.1. Project Plan Outline	14
4. Evaluation of Options	15
4.1. Options	15
4.2. Comparison of Options	16
4.3. Recommended Option	17
5. Financial, Economic, Cost-Benefit Analyses	17
5.1. Capital Income and Expenditure	17
5.2. Operational Income and Expenditure	17
5.3. Financial Situation	18
5.4. Funding Options	18
5.5. Project Benefits	19
5.5.1. Social Benefits	19
5.5.2. Economic Benefits	19
5.5.3. Environmental Benefits	19
5.5.4. Measuring Benefits	22
6. Implementation Plan	22
6.1. Governance and Ongoing Management	22
6.1.1. Project Management	24
6.1.2. Human Resources	24
6.1.3. Whole-of-Precinct Governance	24
6.2. Facility and Asset Management	24
6.3. Communication and Marketing Strategies	24
6.4. Procurement Strategies	25
6.5. Legislative Requirements and Council Policies	25
7. Risk Management	26
7.1. Risk Identification	26
7.2. Risk Quantification	26
7.3. Risk Response	27
7.4. Risk Monitoring and Control	28
7.5. Operational Risk Management	28
8. Business Case Analysis and Prospects	29

Executive Summary

Maleny District Green Hills Fund (the Fund) has presented a proposal to Sunshine Coast Regional Council to restore part of the Maleny Community Precinct to an approximation of its natural state and to establish an ecological park and gardens with leisure and recreation infrastructure.

This Business Case has determined that, whilst the above vision for the site is admirable, Maleny District Green Hills Fund does not currently have the financial capacity to assume responsibility for the delivery of the entire proposal.

This Business Case suggests that Maleny District Green Hills Fund work with Sunshine Coast Regional Council to establish a Memorandum of Understanding to guide the initial planting of the environmental areas along Obi Obi Creek and the subsequent extension of the proposed ecological park and gardens in the vicinity of the Precinct's northern wetland area.

There are opportunities to develop synergies between other proposed uses of the Precinct, which include a community nursery, sporting fields, a golf course and an historic homestead.

The staged development of an ecological park and gardens with leisure and recreation infrastructure, through a Memorandum of Understanding between Maleny District Green Hills Fund and Sunshine Coast Regional Council, would be a viable use of part of the Maleny Community Precinct.

Acknowledgement

Maleny District Green Hills Fund volunteers have devoted many hours to the formation of their proposal. This devotion has included the development of a Business Plan, mapping and detailed documentation of the history of the Maleny Community Precinct. The commitment of the Fund's volunteers is gratefully acknowledged and much of their work has formed the basis of the information presented in this Business Case.

Observations

- To progress the development of the Precinct and to accommodate community access, each of the community stakeholder groups and Council must commit to working together and focusing on the compatibilities between the proposed uses. For example, the recreational aspects of the Maleny District Green Hills Fund proposal could effectively integrate with future sport and recreation facilities. The proximity of Barung Landcare's nursery operations to the proposed wetlands and sporting and golf areas could ensure that economies of scale are achieved in the enhancement of the area's vegetation
- There has been negativity in the public debate about the future of the Maleny Community Precinct. All of the stakeholder groups have indicated a willingness to work collectively through the Precinct's Master Planning. This unity must be maintained and each of the groups must avoid negativity if the site is to meet the desires of the majority of the Sunshine Coast hinterland community
- Sunshine Coast Regional Council should have a balanced approach to the development of the Maleny Community Precinct. The initial requests of the five stakeholder groups exceeded the capacity of the available land at the Precinct. A balance between the maintenance of open space for sport and recreation (including golf) and the preservation of land for revegetation and conservation should therefore be identified which equitably addresses the desires of the entire hinterland community
- To ensure the sustainability of the Maleny Community Precinct through its operation, Sunshine Coast Regional Council will need to remain involved in the Precinct's overall governance. As land owner, Council is responsible for decisions about facility developments and land allocation. The whole-of-precinct governance structure is likely to comprise establishment of an advisory group chaired by an independent community representative and consisting of representatives from Council and each incorporated stakeholder group on the Precinct. This advisory group will address issues concerning the ongoing joint usage of the Precinct
- Subject to the stakeholder groups and Council working together with a common vision for shared community access to the site, Sunshine Coast Regional Council has an excellent opportunity to establish the Maleny Community Precinct as a working example of best practice open space planning, taking into account environmental sustainability, capital and operational costs and the community's sport and recreation facility requests



1. Introduction and Background

This Business Case has been prepared to analyse the viability of Maleny District Green Hills Fund's proposal to create an ecological park and gardens within the northern portion of the Maleny Community Precinct and to conduct planting of environmental areas along Obi Obi Creek. The document aims to enable decision makers within Sunshine Coast Regional Council to make informed decisions regarding the viability of the proposed initiative and to justify potential resource investment.

The Maleny Community Precinct is a 126 hectare parcel of land described as Lot 3 on SP184546 and is comprised of two former dairy and cattle farms originally acquired by Sunshine Coast Regional Council for community and water treatment purposes. The Precinct is located to the east of Maleny Township.

Following extensive discussion with the community over several years, a vision for the site has been determined; the community's aspiration for the Maleny Community Precinct is to provide a high-quality environmental, recreational and community asset for the benefit of residents and visitors.

In December 2009, Council commenced formal Master Planning for the Maleny Community Precinct to provide a clear vision for each function within the site, to identify staging options, to inform the final design and to estimate costs associated with construction and operation.

In conjunction with the detailed Master Planning of the subject site, Business Cases have been prepared for five individual stakeholder groups which propose to make use of the Maleny Community Precinct. These groups are:

- Barung Landcare Association
- Maleny District Green Hills Fund
- Maleny District Sport and Recreation Club
- Maleny Golf Club
- Maleny History Preservation and Restoration Society

Business Cases have been prepared to determine the strengths and weaknesses of each group's proposal in a systematic and objective manner.

The protracted history of negotiations between Sunshine Coast Regional Council, the former Caloundra City Council and the prospective users of the Maleny Community Precinct, all of whom had differing visions of how best to utilise the land, lead to angst between the groups, which was portrayed negatively in the media. This document sets that history aside and presents a positive proposition for Maleny District Green Hills Fund to access parts of the Maleny Community Precinct to encourage environmental sustainability and to provide opportunities for leisure and active recreation by the Sunshine Coast hinterland community

This Business Case presents a brief background to Maleny District Green Hills Fund's proposal, an organisational overview, evaluation of development options considered and financial, economic and cost-benefit analyses.

2. Organisational Overview

2.1. Vision

Maleny District Green Hills Fund's proposal for the Maleny Community Precinct aims to provide attractive and accessible recreation space, gardens, pathways, reforested areas, protected wetlands and scenic outlooks, under a model of sound and sustainable management, while caring for and restoring the natural environment.

2.2. Objects

The principal objects for which Maleny District Green Hills Fund is established [as detailed in its Memorandum of Association] are:

- a To maintain the rural charm of the Maleny District
- b To preserve the visual charm of the Maleny District
- c To safeguard the interests of all Maleny residents and landowners
- d To preserve the Maleny District for Maleny lovers both residents and tourists
- e To protect and preserve the environment
- f To raise funds through public appeals, public fundraising and contributions from its members
- g To use the funds raised to purchase private land which is of significance for the purposes set out in sub clauses (a), (b), (c), (d) and (e) of this clause 2 (hereinafter called "the preservation purposes" as recommended by the directors and approved by the Association in General Meeting
- h To preserve, protect, maintain and manage the purchased lands
- i To utilise the purchased lands in a manner which achieves the preservation purpose
- j To encourage the purchase, protection and management of land in the Maleny District by individuals
- k To co-operate with and promote co-operation among persons and bodies concerned or interested in the preservation of Maleny
- l To research and gather information on such aspects of town planning and land usage as may be relevant to land in the Maleny District and to make that information available to all interested parties upon such terms as the directors may fix.

2.3. Organisation Details

Organisation Name	Maleny District Green Hills Fund
Postal Address	PO Box 662 Maleny Qld 4552
Street Address	c/o Maleny Law (Margaret Rimmer) 9 Bunya Street Maleny Qld 4552
Website	www.greenhills.org.au
Accountable Officer	Paul Gilmour-Walsh
Portfolio	President
Mobile	0437 603 975
Email	gstroke@westnet.com.au
2010 Board of Directors	
President	Paul Gilmour-Walsh
Vice Presidents	Les Hall John Wildman
Secretary	Sue Mihovilovich
Treasurer	Euan McFarlane
Directors	Henrietta McAlister
	Sharon Harwood
	Sammy Ringer
	Steve Swayne
	Steven Lang

Membership Projections

Category	Males		Females		Total	
	2009	2013	2009	2013	2009	2013
Full Members	33	120	37	150	70	270

2.4. Activities conducted by the Organisation

Maleny District Green Hills Fund sits on Sunshine Coast Regional Council's Maleny Precinct Working Group and is currently working with Council and other stakeholders to plan for the Precinct's future.

Examples of other activities recently conducted by the organisation include:

- Assisted in the creation of the Obi Obi Parklands submission for the Maleny Community Precinct, 2007
- Participated in Iconic Status Legislation discussions, 2007
- Arranged Community Planning Workshop conducted by Paul Summers, September 2006
- Participated in discussions on proposed state legislation regarding land and environmental matters, 2005-2006
- Overviewed Freedom of Information process for accessing Caloundra City Council Probity Audit in relation to the Maleny Community Precinct, 2005-2007
- Commissioned and financed Queensland University of Technology students in landscape architecture to develop plans for the Precinct, followed by community presentation, 2003-2004
- Member of the Community Task Force for the Precinct, 2003-2004
- Community meeting to present South East Queensland Regional Plan and City Plan inputs with 150 people in attendance, 2003
- Prepared submission for Caloundra City Plan, 2003
- Prepared submission for South East Queensland Regional Plan, 2003

2.5. S.W.O.T. Analysis

The following SWOT analysis examines the strengths, weaknesses, opportunities and threats facing Maleny District Green Hills Fund. Strengths and weaknesses are current internal elements, opportunities are future prospects for improvement and threats are potential future impediments.

2.5.1. Strengths

- Providing specialist expertise for the benefit of the local community
- Partnering with like-minded organisations to present our arguments in a professional manner
- Forming constructive relationships with Council and government officers and agencies
- Being a point of reference for the community in understanding key issues for rural integrity

2.5.2. Weaknesses

- Inability to fund proposed rehabilitation works from internal sources
- No confirmed commitment from sufficient volunteers for repair and revegetation works

2.5.3. Opportunities

- Showcase Maleny as a community committed to sustainable development, demonstrated through the effective rehabilitation of land within the Maleny Community Precinct
- Provide protected areas for endangered and rare flora and fauna
- Provide multi-faceted educational and recreational experiences for residents and visitors
- Create an attractive tourist destination

2.5.4. Threats

- Inability to commence rehabilitation works on the Maleny Community Precinct prior to obtaining Council permission
- Delays in funding
- Failure to obtain suitable tenure
- Government planning decisions which contradict the Fund's proposal
- Lack of community engagement with the project

2.6. Customer Analysis

Customers are the groups or individuals that have either a role to play or an interest in the organisation. Maleny District Green Hills Fund's internal and external customers include:

Internal Customers	External Customers
Members	Barung Landcare Association
Volunteers	Sunshine Coast Regional Council
Directors	Maleny District community

2.7. Competitor Analysis

Maleny District Green Hills Fund has identified the following competitors:

- Individuals and organisations proposing land usage within the Maleny Community Precinct which could be incompatible with the Fund's objectives and Council's planning requirements
- Organisations competing for grant funding

3. Proposal

3.1. Overview

The Maleny Community Precinct comprises two former dairy and cattle farms. The site has undergone extensive clearing and as a result of its steep topography, as well as damage caused by grazing cattle, large portions of the Precinct now suffer from slippage and erosion. Maleny District Green Hills Fund proposes to restore the integrity of the northern portion of the Maleny Community Precinct via construction of an ecological park and gardens. This construction would comprise expansion of wetlands, preservation of open space and reforestation of steep slopes.

The proposed wetlands will comprise a series of linked ponds surrounded by a network of all-abilities pathways and numerous viewing platforms. These pathways would link with pedestrian access paths to the Maleny Community Precinct and would provide extensive opportunities for recreational walking, jogging and cycling. It is anticipated that proposed walkways along Obi Obi Creek, in the south of the Precinct, will be constructed as part of the early stages of Master Planned capital works for the subject site. These walkways would provide suitable access to environmental areas along the creek, for use by volunteers conducting revegetation works.

Preservation of open space would be achieved primarily through land form stabilisation, weed removal and control, construction of display gardens, community produce gardens, interpretive signage and artistic installations. This designated open space would incorporate the site's main viewing area and rotunda, offering views of the entire Maleny Community Precinct and beyond to the Glasshouse Mountains.

Steep slopes within the Precinct's northern portion would undergo extensive reforestation. Maleny District Green Hills Fund proposes to work closely with Barung Landcare Association, which would provide plant stock, to plant rainforest species endemic to the local area to provide habitat for the rare and threatened fauna that may inhabit the land.

Figure 1 below demonstrates the proposed layout of Maleny District Green Hills Fund's ecological park and gardens within the Maleny Community Precinct.

Figure 1. Preliminary Concept Plan



3.2. Purpose and Outcomes

Maleny District Green Hills Fund aims to create a self-sustaining natural area available for long-term enjoyment by residents and visitors to the Blackall Range and Sunshine Coast. The repair and development of the Maleny Community Precinct's northern portion will enable the creation of a community-based, environmentally significant area that is accessible to everyone.

Through its proposal for the construction of an ecological park and gardens within the Maleny Community Precinct, Maleny District Green Hills Fund aims to achieve the following:

- Provision of protected areas for endangered and rare flora and fauna
- Provision of multi-faceted educational and recreational experiences for residents and visitors
- Creation of domestic, national and international interest in the Precinct and subsequent generation of increased local economic activity

Maleny District Green Hills Fund's ecological park and gardens concept is underpinned by the core principles of sustainability and seeks a balance of environmental, social, economic and cultural benefits.

The Blackall Range is one of the few areas where several of the state's endangered species such as the Coxen's Fig Parrot and the Richmond Birdwing Butterfly may be identified. Many of these endangered species only survive in a precarious nature in the small fragments of forest remnants scattered across the range.

Maleny District Green Hills Fund suggests that in the past, the Blackall Range could have been entirely covered by dense sub-tropical rainforest. However, much of this forest has been removed and replaced with introduced pasture grass and weed tree species such as Privets and Camphor Laurel. Pockets of trees representing the original vegetation can be seen scattered around the Blackall Range and Mary Cairncross Scenic Reserve provides a prime example. Maleny District Green Hills Fund proposes to make use of such species in the reforestation of the Maleny Community Precinct's northern portion.

It is anticipated that the speed of plant growth on the Blackall Range and the presence of existing riparian vegetation on the Maleny Community Precinct would result in rapid habitat restoration following construction of the proposed ecological park and gardens within the subject site. This would be of critical importance to the survival of several endangered species, particularly the Coxen's Fig Parrot.

Establishment of the proposed forest and wetland areas, display gardens, pathways, interpretive signage and artistic

installations would showcase the rich diversity of plant and animal life that now only exists in isolated pockets on the Blackall Range. It is anticipated that the ecological park and gardens within the Maleny Community Precinct would attract significant numbers of interstate and international naturalists, with the potential to become a major sub-tropical rainforest attraction for South East Queensland. Maleny District Green Hills Fund expects that this project would complement the existing facilities at Mary Cairncross Scenic Reserve.

3.2.1. Measuring Success

Following development of the proposed ecological park and gardens within the Maleny Community Precinct, Maleny District Green Hills Fund will conduct ongoing assessment of the project's success in achieving identified aims. This assessment will be carried out on an annual basis for a period of at least five years following construction. To measure the project's success, Maleny District Green Hills Fund will:

- Closely track the prevalence of endangered flora and fauna within the subject site, using scientific research methods to determine increases in the respective populations of these species
- Monitor the percentage of the site that is vegetated with suitable habitat for protected species
- Conduct surveys and interviews with people before and after they have visited the site to determine the level of education provided by interpretive displays
- Track the site's visitor numbers and conduct brief visitor surveys to determine travellers' origins
- Liaise closely with local businesses to monitor notable peaks in economic activity during times of high visitor numbers



3.3. Timeframes and Milestones

Maleny District Green Hills Fund proposes to work with local like-minded organisations and Sunshine Coast Regional Council to develop planned facilities based on the recommendations of the Master Plan currently being prepared for the Maleny Community Precinct. Following finalisation of property planning considerations, the organisation will commence volunteer-based components of the project, whilst seeking financial assistance towards funding-dependent capital works.

The project plan in '3.3.1 Project Plan Outline' is based on the assumption that financial and labour resources for capital works are available at commencement timeframes. Timeframes for any individual component can be adjusted as necessary to accommodate resource shortages.

Maleny District Green Hills Fund recognises that its proposed capital works on the Precinct will require a significant investment from within the organisation to complement external grant sources. Should the Fund be unable to raise the necessary funds and obtain sufficient external grant funding to cover the costs of its proposed developments, amendments to timeframes or total development scope may be required.

In this instance, Maleny District Green Hills Fund anticipates that it would proceed with those components of the proposed project which rely on volunteer input and are not dependant on funding resources. These components include:

- Planning to guide works on the subject site
- Marketing
- Seed gathering
- Weed removal and control
- Propagation and planting of local flora species

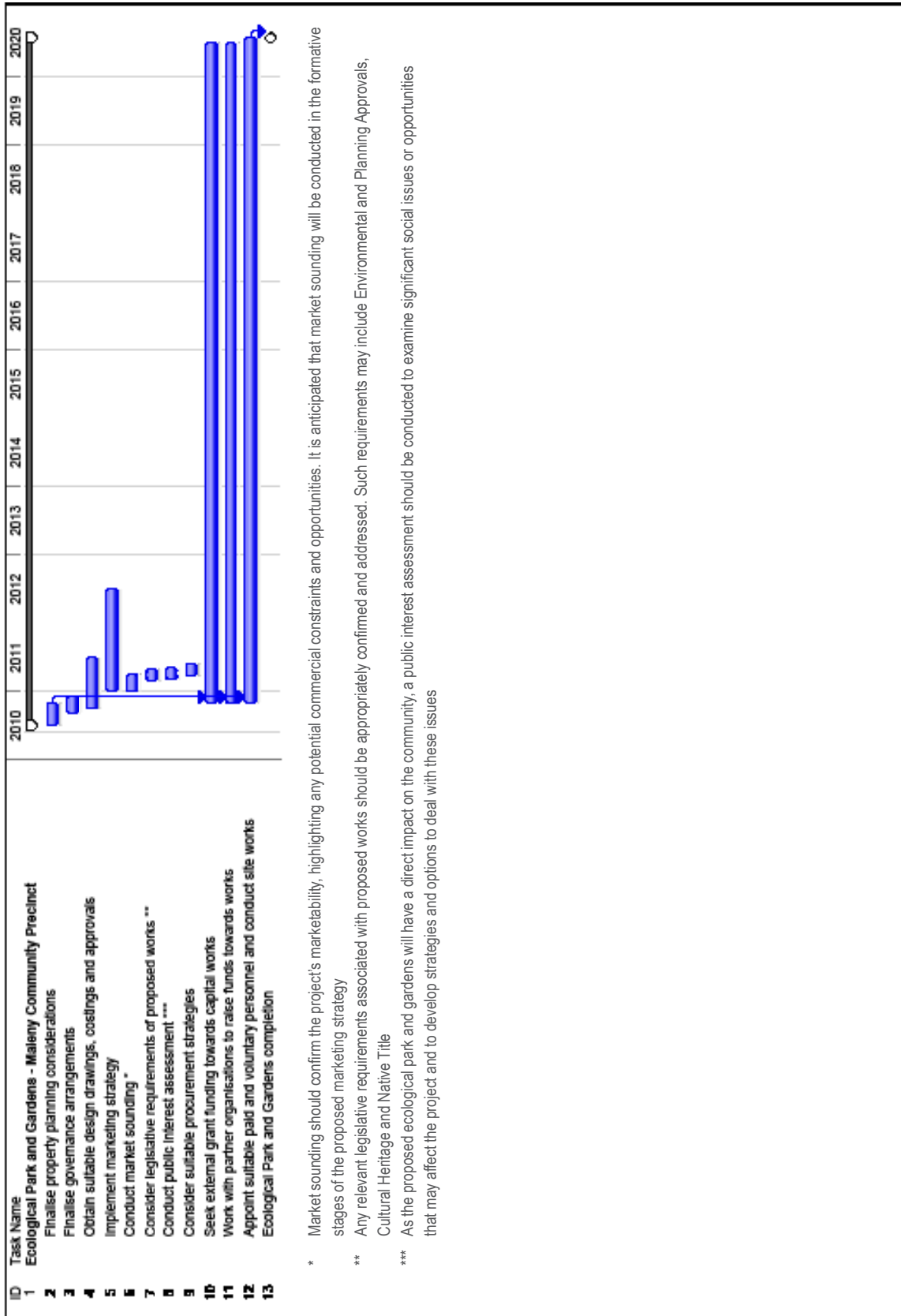
The Fund's highest priorities for projects which do rely on internal and external funding are:

- Removal of cattle from the most sensitive parts of the subject site, via the construction of suitable fencing
- Earthworks and placement of rocks and stones to regulate, direct and slow water flow
- Construction of walking tracks and footbridges
- Land form stabilisation

Maleny District Green Hills Fund should explore opportunities for reducing the overall anticipated cost of the project by securing in-kind contributions of resources such as plantings and voluntary labour. The Fund's relationship with Barung Landcare Association should be used as a valuable asset in significantly reducing the overall project cost, as appropriate species may be able to be donated by Barung for use at the precinct.

Risks associated with the proposed project, including those resulting from potential construction delays, are outlined in '4. Evaluation of Options' and '7. Risk Management'.

3.3.1 Project Plan Outline



4. Evaluation of Options

4.1. Options

To ensure that Maleny District Green Hills Fund's proposed course of action will provide the best outcome for the northern portion of the Maleny Community Precinct, the Fund evaluated three options for the site. These options were:

- 1 To do nothing, maintaining the status quo and leaving the subject site in its current state
- 2 To engage paid contractors for all construction works towards the development of the proposed ecological park and gardens
- 3 To build on the considerable expertise within Maleny District Green Hills Fund and Barung Landcare Association to create an area of parklands which is both rich in biodiversity and accessible to the whole community



4.2. Comparison of Options

The table below compares each option against its respective costs, benefits and risks.

Criteria	Option 1	Option 2	Option 3
Costs	<ul style="list-style-type: none"> No capital or operational expenditure 	<ul style="list-style-type: none"> Significant total capital expenditure for employment of contractors to conduct construction Annual operational expenditure to maintain proposed facilities 	<ul style="list-style-type: none"> Reduced total capital expenditure due to use of in-kind and volunteer contributions Annual operational expenditure to maintain proposed facilities
Benefits	<ul style="list-style-type: none"> No investment of financial or labour resources required for construction works or ongoing operation 	<ul style="list-style-type: none"> Expedited project delivery and guaranteed workmanship due to employment of experienced contractors Guaranteed personnel for repair and revegetation works due to use of paid contractors Transfer of some physical risks associated with construction to contractors Guaranteed availability of materials due to option to use a variety of suppliers Provision of protected areas for threatened and endangered flora and fauna Provision of multi-faceted educational and recreational experiences for all residents and visitors Increased knowledge and appreciation of environmental sustainability practices Generation of interest in the Precinct as a tourist destination Generation of increased local economic activity Stabilisation of land within the subject site 	<ul style="list-style-type: none"> Savings in capital expenditure as a result of in-kind and volunteer contributions Provision of protected areas for threatened and endangered flora and fauna Provision of multi-faceted educational and recreational experiences for all residents and visitors Increased knowledge and appreciation of environmental sustainability practices Generation of interest in the Precinct as a tourist destination Generation of increased local economic activity Stabilisation of land within the subject site
Risks	<ul style="list-style-type: none"> Further degradation of habitats of protected species Negative social consequences arising from lack of community-based space Missed opportunities to promote the region as a model for progressive sustainable development 	<ul style="list-style-type: none"> Capital costs exceeding forecasts due to increases in labour and material prices Protracted project delivery due to limited availability of contractors Delays in funding affecting projected timeframes and milestones Government planning decisions which are inconsistent with the Fund's proposal Lack of community engagement with the project Physical risks associated with ongoing public use of the site 	<ul style="list-style-type: none"> Protracted project delivery and lack of workmanship guarantee due to employment of volunteer personnel Lack of sufficient volunteers for repair and revegetation works Adoption of all risks associated with construction due to use of volunteer labour Limited availability of preferred suppliers and selected materials due to use of in-kind contributions Capital costs exceeding forecasts due to protracted project timeframes and milestones Delays in funding affecting projected timeframes and milestones Government planning decisions which are inconsistent with the Fund's proposal Lack of community engagement with the project Physical risks associated with ongoing public use of the site

4.3. Recommended Option

Following evaluation of each identified option, Maleny District Green Hills Fund is pursuing Option 3. The expertise within the Fund and within Barung Landcare Association should be drawn upon to create an area of parklands within the Maleny Community Precinct which is both rich in biodiversity and accessible to the whole community.

This option is expected to achieve significant benefits for:

- The subject site
- Local threatened and endangered flora and fauna species
- Residents and visitors to the region
- Organisations involved in the project's implementation
- Local businesses

Whilst the costs associated with pursuing Option 1 are nominal compared with Options 2 and 3, the limited benefits and significant risks associated with this first option have resulted in its assessment as unviable. Maleny District Green Hills Fund has determined that it is unacceptable to forego the opportunity presented by the Maleny Community Precinct to restore protected habitats for local threatened and endangered flora and fauna. As the recommended option assumes a large volunteer labour force with a range of skills, significant savings in capital expenditure can be achieved compared with the costs of engaging paid contractors to undertake all construction works, as detailed in Option 2.

Risks associated with pursuing the recommended option, as well as proposed measures for mitigating these risks are identified in '7. Risk Management'.

5. Financial, Economic and Cost-Benefit Analyses

5.1. Capital Income and Expenditure

The Master Planning project for the Maleny Community Precinct is expected to provide an outline of proposed capital expenditure for the establishment of an ecological park and gardens within the subject site. The Fund anticipates that the ability to adopt a modular approach to the various phases of the project and to arrange product scheduling according to resource availability will allow for considerable flexibility in construction. The Fund plans to stage developments in line with recommendations from the Maleny Community Precinct Master Plan and according to the availability of labour and material resources. Potential funding sources for contribution towards construction costs are identified in '5.4. Funding Options'.

Maleny District Green Hills Fund recognises that proposed capital works may require significant internal investments to complement grant sources. Should sufficient funding not be available at commencement timeframes, the Fund intends to reschedule project components in a manner that accommodates resource shortages, whilst ensuring the aims of the project can be achieved. The Fund has recognised that the allocation of land within the Maleny Community Precinct towards the establishment of an ecological park and gardens will allow voluntary works to commence on the site, resulting in immediate achievement of numerous benefits identified in '5.5. Project Benefits'.

It is estimated that the use of volunteer labour and in-kind contributions, such as tree donations from Barung Landcare Association, will generate significant savings in capital expenditure.

5.2. Operational income and expenditure

Operational income and expenditure for community organisations is largely driven by the availability of finances and volunteer labour. Maleny District Green Hills Fund, as part of the project management team, intend to share responsibility for managing ongoing operational income and expenditure following construction of the proposed ecological park and gardens on the Maleny Community Precinct.

Operational expenses will be dependant on the total scope of works, timeframes and scheduling based on recommendations of the Master Plan for the subject site. For this reason, operational income and expenditure is still subject to determination and is expected to be identified by the project management team upon the team's establishment and has therefore not been included in this Business Case.

5.3. Financial Situation

The audited financial statements for Maleny District Green Hills Fund for the year ended 30 June 2009 indicate a profit of \$972. The following table summarises the Fund's financial position for the years ended 30 June 2008 and 30 June 2009.

2007/08	
Total Income	\$8,992
Total Expenses	\$15,601
Net Profit / (Loss)	(\$6,609)
Total Assets	\$16,602
Total Liabilities	\$0
Net Assets	\$16,602
2008/09	
Total Income	\$3,512
Total Expenses	\$2,540
Net Profit / (Loss)	\$972
Total Assets	\$17,574
Total Liabilities	\$0
Net Assets	\$17,574

The above table demonstrates Maleny District Green Hills Fund's limited immediate availability of financial resources for contribution towards development of the proposed ecological park and gardens within the Maleny Community Precinct.

5.4. Funding Options

Upon obtaining Council permission to proceed with the establishment of an ecological park and gardens on the Maleny Community Precinct, Maleny District Green Hills Fund intends to establish a variety of community partnerships to deliver the project successfully. It is anticipated that the project will be carried out with significant input from a volunteer labour force, resulting in significant savings in capital expenditure.

The Fund has established a positive working relationship with Barung Landcare Association and a Memorandum of Understanding has been signed with this organisation. Maleny District Green Hills Fund also intends to form partnerships with several other local community groups with an environmental focus.

Where material funding is required, Maleny District Green Hills Fund will seek a variety of grants through Local, State and Federal Government funding programs. The organisation will seek sponsorship assistance and donations towards the proposed developments. Whilst the project's progression will be

largely reliant on external funding sources, project timeframes can be adjusted and protracted as necessary to accommodate any financial delays. A project plan is provided in '3.3 Timeframes and Milestones' to demonstrate proposed timeframes, which are based on the assumption that funding and labour resources are available at each task's commencement.

Potential funding sources identified to date include:

- Sunshine Coast Regional Council Community Grants Program
 - Provides one-off Minor and Major Grants up to a maximum of \$2,000 and \$50,000 respectively
- Sunshine Coast Regional Council Community Partnership Funding Program
 - Provides ongoing funding for up to three years, with no minimum or maximum funding amounts
- Regional Arts Development Fund
 - Provides one-off, short-term funding towards projects that offer professional arts, cultural and heritage opportunities
- Queensland Government Gambling Community Benefit Fund
 - Provides one-off grants up to a maximum of \$35,000
- Queensland Government Jupiters Casino Community Benefit Fund
 - Provides one-off grants up to a maximum of \$150,000
- Queensland Government Low Carbon Diet Community Funding Program
 - Provides one-off grants between \$2,000 and \$10,000
- Australian Government Jobs Fund
 - Provides one-off grants of up to \$2 million
- Australian Government Caring for our Country Community Action Grants
 - Provides one-off grants between \$5,000 and \$20,000

Most potential funding sources that have been identified to date provide one-off, project-based grants, demonstrating a potential shortage in the availability of external ongoing funding assistance. Maleny District Green Hills Fund should consider solutions for meeting ongoing operational expenditure, including long-term fundraising initiatives. The organisation should capitalise on its tax-deductible gift fund status when conducting fundraising activities.

Voluntary labour and in-kind contributions are expected to reduce the ongoing costs associated with operation of the proposed ecological park and gardens.

5.5. Project Benefits

5.5.1. Social Benefits

Establishment of the proposed ecological park and gardens on the Maleny Community Precinct will result in wide-ranging social benefits.

Residents and visitors to the local area will be provided with opportunities for environmental education via the construction of display gardens, interpretive signage and viewing areas. This is expected to lead to a greater appreciation of sound environmental practices amongst the community, whilst improving the recognised value of the region as a model for sustainable development.

The ecological park and gardens will offer a high-quality network of interconnected all-abilities pathways for use by residents and visitors. The pathways will allow more people within Maleny and the surrounding region to enjoy activities such as walking, jogging and cycling, ensuring the provision of extensive opportunities to remain healthy through active lifestyles. Paths will provide access to other designated areas throughout the Precinct, as well as to Gardner's Falls.

5.5.2. Economic Benefits

Maleny District Green Hills Fund anticipates that the proposed ecological park and gardens will bring economic benefit to both Maleny and the wider hinterland region. The organisation expects that the project will attract significant interest from a large number of tourists and that these visitors will spend time in surrounding towns, in turn bolstering revenue for retail and accommodation businesses.

Tourism plays an essential role in the Hinterland economy. According to Tourism Queensland, domestic visitors spent \$1.8 billion on the Sunshine Coast during 2008¹. The Sunshine Coast Hinterland receives more than 500,000 visitors each year, with 44% of all visitors coming from Queensland². 86% of these visitors indicated the most appealing aspects of their visits were the relaxed, peaceful, laidback and quiet atmosphere. Four out of every five visitors indicated that they came to the region to enjoy nature.

¹ *Tourism Queensland Research Department December 2008, Sunshine Coast Regional Snapshot.*

² *Tourism Queensland Research Department June 2006, Sunshine Coast Hinterland Visitor Survey.*

It is becoming increasingly likely that Maleny's continued economic prosperity will depend on tourism for the following reasons:

- Decline in local primary production
- General lack of suitable environmental, commercial and industrial space in Maleny for business
- Ageing local population
- Increasing visitor demand

During development and operation of the proposed ecological park and gardens, various employment, training and research opportunities will be provided for the benefit of the local community. Furthermore, the project is expected to increase the value of the region as a credible investment proposition.

5.5.3. Environmental Benefits

Sunshine Coast Regional Council has identified a desire for the local area to be Australia's most sustainable region: vibrant, green and diverse³. Maleny District Green Hills Fund plans to contribute to this vision for the region via the establishment of an ecological park and gardens within the Maleny Community Precinct.

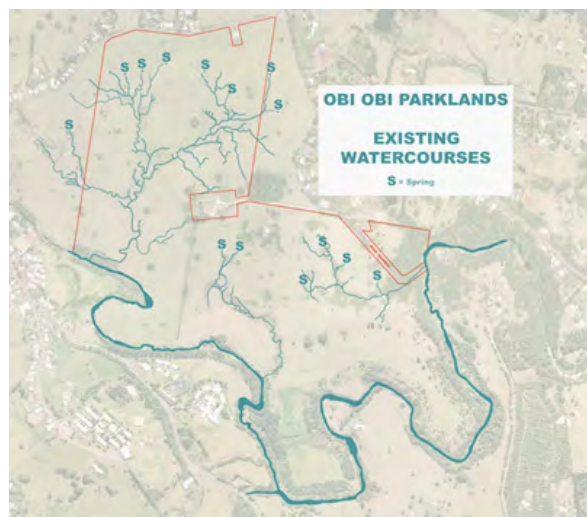
There are two wetlands identified within the Maleny Community Precinct, comprising just over 8.1 ha or 6.3% of the total subject site. The wetlands are consistent with the current landform and only small retaining banks will be necessary to ensure their longevity. The two wetland areas have been identified by Council as drainage areas and land subject to flooding. The southern wetland has also been recorded by Council as a Remnant Regional Ecosystem of Concern.

Obi Obi Creek is the major contributor of water to Baroon Pocket Dam, which is the main water supply for the Sunshine Coast's southern areas. Maleny has one of the highest rainfalls in south east Queensland, with calculations showing that following a ground soaking, 100mm of rainfall will result in 122 megalitres of run off from the site⁴. There are at least 10 active springs identified on the site (refer Figure 2) that provide water to Obi Obi Creek for long periods following rain. Maleny District Green Hills Fund maintains that it is imperative for the health of these springs and the continuous flow from the site via the wetlands to be maintained to ensure the health of Obi Obi Creek and its fauna and flora. The proposed repair and rehabilitation of the subject site is expected to improve the quality of water entering Obi Obi Creek.

³ *Sunshine Coast Regional Council May 2009, Sunshine Coast Regional Council Corporate Plan 2009-2014.*

⁴ *Calculations derived from site testing conducted by Maleny District Green Hills Fund in 2009.*

Figure 2. Identified Springs



The rejuvenated wetlands should provide a protected habitat for several wetland-dependent species. The northern wetland (refer Figure 3) is expected to supply a much-needed refuge for inland waterbirds during extended periods of drought.

The wetlands may provide habitat and feeding areas for the Rainbow Bee-Eater and Cattle Egret, which are both listed in an international agreement under the Ramsar Convention on Wetlands, to which Australia is a signatory⁵.

It is important that the northern wetlands area has good connectivity with Obi Obi Creek for the migration of wildlife into the wetlands area and also to cope with the enormous outflow of water following heavy rains.

⁵ Details available at: www.ramsar.org.

Figure 3. Wetland Areas



Maleny District Green Hills Fund has identified a desire for an area of riparian forest to be established along the northern banks of Obi Obi Creek. The width of the vegetation should be sufficient to establish this as a viable wildlife habitat, taking guidance from best environmental practice, but also being mindful of the requirements of other Precinct land users.

The riparian vegetation will form an important contiguous link with the riparian vegetation occurring downstream towards Gardner's Falls. This vegetation has been identified by council as an Endangered Remnant Regional Ecosystem. The entire length of the riparian vegetation will be accessed via a walking path set back from the creek on level ground beyond the high banks.

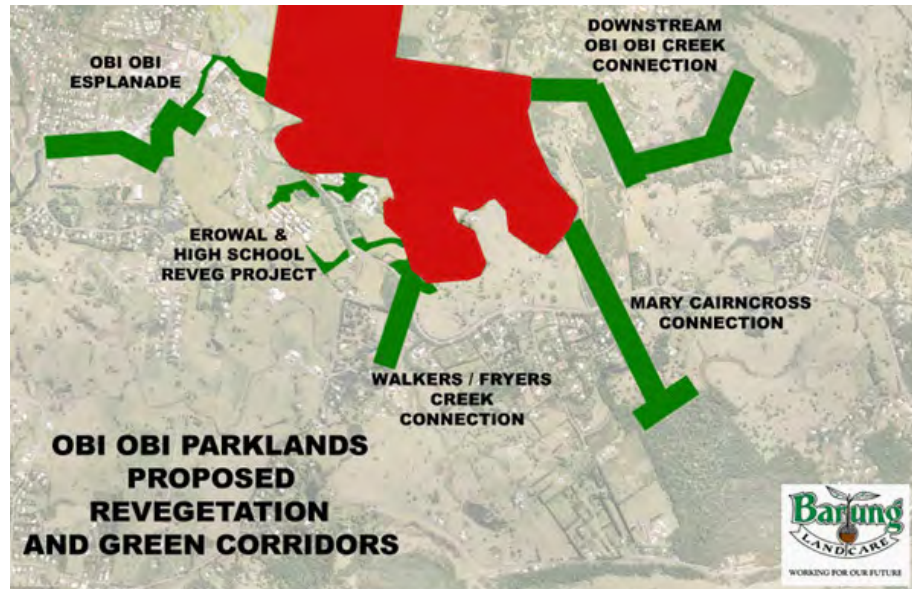
The trail along and through the riparian vegetation zone will form part of the main all-abilities pathway network linking the Maleny township to the Precinct and Gardner's Falls.

Surrounding the northern wetlands area will be an extensive revegetation project. Several feature rainforest areas will be planted, with this forest land serving a number of purposes, including:

- Increasing the biodiversity value of the Precinct site
- Providing habitat for threatened fauna and flora which may be identified on the site
- Becoming scenically attractive and providing a pleasant area for trails
- Controlling erosion and improving water quality
- Becoming a reserve for plant and animal species adapting to climate change
- Acting as a carbon sink and generating carbon credits for Maleny and Sunshine Coast Regional Council

Forest tree, shrub and understory species will be sourced from Barung Landcare Association's nursery, having come from locally collected and germinated seed. It is anticipated that the species used on the Precinct will result in rapid growth, forming a canopy within a short timeframe and assisting with natural weed control. Other patches of remnant rainforest on the Blackall Range are being linked by corridors that have been planted by Barung Landcare Association and individual landowners. These corridors have enormous value in preserving biodiversity and the proposed rainforest to form part of the ecological park and gardens will form an integral link with other local rainforest areas, as identified in Figure 4 below.

Figure 4. Rainforest Corridor Connections



5.5.4. Measuring Benefits

Following development of the proposed ecological park and gardens within the Maleny Community Precinct, Maleny District Green Hills Fund will conduct ongoing measurement of the project's benefits. This measurement will be carried out on an annual basis for a period of at least five years following construction. To measure achievement of benefits, the Fund will:

- Track the site's visitor numbers and conduct brief visitor surveys to determine travellers' origins, as well as their level of education resulting from interpretive displays within the site
- Liaise closely with local businesses to monitor notable peaks in economic activity during times of high visitor numbers
- Keep track of the number of employment, training and research opportunities provided as a result of development and operation of the proposed ecological park and gardens
- Measure the quality of water flowing through the Obi Obi Creek both upstream and downstream of the ecological park and gardens to monitor the success of the proposed repair and rehabilitation of the subject site in improving the quality of water entering the creek
- Closely track the prevalence of endangered flora and fauna within the subject site, using scientific research methods to determine increases in the respective populations of these species
- Monitor the percentage of the site that is vegetated with suitable habitat for protected species

Maleny District Green Hills Fund intends to work with the project management team to conduct the above benefit measurement initiatives with volunteer labour. This will limit costs associated with measuring project benefits.

The delivery of social, economic and environmental benefits resulting from the proposed ecological park and gardens within the Maleny Community Precinct is dependent on completion of the various stages of the project's development.

It is anticipated that social and economic benefits will begin to be realised following construction of walking tracks and footbridges within the subject site. Environmental benefits are expected to commence immediately following allocation of land within the Precinct towards the establishment of an ecological park and gardens and the subsequent initiation of voluntary works on the site. The most significant environmental benefits resulting from the proposed project will be realised following completion of major capital works within the site, including:

- Removal of cattle from the most sensitive parts of the subject site, via the construction of suitable fencing
- Earthworks and placement of rocks and stones to regulate, direct and slow water flow
- Land form stabilisation

6. Implementation Plan

6.1. Governance and Ongoing Management

Maleny District Green Hills Fund is administered by a volunteer Board of Directors. The Fund intends to establish community partnerships with a variety of like-minded local organisations to develop the proposed ecological park and gardens within the Maleny Community Precinct. It is anticipated that a management team will be formed to oversee the project's successful delivery and suitable ongoing management, with this team likely to incorporate representatives from the following organisations:

- Sunshine Coast Regional Council
- Maleny District Green Hills Fund
- Barung Landcare Association

In addition, an external advisory group may be established to provide advice and guidance to the project management team, potentially comprising representatives from several other local community organisations with an environmental focus.

The role of the management team will be to oversee the project's administration, including conducting market sounding, reviewing legislative requirements of proposed works and conducting a public interest assessment prior to construction. The project management team will be an informal, unincorporated group that meets to provide expert guidance in the delivery of benefits from the project.

Upon its establishment, the management team will determine a meeting schedule, which is expected to entail meetings no less than four times per year. The team's reporting structures will be coordinated through these meetings. It should be a requirement for the management team to submit an annual report to Council, addressing financial performance and performance against the criteria for measuring project success, as identified in '3.2.1. Measuring Success'.

The project management team will report regularly to Sunshine Coast Regional Council on issues of a material nature, including expenditure of any funds contributed by Council (subject to Council consideration) or other external sources. Any undertaking by the management team to conduct works identified in

the Maleny Community Precinct Master Plan will also require regular reporting to Council. Council's representative on the management team is expected to be well-placed to provide informed input based on balancing the use and management of the subject site with sports and community uses on the Precinct.

Maleny District Green Hills Fund proposes to assume responsibility for the implementation of project tasks during construction and operation of the proposed ecological park and gardens. As per the provisions of the Memorandum of Understanding between the two groups, the Fund will work closely with Barung Landcare Association. These two groups will be accountable to the project management team and decisions on issues of a material nature will need to be ratified by the management team. All operational decisions will need to be approved by the Board of Maleny District Green Hills Fund.

Project management team update reports will be submitted by Maleny District Green Hills Fund during each project management team meeting. These reports may include:

- Status summary
- Updated management plan
- Summary of project expenditure for the period and the project to date
- Actual expenditure against budget for previous period
- Analysis of variances from the project plans, trends and utilisation of resources
- Points for management attention
- Analysis and impact of change requests received
- Progress against milestones
- Milestones to be completed in the next period

The proposed governance model for the ecological park and gardens within the Maleny Community Precinct will create an inclusive space that can be used frequently by all residents and visitors to the area. In turn, this will encourage users to improve their environmental awareness and lead an increasingly active lifestyle.



6.1.1. Project Management

Following the management team's establishment, the team is expected to appoint a Project Manager. The role of this individual would be closely managed by the project management team and the Project Manager would be required to approve works and expend monies in line with a set budget. It is anticipated that the Project Manager would work closely with the management team to prepare a comprehensive Project Implementation Plan prior to construction. This plan may consider in greater detail issues such as:

- Scope
- Breakdown of tasks
- Human resources
- Governance arrangements
- Reporting arrangements
- Stakeholder engagement
- Risk management
- Benefits management
- Change management
- Quality management
- Operating model
- Funding framework

6.1.2. Human Resources

The human resource requirements of the proposed ecological park and gardens within the Precinct will be determined by the management team following confirmation of construction schedules and proposed completion timeframes.

Resources are expected to include:

- Skilled and unskilled volunteers
- Expert advisors (perhaps on a contract basis, engaged by Maleny District Green Hills as per a predefined budget)
- People with specialist skills or experience as necessary

The management team will be responsible for management of human resources. This will include managing any paid personnel, as well as volunteers. All staff, whether paid or voluntary, will undergo suitable induction and training prior to carrying out work within the ecological park and gardens.

6.1.3. Whole-of-Precinct Governance

Sunshine Coast Regional Council intends to establish whole-of-precinct governance arrangements for the Maleny Community Precinct following completion of Business Cases for each stakeholder group and finalisation of the Master Plan for the subject site. At this time, Maleny District Green Hills Fund is prepared to work closely with Sunshine Coast Regional Council and other stakeholder groups to ensure the delivery of anticipated outcomes and benefits for the entire Precinct.

The whole-of-precinct governance structure is likely to comprise establishment of a Maleny Precinct Advisory Group to:

- Facilitate communication and develop positive working relationships between community groups on the Precinct
- Consider collaborative solutions to issues and development challenges
- Provide a forum to settle any neighbourhood disputes as they arise on the Precinct
- Provide advice to Council on the progress of development of the Precinct

It is envisaged that this Precinct Advisory Group would be an unincorporated body with no formal responsibility for management of the Precinct or of specific projects on the subject site. The group may be chaired by a suitably qualified independent community representative, with the group's membership consisting of representatives from Council and each incorporated stakeholder group on the Precinct, namely:

- Barung Landcare Association
- Maleny District Green Hills Fund
- Maleny District Sport and Recreation Club
- Maleny Golf Club
- Maleny History Preservation and Restoration Society

It is anticipated that consideration will also be given to how the views of Maleny's young people will be represented on this group.

Council's involvement in the long-term management of the Precinct will be vital as Council is the owner of the land and is therefore responsible for the final decisions about facility developments and land allocation. Council's representatives on the working group must maintain impartiality and avoid conflicts of interest to ensure equity for all user groups.

6.2. Facility and Asset Management

To ensure the ongoing viability of the proposed ecological park and gardens, the management team will be responsible for ongoing asset management, maintenance and upgrades. This will ensure that such works can be conducted efficiently, limiting interruptions to the site's capacity to accommodate visitors.

6.3. Communication and Marketing Strategies

Maleny District Green Hills Fund proposes to work with other organisations within the project management team to market the ecological park and gardens in the local community and throughout tourist networks. A marketing and promotion campaign will be carried out to promote the facility and its various attractions.

During development, promotion will be achieved through:

- Maleny District Green Hills Fund's website
- Sunshine Coast Regional Council publications such as visitor guides, relevant brochures, Annual Reports, residents' reports and flyers distributed to relevant groups and residents
- Tourism Queensland publications
- Engagement with local businesses
- Signage onsite and throughout the local area
- Media releases and advertising in local newspapers

Following completion of the ecological park and gardens, additional marketing will include the initiatives listed above, plus:

- A sod-turning ceremony involving various elected representatives
- Promotion through the planned eco-education and multimedia centres
- Listing in endangered species education documents prepared in conjunction with Barung Landcare Association

6.4. Procurement Strategies

To ensure suitable quality control and to achieve value for money in project implementation, the proposed management team will prepare and adhere to necessary procurement strategies.

Procurement strategies to be employed by the project management team will be dependant on the total scope of works, timeframes and scheduling based on recommendations of the Master Plan for the subject site. For this reason, strategies are still subject to determination and should be identified by the project management team upon the team's establishment.

To ensure that volunteer labour is well-coordinated and to encourage volunteers to continue contributing to the project over a sustained period, Maleny District Green Hills Fund will work closely with Barung Landcare Association to implement effective ongoing volunteer management. Good volunteer management involves the following steps:

- Recruitment
 - Including personally asking for assistance and creating public awareness of the need for volunteer support
- Selection and screening
 - Making sure that volunteers fit with the project and with the positions to be filled
- Training and induction
 - Ongoing improvement through continuous learning, to ensure that volunteers are clearly aware of the requirements of their roles
- Rewards and recognition
 - Ongoing initiatives to thank volunteers, such as certificates of appreciation and 'thank you' BBQs

It is anticipated that engagement of any paid contractors during works within the site will take account of:

- Alternative suppliers
- Multi-sourcing or single contractor approaches
- Placement of risks

6.5. Legislative Requirements and Council Policies

Maleny District Green Hills Fund has determined that there are no issues pertaining to its proposal in the Queensland Heritage Act 1992, Aboriginal Cultural Heritage Act 2003, Native Title or Torres Strait Islander Cultural Heritage Act 2003.

During construction of the proposed ecological park and gardens, Maleny District Green Hills Fund intends to work closely with Sunshine Coast Regional Council to ensure that all relevant Council policies are met. Issues may include compliance with erosion and sediment control practices, given the subject site's proximity to Obi Obi Creek. These practices are governed by Council's Material Change of Use and Development Approval processes.

The proposed ecological park and gardens will be constructed in accordance with Sunshine Coast Regional Council's quality standards and quality control processes. As each element of the design is implemented, these standards and processes will be reviewed with Council representatives.

7. Risk Management

A risk can be defined as a quantifiable event that has a chance, or a likelihood, of happening, and if it does, it will impact adversely on the project. Project risk management looks at the likelihood of an event and compares it to the consequences of it occurring. A risk must be an event that has a chance of happening in the life of the project or it is not classified as a risk. Likewise, if an event is certain to happen then it should be managed as an issue rather than a risk and the consequences dealt with in a different manner. A risk must be something that will have an adverse impact on the project; or it is similarly not considered a risk.

The four phases of project risk management are:

- 1 Risk identification
- 2 Risk quantification
- 3 Risk response
- 4 Risk monitoring and control

7.1. Risk Identification

In this stage, risks are identified and named in two parts:

- 1 The cause of the situation, e.g. a contractor has not met a deadline
- 2 The impact on the project, e.g. milestones will not be achieved and may exceed budget

By using this format, it is easy to remove duplicate risks by focusing on the outcome, as well as helping to understand the risk.

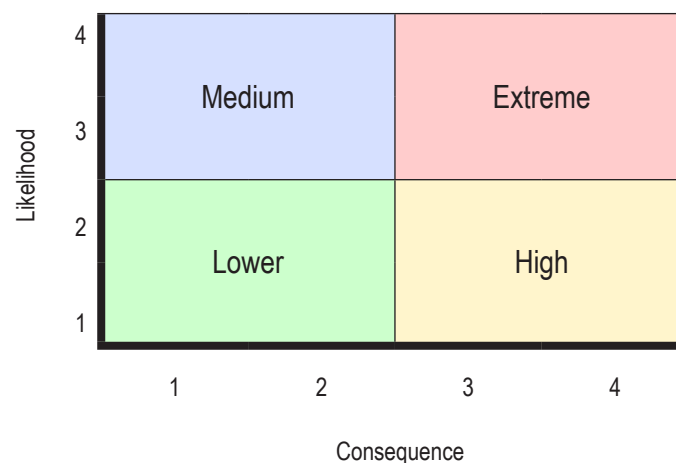
7.2. Risk Quantification

Risks need to be quantified in two dimensions:

- The probability or likelihood of the risk occurring
- The impact or consequence of the risk if it does occur

Each risk is rated using a matrix that compares the likelihood with the impact on a 1 to 4 scale — the higher the number, the larger the impact or probability. By using the Risk Rating Matrix, below, risks can be prioritised and managed in the best possible way.

The Risk Rating Matrix



Note that if probability or likelihood is high, and impact or consequence is low, it is a Medium risk. On the other hand if impact is high, and probability low, it is High risk. A chance of a critical incident, or catastrophe, occurring requires more attention and detailed risk management than the high likelihood of a minor incident.

7.3. Risk Response

Four strategies commonly used to respond to a risk include:

- Avoid the risk. Do something to remove it — e.g. use another contractor
- Transfer the risk. Make someone else responsible — e.g. a contractor may be held liable for a particularly risky part of the project
- Mitigate the risk. Take actions to lessen the impact or chance of the risk occurring — e.g. if a risk relates to available resources or materials, form an agreement and get prior sign-off for availability
- Accept the risk. The risk might be so small, that the effort to do anything is not worthwhile

The following risk response plan presents potential risks during construction of the proposed ecological park and gardens and identifies strategies to manage them.

Potential risk	Likelihood	Consequence	Materiality	Risk management strategy	Responsibility
Protracted project delivery and lack of workmanship guarantee due to employment of volunteer personnel	Medium	Medium	No - protraction of timeframes	Ensure suitable ongoing training and support for all volunteers to ensure they are suitably skilled to fill their roles	Green Hills, Barung
Lack of sufficient volunteers for repair and revegetation works	Low	Medium	No - protraction of timeframes	Maintain positive working relationships with Barung Landcare Association and other individual volunteers who have committed their time and expertise to achieving the objectives of the project. Ensure volunteers are kept informed of project progression and that they feel part of the project team	Green Hills, Barung
Adoption of all risks associated with construction due to use of volunteer labour	Medium	Medium	Yes - litigation may deem project unviable	Implement ongoing physical risk management strategies in project construction and conduct regular training and skill updates for personnel involved with capital works	Green Hills, Barung, SCRC
Limited availability of preferred suppliers and selected materials due to use of in-kind contributions	Medium	Medium	No - protraction of timeframes or use of alternative suppliers/materials	Maintain contact with preferred suppliers, confirm start and end dates for each project component with relevant suppliers as soon as corresponding funding becomes available and work with various suppliers to identify suitable alternatives	Green Hills
Capital costs exceeding forecasts due to protracted project timeframes and milestones	Medium	Medium	No - protraction of timeframes or revised scope	Incorporate contingency and escalation allowances in project budget and/or reduce scope of works	Green Hills, Barung, Council
Delays in funding affecting projected timeframes and milestones	Medium	Medium	No - protraction of timeframes	Maintain a flexible implementation strategy to accommodate funding delays, rescheduling tasks and project timeframes as necessary	Green Hills, Barung
Government planning decisions which are inconsistent with the Fund's proposal	Medium	High	Yes - adverse decisions could restrict project's progression	Liaise as necessary with relevant government departments regarding the subject site's environmental value and its capacity to provide protected areas for threatened and endangered flora and fauna	Green Hills, Barung, Council
Lack of community engagement with the project	Low	High	Yes - lack of engagement could limit access to infrastructure	Continue to consult with the local community throughout the project, reiterating the benefits	Green Hills, Barung, Council
Physical risks associated with ongoing public use of the site	Medium	Medium	No - ongoing maintenance results in mitigation	Incorporate risk management measures during design and construction, potentially including suitable fencing, after hours security patrols, regular facility inspections, regular pathway maintenance and training for relevant personnel (these measures are not yet confirmed and are therefore excluded from current cost projections)	Green Hills, Barung, Council

7.4. Risk Monitoring and Control

Any risk to a project must be consistently monitored to identify any changes and to ensure that the risk has not become an issue.

Risk management strategies identified in '7.3 Risk Response', will be continually monitored and updated by the project management team as necessary. A review of risks will be carried out if there is a significant change in the project schedule, specification, management, scope or implementation plan to identify:

- Outstanding actions
- Risk probability or likelihood
- Risk impact or consequence
- Any new risks

The risk management plan will be updated by the project management team at regularly-scheduled intervals.

7.5. Operational Risk Management

Operational risk management is a logical and systematic process of eliminating or minimising the adverse impact of activities which may give rise to injurious or dangerous situations.

There are four main categories of risk facing community organisations and facilities. Understanding the general *types* of risks facing an organisation can provide a better understanding of the actions required to minimise exposure to risk.

The four main categories of risk are:

- 1 *Physical risks*, which involve injuries to people or the damage or destruction of property
- 2 *Financial risks*, which affect the financial situation of an organisation or project and could include increased infrastructure costs, insurance premiums, costs associated with injuries, loss of financial stability and asset value, replacement costs and earning capacity and increased external administrative costs
- 3 *Moral and ethical risks*, which involve the loss of quality of participant experience and confidence, adverse publicity and damage to an organisation's image or reputation
- 4 *Legal risks*, which are losses and costs arising from legal actions for breach of a law, standard or guideline or breaches of statutory duty of care

Maleny District Green Hills Fund will address the management of each type of risk during construction of the proposed ecological park and gardens within the Maleny Community Precinct.

Foremost among the risks identified at the Precinct are physical risks. Physical risks concern the tangible assets incorporated in the proposed facility, including:

- Pathways and footbridges
- Parking areas
- Viewing areas
- Signage
- Artistic installations
- Eco-education and multimedia centres
- Display and community produce gardens
- Wetland and rainforest areas

Safety is a vital element of successful infrastructure design. All components of this project must comply with relevant Australian Standards and industry best practice and incorporate *Crime Prevention through Environmental Design* principles. The project needs to provide a safe environment in which the community as a whole can enjoy environmental and leisure activities.

Risk management measures which may be considered in the operation of the ecological park and gardens include:

- Suitable fencing
- Security patrols after hours to stop antisocial behaviour
- Regular facility inspections for hazards such as broken glass
- Ongoing facility and pathway maintenance to ensure safety for all visitors to the ecological park and gardens
- Regular training and skill updates for staff and volunteers responsible for the administration and management of the park and gardens

These risk management measures are not yet confirmed and are therefore excluded from current cost projections.

Maleny District Green Hills Fund will need to work closely with Sunshine Coast Regional Council to manage suitable insurance once the Maleny Community Precinct is operational. Any formal agreement for use of the subject site should clearly delineate the responsibilities of Council and that of Maleny District Green Hills Fund.

8. Business Case Analysis and Prospects

This Business Case has been prepared to analyse the viability of Maleny District Green Hills Fund's proposal to restore part of the Maleny Community Precinct to an approximation of its natural state and to establish an ecological park and gardens with leisure and recreation infrastructure.

Whilst Maleny District Green Hills Fund's vision for the site is admirable, this Business Case has determined that the Fund does not currently have the financial capacity to assume responsibility for the delivery of the entire proposal.

Maleny District Green Hills Fund should work with Sunshine Coast Regional Council to establish a Memorandum of Understanding to guide the initial planting of the environmental areas along Obi Obi Creek and the subsequent extension of the proposed ecological park and gardens in the vicinity of the Precinct's northern wetland area. It is anticipated that proposed walkways along Obi Obi Creek, in the south of the Precinct, will be constructed as part of the early stages of Master Planned capital works for the subject site.

The proposed Memorandum of Understanding will allow Maleny District Green Hills Fund to have input into the design, planning and public works on the Precinct, whilst enabling the organisation to apply for grant funding to undertake particular projects. Council will retain overall management responsibility for the parkland and environmental areas along Obi Obi Creek, including capital works, maintenance and public liability insurance cover for volunteers assisting during activities such as tree plantings. Council may also choose to work with other suitable organisations during revegetation works on the subject site.

It is anticipated that the proposed Memorandum of Understanding between Maleny District Green Hills Fund and Council will effectively reduce the Fund's responsibility and accountability to a manageable level.

The staged development of an ecological park and gardens with leisure and recreation infrastructure, through a Memorandum of Understanding between Maleny District Green Hills Fund and Sunshine Coast Regional Council, would be a viable use of part of the Maleny Community Precinct.