



Obi Obi Parklands
The Maleny Precinct option for everyone!

OBI OBI PARKLANDS CONCEPT

BUSINESS PLAN
Outline (Version 1.5)

**To be read in conjunction with
the Obi Obi Parklands Concept Plan**

**A development proposal
for the Maleny Community Precinct**

Submitted by the Obi Obi Parklands Group
www.obibiparklands.com

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Letter to Caloundra City Council



The Mayor, Councillors and Staff
Caloundra City Council
1 Omrah Avenue
Caloundra, QLD

5 September 2007

Dear Mayor Aldous, Councillors and Professional Staff

Thank you for providing the opportunity to present an alternative proposal to the Council preferred option for the development of the Maleny Community Precinct.

Our proposal is summarised in the Obi Obi Parklands Concept Plan and in the following pages which provide an outline of what could become a significant national asset and a major and perhaps unique drawcard for the South East Queensland region. We believe there are compelling reasons for supporting this proposal.

It aims to meet sustainable recreational, social, cultural, economic and environmental aspirations while creating and retaining employment in the Sunshine Coast hinterland. It mirrors the recommendations of key State and Council papers such as the Recreational Strategy, the Biodiversity Strategy and the Integrated Sustainable Water Strategy. Importantly, it is largely self-funding. It proposes phased development with the benefit of significantly lower project implementation risks. It is supported by a large number of organisations and individuals, some of which are identified here.

Our proposal aims to attract residents and visitors in large numbers, based on a sound financial footprint. Mt Penang Parklands, NSW, for example, managed to achieve 270,000 visitors in only their fifth year of operation. Visitors to Mary Cairncross Scenic Reserve will have an additional reason to visit Maleny. Many more will be tempted to stay overnight.

We believe the Obi Obi Parklands Concept Plan and this abbreviated Business Plan outline a highly attractive alternative proposal. Each component is modular, offering considerable flexibility, while still meeting triple bottom line objectives.

We strongly recommend that Councillors aided by Council professional staff, give further consideration to Council's current direction for the Maleny Community Precinct and opt in favour of fully considering the Obi Obi Parklands Concept as a viable and compelling alternative for the site.

We believe that this is one of those rare moments in time when a far sighted decision by a group of people representing the wide community can set in place a long lasting and far reaching asset which will benefit and be enjoyed by many hundreds of thousands of people for generations to come.

We commend this proposal for your consideration.

Yours truly

For Obi Obi Parklands Concept Group

David Gardiner

Paul Veit



1.0 Executive Summary

- The Parklands proposal is a far-sighted, even visionary alternative that recognizes the broader economic, recreational, and social needs of a fast growing region. *Further details are given in the Concept Plan.*
- It will enhance the quality of life of the people living nearby, attract more tourists and create or retain permanent jobs in the Sunshine Coast Hinterland securing long term economic benefits
- It is soundly based on a conservative financial plan and is self funding
- It allows Council to recover its outstanding financial obligations in respect of the contract to acquire Porter's Farm
- Through an eco business park it helps meet the commercial requirements of a fast growing working town lacking an appropriate site for evolving clean and smart industries.
- It provides safe and attractive amenities for the enjoyment of young families.
- It recognizes the demographics of an ageing population in the form of additional aged care facilities located close to the heart of the town.
- It allows a more equitable distribution of benefits to a broader range of rate payers through multi-use development.
- It allows modular, flexible development, staged over a sensible time frame offering lower project risk for Council and therefore for ratepayers
- It recognises and provides a growing community with a broad range of long term needs.
- Each component can be subject to rigorous but more modest (and thus achievable) scale business plans than the golf course alternative
- It recognizes the natural constraints of the Precinct land
- It proposes environmentally sympathetic yet sustainable development that will create a safe haven for fauna and flora.
- It helps to protect an important water catchment area and generate carbon credits while restoring the environment



2.0 Vision

Obi Obi Parklands aims to provide a unique range of recreational, social and employment opportunities, under a model of sound and sustainable financial management while caring for and restoring our environment.

Our exciting vision has generated wide spread support as can be seen below at section 5.0 Market Demand/Community Needs.

3.0 Objectives & Goals

In summary, the Obi Obi Parklands Concept Plan proposes phased development of the Maleny Community Precinct comprising:

- 41 residential sites
- 32 retirement units
- Enviro/Eco industry park
- Commercial display gardens.
- Horticultural industries area
- Community facilities area
- Recreational areas:
 - Walking trails.
 - Bike trails
 - Equestrian trails.
 - Equestrian paddock.
 - Dog off - leash area.
- Children's adventure playground
- Education opportunities
- Barung Landcare site
- Community common
- Events amphitheatre
- Sculpture gardens
- Community produce gardens
- Wildlife habitats:
 - Wetland areas.
 - Forest gardens.
 - Bunya forest.
 - Rainforest areas. Forested areas.
 - Plantation forest.
- Riparian restoration areas
- Kiosk, historical display area and toilets
- 4 Car parks



Details and maps of each component, and proposed land allocations *appear in the draft Concept Plan*. The plan is not intended to be set in concrete. There is room for some modification within the overall concept.

This flexibility is emphasised. Our proposals here are recommended for purposes of this submission.

Each provision is phased in on priority based criteria assessed by a Board of Management (see proposed Management Structure at section 11.2 below), such criteria to be established after in-principal approval.

It is envisaged that major income producing areas will be most favoured initially.

4.0 Guiding Principles

Obi Obi Parklands Concept Group has identified core values guiding the development including:

- *Financial Viability* – requiring multi-use development that will be financially self-sufficient, encourage employment creation and the local retention of fast expanding eco businesses.
- *Site Identity* – requiring environmentally sustainable development and restoration with sympathetically designed buildings and fixtures that complement the natural constraints of a sensitive water catchment.
- *Site Vitality* – creating a vibrant centre for recreation, major events, local celebrations, community activities, light business and education.
- *Accessibility* – ensuring that community access underpins the development.
- *Inclusiveness* – involving the community throughout development and subsequent operations, in management and volunteering.



5.0 Market Demand/Community Needs

In addition to a lengthy list of individuals, the following local organisations and distinguished people have expressed their support for the objectives of the Obi Obi Parklands Concept.

Annexus Pty Ltd (Ministerial Advisors)
Ananda Marga River School
Barung Landcare
Barung Timbers
Biolytix Water Pty Ltd
Black Sheep Boutique
Books and Balances
Cederton Foresters Co-operative
Cherry Plum Tree
Clarsys Pty Ltd
David Lowden Tree Services
Digital Photographic Designs
Earthcare Education
Earthcare Enterprises
EcoCyber Computer Consulting
Ecometrics
EDAW Gillespie
Fifth Light Horse Infantry, Maleny
Geo Data
Ghandi School Australia
Green Harvest
Hinterland Business Centre
Lake Baroon Catchment Care Group
LETS Maleny
Life Salsa
Maleny District Green Hills Fund
Maleny Landscape Design & Construction
Maleny Polo Club
Maleny Print & Copy Centre
Maleny Tree Growers
Maple Street Co-op
Manduka Community Settlement Cooperative
Mary Cairncross Management Committee
Mukti Botanicals
Native Seed & Land Repair
Paul's Carpentry
Rather Bizr
R.E.B.A. Investments
Rosetta Books
Sahitya Graphics



Seed International
Swancrest
Upfront Club, Maleny
Village Organic Farm

Dr Joe Baker AO, OBE, Scientist
Lawrie Smith AM, FAILA Landscape Architect
Colin Campbell, Gardening Australia

We understand the following notable organisations are not members of Malpan.

Barung Landcare Assoc Inc.
Blackall Range Business & Tourism Association
Collaboration of Maleny Artists
Hinterland Business Centre Inc
Lake Baroon Catchment Care Group
Maleny Arts Council
Maleny Credit Union
Maleny and District Green Hills Fund
Maleny Community Centre Inc
Maleny Film Society
Maleny Gym
Maple Street Co-operative Society Ltd
RSL

These organisations have combined memberships totalling 2,400. Even assuming a degree of double counting there would appear to be considerable support for the Obi Obi Parklands Concept within major groups representing the wider Maleny community.

Meeting triple bottom line objectives, Obi Obi Parklands aims to satisfy the following highly desirable outcomes for residents and the > 500,000 visitors the hinterland receives each year. *Further details appear in the Concept Plan.*

5.1 Recreational

- Walking & jogging paths
- Bike trails
- Equestrian trail and paddock
- Community common
- Forest gardens with walking trails
- Community facilities area

The Australian Bureau of Statistics records that 90% of Australians participate in non-competitive recreation. Maleny and its surrounding population have limited opportunities in and around the town for passive recreation. Many



roads are considered unsafe for walking, jogging, cycling and horse riding. Few offer circular routes. The Parklands concept provides an extensive network of paths and tracks offering safe and enjoyable trails for exercise by walkers, joggers, strollers, cyclists and horse riders and accords with Council's 2004 Recreation Strategy.

Summarising the findings of a 2005 survey, Tourism Sunshine Coast stated:

- Those visiting the hinterland also enjoyed the peace and quiet of an uncrowded destination and then experiencing nature.
- In Caloundra visitors also indicated they would like less or restricted development.
- We continue to see the theme of sustainability coming through in the research. The beauty of our natural environment is very important for the desirability of the Sunshine Coast as a tourism destination.

It is further noted that 76% of Hinterland visitors said they came for the 'park**/walks' and 81% said they would come back for the same reason.

** Mary Cairncross Scenic Reserve

If desired by the groups themselves, the proposed community facilities area could offer sensible and practical locations for the Aquatics group, Maleny Gym and perhaps a squash court, with the added benefit of these being readily accessible to the residents of the proposed retirement community.

5.2 Social

- Outdoor amphitheatre
- Dog off-leash area
- Kiosk and historic display
- Bunya forest with Gubi Gubi ceremonial area
- Education

The paths, woodland and open spaces offer ample open areas for formal and informal social gatherings. There are also large safe open community areas, common areas and a children's adventure playground. The Parklands will be accessible to all age groups.

Two correspondents provided the following feedback.

"Thank you for your clear and comprehensive web site. It is most useful. Your ideas are visionary and very exciting. I do not like the idea of THIS land being used for a golf course that shuts most of us out of the area, and fails to provide the environment with the restoration that is possible at this site. You only have to go to a local tree planting day



at Maleny to see how many people feel strongly about healing the deforestation in our area.

The Parklands would have volunteers falling over each other to contribute to the formation of the parklands. What an opportunity to teach our children to undertake long term projects in the community! It would also complement Mary Cairncross Reserve as a rainforest section with educational trails. What a local and tourist drawcard.”

“I am a 13 year old Grade 8 girl who attends Maleny State High School and my friends and I are absolutely horrified about the proposed 18 hole golf course! The amount of people that would actually play on the golf course is slim to none. I like the idea of the Obi Obi Parklands, at the moment in Maleny there is nowhere my friends and I can go to have fun after school, there is nowhere our parents feel safe enough to leave us. If the Obi Obi Parklands goes ahead it will be a place where our parents can leave us and we can have fun for hours, lots of my friends have horses so the equestrian trails would be perfect for them and I am very attached to my dog so I will absolutely love the chance to play with my dog in the off leash fenced area. (The Parklands) area would be perfect for educational school excursions and school outings. I feel the community precinct should be for the use of all the community not just one hobby, being golf.”

For education purposes the following opportunities can be explored

- Interfaces with:
Department of Education and local Schools.
Universities.
TAFE Colleges.
- International education institutions that already have a course and student visit arrangements with Sunshine Coast based organisations
- Government and Research Departments and Agencies e.g.
Environment Protection Agency.
Department of Primary Industries and Fisheries.
C.S.I.R.O.
- Departments responsible for
Water.
Forestry
Nature conservation and endangered species.

There will also be an educational display centre showcasing sound environmental concepts and practices.



5.3 Economic

- Enviro/Eco business park
- Horticultural industries area
- Commercial display gardens
- Community produce gardens
- Plantation forest
- Sculpture garden showing local artists
- Eco tourism

It is proposed that up to 20 environmentally-friendly businesses can be accommodated in the 1.6 Ha Enviro/Eco business park. There is a double benefit. The land on which these properties will be built could be sold or let on long terms, providing an ongoing income stream towards the upkeep of the Parklands amenity as a whole. Importantly it will also help to generate employment opportunities, it is hoped especially for youth, and promote the retention of a number of key Maleny based businesses that are fast out-growing their existing premises. A general lack of suitable commercial and industrial space in Maleny means that there is a high risk such businesses will be lost to the town unless additional commercial land such as is proposed can be made available. Biolytix, one of the largest and perhaps fastest growing of Maleny's eco based businesses is on record to the effect that unless space can be found in the not too distant future they will be obliged to re-locate. Green Harvest, Australia's largest organic seed supplier is also based in Maleny. They have also said they may need to re-locate elsewhere.

The development includes an area for horticultural industry. The Blackall Range is an important horticultural area due to the climate, rich basaltic soils and high rainfall. A number of growers have expressed a desire to have land made available for the growing of their products. This land could provide income from leasing. The area has the potential to increase employment and training for locals.

The community produce gardens will be a focus for the production, training and demonstrating of locally grown organic vegetables, fruit and bush foods. They cover 3 ha and represent 2.4% of the site. The garden area was identified by CCC as Good Quality Agricultural land with crop land potential. The produce will be grown and used by local residents. Excess produce will be sold to generate supplementary income. The gardens are intended to be a self-funded, productive, demonstration and education area.

Tourism plays a large part in the Hinterland economy. According to Tourism Queensland domestic visitors alone to the Sunshine Coast spent \$1.5 billion in 2005. No up-to date figure has been found for the Hinterland. With in excess of 600,000 visitors the figure is likely to be substantial. 72 % of domestic visitors are reportedly from Queensland with 46% from Brisbane, most, presumably with easy access to golf. 86% said the most appealing aspects of their visits were the relaxed, peaceful laidback, quiet atmosphere.



This is supported by surveys that say only 5% of Hinterland visitors want to play golf while over 60% come to enjoy nature. It follows that in addition to the jobs created directly at Obi Obi Parklands, or retained in the area in the eco business park, significant ongoing economic benefit will be derived from new jobs in eco-tourism created to cater for additional numbers of visitors, with more overnight stays.

It is hoped that discussions can be initiated with companies and organisations such as B.H.P. Billiton, Rio Tinto (Australia), Toyota, Honda, Ford, Shell etc all of whom increasingly focus on corporate social responsibility and aim to be seen as supporters of the environment. Such support can often translate into grants and ongoing sponsorship.

The Financial Plan is conservative. It has not included any financial forecast of additional income from growing eco tourism or the long term economic benefits from job creation and job retention.

5.4 Environmental

- Appropriate location for Barung Landcare & local trees display
- Wetland areas
- Rainforest areas
- Forested areas showcasing regional habitats
- Riparian zones protected
- Water catchment protected

A detailed description of the above areas is set out in the Concept Plan.

It is suggested construction will be undertaken for optimum energy efficiency from locally available materials. The intention is that eco businesses will establish product displays and administration centres rather than manufacturing capacity. Environmentally sound products and services will be encouraged e.g. water conservation/storage/quality monitoring, wastewater treatment, renewable energy, low energy transport, waste recycling, passive solar building design and soil conservation science.

Barung Landcare is one of the premier land care organisations in Australia. In acknowledging the hard work Council staff have undertaken to develop the concept currently being put to the community for comment, Barung has informed its almost 700 members as follows:

We believe the range of environmental outcomes and community benefits are far greater in the Obi Obi Parklands concept. The Barung Management Committee and staff support the Obi Obi Parklands concept because:



- *It provides a well situated and appropriate location for the activities of Barung Landcare*
- *It identifies and protects a number of significant environmental attributes on the Precinct land including wetlands, riparian zones and provides many opportunities for strategic biodiversity enhancement*
- *The design works within the natural constraints of the landscape*
- *It protects and enhances water quality for a significant catchment area of Lake Baroon*
- *It protects and builds upon wildlife corridors within the precinct and allows linkages to be developed with the broader landscape*
- *It delivers a broad range of environmentally sustainable outcomes*
- *It encourages broad community participation within a significant environmental asset*

5.5 Sustainability

The entire concept and the core principles underpinning the Obi Obi Parklands proposal are based on sustainability and balance.

Sustainability is offered in terms of long term economic gain, improved quality of life through exercise and well being and growing benefit to the environment through restoration and careful nurturing.

The decline in primary production activity, a general lack of suitable commercial and industrial space in Maleny for eco businesses and visitor demand all tend to indicate that Maleny's continuing economic prosperity will depend increasingly on eco-tourism. Obi Obi Parklands can become a key attraction of iconic status, locally, regionally and even nationally.

Balance comes from the breadth of outcomes delivering a wide range of recreational, social, economic and environmental benefits that are designed to recognise the needs of both residents and visitors, the latter needs being clearly identified and endorsed by Tourism Sunshine Coast's (TSC) own surveys and supported by anecdotal evidence from local hinterland tourism operators.



5.6 Community Benefits & Legacy

Constraints of the Precinct land itself and the difficulty of providing access and utilities all tend to deter the relocation of many of the sports facilities that some groups would like to see placed here. Instead, Obi Obi Parklands offers the widest possible range of alternative benefits on an inclusive basis. No areas are closed (except where safety or environmental issues arise).

The concept allows for further debate on certain land uses and the various elements forming the whole. The future could see additional benefits being introduced that have not so far been considered such as an aquatics centre and gym located near the retirement village.

The overall aim is to satisfy present day needs and provide a legacy for the future of which our successors on the Sunshine Coast can be proud.

6.0 Use of Assets

For proposed land use details please refer to the Obi Obi Parklands Concept Plan.

7.0 Alternative Providers

There are no direct competitors to the Obi Obi Parklands proposal. Quad Park is essentially a broad based sports development and offers facilities for a wide variety of mostly competitive activities.

Located nearby, Mary Cairncross Scenic Reserve is one of the principal visitor attractions on the Sunshine Coast. The vast majority of visitors are day-trippers. Arguably there are too many and with numbers > 400,000 it is being seriously over-visited.

It enjoys the following strengths and weaknesses:

Strengths:

- Established site
- Well known
- Low cost operation
- Strong volunteer core
- Adjacent to an iconic National Treasure view



Weaknesses:

- Facilities cannot be expanded
- Visitor numbers are at maximum
- Offers only one type of habitat
- Limited educational use or appeal
- Limited car and tour coach parking
- Offers no business opportunities
- Offers no wetland area
- Offers no community facilities
- Lack of short term return appeal
- Low job creation

The Obi Obi Parklands Concept addresses and resolves the above points while providing further attractions for both residents and visitors.

Furthermore, it appears to offer a unique attraction in South East Queensland and particularly the Sunshine Coast Hinterland. No similar developments have been identified.

Alternative eco-tourism attractions locally include Kondalilla Falls, the Mary Valley, Maroochy Botanical Gardens, the Noosa Everglades and the new section of the Queensland Great Walk extending from Baroon Dam to beyond Mapleton Falls. These are not considered competing attractions. Rather, Obi Obi Parklands would complement them, adding significantly to local Blackall Range and hinterland appeal.



8.0 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Potentially high 'wow' factor • Meets broad range of needs • Inclusive whole of community outcomes • Modular development lowers project risk • Sound financial model • Low establishment costs • Only 5% of visitors come to play golf • (Tourism Queensland) • Economic and eco tourism benefits • Encourages Mary Cairncross Park day trippers to come into Maleny • Direct job creation on project and later maintaining • Indirect job creation thru increased tourism • Supported by leading figures • Best environmental outcomes • Recognises all ages • Provides retirement living • Recognises tourist topmost 'wants' • Provides carbon credits • Recognises land constraints • Maintains water quality and sustainability • Provides <i>optimal</i> Barung location • Adds value to Sunshine Coast tourism and Maleny (Hinterland golf not seen as a major attraction) • Low impact on the landscape • Demonstrates best practice waste water and by product management 	<ul style="list-style-type: none"> • No major weaknesses detected in Obi Obi Parklands proposal • Council has expressed its preference for an 18 hole golf course (even though all but one of SE Qlds 18 hole community golf courses require ongoing Council subsidy) • Requires ongoing Council/community partnership and support in strategy formulation, project development, management and community engagement • Does not address Council's desire for return of substantial funds invested (expressed by Council even though it will retain ownership of the asset)



SWOT Analysis Cont'd**Opportunities**

- Creation of new iconic attraction
- Growing eco tourism
- Maintains and enhances Maleny's character
- Possible relocation site for aquatic centre and gym
- Possible to provide safe school access
- Possible link up to the 58 km Blackall Range Queensland Great Walk
- Development supported by strong local culture of volunteering, tree planting under Barung guidance
- New Events Venue – to stave off current decline in local Events
- Conducive to long term development
- Provides a reserve for addressing climate change
- Reduces pressure on over-visited Mary Cairncross Scenic Reserve
- Offers a chance to be different (access exists already to 14 regional golf courses plus rumours of another proposal near Montville)
- Generates employment opportunities
- Provides non polluting light industrial area

Threats

- Council preferred option focuses more on meeting sporting needs (less on economic outcomes)
- Golf course option perceived to support all sports groups even though Obi Obi Parklands recognises aspirations of all community groups (while recognising practical constraints of land and access)
- Golf course option hints at easy delivery of sports facilities on Precinct despite i) Council's desire to centralise where possible at Show grounds & Witta and ii) precinct areas chosen not suitable for field sports
- Sporting groups seem unaware of financial gap in meeting their expectations
- Neither new golf course design, Malpan's revised proposals, nor Obi Obi Parklands Concept plan are described in Council's published Feedback form. Confusion in the community may cause misunderstanding of the options
- Possible future failure of the golf club could mean it is too late for Obi Obi Parklands Concept to be revived belatedly due to resultant financial imperative to build housing causing increased burden on infrastructure



9.0 Marketing Plan outline

A comprehensive marketing plan will be required once the Obi Obi Parklands Concept has been approved and the project begins to take shape. The ultimate form that the Parklands takes will feed directly in to the design of the marketing strategy.

There will be a major focus on acquiring lessees for the eco commercial space initially; then the Blackall Range location, centred on Maleny as a destination; eco tourism; the promotion of Obi Obi Parklands based events (using the amphitheatre and open spaces); the showcasing of eco industries and environmental education in partnerships formed with Mary Cairncross Scenic Reserve, other tourist attractions and operators.

Part of the strategy will focus on educational partnerships as mentioned earlier and the formation of strategic alliances with corporate and government funding entities.

10.0 Operational Plan outline

Council will remain owners of the Precinct land on behalf of rate payers. It is for consideration whether Caloundra City Council (and its successor) should create a separate legal entity with responsibilities comparable to MCSR Management Committee or a Council Board.

The memorandum and articles of association/incorporation or terms of reference will set out in detail the guiding principles and operational methodologies to be followed, the scope of its powers and so on.

11.0 Management Plan outline

The legal entity, once established, will assume full responsibility for ongoing management including the strategic planning and physical development of the Obi Obi Parklands Concept. It will manage all day to day aspects of governance, finance, marketing, business development, and operational activities as well as relationships with all stakeholders including Council, the land owner, and community interests.

It is likely to prove beneficial to establish formal linkages with the Mary Cairncross Scenic Reserve management committee and Barung Landcare. Overall, formal reporting and accountability would be to Council, with a mixture of formal and informal links to Maleny community groups and the wider community.



11.1 Governance

The governance role of the responsible entity will be legally defined in the terms of its deed of incorporation.

Ownership of the land will remain in the hands of Council. Performance of governance responsibilities to the many stakeholders (Council, community groups, community, visitors, suppliers, businesses) would be undertaken by a Board of Management, or directors, comprising a mix of key stakeholders.

Overall management would be subject to measurement via appropriate Key Performance Indicators and robust, professional management decision-making mechanisms and reporting.

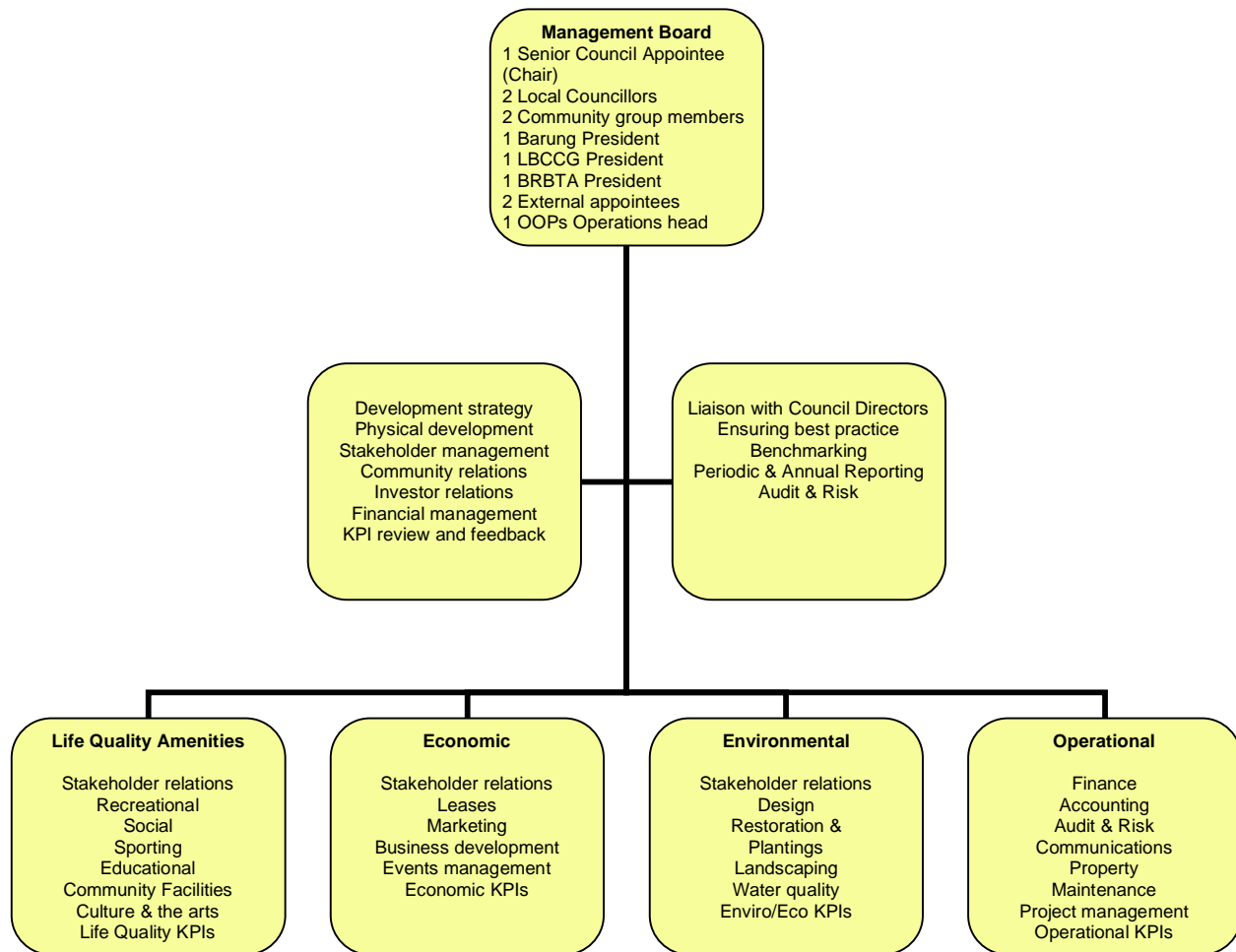
It is desirable to include external appointees with appropriately senior backgrounds for purposes of balance and in order to broaden the skills/experience base of members and to complete a highly polished and professional identity.

11.2 Management Structure

Management and operational staffing needs will need to be scoped out and budgeted.

The following table is for illustrative purposes only. Council will decide the composition of the board





Key: BRBTA - Blackall Range Business & Tourism Association; LBCCG - Lake Baroon Catchment Care Group

12.0 Assessment of Public Value

A noted expert in measuring public value resides in the Maleny area. Stephen Alexander is an advisor to ministers & department heads of federal and state governments including the current Government Reform Commission, SA.

Mr Alexander has assessed the creation of public value through the Obi Obi Parklands proposal as follows:

- *Assessment Criteria*

- *Community cohesion & capacity building*
- *Quality leisure activity*
- *Economic support for community*
- *Personal satisfaction*
- *Sustainability*
- *Fostering sustainable job development opportunities including for youth*



- *Risk of negative value if project fails*
- *Full cost implications for public including risk outcomes*

Stephen Alexander's observations, comparisons and conclusions are:

- *The golf-centric approach has high perceived value from community groups due to expectations of funding their desired aspirations. It also appears to have the highest risk of failing to meet these expectations*
- *Obi Obi Parklands has the lowest risk for adoption & sustainability. It also has a medium to high set of value outcomes for a broad mix of community interests and groups plus a meaningful contribution to employment and the local economy*
- *The greatest risk to delivering public value appears to be a potential backlash from interest groups who currently perceive the proposed projects as being low cost and no risk - if the actual cost/risk is determined to be higher.*
- *If Council is unwilling to underwrite development and operational risks - this may lead to greater numbers of houses than are currently perceived. It would then be reasonable for groups to evaluate the public value versus risk as being unacceptable as this outcome could undermine the cultural value of living in Maleny today and in the future.*

13.0 Financial Analysis

13.1 Obi Obi Parklands – Capital income & expenditure

Capital Income

Capital income will be raised from the sale of 41 residential lots. In line with the desired community outcomes, minimal housing has been provided with the additional benefit of 32 retirement homes.

Capital expenditure

Capital expenditure has been forecast for a ten year span to deliver Obi Obi Parklands with minimal expenditure from Council. Council is fortunate to have two very pro-active environmental organisations situated in Maleny. Award winning Landcare group, Barung have delivered plantings of a similar scale to Obi Obi Parklands over the last decade. In recent years, the Lake Baroon Catchment Care group have increased their annual on ground delivery to \$200,000 per annum. Both these organisations are committed to working with Council, bringing expertise, appropriate plant stock and volunteers.



Ongoing income

On-going income will also be derived from commercial interests in the commercial display area along with rents from the Eco Industries area and the commercial kiosk. Initially, a donations box may provide similar income to the Mary Cairncross Scenic Reserve, which currently gains \$100,000 per annum. In the longer term, it will be possible to charge entry fees. This source of income could eventually raise \$500,000 annually based on 250,000 adult visitors at \$2 each.

Ongoing expenses

On-going expenses are also covered in the report that follows. It should be noted that all plantings are provided on the basis of capital costs plus a 3 year maintenance contract.

A detailed capital and ongoing budget is set out in the following pages.

13.2 Financial Assumptions

Payment to Council

Payment to Council equates to the original land valuation and is sufficient to allow Council to complete its contractual arrangements and retire its debt. In exchange, the Maleny community will deliver a range of benefits to Council, and a very significant boost to Sunshine Coast tourism and hospitality businesses will ensue.

Residential sale proceeds

Income at \$100,000 and \$65,000 per lot will be available for the residential and retirement land. This is very conservative when compared to Council's estimates of \$120,000 per lot.

Paths and trails

The 14km of trails have been individually calculated dependent upon width and construction materials. The average per metre cost is \$114.

Plantings

Plantings in the various areas have been calculated using a per hectare rate from 1000 trees per hectare in the forest areas to 2500 trees per hectare to reforest the steep slopes. Council will attract a minimum of dollar for dollar value by working with peak bodies such as BMRG. In areas of environmental concern, subsidies higher than 50% have been applied. Council is currently



working with Barung on an \$80,000 grant for the wetlands rehabilitation. The riparian zone 42ha has around 50% coverage due to earlier works undertaken by Council. Unfortunately, not all these plantings were successful and so it is assumed that 75% will require rehabilitation.

Subsidies

Standard Government subsidies for major pathways, toilets, rainwater tanks, effluent treatment, exercise equipment and arts facilities have been built into the plan. It is envisaged that by staging development, government subsidies will become available.

Volunteering

Council is fortunate to have a high participation rate in its volunteer base. This is very evident in the Maleny community with volunteers supporting the Maleny Library, the Mary Cairncross Scenic Reserve, and the two Information Centres. A community based committee similar to the Mary Cairncross Scenic Reserve Management Committee can assist Council and attract a volunteer group to assist with the management and maintenance of Obi Obi Parklands. Community organisations such as Barung Landcare have a proven record of attracting a significant volunteer workforce. The Maleny community also has a proven record of attracting labour via Government programs such as Green Corps and Community Jobs Placement.

Linkages

It is considered that the connecting bridge is beyond the scope of a 10 year financial plan, however internal roads will be required. Council has development contributions from the North Maleny area that may assist with the delivery of those roads. It may also be possible to receive a contribution from the developer(s) of the various Parklands sites.

Summary

A \$500,000 Capital Investment by Council over 10 years will deliver an asset to the residents and ratepayers of Caloundra City valued at well in excess of \$10m.

In addition, many millions of dollars of additional tourism revenue will flow into the Maleny and wider Sunshine Coast region every year as a direct result of the extra visitor attractions which will form Obi Obi Parklands.



13.3 Financial Analysis

	Capital Cost	Capital Income	Subsidy Available	Net cost	Priority
Payment to Council	\$1,600,000			\$1,600,000	High
Walking trails (yellow)					
Concrete bikeway/pathway	\$700,000		\$280,000	\$420,000	High
Concrete pathway	\$300,000		\$120,000	\$180,000	Medium
Compacted roadbase pathway	\$500,000		\$150,000	\$350,000	Medium
Interpretive signage	\$15,000			\$15,000	Medium
Exercise equipment	\$50,000		\$20,000	\$30,000	Medium
Benches	\$30,000		\$12,000	\$18,000	High
Viewing decks	\$300,000			\$300,000	Low
Equestrian trails (orange)					
Interpretive signage	\$15,000			\$15,000	High
Compacted roadbase/trotting fines	\$350,000		\$140,000	\$210,000	High
Equestrian paddock					
Shed	\$50,000		\$20,000	\$30,000	Low
Community common					
Toilet	\$250,000		\$100,000	\$150,000	High
Site preparation	\$50,000			\$50,000	High
Outdoor amphitheatre					
Stage	\$100,000		\$40,000	\$60,000	Low
Site preparation	\$40,000			\$40,000	Medium

13.3 Financial Analysis

	Capital Cost	Capital Income	Subsidy Available	Net cost	Priority
Dog off leash area					
Site preparation	\$15,000			\$15,000	High
Landscaping	\$10,000			\$10,000	High
Fencing	\$30,000			\$30,000	High
Shelter and rainwater tank	\$50,000			\$50,000	High
Kiosk and Historical display centre					
Landscaping	\$50,000		\$10,000	\$40,000	Medium
Restoration	\$100,000		\$50,000	\$50,000	Medium
Toilet	\$250,000		\$100,000	\$150,000	High
Wetland areas					
Viewing decks	\$150,000			\$150,000	Low
Plantings	\$304,500		\$152,250	\$152,250	High
Forest gardens					
Plantings	\$87,500		\$43,750	\$43,750	Medium
Bunya Forest					
Ceremonial area	\$25,000		\$15,000	\$10,000	Medium
Plantings	\$49,000		\$36,750	\$12,250	High
Rainforest areas					
Plantings	\$90,700		\$68,025	\$22,675	High
Forested areas					
Plantings	\$197,000		\$98,500	\$98,500	Medium

13.3 Financial Analysis

	Capital Cost	Capital Income	Subsidy Available	Net cost	Priority
Plantation Forest					
Maintenance tracks	\$30,000			\$30,000	High
Plantings	\$91,000			\$91,000	High
Rotunda	\$100,000		\$50,000	\$50,000	Medium
Community park	\$100,000		\$20,000	\$80,000	Medium
Sculpture gardens					
Artworks	\$50,000			\$50,000	Medium
Barung Landcare					
Development costs	\$25,000		\$10,000	\$15,000	High
Enviro/Eco Industry zone					
Development costs	\$50,000			\$50,000	High
Horticultural industries					
Development costs	\$50,000			\$50,000	High
Community produce gardens					
Site preparation	\$10,000			\$10,000	Medium
Equipment shed	\$25,000			\$25,000	Low
Commercial display gardens					
Site preparation	\$25,000			\$25,000	High



13.3 Financial Analysis

	Capital Cost	Capital Income	Subsidy Available	Net cost	Priority
Residential development		\$4,100,000		-\$4,100,000	High
Retirement village		\$2,080,000		-\$2,080,000	High
Car parking and parks					
Picnic area	\$50,000			\$50,000	
Kids Play area	\$400,000		\$120,000	\$280,000	Medium
Car Park	\$1,000,000			\$1,000,000	High/Medium
Community facility areas					
Site preparation	\$20,000			\$20,000	High
Toilet	\$250,000		\$100,000	\$150,000	Medium
Riparian restoration					
Plantings	\$750,000		\$562,500	\$187,500	High
Interpretive signage	\$15,000			\$15,000	Medium
Access					
Bridge					Long
North Maleny access road	\$100,000			\$100,000	High
Cloudwalk access road	\$100,000			\$100,000	High
Total capital contribution over 10 years	\$8,999,700	\$6,180,000	\$2,318,775	\$500,925	

Council will receive substantial initial funding for this project by the smooth sale of land for residential purposes. While it would be a positive community outcome to invest all funds back into the project immediately, funding from Government and agencies along with community input may need time to contribute. A ten year plan will be required to deliver Obi Obi Parklands. A clear sequencing plan is provided on the following pages.



13.4 Financial Action Plan

000's	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Totals
Payment to Council	1600										1600
Walking trails (yellow)											
Concrete bikeway/pathway	420										420
Concrete pathway			90	90							180
Compacted roadbase pathway			50	50	50	50	50	50	50		350
Interpretive signage			15								15
Exercise equipment					30						30
Benches	9			3			3			3	18
Viewing decks				100			100			100	300
Equestrian trails (orange)											
Interpretive signage	15										15
Compacted roadbase/trotting fines	210										210
Equestrian paddock											
Shed				30							30
Community common											
Toilet	150										150
Site preparation	50										50
Outdoor amphitheatre											
Stage								60			60

13.4 Financial Action Plan

000's	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Totals
Site preparation					40						40
Dog off leash area											
Site preparation	15										15
Landscaping	10										10
Fencing	30										30
Shelter and rainwater tank						50					50
Kiosk and Historical display centre											
Landscaping			20	20							40
Restoration			25	25							50
Toilet	150										150
Wetland areas											
Viewing decks				50		50		50			150
Plantings	152										152
Forest gardens											
Plantings					10	10	10	14			44
Bunya Forest											
Ceremonial area					10						10
Plantings	12										12
Rainforest areas											

13.4 Financial Action Plan

000's	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Totals
Plantings			5	5	5	8					23
Forested areas											0
Plantings				15	15	15	15	15	15	9	99
Plantation Forest											
Maintenance tracks	30										30
Plantings	91										91
Rotunda					50						50
Community park						40	40				80
Sculpture gardens											
Artworks	5			20		5		20			50
Barung Landcare											
Development costs	15										15
Enviro/Eco Industry zone											
Development costs	50										50
Horticultural industries											
Development costs	50										50
Community produce gardens											



13.4 Financial Action Plan

000's	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Totals
Site preparation					10						10
Equipment shed										25	25
Commercial display gardens											
Site preparation	25										25
Residential development	-4100										-4100
Retirement village	-2080										-2080
Car Parks											
Picnic area	50										50
Kids Play area			50			90	140				280
Car Park	250	250			100				250	150	1000
Community facility areas											
Site preparation	20										20
Toilet								150			150
Riparian restoration											
Plantings	19	19	19	19	19	19	19	19	19	17	188
Interpretive signage	5				10						15
Access											
Bridge											
North Maleny access road	100										100

13.4 Financial Action Plan

000's	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Totals
Cloudwalk access road	100										100
Capital Expenditure	-\$2,547	\$269	\$274	\$427	\$349	\$337	\$377	\$378	\$334	\$304	\$502
TOTAL INCOME	\$183	\$298	\$308	\$310	\$326	\$357	\$396	\$447	\$506	\$571	\$3,702
COUNCIL MAINTENANCE	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$3,500
COST/INCOME TO COUNCIL	\$2,380	-\$321	-\$316	-\$467	-\$373	-\$330	-\$331	-\$281	-\$178	-\$83	-\$300



13.5 Financial Plan Notes

The Obi Obi Parklands delivers significant community environmental, social and economic benefits. While quantifying a triple bottom line benefit to Government is beyond the scope of this document, Government will benefit from the improved health and welfare of its residents, receive assistance towards its carbon neutrality targets, improve the quality of water in the Obi Obi Creek and deliver employment and business opportunities. Council however can also expect to gain not only capital income, but also recurrent income from a various range of outcomes. Income opportunities are provided below together with expenditure necessary to maintain Obi Obi Park as a significant asset.

Assumptions used are that Council will in the first instance have surplus funds to invest and attract interest at a rate of 5.5%. As those funds diminish, income will generate from visitation. These funds have been modestly predicted to achieve the same return in 2017 as the Mary Cairncross Scenic Reserve is achieving in 2007. An entrance fee for certain sections could be considered instead of a gold coin donation.

An outdoor amphitheatre will provide a social and cultural benefit while providing sufficient income to be self funding for its maintenance. While it may be nice to use the historic Pattermore home as a static display, rental income is available initially as a caretakers cottage, but further as a kiosk and bushfoods café.

A plantation forest will generate income from year 7.

Obi Obi Parklands seeks to provide local employment by leasing land to targeted businesses. The Eco Industries land is designed to yield 20 lots and cater for specific businesses that may not fit into Maleny's existing vibrant town centre. In line with its horticultural focus, Obi Obi Parklands will also cater to horticultural industries with a further 12 lots. The commercial display park will be constructed by horticultural industries and be a permanent, unique method of advertising. It is assumed that Council will achieve a return of 5% of UCV on lots with an average UCV \$200,000.

13.6 Income Forecast

000's	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Interest on surplus	140	125	110	87	68	49	28	7		
Donations				5	10	20	30	50	75	100
Outdoor amphitheatre								2	3	3
Kiosk and Historical display centre	13	13	18	18	18	18	18	18	18	18
Plantation Forest								10	10	10
Enviro/Eco Industry zone 20 lots	30	40	50	60	80	100	140	160	180	200
Horticultural industries 12 lots			10	20	30	50	60	80	100	120
Commercial display gardens 12 lots		120	120	120	120	120	120	120	120	120
TOTAL INCOME	\$183	\$298	\$308	\$310	\$326	\$357	\$396	\$447	\$506	\$571

Obi Obi Parklands has a high initial capital requirement that has factored in a major expenditure component – a three year maintenance contract for initial plantings. The maintenance of forest type plantings typically falls away after the third year as canopy forms to suppress annual weeds.

Council would need to double its existing Reserve Area team at a cost of approximately \$350,000 per annum to maintain Obi Obi Parklands. Opportunities will exist to employ an on site Manager as part of this team to maintain the parklands and pathways to a high standard for the benefit of residents throughout the city and tourists.

Combination of Capital costs, total income and expenditure at \$350,000 per annum reduces Councils 10 year financial contribution to \$300,000

000's	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Totals
	-										
Capital Expenditure	\$2,547	\$269	\$274	\$427	\$349	\$337	\$377	\$378	\$334	\$304	\$502
TOTAL INCOME	\$183	\$298	\$308	\$310	\$326	\$357	\$396	\$447	\$506	\$571	\$3,702
COUNCIL MAINTENANCE	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$3,500
COST/INCOME TO COUNCIL	\$2,380	\$321	\$316	\$467	\$373	\$330	\$331	\$281	\$178	-\$83	-\$300

14.0 Conclusions and recommended next steps

Our submission above briefly sets out Obi Obi Parklands business plan. Inevitably some sections are presented in outline only. Further investigation and analysis will allow a more fully scoped DCP to be developed.

Our submission does identify many of the key issues. We believe it demonstrates there is strong community need, strong community support and a compelling business case for the Obi Obi Parklands Concept to become the development option chosen by Council. The Maleny community's quality of life will be enhanced significantly and its future economic prosperity will be well served by it.

Other major factors are risk, public value, sustainability and environmental benefits.

We strongly recommend that Councillors, aided by Council professional staff, give further consideration to Council's current direction for the Maleny Community Precinct and opt in favour of fully considering the Obi Obi Parklands Concept as a viable and compelling alternative for the site.

We believe that this is one of those rare moments in time when a far sighted decision by a group of people representing the wide community can set in place a long lasting and far reaching asset which will benefit and be enjoyed by many hundreds of thousands of people for generations to come.

Next steps would therefore include announcing this decision and entrusting the task of preparing a comprehensive development plan to Council professional staff, with voluntary community input and assistance where appropriate.
