



# Shell Cove Marine Precinct Strategic Business Plan Public Version



**September 2019**

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## 1. Executive Summary

The Shell Cove Strategic Business Plan (Plan) outlines how Shellharbour City Council (Council) will develop and manage the Shell Cove Marine Precinct. The Plan assists Council in achieving the Community Strategic Plan by investing in infrastructure, tourism and developing a new marine industry.

Due to the commercial information of a confidential nature that may prejudice Council's commercial position or confer a commercial advantage to a competitor, this public version of the Plan was developed.

The high standard of assets being delivered as part of this project will be delivered over a number of years to accommodate demand and growth. The Plan details how the assets will be maintained and operated going forward, marketing and associated risks.

## 2. Overview

### 2.1.1. Purpose

The purpose of the Plan is to set the strategic direction to realise Council's previous commitments to develop Shell Cove. These commitments are also reflected in Strategies contained within Council's 2018-2028 Community Strategic Plan (CSP). The Plan identifies resources, constraints, risks and structures to assist Council in achieving the CSP Strategies.

### **2.1.2. Background**

The development of a Waterfront precinct and marina in Shell Cove is an inter-generational, transformative project commitment by Council. The development capitalises on the Shellharbour City's coastline and provides visitors and residents with additional tourism, recreational, industry and commercial opportunities. Council first entered into an agreement in December 1993 to commence the development. Each subsequent Council has remained committed to the success of the development.

The Shell Cove development comprises three Streams; Marina Development, Marina Activation and Marina Investments. Council is in the unique position of receiving benefits from all three Streams.

Council's responsibilities within each Stream differs. Within the Marina Development Stream, Council has a formal agreement (Management Agreement) with its commercial development partner, Frasers Property Australia (FPA) to develop a marina and residential community that will provide a financial dividend to both partners. The Management Committee manages the Management Agreement and comprises three FPA representatives and three Council officers. FPA promptly notifies the Management Committee if any matter comes to its attention that out of necessity needs to be modified or is impractical as all decisions of the Management Committee must be unanimous.

The relationship with FPA and its predecessors is strategically sound and has existed in excess of 25 years. All strategic decisions within the Marina Development Stream that are funded by the Management Agreement are made by the Management Committee as shaded in red within **Figure 1**. As Management Committee decisions must be unanimous, the interests of our development partner must be considered. Council is also performing significant development in addition to the Management Committee as shaded in blue within **Figure 1**.

The Marina Activation Stream aims to successfully and sustainably activate tourism, recreation, industrial and commercial activities within the Shell Cove Marine Precinct, as highlighted by the infrastructure reference in **Figure 1** by a dashed line. Council will continue to partner with the private sector to ensure the precinct provides a high level amenity to both residents and visitors.

Council will manage the Shell Cove dividends within the Marina Investment Stream. Experts with relevant experience will be engaged to manage the Shell Cove Marina Precinct dividends with Council's share expected to be a material amount.

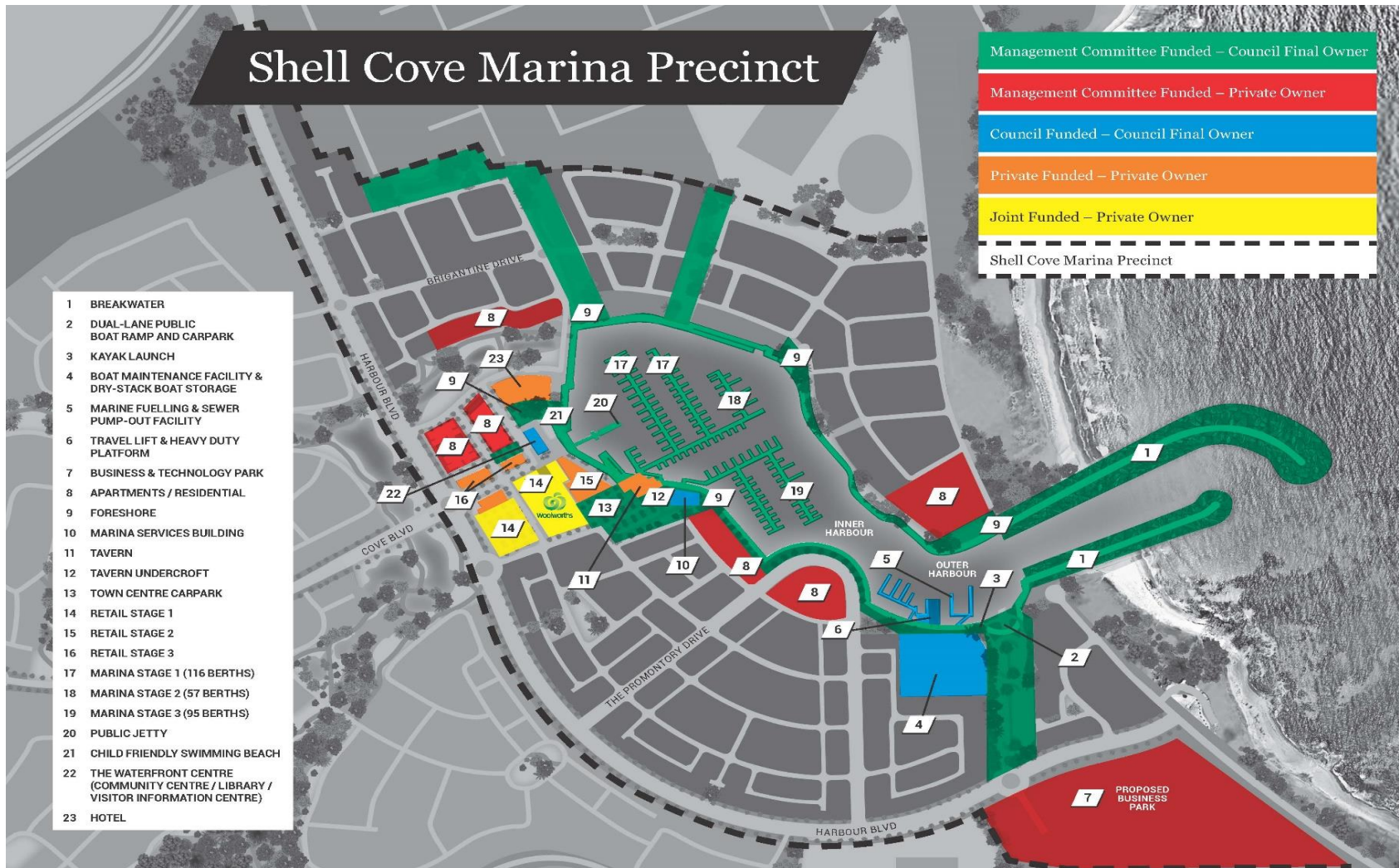
### **2.1.3. Naming of Landforms**

On the 27 February 2018, Council approved that the marina to be named Shellharbour Marina and the harbour be named as Shell Cove Harbour.

### **2.1.4. Probity**

As Council receives benefits from all three Streams and is often the principal certifying authority, a Probity Plan has been developed by Council. The Probity Plan highlights responsibilities of staff, requires formal acceptance by staff and prevents staff responsible for certifying responsibilities from being involved in, or sighting, operational information relating to the Shell Cove Marina Precinct.

Figure 1



### 3. Goals

Council’s commitment to the Shell Cove project has exceeded 25 years. Council has reflected this long-term commitment within the current the 10 Year CSP. As set out in **Figure 2**, the Plan is one of the ‘5-10 year supporting documents’ which informs the development of the Delivery Program and Operational Plan.

**Figure 2: Integrated Planning and Reporting Framework**



#### 3.1.1. Community Strategic Plan and Delivery Program

Within Council’s CSP, **Strategies** 3.1.2 and 3.2.1 relate to the Shell Cove Marine Precinct.

*3.1.2 Maintain the City’s assets to meet community needs and the delivery of services*

*3.2.1 Activate the Shell Cove Harbour Precinct as a lifestyle and boating destination providing development, tourism and community opportunities*

#### 3.1.2. Delivery Program

Within Council’s 2018-2021 Delivery Program the following **Actions** are a subset of Strategies 3.1.2 and 3.2.1.

*3.1.2.3 Effectively manage and maintain Council Infrastructure assets*

*3.2.1.2 Facilitate the completion of the construction of the Boat Harbour*

3.2.1.3 *Facilitate the development of The Waterfront precinct, including the town centre, tourism facilities and residential land*

3.2.1.4 *Development of the wet and dry Marina businesses to be established*

3.2.1.5 *Develop governance structure for the Shell Cove Businesses to be in-place for the commencement of the operation*

3.2.1.6 *Develop the sustainable investment structure for the Shell Cove profits*

### **3.1.3. Industry Goals**

#### **Industry Service Levels**

Council's is aiming for a 'Five Gold Anchors' accreditation within the Global Gold Anchor Scheme. The scheme ranks marinas and surrounding precincts around the needs of boaters across the Asia/Pacific region. It is anticipated the accreditation will be achieved once the tavern and full landscaping is completed post March 2023.

When infrastructure is nearing completion, dock staffing levels may have to be increased to achieve higher customer service required for 'Five Gold Anchors' accreditation.

Five Gold Anchors requirements include:

- High speed wireless internet
- Restaurant open 7 days per week
- Bar facilities open 7 days per week
- Marina contractor electronic sign in system
- Emergency spill equipment - marina/ land base/ hardstand
- Fire cart/emergency bilge pumps (electric and petrol)
- Marina security patrolled and CC TV
- Branded uniforms
- Additional marina staffing (concierge casual dockhands)
- Marina safety ladders and life buoys on every fire hydrants
- No power leads in the water - power leads to hidden from trip hazards
- Workboat tender (recommended 5 metre rigid inflatable boat with 60hp outboard)
- Marina trolleys (recommended one per 15 boats) - stored in convenient locations on the foreshore near carpark

#### **Accreditations**

Within six months of opening, Council is aiming to achieve accreditation for:

- Clean Marina - this is a voluntary program to focus on environmental compliance and best management practises for marinas
- Fish Friendly - this demonstrates that the marina has maximised the benefits to fish and other aquatic fauna and recognises the importance of fish habitat

## **4. Marina Development Stream**

A significant portion of the Marina Development Stream is within the responsibility of the Management Committee and is being project managed by FPA (previously Australand Pty Ltd and then previously Walker Corporation). The **joint operation** (similar to a joint venture) with Frasers Property Australia will deliver key aspects of the Marina Development Stream. It is expected that Council will perform peer reviews of all significant expenditure going forward.

The broad undertaking under the agreement relate to:

- The determination of the agreed form of tenure over the land
- The provision of infrastructure
- The uses of income towards costs incurred in respect of the development work
- The required approvals to allow the project to proceed subject to consistency with the Local Government and relevant legislation
- Work in a co-operative manner

The Management Agreement between Council and Frasers Property Australia entitles Council to 50% share of the surplus from both residential and commercial sales. Excluding water, sewerage and utility infrastructure assets, Council will be the sole beneficiary of infrastructure assets developed by the Management Committee including the boat harbour, break wall and groyne, the marina and associated facilities, roads, wetland and vegetation corridors, golf course, parks and open spaces.

The Marina Development Stream is made up of a number of stages to deliver a number of facilities within the Shell Cove Marine Precinct which are detailed in **Figure 1**. Future Council facilities are either developed by Council (Shaded as Blue in **Figure 1**) or developed by the Management Committee (Shaded as Green in **Figure 1**). Refer below for a summary:

- Harbour, public wharfs and break walls (**Management Committee funded**)
- Marina berths (**Management Committee funded**)
- Event space/public open space and amenities (**Management Committee funded**)
- Public Boat Ramp (**Management Committee funded**)
- Fuel and Sewer Pump-out facilities (**Management Committee funded**)
- Community Centre, Library and Visitor Information Centre (**Council Funded**)
- Boat Maintenance Facilities (**Council Funded**)
- Dry-Stack Boat Storage (**Council Funded**)
- Marina Services Building (**Council Funded**)

Full development and Operator responsibilities are detailed in **Figure 3**.

A key component of the Marina Development Stream is the construction of Marina Stage 1 with 116 berths and associated infrastructure including a dual lane boat ramp, vehicle and trailer parking, breakwater, revetments, refuelling jetty, sewage pump-out pontoons are scheduled for completion in May 2021.

The Shell Cove Marine Precinct (Harbour Land) is located on Council land. FPA is appointed by Council to manage the development of a boat harbour, golf course and residential land at Shellharbour in accordance with the Management Agreement. Under the terms of the agreement, at a time determined by the Management Committee, FPA must obtain a market valuation for harbour land lots for Council, for Council to consider retaining those lots under a first rights scenario. If Council chose not to purchase the lot for the amount in the valuation, FPA have a second right to purchase the land at valuation or must offer the land for sale in accordance with the agreement.

#### 4.1.1. Shell Cove Marina Precinct and Development Roadmap

Over the next seven years the ownership and control of infrastructure assets controlled by the Management Committee will be transferred to Council. Council will also be directly responsible for developing and commissioning marine-based trade, retail and hospitality assets.

**Figure 3 Shell Cove Marina Precinct Asset Listing**

Asset	Location	Figure 1 Ref	Developer	Final Owner	Operator	Asset Start Date
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Boat Harbour, Breakwater and Groyne	Entire Harbour	1	Management Committee	Council	Council	May 2021
Dual-lane Public Boat Ramp	Outer Harbour	2	Management Committee	Council	Council	May 2021
Kayak Launch	Outer Harbour	3	Management Committee	Council	Council	May 2021
Boat Maintenance Facility and Dry-Stack Boat Storage	Outer Harbour	4	Council	Council	Council	Sept 2022
Marine Fuelling and Sewer Pump-Out Facility	Outer Harbour	5	Council	Council	Council	May 2021
Travel Lift & Heavy Duty Platform	Outer Harbour	6	Council/ Management Committee	Council	Council	Sep 2022
Business and Technology Park	Outer Harbour	7	TBD	Council	TBD	TBD
Apartments/ Residential	Precinct	8	Management Committee	Private	Private	TBA
Foreshore	Entire Harbour	9	Management Committee	Council	Council	May 2021
Marina Services Building	Inner Harbour	10	Council	Council	Council	May 2021
Tavern	Inner Harbour	11	Management Committee	Private	Private	May 2021
Tavern Undercroft	Inner Harbour	12	Council	Council	Council	May 2021
Town Centre Carpark	Town Centre	13	Management Committee	Council	Council	May 2021
Retail Stage 1	Inner Harbour	14	Management Committee	Private	Private	Oct 2018
Retail Stage 3	Inner Harbour	15	Management Committee	Private	Private	Dec 2019
Retail Stage 2	Inner Harbour	16	Management Committee	Private	Private	TBA
Marina Stage 1 (116 Berths)	Inner Harbour	17	Management Committee	Council	Council	May 2021
Marina Stage 2 (57 Berths)	Inner Harbour	18	Management Committee	Council	Council	May 2023
Marina Stage 3 (95 Berths)	Inner Harbour	19	Management Committee	Council	Council	May 2025
Public Jetty	Inner Harbour	20	Management Committee	Council	Council	May 2021
Child Friendly Swimming Beach	Inner Harbour	21	Management Committee	Council	Council	May 2021
The Waterfront Centre (Community Centre/Library/Visit or Information Centre)	Town Centre	22	Council	Council	Council	Dec 2022
Hotel	Inner Harbour	23	Private	Private	Private	May 2022

## 4.1.2. Town Centre Master Plan

Figure 4 Town Centre Master Plan



### **4.1.3. Environment Statutory Framework**

The development and operation of a marina comes with significant environmental risks. As a condition of the Boat Harbour Consent, the Shell Cove Boatharbour Construction Environmental Management Plan (CEMP) 2007 and the Shell Cove Boatharbour Operation Environmental Management Plan (OEMP) were developed in consultation with the Department of Planning, the Environmental Protection Agency, and other relevant agencies and consultants.

The CEMP applies to all stages of the boat harbour construction and it is the responsibility of the FPA and their principal contractors to meet the obligations in the CEMP. The OEMP commences on practical completion of the boat harbour construction contract. Practical completion is defined by the removal of the 'sand plug' at the harbour entrance channel, and a full tidal connection is completed between the harbour and the ocean.

The OEMP an approved document under the framework of the Consent that sets out the environmental management practices, monitoring and mitigation measures for the operating harbour. Council must ensure policies, procedures and practices mitigate environmental risks as much as practically possible when the harbour is operating. The OEMP consists of Individual Management Plans:

- Water Quality and Environment Management Plan
- Breakwater Structures Maintenance Plan
- Access Channel and Entrance Wave Monitoring Program
- Beach Nourishment/Rehabilitation Management Plan
- Marina Management Plan
- Monitoring Program
- Auditing Program

In addition to the OEMP, an Environmental Protection Licence (EPL) issued by the EPA (POEO Act 1997) is applicable to the boat harbour. The EPL during the CEMP period (the Boat Harbour construction contract period) is the responsibility of FPA, who have novated the EPL to the principal contractor of the boat harbour contract. At practical completion of the boat harbour contract, and the transition between CEMP and OEMP, the EPA licensing obligations are transferred to the Management Committee prior to formally being transferred to Council.

Council and the Management Committee will develop and agree on performance criteria and a framework for the transition of the EPL from the Management Committee to Council.

Other applicable statutory frameworks include:

- Conditions of Consent (EP&A Act 1979)
- Conditions of Concurrence (Coastal Protection Act 1979)
- Other relevant legislation and regulations (20 listed within the OEMP)

### **4.1.4. Environmental Rating**

All future Council developments for the Shell Cove Marine Precinct must undertake all reasonable steps to achieve 'Five Star Green Energy Rating' standards and consider Council's City Power Partnership pledges. In particular, maximise the installation of solar power on council buildings, set minimum energy efficiency benchmarks and adopt best practice energy efficiency measures across Shell Cove Marine Precinct buildings.

For assets developed jointly within the Shell Cove Management Agreement, Council representative should promote where appropriate Council's environmental objectives. For

assets where Council has the direct responsibilities for the delivery, Council's environmental objectives must be achieved where practically possible.

#### **4.1.5. The Waterfront Library/ Community Centre / VIC**

The Waterfront Library/ Community Centre / Visitor Information Centre (VIC) is situated in a prominent location fronting the harbour and 'beach' (**Figure 1 – ref 22 and Figure 4 Town Centre Master Plan**). The vision is to provide a vibrant and activated space that brings together the local community and visitors of the Waterfront.

The centre will:

- Be highly visible, accessible and provide a welcoming entry with automatic doors to the central foyer and library
- Be a focus of community and creative activity in Shell Cove where the spaces can hold a diverse range of users and activities
- Be a public, inclusive 'living room' for the whole community
- Establish a memorable identity and way finding location in the Waterfront Precinct
- Celebrate sustainable development
- Showcase digital excellence
- Integrate public art and incorporate informal flexible gallery space on ground floors
- Facilitate information exchange & collaborative activities
- Offer choice, convenience and provide an impressive statement to the precinct

#### **4.1.6. Business and Technology Park**

The Business and Technology Park is approximately a nine hectare site (**Figure 1 – ref 7**). The development and eventual sale of the Business and Technology Park must be considered by the Management Committee.

The Management Committee has the responsibility to develop and sell the land zoned for the Business and Technology Park. However, as the land is outside of 'The Waterfront' designated area as it is south of Harbour Boulevard, Council does not have the first option to purchase the land. The Business and Technology Park is highlighted in Red in **Figure 1**.

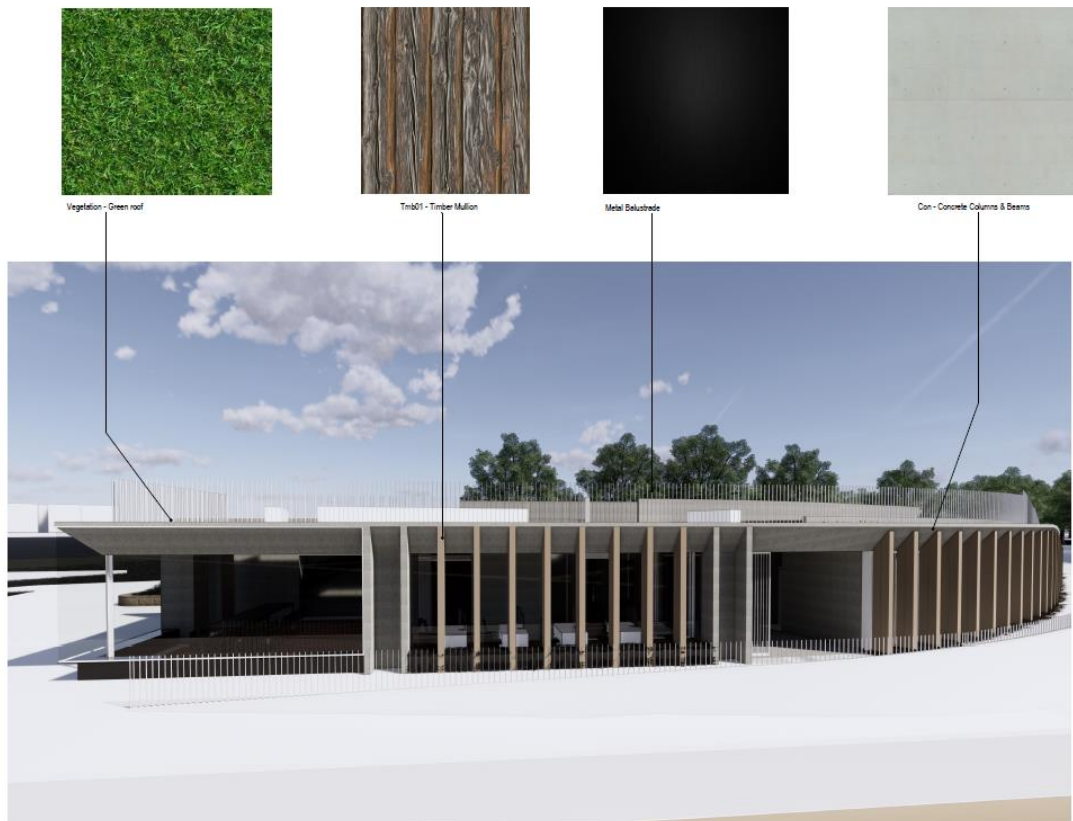
#### **4.1.7. Marina Services Building and Land**

The development includes a Marina Services Building (MSB) that is 299m<sup>2</sup> in area and located adjacent to the tavern on the eastern side (**Figure 1 – ref 10**). The design includes:

- Marina office
- Meeting room
- Marina members' lounge (including a kitchenette)
- Ensuite amenities
- Laundry
- Storage area
- Public toilets

The building is hidden in the foreshore parkland to reduce its visual impact. It features a grass roof that is planned to allow public access with a great vantage point over the marina.

**Figure 5: Marina Services Building**



#### 4.1.8. Tavern Undercroft

The tavern undercroft is a space under the tavern that is accessible from the foreshore boardwalk (**Figure 1 – ref 12**). The intended use of the area is to store marina trolleys, a workshop for small tools, storage for both marina maintenance supplies, placemaker supplies with storage lockers that may be leased to berth holders. The final design of this area has not yet been finalised and FPA are preparing a DA for use.

#### 4.1.9. Boat Maintenance Facility

The serviced site (10,000m<sup>2</sup>) for marine associated uses is located adjacent to the outer harbour (**Figure 1 – ref 4**) and consists of a boat maintenance, service and repair area and Dry-Stack Storage. The maintenance area provides undercover work bays to undertake maintenance and repair activities and is equipped with a travel lift capable of transporting boats up to 75 tonnes.

The services offered are able to suit all types of boat up to 30 metres in length. The predominant maintenance and repair services to be included are:

- Pressure cleaning of vessels
- Antifouling
- Major and minor vessel overhauls
- All types of maintenance activities
- Fibreglass repair
- Painting
- Propeller shaft repairs
- Light metal fabrication
- Rebalancing and re-pitching of propellers
- Marine engine servicing

- Vessel condition reports (including survey)

In addition to the main facility, there are five individual workshops with retail space and shop frontage for marine businesses with easy public access. On top of these spaces is the potential for office space. There is also an office, lounge for the Dry-Stack Storage clients, café and possibly 500 m<sup>2</sup> of office space for professional suites. The fuel for the outer harbour is also stored in underground tanks on the site.

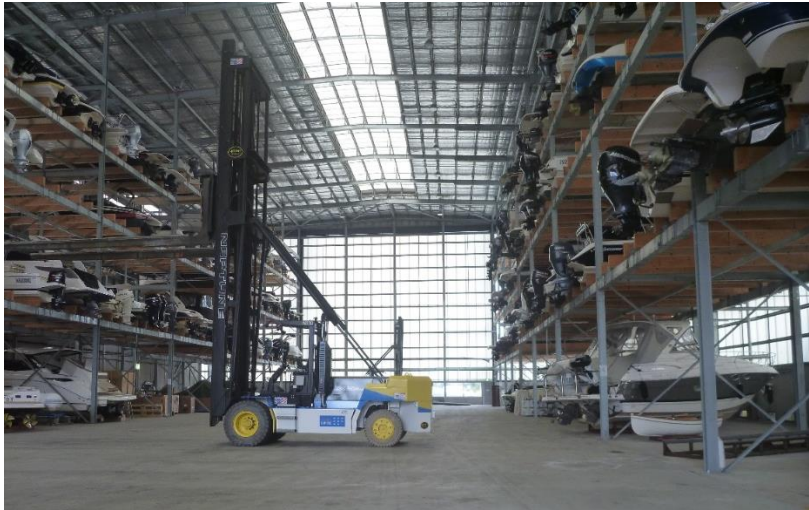
**Figure 6: Boat Travel Lift (Concept)**



#### **4.1.10. Dry-Stack Storage**

The Dry-Stack storage is located on the western end of the Boat Maintenance Facility site (**Figure 1 – ref 4**) and consists of a three-storey undercover racking system that caters for approximately 120 boats with lengths up to 10 metres. The vessels are removed from the water using a forklift before being washed down and stored. The forklift also places the boats back in the water when requested by the customer.

**Figure 7: Dry-Stack Storage (Concept)**



#### 4.1.11. Marine Fuelling and Sewage Pump-out

The on-water fuelling facilities are a crucial service requirement when the harbour and marina is open, in order to provide and attract marina business. There will be premium unleaded and diesel, offered through six bowsers. Storage for 10,000 litres of premium unleaded and 40,000 litres of diesel in underground tanks will be located within the Boat Maintenance Facility (**Figure 1 – ref 5**).

There is also facilities for sewage pump-out on the fuel pontoon. This will be sent directly to the underground sewer network.

#### 4.1.12. Outer Harbour Other Assets

**Figure 1** highlights the border that separates the inner harbour and the outer harbour. The outer harbour includes the infrastructure located in the water. This includes the dual lane boat ramp (**Figure 1 – ref 2**), multi-purpose pontoon (which will allow people to secure their boats while they park their vehicle after launching the boat), travel lift (**Figure 1 – ref 6**), heavy-duty platform and maintenance berths. The area between the multi-purpose and fuel/sewer pump-out pontoons has been designed to cater for future mid-size cruise boats/ferry requirements.

## 5. Marina Activation Stream

The following 2018-21 Delivery Program **Actions** are directly related to the Marina Activation Stream.

*3.2.1.4 Development of the wet and dry Marina businesses to be established*

*3.2.1.5 Develop governance structure for the Shell Cove Businesses to be in-place for the commencement of the operation*

*3.2.1.6 Develop the sustainable investment structure for the Shell Cove profits*

The Marina Activation Stream aims to successfully and sustainably activate the Shell Cove Marine Precinct. Council will continue to partner with the commercial operators to ensure the precinct provides a high level amenity to both residents and visitors.

### **5.1.1. Marina (Inner Harbour)**

The marina has been designed for a range of vessel sizes up to 30 metres. In the industry, there is an expectation that the greater the vessel size the higher the service level. The marina business involves the leasing of marina berths and provides premium facilities to berth holders and charter businesses. Facilities include the marina office, kitchen, ensuite facilities and lounge area.

It would be preferential to offer dedicated parking for marina services, however this is not currently in the plan for the precinct. An option could be to include a boom gate to the public carpark during Stage 3. This will ensure visitor parking is time limited, whereas berth holders will be unlimited. The expectation from AS3962 'Guidelines for Design of Marinas' will require Council to isolate 67 spaces for the marina from Stage 3. The long term carpark is part of the precinct wide strategy and amending parking spaces will be subject to planning conditions.

The 268 berths will be released in three stages to minimise demand risk. Current forecasting opening dates are:

- Stage 1 (116 Berths) - May 2021 (**Figure 1 – ref 17**)
- Stage 2 (57 Berths) - May 2023 (**Figure 1 – ref 18**)
- Stage 3 (95 Berths) - May 2025 (**Figure 1 – ref 19**)

For safety and amenity purposes, access to marina will be restricted to berth holders and authorised personnel. Regular tours may be made available for the public. Public will be able to access the public jetty and the foreshore that surrounds the entire harbour.

### **5.1.2. Dry-Stack Storage**

The Boat Maintenance Facility will contain Dry-Stack storage for approximately 120 boats, ranging in sizes up to 10m in an undercover enclosed building and will complement rather than compete with the marina (**Figure 1 – ref 4**).

### **5.1.3. Boat Maintenance Facility (Outer Harbour Marina)**

The business involves lifting boats out of the water for cleaning and maintenance, providing hardstand facilities, diesel and unleaded fueling and sewer pump-out facilities (**Figure 1 – ref 4**). Supporting the facility will be maintenance and Dry-Stack staging berths, with some fully serviced berths.

### **5.1.4. Activation of Space (Placemaking)**

Placemaking capitalises on community buildings, parks and open spaces to promote interaction between people to foster a social and economically viable community. The initial Shell Cove Marine Precinct Placemaker Plan will be developed by Council. The plan will determine the delivery of events and open space activation throughout the precinct. Due to the extended transition between the Marina Development Stream and the Marina Activation Stream, placemaker responsibilities will be initially shared between Council and the Management Committee. To ensure a consistent and collaborative placemaker approach, a memorandum of understanding (MOU) between Council and the Management Committee will be developed. Council's Group Manager Community Connections and the Management Committee's Placemaker will work in partnership to develop the MOU.

The Shell Cove Marine Precinct Placemaker position and relevant event funding will be derived from surpluses from Council's Shell Cove businesses.



### **5.1.5. Public Facilities**

The precinct will deliver substantial parklands and public facilities for both residents and visitors. The facilities have been jointly funded by Council and the Management Committee. Funding of specific assets are highlighted within **Figure 1**. Key public facilities and **Figure 1** references appear below:

- Dual-lane Public Boat Ramp (2)
- Kayak Launch (3)
- Foreshore (9)
- Town Centre Carpark (13)
- Public Jetty (20)
- Child Friendly Swimming Beach (21)
- The Waterfront Centre Community Centre/Library/Visitor Information Centre (22)

## **6. Marina Investments Stream**

Surpluses generated from Shell Cove residential and commercial sales are being utilised to further develop the Shell Cove Marine Precinct. Upon completion of the harbour and marina construction, the surplus in a trust account will be equally distributed between Council and FPA. Council's share (commonly referred to as the 'dividend') at the end of the project will be a material amount. An updated dividend position is currently being assessed and may further change over time.

The Marina Investment Stream will be responsible to invest Council's share of the Shell Cove dividend (excess funds).

## **7. Maintenance**

The Shell Cove Marine Precinct including the harbour is zoned operational land. Council will be responsible for ensuring operational land within its direct or indirect responsibility are maintained to a level consistent with community expectations and also meet statutory compliance obligations. The maintenance plan will consider statutory compliance obligations, scheduled works and unscheduled works to manage.

### **7.1.1. Maintenance Plan**

A maintenance plan will be developed prior to the opening of the public areas within the precinct. The maintenance plan will be hierarchical and will address the different uses of the land and buildings.

### **7.1.2. Maintenance Model**

Council will consider maintenance models available including:

- Council as the sole maintenance provider
- All maintenance performed by a separate entity that would perform agreed maintenance tasks
- Hybrid model of the above two models

Further analysis on the maintenance models is required. Council approval on the final model will be required.

### **7.1.3. Location**

Due to density requirements it is impractical to locate a Council depot within the Shell Cove Marine Precinct. Council has yet to determine whether a depot will be located near the precinct or if staff will operate out of the existing depot at Oak Flats.

### **7.1.4. Waste**

A Shell Cove waste strategy report has been prepared and outlines the removal of general waste and recycling bins throughout the foreshore. This includes rubbish bins being swapped through a “bin house” collection point. A waste contractor will then empty the bins.

It is proposed that berth holders will remove their rubbish from their boats and dispose of it in designated bins provided on the foreshore.

Smart bin technology including responsibilities and funding will be assessed.

Consideration will be given to the most efficient method to provide this service including a service level agreement with an external entity to manage waste and litter in open spaces.

### **7.1.5. Service Levels**

Maintenance service levels and KPIs will be required to be established.

## **8. Transition**

### **8.1.1. OEMP and EPL Transitions**

The OEMP, EPL and other environmental requirements that are listed within the *Environment Considerations -Marina Development Stream* section, set out environmental management practices, monitoring and mitigation measures for the operating harbour. Initially, the Management Committee will be responsible for ensuring policies, procedures and practices mitigate environmental risks and satisfy licence consent and other statutory requirements. Upon practical completion of the harbour and transfer of the asset to Council, Council will be responsible for the EPL and the individual OEM Plans listed below:

- Water Quality and Environment Management Plan
- Breakwater Structures Maintenance Plan
- Access Channel and Entrance Wave Monitoring Program
- Beach Nourishment/Rehabilitation Management Plan
- Marina Management Plan
- Monitoring Program
- Auditing Program

As the OEMP and EPL are comprehensive, technical and legislated, detail transitional planning will be required between the Management Committee and Council. Due to the technical nature, Council will engage external consultants as soon as practical to reduce the risk to Council.

### **8.1.2. Development Implications**

The Shell Cove Marine Precinct will incur an extended transitional period between the Marina Development Stream and the Marina Activation Stream.

Major construction will be occurring from 2020 through to 2022. As a result, there will be considerable performance risk for commercial activities. Targets will need to reflect this uncertainty.

## **9. Financials**

### **9.1.1. Marina Development Stream Financial Impacts**

Overall, financial success for the Marina Development Stream will be measured by:

- Achieving the dividend outcome as detailed in Management Committee Feasibility studies. Note, a Feasibility is currently being performed due to the significant macro-economic changes
- Achieving the Shell Cove Capital Expenditure within Council's Long term Financial Plan
- Commercial developments completed within agreed timelines

### **9.1.2. Marina Activation Stream Financial Impacts**

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Financial success for the Marina Activation Stream will be measured by individual Shell Cove businesses achieving modified return on investment (ROI) targets during the transitional period. Modified ROI will take into account impact on other Streams, extended transition period, infrastructure 'sunken costs' and CSP qualitative outcomes relating to lifestyle/boating destination and providing tourism/community opportunities'.

All ROIs will be required to be finalised prior to operations commencing.

### **9.1.3. Marina Investment Stream**

Financial success for the Marina Investment Stream will be achieved if target returns for the investment portfolio are realised.

## **10. Risks**

### **10.1.1. Risk Management Approach**

The Council Risk Management Toolkit approach will be adopted for the Shell Cove Marina Precinct and will be managed by Council officers in conjunction with the Management Committee's Risk Management Framework which manages risk within the responsibility of the Management Committee.

### **10.1.2. Safety**

A security coverage plan will be completed with sufficient time to implement prior to the Marina Stage 1 opening. It is expected that external experts will be engaged to assist Council with the plan.

### **10.1.3. Statutory Compliance**

As the harbour and the greater marina precinct is unique and a greenfield development, the risk of statutory non-compliance is not insignificant. A statutory register for 'Go Live' and ongoing management of the precinct will need to be developed and implemented.