



QUEENSCLIFF AND POINT LONSDALE LIGHTHOUSE RESERVES DEVELOPMENT STUDY

Project Brief

CONTRACT No. XXXX

1. INTRODUCTION

The Borough of Queenscliffe (Council) seeks the services of suitably qualified and experienced consultants to undertake the 'Queenscliff and Point Lonsdale Lighthouse Reserves Development Study' (the Project).

2. STUDY BACKGROUND

Tourism based retail and accommodation is critical to the local economy in the Borough of Queenscliffe. However, the Borough has experienced a decline of over 40% in overnight tourism over the past 15 years in 5-star hotel accommodation and 3 to 5-star eco-friendly self contained accommodation.

Recent changes to land management arrangements has provided an opportunity for the development of the Queenscliff and Point Lonsdale Lighthouse reserves for tourism accommodation and related purposes. In particular, the provision of high quality, environmentally-friendly tourist accommodation will respond to a niche in the market and compliment the local and regional economy which is highly reliant on tourism (i.e. both within the Borough of Queenscliffe and the Bellarine Peninsula).

In recognising this opportunity, Council wishes to facilitate the development of such tourism infrastructure by undertaking appropriate planning. It is envisaged that the scope of works for the Queenscliff Lighthouse Reserve would be within Council's capacity to manage and deliver while the scope of works for the Point Lonsdale Lighthouse Reserve would be best met by the private market with suitable lease arrangements in place.

The immediate outcome of this project will be:

- Costed Concept Plans and detailed feasibility for the development of high quality eco-tourism accommodation units at the Queenscliff Lighthouse Reserve. This will include the provision of tender documentation for the procurement and management of construction work for development in accordance with the adopted concept plans.
- Concept plans for development of accommodation and related retail, hospitality and community facilities at the Point Lonsdale Lighthouse Reserve taking into account identified restrictions for the site. This will include the provision of Expression of Interest (EOI) and Request for Proposal (RFP) documentation for the private development market to submit proposals to Council for the development of the site.

3. BOROUGH PROFILE

The Borough of Queenscliffe is the smallest municipality in Victoria. It is located at the eastern tip of the Bellarine Peninsula and forms one side of Port Phillip Heads, opposite Point Nepean. It is surrounded on three sides by Bass Strait, Port Phillip Bay and Swan Bay, including significant marine national parks and wetlands of international significance. On its fourth side, it has a land boundary with the City of Greater Geelong. The Borough is approximately 105 kilometres south-west of Melbourne and 35 kilometres east of the regional city of Geelong. The small seaside towns of Queenscliff and Point Lonsdale form the Borough of Queenscliffe.

The area has a strong history of maritime and defence activities. Today, tourism is by far the most significant activity in the Borough, accounting for at least 45% of the local economy. Visitors are attracted by the beaches and coastal landscapes, the heritage buildings of the Queenscliff township, events such as the Queenscliff Music Festival and the local markets, and facilities such as the Marine Discovery Centre, local museums and the Queenscliff to Sorrento ferry which allows a complete circuit of Port Phillip Bay by road.

At the time of the 2006 ABS Census, the Queenscliff township was home to 1,416 of the Borough's 3,890 people. The Borough has a high percentage of people aged over 60, with 37.9% compared to the state average of 17.9%. The Borough of Queenscliffe is a net generator of jobs. At the time of the 2001 Census, Queenscliffe was home to 1,098 working residents, whilst 1,221 people worked in the Borough.

The Borough's overnight population swells to over 10,000 people in the peak tourism season during summer and experiences even higher populations levels associated with key events and festivals.

4. CONTRACT TASKS

This section outlines the deliverables and the process required by Council of the consultants engaged to undertake the project. Any significant departure from this process may only occur with the prior written consent of Council.

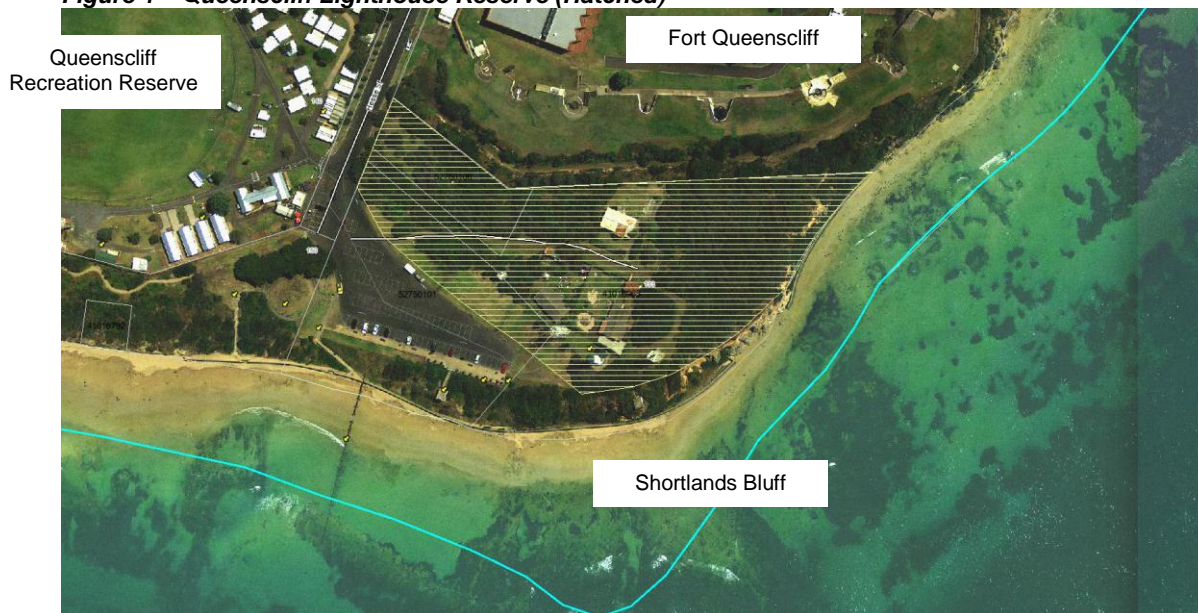
4.1 Queenscliff Lighthouse Reserve

The Queenscliff Lighthouse Reserve is located in Queenscliff between the Queenscliff Recreation Reserve and Fort Queenscliff atop Shortlands Bluff. The area of land is approximately 1.6 Ha in area and is zoned Public Purpose & Recreation Zone (PPRZ) and Commonwealth Land? (CA). The following overlays apply to the site:

- Design and Development Overlay, Schedule 1 (DDO1)
- Environmental Significance Overlay, Schedule 1 (ESO1)
- Heritage Overlay, Schedule 58 (HO58)
- Heritage Overlay, Schedule 59 (HO59)
- Significant Landscape Overlay, Schedule 2 (SLO2)

The site is shown in figure 1 below.

Figure 1 – Queenscliff Lighthouse Reserve (Hatched)



This site is relatively small compared to the Point Lonsdale Lighthouse reserve. It is assumed that any proposed development on this site would be of a scale that could be managed and delivered by Council.

➤ Development Plan Tasks

- Produce a Discussion Paper that describes all factors to be taken into account in preparing the Development Plan including:
 - Any State Government planning policies, the Queenscliffe Planning Scheme, other relevant State and Federal legislation and relevant site planning undertaken by the Department of Sustainability & Environment and the Borough of Queenscliffe Council;
 - The 'development principles' to be applied to the Queenscliff Lighthouse Reserve;
 - Draft development options utilising the 'development principles'.
 - Market demand assessment underpinning proposed options.

- Produce a Queenscliff Lighthouse Reserve Development Plan, including final Concept Plan, as a quality eco-accommodation development designed to increase tourist accommodation options and improve the natural values of the site.

➤ **Financial Feasibility Tasks**

- A detailed financial feasibility assessment for the Queenscliff Lighthouse Reserve site will be completed. This will include a financial plan that provides an analysis of demand and supply (market assessment), explanation of and evidence to support capital investment and revenue and expenditure assumptions.
- The Financial Feasibility will also examine appropriate business management models and demonstrate the feasibility of the recommended business model.
- It is assumed that Council will manage the development of the Queenscliff Lighthouse Reserve. A full life cycle costing of the Queenscliff Lighthouse Reserve Development Plan only will be prepared to enable Council to fully consider its role in the development and ongoing management of the proposed development at this site.
- The financial and human resources management capacity of Council to undertake the development of the Queenscliff Lighthouse Reserve will need to be examined as part of this consultancy.

➤ **Tender Documentation Tasks**

For the Queenscliff Lighthouse Reserve, the consultant is required to:

- Identify and assess appropriate procurement strategies for the development and management of the Queenscliff Lighthouse Reserve. The consultant must ensure that identified procurement strategies are fully compliant with the requirements of the Local Government Act (1989) and any other relevant legislation (e.g. Crown Land (Reserves) Act (1978)).
- Preparation of procurement documentation (tender, expression of interest, etc) informed by the Development Plan and Financial Feasibility will be prepared.
- The nature of procurement document for the Queenscliff Lighthouse Reserve will be dependent on the possible involvement of the Council in development and ongoing management of the site.

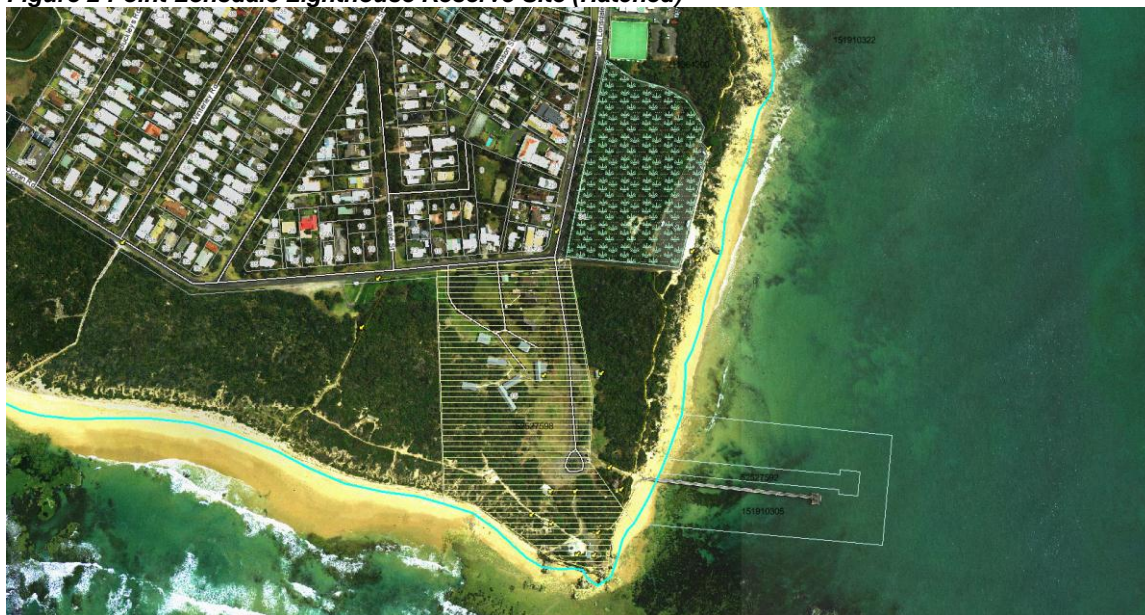
4.2 Point Lonsdale Lighthouse Reserve

The Point Lonsdale Lighthouse Reserve is located in Point Lonsdale at the southern end of Point Lonsdale Road. The area of land is approximately 6.6 Ha in area and is zoned Public Purpose & Recreation Zone (PPRZ) and Public Conservation and Resource Zone (PCRZ). The following overlays apply to the site:

- Design and Development Overlay, Schedule 4 (DDO4)
- Environmental Significance Overlay, Schedule 1 (ESO1)
- Heritage Overlay, Schedule 84 (HO84)

The site is shown in figure 2 below.

Figure 2 Point Lonsdale Lighthouse Reserve Site (Hatched)



➤ **Development Plan Tasks**

- Produce a Discussion Paper that describes all factors to be taken into account in preparing a Development Plan including:
 - Any State Government planning policies, the Queenscliffe Planning Scheme, other relevant State and Federal legislation and relevant site planning undertaken by the Department of Sustainability & Environment and the Borough of Queenscliffe Council;
 - The 'development principles' to be applied to the Point Lonsdale Lighthouse Reserve;
 - Draft development options utilising the 'development principles'.
 - Market demand assessment underpinning proposed options.
- Produce a Point Lonsdale Lighthouse Reserve Concept Plan, recognising the significant natural values and features, the Indigenous and European heritage and the opportunities for quality eco-accommodation development designed to increase tourist accommodation options, retail and hospitality facilities, enhancement of public open space and the possible inclusion of community facilities. The Concept plan should be to the level of detail required to illustrate what may be possible on the site while retaining enough flexibility for potential developers to prepare their own designs.

➤ **Financial Feasibility Tasks**

- A high level financial feasibility assessment for the Point Lonsdale Lighthouse site will be completed. This will include a financial plan that provides an analysis of demand and supply (market assessment), explanation of and evidence to support capital investment and revenue and expenditure assumptions. The financial feasibility is to be used by Council only to indicate the viability of potential investment by the private sector.
- The Financial Feasibility will also examine appropriate business management models and demonstrate the feasibility of the recommended business model.
- A cost/benefit analysis is to be undertaken including investment opportunities and job creation on both sites.

➤ **Tender Documentation Tasks**

It is assumed that development of the Point Lonsdale Lighthouse reserve will be beyond the financial and human resources of Council.

In this context, the consultant is required to:

- Identify and assess appropriate procurement strategies for the development and management of the Point Lonsdale Lighthouse Reserve. The consultant must ensure that identified procurement strategies are fully compliant with the requirements of the Local Government Act (1989) and any other relevant legislation (e.g. Crown Land (Reserves) Act (1978)).
- It is assumed the procurement strategy for the Point Lonsdale Lighthouse Reserve would be a two-stepped process, namely:
 - Expression of Interest – calling for interested parties to submit their interest in the development of the site and provide details that indicate their capacity to undertake a project of the scale required;
 - Request for Proposal – shortlisted companies from the previous step requested to submit a proposal or tender which sets out in detail their development vision and how it fits with Development Plan for the site. Full financial details and land tenure requirements are to be provided.
- Preparation of procurement documentation (tender, expression of interest, etc) informed by the Development Plan and Financial Feasibility will be prepared.
- The development of procurement documentation for the Point Lonsdale Lighthouse Reserve will be designed to enable Council to select the future developer of the site.
- Preparation of a Probity Plan that outlines arrangements for members of the Project Control Group (and all other project participants) to deal with confidentiality, conflict of interest, evaluation of proposals and any other matters considered to be necessary from a probity point of view.

5. PROJECT MANAGEMENT

Project Manager

Council's General Manager, Planning and Infrastructure, will be the Project Manager for the purpose of day-to-day contract management and liaison with the Consultant.

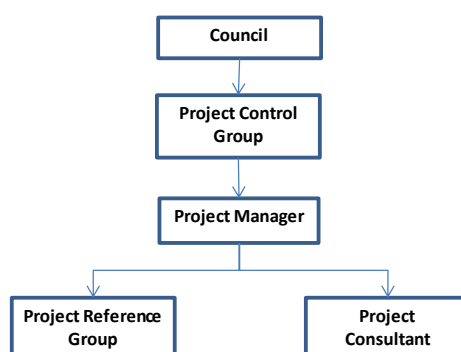
Two groups will be established to oversee the project; namely a Project Reference Group and a Project Control Group.

The Project Reference Group will comprise Borough of Queenscliffe Councillors and officers, relevant community and industry stakeholders. The Reference Group will provide advice on policy direction as well as feedback on development options and the recommended development concept plan and community engagement. The Project Reference Group will (1) provide initial input to the consultant on aspirations and design principles, (2) provide feedback to the consultant on concept design ideas and options and (3) provide feedback to the consultant on the final draft concept design.

The Project Control Group will comprise representatives of relevant state and local government departments and regional tourism bodies and will provide technical expertise and assistance to the Consultant. The Project Control Group will meet with the Consultant on a number of occasions during the project to provide technical input and review of the various components of the study.

Figure 3 below indicates the proposed Project Governance Structure for this project.

Figure 3 Project Governance Structure



6. PROJECT TIMELINES

The project shall commence in March 2013 with all components of the project to be completed by 30 January 2014.

7. CONTRACT RESPONSIBILITIES

7.1 Effective Contract Relationship

Consultants are required to ensure quality, clarity and timeliness of communication with the Project Manager and the Project Reference Group and Project Control Group.

7.2 Attendance at Meetings

The consultants will be required to attend meetings with the Project Manager and other Council staff as required over the duration of the project. The consultants will also be required to attend meetings of the Project Reference Group and Project Control Group. Specific briefings of the Council will be required at key milestones.

7.3 Confidentiality & Political Sensitivity

In the process of research or consultation, the consultants may hear or have access to sensitive council information and to business and private information concerning ratepayers, councillors and/or staff. All data or information either verbal or written shall at all times be kept confidential and not disclosed to any party without the prior written approval of Council. Consultants are also required to ensure that political sensitivities are responded to in a timely and effective manner.

7.4 Media Liaison

Unless approved by Council, the consultants shall not be permitted to discuss this project or any associated issues with the media and will be required to direct any media enquiries to the Project Manager.

7.5 Conflict of Interest

The consultant warrants that it does not hold any office or possess any property, is not engaged in any business, trade or calling and does not have any obligations by virtue of any contract whereby, directly or indirectly, duties or interests are or might be created in conflict with or might appear to be created in conflict with its duties and interests under this contract. If at any time the consultant, employee or representative of the consultant has any potential, or actual, conflict of interest personal or business in any service, then this interest must be declared in writing to the Project Manager or in his/her absence, the Chief Executive Officer.

7.6 Ownership of Data Provided

Council retains ownership of all data and information provided to the consultant, which must not be reproduced except for the purposes of this project.

8. OWNERSHIP AND DISTRIBUTION

Ownership and the right to use any material produced as part of the project shall remain with the Borough of Queenscliffe. A minimum of eight (8) hard copies of all reports and plans (including draft and final) must be provided in addition to electronic copies in Word and PDF format.

9. CONTRACT PRICE

The maximum all-inclusive contract value is \$100,000 plus GST.

10. PAYMENT SCHEDULE

Subject to the provision of appropriate Tax Invoices and unless otherwise negotiated, payments shall be as follows:

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| • Upon commencement on appointment | 20% |
| • Upon production of the Discussion Papers to the satisfaction of the Project Manager | 20% |
| • Upon production of the Financial Feasibility assessments to the satisfaction of the Project Manager | 20% |
| • Upon production of the final Concept Plans to the satisfaction of the Project Manager | 20% |
| • Upon production of the procurement documentation to the satisfaction of the Project Manager | 20% |

11. CONSULTANTS' SUBMISSIONS AND SELECTION CRITERIA

Submissions will be assessed against the following criteria and thus should provide as a minimum the following information:

- How the consultant will carry out the service required including a detailed methodology of how the specified tasks will be undertaken and how the consultant proposes to meet the requirements of the brief in terms of time, quality and cost.
- Details regarding background, qualifications and/or expertise relevant to the project and examples of comparable work previously undertaken. This will include details of all personnel completing the work and a schedule of time allocation and charge out rates for personnel working on the project. In addition, details about any sub-consultants proposed to be engaged in the preparation of the work should be provided.
- Evidence of value adding to the contract tasks and related planning and design processes.
- Evidence of a proven track record of working effectively with government, local communities and other stakeholders, including effective community engagement / consultation processes and related project management capacity.
- Project cost.

12. LODGEMENT OF SUBMISSIONS

The closing date for submissions is **insert time and date, 2012**. Written submissions should be lodged in the Tender Box at the Borough of Queenscliffe offices, 50 Learmonth Street, Queenscliff, or sent by mail addressed to the "Tender Box, Borough of Queenscliffe, PO Box 93, Queenscliff 3225".

13. ENQUIRIES

Questions about this brief must be directed to Phil Josipovic, General Manager, Planning & Infrastructure at the Borough of Queenscliffe on ☎ (03) 5258 1377.