

CONFIDENTIAL ITEMS 2003 – JUNE 2024

#	Date	Item Title	Confidential Order Details	Item being kept confidential - Agenda/ Attachment/ Minutes	Reason regarding retention or recommend-action to release	Resolution Regarding Action	Last Review Date	Next Review Date	Date Released
245	3 June 2024	Library Options Analysis Scope	2. Pursuant to Section 90(3)(b) Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except Chief Executive Officer, General Manager Infrastructure, General Manager Corporate Services, Executive Manager, Head of Wastewater; Manager Customer Experience; Manager Financial Services; and Minute Secretary be excluded from attendance at the meeting for Agenda Item 18.2 Confidential Item: Library Options Analysis Scope. The Council is satisfied that pursuant to Section 90(3)(b) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is: - conducting business; and - proposing to conduct business; and - would prejudice the commercial position of the Council In addition the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in continued non-disclosure of this information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information. The Council is satisfied that the principle of the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of Council's commercial position would compromise the Council's ability to engage and negotiate effectively as the Council's commercial position in relation to the matter would inappropriately become known to any potential proponent. 4. Pursuant to Section 90 (3) (b) That having considered Agenda Item 18.2 Confidential Item: Library Options Analysis Scope in confidence under 90(2) and (3)(b) of the Local Government Act 1999, the Council	Commercial in confidence aspects are retained in confidence	The Council is satisfied that pursuant to Section 90(3)(b) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is: - conducting business; and - proposing to conduct business; and - would prejudice the commercial position of the Council In addition the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in continued non-disclosure of this information. The benefit to the public at large resulting from withholding the information outweighs the	In confidence aspects are retained in confidence until such time as determined by the Chief Executive Officer, and that this order be reviewed every 12 months		Within 12 months	Report and redacted attachment released on website 5 June 2024

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			pursuant to Section 91(7) of the Act orders that the report and attachment and resolution of Council be released with the commercial in confidence aspects of both documents redacted and that the commercial in confidence aspects are retained in confidence until such time as determined by the Chief Executive Officer, and that this order be reviewed every 12 months.		benefit to it of disclosure of the information. The Council is satisfied that the principle of the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of Council's commercial position would compromise the Council's ability to engage and negotiate effectively as the Council's commercial position in relation to the matter would inappropriately become known to any potential proponent.				

18.2	REPORT TITLE:	CONFIDENTIAL ITEM: LIBRARY OPTIONS ANALYSIS SCOPE
	DATE OF MEETING:	3 JUNE 2024
	FILE NUMBER:	DOC/24/60648
	ATTACHMENTS:	1: DOC/24/71436 - Mount Barker Library Needs Analysis Refresh and Options Analysis - AEC Proposal
	<u>Key Contact</u>	Ben Footner, Manager Customer Experience
	<u>Executive</u>	Alison Hancock, Executive Manager

Community Plan 2020-2035:**Community Wellbeing**

CW Objective 1.1 – Plan for, develop, improve and maintain community facilities and infrastructure such as halls, sports grounds, play spaces and natural areas

CW Objective 1.3 – Employ facility planning, design and management principles that encourage use and provides for efficiency, longevity, diversity and inclusiveness.

CW Objective 4.3 – Undertake town planning, infrastructure provision and asset management to facilitate healthy lifestyles and safety.

Economic Prosperity

EP Objective 3.2 – Collaborate on investment in new and existing infrastructure assets to underpin a sustainable economy.

EP Objective 4.1 – Promote a culture of positive education and learning in the district.

EP Objective 4.3 – Promote a ‘learning communities framework’ through libraries and other education institutions and opportunities.

Community Priority

3 – Growth Infrastructure - Providing the infrastructure and services needed to enable Mount Barker’s evolution into a small, modern and progressive city, servicing its residents and businesses, smaller towns and villages and the wider region.

Leadership & Good Governance

LGG Strategy 1.3 – Provide opportunities for the community to access and participate in decision-making processes and fully integrate community engagement practices into Council activities.

Annual Business Plan:

Nil

Purpose:

To address part four of the Motion carried at the 6 May 2024 Council meeting which requested that the project brief and scope of the proposed Library Options Analysis return to Council for endorsement prior to the commissioning of an external consultancy firm.

Summary – Key Issues:

Key Points:

1. At the 2 April Council meeting a Motion on Notice was carried which included a component that asked staff to consider an option of maintaining library services across both the Dumas Street and City Centre sites. A commitment was made in the officer response to return to Council with a recommended process to undertake this analysis.
2. At the 6 May 2024 Council meeting a report was presented recommending the engagement of an external consultant to undertake a three part analysis:
 - a. Part One: Library Needs Analysis
 - b. Part Two: Community Engagement process on library services
 - c. Part Three: Library Options Analysis
3. Council endorsed this recommendation with an addition requesting that *“the project brief and scope of the Library Options Analysis be endorsed by Council prior to the commissioning of an external consultancy firm”*.

Recommendation

That Council:

1. Pursuant to Section 90(3)(b)

Pursuant to Section 90(2) of the Local Government Act 1999 the Council orders that all members of the public except Chief Executive Officer, General Manager Infrastructure, General Manager Corporate Services, Executive Manager, and Minute Secretary be excluded from attendance at the meeting for Agenda Item 18.2 Confidential Item: Library Options Analysis Scope.

The Council is satisfied that pursuant to Section 90(3)(b) of the Act, the information to be received, discussed or considered in relation to this Agenda item is information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is:

- **conducting business; and**
- **proposing to conduct business; and**
- **would prejudice the commercial position of the Council**

In addition the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the

meeting has been balanced against the public interest in continued non-disclosure of this information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information. The Council is satisfied that the principle of the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of Council's commercial position would compromise the Council's ability to engage and negotiate effectively as the Council's commercial position in relation to the matter would inappropriately become known to any potential proponent.

2. Endorse the proposed return brief and scope provided by AEC Group Pty Ltd.
3. Engage AEC Group Pty Ltd to undertake the works proposed:
 - Part One: Library needs analysis (target completion - July 2024)
 - Part Two: Community engagement process on Library Service delivery (target completion September 2024)
 - Part Three: Library options Analysis (target completion November 2024)
4. Pursuant to Section 90 (3) (b)
That having considered Agenda Item 18.2 Confidential Item: Library Options Analysis Scope in confidence under 90(2) and (3)(b) of the Local Government Act 1999, the Council pursuant to Section 91(7) of the Act orders that the report, and attachment be retained in confidence until such time as determined by the Chief Executive Officer, and that this order be reviewed every 12 months.

Background:

1. Council has been active in considering the future community facility needs of the district over recent years, including future library facility needs. In 2017 the Council endorsed the "[Community Facilities Study and Delivery Strategy](#)" which outlined the future needs of the district and described in detail the strategic advantages of centralised and co-located community facilities. This Strategy was a key document in informing the early scope of the City Catalyst project and the initial inclusion of the library as part of the Expression of Interest process to secure a development partner.
2. Initial consultation on the Town Square aspect of the City Catalyst project in late 2021 captured feedback from sections of the community expressing concern about the possible relocation of library services from the current Dumas Street site, and in particular concerns regarding a perceived reduction in convenience/accessibility. This highlighted a need for further analysis and a more targeted engagement process with the community about the future of library services.

3. The popularity of the current library facility has further compounded the need for detailed analysis and consideration to be given to the future of library services. There has been significant growth in visitation post Covid with nearly 150,000 visits occurring during the 2022/23 FY. Community participation in library programs and events was also very strong, with nearly 20,000 people attending the various children's programs, school holiday activities, and author/guest speaker events.
4. Concurrently community expectations around form and function of modern library facilities continue to evolve, particularly in the current Mount Barker growth context with its increasing population, changing demographics, commuter attributes, and shift to higher density living. Of particular note are increased expectations around greater access to low or not cost community space including bookable community meeting spaces, open access study and work spaces, and an overall desire for a 'third' place that is a safe and welcoming environment to connect and participate.
5. At the Council meeting on Tuesday 2 April 2024 a motion was carried which included a request to consider the provision of library services across both the current Dumas Street site, and the City Catalyst site. The motion also requested an outline of a community engagement program to help inform decision making around the future of library service delivery to the district.
6. In response, Council staff provided a report to the 6 May Council meeting outlining a recommended process to address the analysis and engagement requests outlined in the resolution of Council.
7. Council endorsed this recommended process with an amendment adding that the scope for the proposed works was to come back to Council for endorsement before progressing.

Discussion:

8. At the 6 May meeting Council resolved:
Council progress a four stage process to inform a decision on future library service delivery:
 - *Part One: Library needs Analysis (target completion - July 2024)*
 - *Part Two: Community engagement process on Library Service delivery (target completion September 2024)*
 - *Part Three: Library options analysis (inclusive of the option proposed by the Motion on Notice at the 2 April 2024 Council meeting) (target completion November 2024)*
 - *Part Four: The project brief and scope of the Library Options Analysis be endorsed by Council prior to the commissioning of an external consultancy firm.*

9. The timeframes and budget parameters outlined in the report supporting the above motion were informed by a return brief provided by the same consultants who undertook previous Library Needs Analysis work in early 2022.
10. The recommended approach is for the same consultancy firm to be engaged to refresh their previous Library Needs Analysis work and undertake the options analysis as this will be the most timely and cost effective approach. The Library Needs Analysis looks at the services and functions of the library service to ensure that they will meet the contemporary needs of the community.
11. The consultants also have the capacity/ability to coordinate the community engagement element of the process and have provided itemised pricing for us to consider depending on what approaches we would like to take (i.e. online survey, social media campaign, workshops etc).
12. The full return brief is attached for Councils consideration and it is recommended for endorsement.
13. The brief can include workshop/s with Council to inform the Library Options Analysis once the consultant has been engaged and the Library Needs Analysis work has been undertaken and completed.

Community Engagement:

The approach for the community engagement process will be determined once external consultants have been engaged.

A comprehensive Community Engagement Plan will be returned to Council for endorsement once finalised with the assistance of the consultant.

Policy:

Nil

Long Term Financial Plan:

Considerations for a future library redevelopment have been made in the Long Term Financial Plan to allow for library services to expand to meet district growth.

Budget:

Consultancy support is expected to cost approximately \$50,000 - \$60,000.

Operational expenditure allocations within the current financial year will be utilised to cover initial costs associated with commencement of the project.

Included in Councils draft 2024/25 Annual Business Plan and Budget is an amount of \$60,000 to complete this work.

Statutory/Legal:

Nil

Staff Resource Requirements:

Some staff support will be required to support the work proposed. This will be provided within existing resourcing.

Environmental:

Nil

Social:

The services of the Mount Barker Community Library are having a significant positive impact on the wellbeing of people in and around the district as evidenced in the recent results of the MARKYT survey.

In addition, frequent and consistent positive feedback is received from members of the public - particularly relating to speaker events, toy library services, children's programs, and the housebound delivery service.

The proposed methodology described in this report will aim to ensure that this positive trend continues and the library service remains contemporary to the needs of our growing community.

Risk Assessment:

Nil

Asset Management:

Analysis will consider capital construction costs and ongoing operational/maintenance costs of potential facilities will be known as a result of the proposed project methodology.

The return brief includes a quantity survey assessment of costs for each option.

Conclusion:

The future of library services has been a topic of community and Council discussion since a possible re-location was first suggested as part of the City Catalyst Expression of Interest process.

It is clear that Council and community are keen to end the uncertainty and reach a resolution on the future of library services. A comprehensive Library Needs Analysis and community engagement process will inform considerations and debate on the matter and allow Council members to progress to a decision with confidence.

Previous Decisions By/Information Reports to Council

Meeting Date	6 May 2024	CM Reference	DOC/24/42231
Title	Library Options Analysis & Community Engagement Plan		
Purpose	Recommended process to address MoN passed at the 2 April Meeting.		

Meeting Date	2 April 2024	CM Reference	DOC/24/36343
Title	Future of Library Services		
Purpose	Motion on Notice – Cr Orr – request for analysis of 2 library option including public consultation.		

RELEASED

11th April 2024

Ben Footner
Manager Customer Experience
Mount Barker District Council

Sent via email to: [REDACTED]

Dear Ben,

RE: MOUNT BARKER LIBRARY – NEEDS ANALYSIS UPDATE AND OPTIONS ANALYSIS

Thank you for considering AEC Group Pty Ltd (AEC) to update the existing Needs Analysis for expanded library services in Mount Barker and to develop an Options Analysis to support Council to make informed decisions regarding the development of a new/ expanded library.

The following proposal outlines our understanding of your requirements, our proposed approach to the tasks, our relevant experience, project team, costs, and timing. Please do not hesitate to contact me directly if you wish to discuss any aspect of this proposal in further detail.

UNDERSTANDING OF NEEDS

In 2022, AEC undertook a Needs Analysis for expanded library services in Mount Barker based on the understanding that Mount Barker District Council (Council) had selected the City Catalyst Project site as the preferred option for the library. The Needs Analysis recommended expanding library floorspace from around 1,300 square metres (sqm) currently to between 3,000sqm and 4,000sqm and made a number of recommendations regarding service offering and quality.

AEC understands that a number of external factors made it inopportune to present the Needs Analysis to Mount Barker Councillors at the time it was completed. With most data now being out of date and the City Catalyst Project no longer considered the preferred option for the library, the Needs Analysis requires updating to reflect that there is no preferred development option at this stage and, where possible, using updated data.

A number of development/ site options have now been proposed to facilitate the expanded library services. To support Council in assessing the development/ site options and establishing a preferred option, a high-level **Options Analysis** is required. The Options Analysis will evaluate the merits of each development/ site option in addressing the identified need, including associated socio-economic and financial implications, to identify a preferred option for further investigation in a future Business Case. As the assessment is primarily a decision-making tool for Council, the assessment will be high-level and will not consider all elements of the Options Analysis outlined by Infrastructure South Australia as part of the *Infrastructure SA Assurance Framework* (i.e., will not include detail on funding options, delivery strategy, project management, and project progression).

AEC understands that Council is aiming to have determined a preferred option for development by September 2024 and, as such, would prefer AEC to deliver the final assessment by the end of June 2024.

PROPOSED SCOPE/ APPROACH

The aim of the scope of works is to provide a report that supports Council to determine a preferred direction for the expansion of library services in Mount Barker, in the form of an Options Analysis. Should Council choose to proceed with future investigations, a Business Case will likely be required to support funding opportunities. In consideration of Council's objectives, AEC proposes a program of works with two stages:

- Stage 1: An update of the Needs Analysis
- Stage 2: Development of an Options Analysis.

Stage 1: Needs Analysis Update

AEC propose an update to the existing Needs Analysis for expanded library services. The update is proposed to:

- Remove references to the City Catalyst Project and any context which is specific to the project to ensure the needs analysis is neutral to any development option.
- Update the outdated data without making significant changes to the recommendations. This includes updating publicly available data and any updated library data which Council can provide. AEC will make minor amendments to the resulting recommendations to ensure consistency with the updated data.
- **Optional Addition A:** In consideration of Council's needs, AEC propose a minimal update to the Needs Analysis document which removes Appendix B (Community Overview Detail) and Appendix C (Service-Based Floorspace Benchmark Assumptions). Updates of these appendices have been included as options for Council's consideration.

Stage 2: Options Analysis

AEC propose to carry out an Options Analysis to provide Council with a high-level assessment of each development/ site option. This report is anticipated to include:

A **situation overview** providing context on broader library industry trends, the rationale/ need for investment in expanded library services (current state, demand, investment need), an overview of anticipated benefits/ outcomes sought, and an indication of inaction consequences. The rationale/ need for investment will summarise and build on the findings of the Needs Analysis and include the development of high-level demand/ usage and visitation projections based on historic attendance figures, discussions with Council regarding potential growth, consideration of projected population growth in key demographics, and benchmark participation rates.

- An **overview of options** considered which will include detail on the location, preliminary facility specifications, ownership, current use, alternative future uses, cost to build/ renovate, planning/ legal issues, timing for development, and other considerations as provided. The preliminary facility specifications (including required floorspace and uses) will be based on the library Needs Analysis. Up to four development/ site options will be considered in the assessment, and are likely to include:
 - Redevelopment of existing library.
 - Library developed within the City Centre Project.
 - Existing library maintained as children's library and separate adult library developed.
 - Repurpose of an existing building.

AEC will confirm the above options and associated detail with Council prior to proceeding.

- An **options analysis** which considers up to four sites (defined in the previous task) for the proposed expansion of library services. The options analysis will be one which compares each option to one another, rather than a base case. To ensure a defensible development/ site options analysis, AEC propose to adopt a multi criterion

assessment (MCA) framework. There are four components to the options evaluation framework: criteria, criteria weighting, criteria score, and total score. The options analysis will be undertaken in the below tasks:

- **Task 1:** Confirming the criteria, framework, and criteria weighting for the options analysis, which will consider (but not be limited to) the following inputs:
 - Required investment (including capital costs and operating costs, informed by environmental/ engineering issues, level of infrastructure/ remediation, required investment from Council equity (cash and asset reserves)).
 - Ownership, tenure, and legal arrangements/ issues.
 - Accessibility.
 - Site and spatial fit to meet demand/ the outlined facility specification.
 - Compatibility with/ ability to enhance surrounding uses (including potential to generate flow-on economic and community impacts/ benefits).
 - Opportunity cost/ alternative use.

AEC will facilitate a meeting with Council to confirm the above prior to proceeding.

- **Task 2:** Development of inputs to inform the options analysis, including:
 - A high-level **cost assessment** to estimate the cost of development on each development/ site (up to four), including the construction costs and operating costs. This assessment will consider the potential benefits of co-location of Council facilities.
 - Prior to developing the cost estimates, AEC will confirm an appropriate assumption for Council's financial contribution capacity and a co-contribution from the South Australian or Australian Government. This will inform an approximate maximum capital cost for the quantity surveyors to work within.
 - Mitchell Brandtman, Quantity Surveyors, will be engaged by AEC to develop a high-level cost brief for up to four sites which combines Council's requirements, the designer's vision, and any site constraints. Mitchell Brandtman will test these cost briefs against completed comparable projects, as a benchmarking exercise. It is assumed that Mitchell Brandtman will provide one version of a measure of the building, whilst sites, existing infrastructure, and substructure will be measured across all four sites.
 - AEC will estimate the operating cost for each option based on industry benchmarks and, if available, historic/ current operating data from the Mount Barker Community Library.
 - A **qualitative analysis of economic and community benefits** that may be delivered by each site (quantification will be provided where possible).
 - **Optional Addition B:** A high-level Cost Benefit Analysis (CBA) for each of the four sites can be undertaken to demonstrate the net benefit the project will deliver. The analysis would examine the economic and social benefits and costs anticipated to be generated by each project over a 30-year timeframe. Due to the high-level nature of the assessment, benefits are likely to be the same or similar between each site with costs being the primary differentiating factor. Key outputs of the CBA will include the Net Present Value (NPV) of benefits and costs and the Benefit Cost Ratio (BCR) to summarise the relationship between benefits and costs. The CBA will be conducted in accordance with national and state guidelines for CBA.
 - **Optional Addition C:** Community/ stakeholder engagement tailored to the needs of Council. Various means of consultation may be used including surveys, workshops, and one-on-one meetings. The engagement outcomes will be used to inform the options analysis and gain input from the Mount Barker community. Further detail on the engagement program can be found in Enclosure B.

These inputs will be presented within the appendices of the report (i.e., as supporting evidence).

- **Task 3:** Assessment of the options in line with the approved MCA framework/ criteria to provide recommendations for consideration by Council.
- A summary of **recommendations** regarding the option(s) best suited to progress for further investigations, and an indication of the next steps.

Project Management: AEC is committed to facilitating an efficient delivery process which values the input and expertise of Council. The points at which AEC proposes to meet with Council are presented in the Project Timing section below.

Quality Assurance: AEC is committed to the delivery high-quality, innovative and evidence-based analysis to inform strategic decision making. To realise this commitment, all outputs developed by AEC will be reviewed by Kieron Lacey (AEC's Economic Technical Director) as part of our 3rd party quality assured project delivery framework – ISO9001:2015.

PREVIOUS EXPERIENCE

Further to AEC authoring the existing Needs Analysis for expanded library services in Mount Barker, AEC has extensive experience in business case development and site options assessment. AEC's key experience is detailed in the table below.

Table 1. Project Experience

Project	Overview
<i>Whitsunday Regional Council - Cannonvale Library Grant Application</i>	AEC was engaged by the Whitsunday Regional Council to conduct a socio-economic analysis for a proposed development of the Cannonvale Community Hub of which the main component is the Cannonvale Library, to enable Council to make informed investment decisions and assist with Council's Growing Region Programs funding application. The outcomes from a Cost Benefit Analysis and an Input-Out modelling delivered by AEC were utilised as evidence to support Council's responses to the program assessment criteria. AEC is ultimately supporting the development of an important community facility that addresses both current and future demand, especially for library access, in the Airline Beach/ Cannonvale communities.
<i>Ballina Shire Council – Alstonville Cultural Centre Socio-Economic Analysis</i>	AEC was engaged by the Ballina Shire Council to conduct a socio-economic assessment for a proposed redevelopment of the Alstonville Cultural Centre (ACC) to support Council's application for the Growing Region Programs funding. AEC conducted a Cost Benefit Analysis as well as an Economic Impact Assessment utilising AEC's in-house Input-Output modelling with the outcomes being utilised to support Council's responses to the program assessment criteria. Ultimately, AEC is supporting the re-opening of a crucial community asset which has been closed since 2020 to ensure sufficient access to library services and various essential amenities in the Ballina regions.
<i>Townsville Concert Hall</i>	AEC was engaged by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to undertake the Townsville Concert Hall and Culture Precinct Detailed Business Case in conjunction with AECOM. The Business Case includes detailed stakeholder engagement with the local arts and cultural community, with the stakeholder engagement forming a key input into the development of a service need. In developing the Business Case, AEC considered various options for the infrastructure such as site options, asset delivery considerations and facility options. The analysis also included detailed consideration for design, financial and economic appraisal, risk analysis and legal, regulatory and approvals pathway.
<i>Townsville Stadium Visioning and Business Case</i>	AEC was the original proponent of the Townsville Stadium. The concept, including visual renders, location selection, order of magnitude cost estimation,

Project	Overview
	and economic and financial feasibility was developed by AEC for Townsville Enterprise and Townsville City Council. AEC was also commissioned by Townsville Enterprise to develop a high-level review of the QLD Government's Business Case development for the Integrated Stadium and Entertainment Centre. AEC also developed a high-level Cost Benefit Analysis which identified and calculated additional benefits to the Townsville community and economy.
<i>Wagga Wagga City Council Business Case Riverside Stage 3</i>	AEC was engaged by Wagga Wagga City Council to develop a business case for the proposed development of an Entertainment/ Convention Centre and Cultural Centre that forms part of Stage 3 Riverside Development. AEC not only conducted a strategic assessment with extensive stakeholder engagement and a service needs assessment to support the business case development, but also developed options for development with thorough evaluation. AEC also performed a financial analysis, a cost benefit analysis in establishing the business case and effectively communicated the findings to Council. AEC's deliverables assisted Council in developing facilities that address critical gaps in the market, support cultural enhancement and facilitate tourism growth in the national and international visitor market.
<i>Glenn Innes Livestock & Equine Centre Business Case</i>	AEC and StruXi were engaged to develop a business case for submission to the NSW Government for funding. The Assessment included developing an understanding of the strategic service need for the facility, site assessment and design specifications, detailed designs and costings as well as economic, financial and risk analyses to inform the rationale and logic behind the investment decision for the facility. Detailed stakeholder consultation was undertaken to inform site infrastructure and operational requirements as well as inform demand, usage and pricing. Operational and governance recommendations were made following a detailed benchmarking assessment of like facilities elsewhere in Australia.
<i>Strathfield Leisure Centre Business Case</i>	AEC was engaged by Strathfield Council to prepare a detailed business case to determine the feasibility of constructing a leisure and aquatic centre within their Local Government Area (LGA). The facility was to include a 25m lap pool, a gym, a cafe, an indoor basketball stadium and a childcare centre. To develop this business case, AEC conducted a detailed demand assessment for each of the service streams available at the facility. Further to this a competitor analysis was conducted to ensure the facility was designed to meet shortfalls in the existing market. AEC then calculated the financial and economic benefits of the facility and developed a high-level implementation plan for Council to action.

PROJECT TEAM

AEC's project team will be as follows:

- **Project Manager:** Jessie Carroll.

Jessie is a research economist within AEC's Brisbane office and is passionate about public policy and community development. Jessie has extensive experience in economic modelling, including demand modelling and utilising AEC's in house Cost-Benefit Analysis model to develop in-depth economic analysis. She is skilled in data analytics, visualisation and effectively communicating complex findings to her clients. Jessie has a breadth of experience which includes authoring business cases (including for libraries), developing strategies and performing economic assessments throughout Australia across a wide range of industries and was involved in the development of the Needs Analysis for expanded library services in Mount Barker.

Jessie will lead the delivery of the project and will be the primary (day-to-day) contact for Council.

- **Strategic Direction:** Kaitlin McInnes.

Kaitlin is an economist and project manager with AEC, with a focus on regional economic development, project and program appraisal and development of business cases. Kaitlin uses a data driven ethos towards economic modelling and strategy development that is supported by effective stakeholder engagement techniques. Kaitlin's experience includes leading stakeholder engagement programs to inform impact and program assessments, review of the economic impact and contribution of major projects, programs, and events, as well as analysis to support funding applications. Kaitlin is proficient in Cost Benefit Analysis modelling and has led and delivered economic impact assessments and valuations for various projects, events, and infrastructure developments across various sectors. Kaitlin has developed a number of business cases for community facilities including saleyards, childcare centres, and aquatic centres.

Kaitlin will provide insight and guidance throughout the project and will assist with the overall direction of the project.

- **Project Director:** Kieron Lacey.

Kieron is AEC's Technical Director of economics, responsible for overseeing the development of AEC's internal economic assessment models and tools. Kieron has significant experience in the identification, analysis and assessment of economic and social impacts of major projects and programs across Australia. This includes assessments of a number of community infrastructure projects, such as libraries, community centres, cultural/ arts facilities and sports facilities.

Kieron will provide technical guidance to the project team throughout this assessment as well as final review of all outputs.

- **Research Support:** Research support will be provided by AEC's research team where required.

CV's for Jessie, Kaitlin and Kieron can be provided upon request.

PROJECT COSTS

AEC estimate we can complete the scope of works outlined above for a fee of [REDACTED].

Task	Fees
Project Initiation	[REDACTED]
Project Management and Quality Assurance	[REDACTED]
Stage 1: Needs Analysis	
Context Update	[REDACTED]
Socio-Economic Profile Update (Body Sections Only)	[REDACTED]
Current Performance Assessment Update ¹	[REDACTED]
Facilities Development Plan Update	[REDACTED]
Stage 1 Total	[REDACTED]
Stage 2: Options Analysis	
Project Overview	[REDACTED]
Site/ Options Analysis	[REDACTED]
Stage 2 Total	[REDACTED]
Total (excl GST)	[REDACTED]
GST	[REDACTED]
Total (incl GST)	[REDACTED]

Note¹: Reliant on Council provided information.

AEC can perform the following additional tasks if required by Council:

- **Option A:** Update to Appendix B: Mount Barker Community Overview Detail - [REDACTED]
- **Option B:** Cost Benefit Analysis - [REDACTED]
- **Option C:** Stakeholder Consultation – Fee Structure outlined in Enclosure B.

Note: Should different development/ site options be proposed that require Mitchell Brandtman, Quantity Surveyors, to develop cost estimates for more than one facility specification and up to four sites, additional fees may apply.

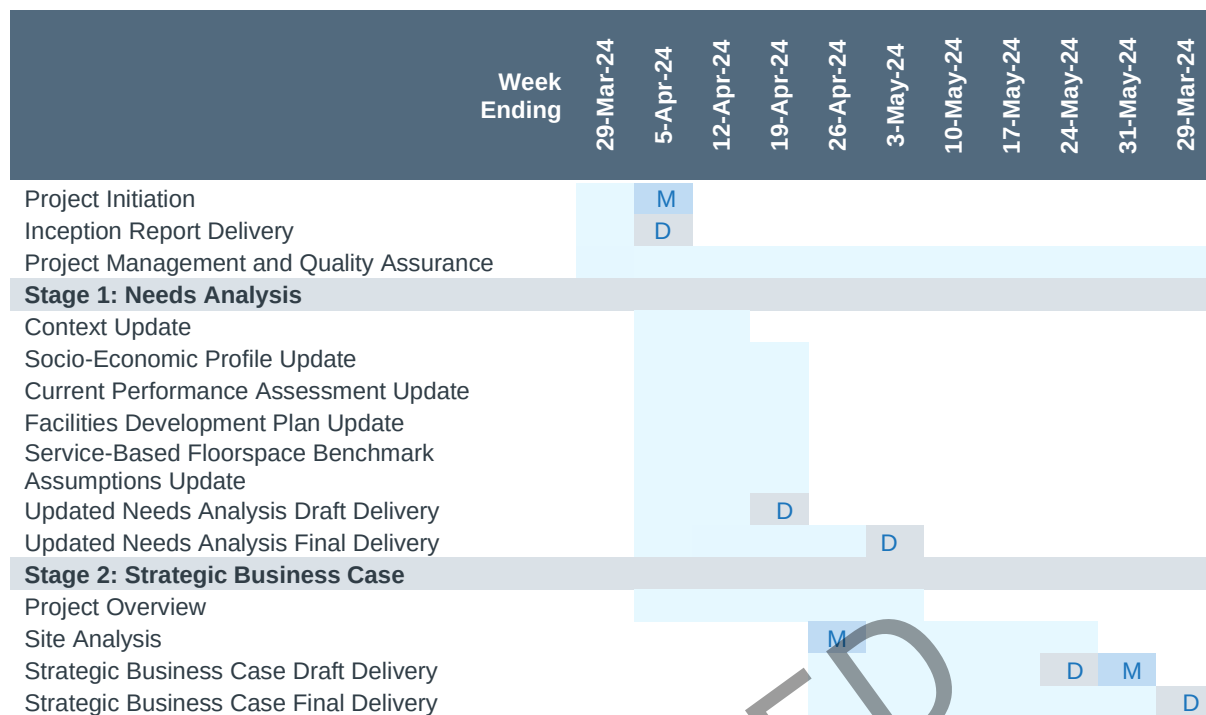
AEC proposes the following invoicing schedule:

- 20% on project commencement.
- 20% on delivery of updated Needs Analysis.
- 30% on delivery of Draft Options Analysis.
- 30% on delivery of Final Options Analysis.

PROJECT TIMING

AEC propose delivery of the Draft Updated Needs Analysis by four weeks following project commencement and delivery of the Draft Strategic Business Case nine weeks following project commencement. It is anticipated that AEC will be able to issue the final documents five days following the receipt of feedback from Council. Mitchell Brandtman, Quantity Surveyors, will require 15 days from receipt of facility specifications to deliver cost estimates for the four sites.

To achieve the timeframe below, it has been assumed that the project will commence with a project inception meeting during the week ending on March 29, 2024, and the information request will be fulfilled within five days of the meeting.



Note: M = Council & AEC Meeting D = AEC Deliverable

Where feedback is not received on draft materials within four weeks of their delivery to Council, AEC Group Pty Ltd reserves the right to assume no feedback will be forthcoming and will close the project invoicing the full amount.

If you have any queries regarding the above proposal, please give me a call on the contact details below.

Yours sincerely



Jessie Carroll

Research Economist (Brisbane)

[Redacted contact details]



Kieron Lacey

Technical Director – Economics (Brisbane)

[Redacted contact details]

ENCLOSURE A: INFORMATION REQUIREMENTS

AEC expects we will require the following information to undertake the study:

- Updated annual library operating revenue and expenditure and FTE employment.
- Capital replacement cost and asset life for the current library and any other relevant Council assets.
- Updated historic library membership and visitation data and, if available, a demographic profile of members and visitors. Where available, updates of library data used in the Need Analysis including:
 - Member report
 - Customer Service Survey
 - Comparison of Mount Barker Library to other library services
 - Collection Report.
- If Council has preferred population projections please provide the projections by age and sex, otherwise AEC can use our in-house population projections (Profile.Id projections were previously used)
- An overview of each site option including for each site:
 - Site location
 - Site size
 - Known site limitations and benefits.
- Any specific additional services that Council is expecting to provide as a result of the updated library as well as if these will depend on the site chosen.
- If available, information regarding employment opportunities for specific demographics (e.g. Indigenous people, young people, people with disabilities).
- Other information as considered relevant.

If any of the above data requirements are not available, AEC will work with Council to identify reasonable assumptions to inform the analysis.

ENCLOSURE B: STAKEHOLDER ENGAGEMENT

As an optional addition, AEC propose a stakeholder engagement program tailored to the needs of Council. The engagement outcomes will be used to inform the service need and options analysis and form a general understanding of the community's attitude toward the Mount Barker Library and library services more broadly.

AEC will develop an engagement plan in line with Council's needs and budget in terms of the engagement methods used and the number of engagement points.

ENGAGEMENT METHODS

A broad range of engagement methods can be utilised to gather input from different stakeholder groups with each method being most appropriate for different engagement goals in terms budget, reach (i.e. number of potential participants), and depth of information gathered from each participant. AEC can use the following methods to engage the community:

Community Survey

AEC can develop an online survey which can be used to capture feedback from the community. At the base level, AEC will develop the online survey with no open-ended questions and provide Council with links and QR codes to market the survey through:

- **Social media:** On Council's social media page to those who 'follow'.
- **Council website:** Place the online survey weblink on Council website and promote it via traditional and non-traditional methods.
- **Council e-newsletter:** Include the survey weblink and/or a QR code to the survey in e-newsletter.
- **Targeted social media campaign:** We strongly recommend Council engage with social platforms for a targeted campaign where the online survey is promoted to anyone using social media within the specified region.

The online survey will be hosted by our fieldwork partners using innovative and leading market research software, which allows respondents to select and translate the survey to their preferred language. The survey platform also detects and administers the survey based on the device being used (i.e. tablet, smartphone or PCs).

Fees can be provided upon request for:

- The provision of having the survey translated by a professional to retain accuracy and sentence structure which is often interchanged by computer translating services.
- The provision of marketing/ promotional material for the survey.
- AEC to administer the survey on-ground.
- Inclusion of open-ended questions.

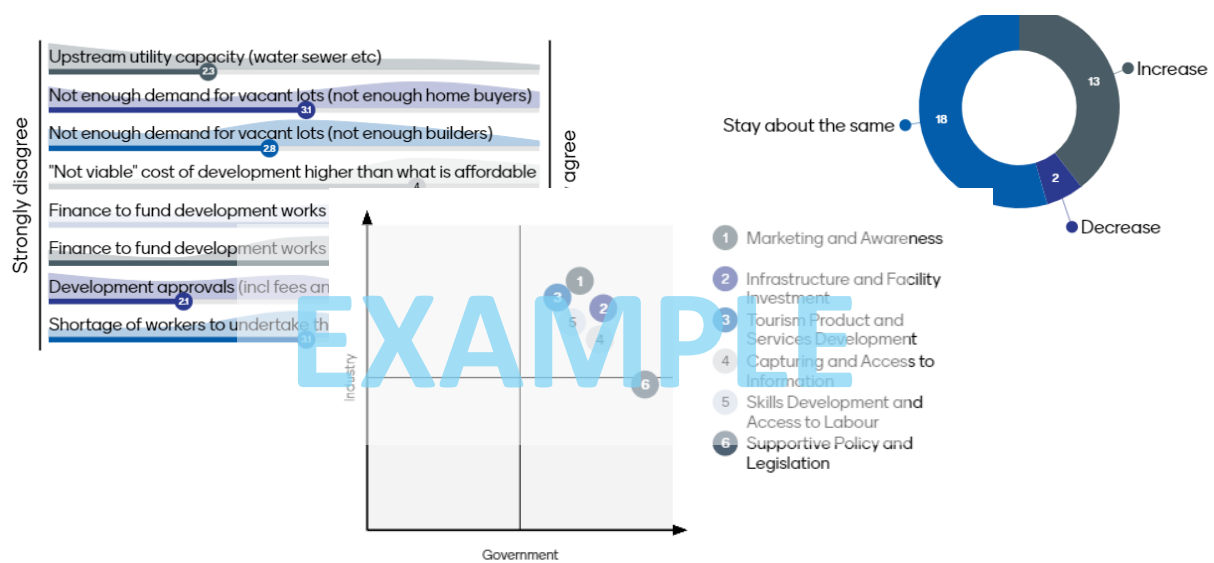
AEC will include the survey results as an appendix to the Strategic Business Case.

Workshops

In-person or online workshops can be facilitated for small groups of stakeholders. Stakeholders may include community, businesses, local committees or local representatives.

The workshop will be facilitated using the MentiMetre software program. The use of MentiMetre in a workshop setting engages and captivates the audience through encouraging interaction, discussion, and debate. MentiMetre works by engaging participants to respond to a range of questions using their smartphone, tablet or PC.

The process excels at gaining the full range of perspectives in an anonymous process, not just the usual dominant voices in the room. The live polling feature more effectively draws stakeholders to a consensus and encourages responses from a broad spectrum (i.e., not only those confident to speak up in a group situation). See examples of MentiMetre outputs below.



If required, a summary of the engagement findings will be provided as an appendix to the Strategic Business Case (costed separately).

Individual Meetings

AEC can hold individual meetings with key stakeholders. Individual meetings are typically held virtually to maximise value for Council but can be held in-person at Council's request.

If required, a summary of the engagement findings will be provided as an appendix to the Strategic Business Case (costed separately).

PRICING

The below table presents indicative fees for each engagement method. Upon discussion with Council regarding the purpose and requirements of the engagement program, an engagement plan will be developed and a final fee will be provided.

Engagement Method	Fee
Community Survey (including appendix of results) ¹	
Workshop Preparation ²	
Workshop Delivery (1.5 hours)	
Individual Meetings	
Engagement Summary	

Note¹: The community survey fee represents the scope as described above.

Note²: Preparation is required for each different workshop type. Multiple workshops with the same content will incur one charge of preparation while multiple workshops with different content will incur one charge of preparation for each workshop.

In-person engagements will incur additional travel fees which will be charged at cost + 20% for administration fees.

ENCLOSURE C: AEC TERMS AND CONDITIONS

- 1 The Scope of the Services is as described in the accompanying letter and your instruction to proceed, whether given verbally or in writing, is confirmation of your acceptance of our services, professional charges and AEC Group Pty Ltd (AEC) Terms and Conditions of Engagement.
- 2 The Client shall be responsible for providing AEC with sufficiently adequate instructions and information to define the Client's requirements, including the timing, approach and budget as specified in the Terms of Reference (if attached).
- 3 No aspect of AEC's analysis or reporting should be taken as investment advice.
- 4 Unless otherwise stipulated in the preceding proposal, the Client shall be responsible for engaging and managing input from any secondary consultants (if required).
- 5 AEC will retain all intellectual property rights. Copyright in all documents, including electronic files, prepared by AEC shall remain the property of AEC or on creation vest in AEC.
 - a AEC grants the client a non-transferable perpetual license to use the intellectual property rights referred to in clause 5 for the purpose they were intended and the fees due to AEC in accordance with this Agreement have been paid.
 - b AEC shall be given full credit for the services contributing to and related to the project where the outcomes from the projects are used in other material/ collateral.
- 6 Neither party shall assign, transfer or sublet any obligation under this Agreement without the written consent of the other.
- 7 AEC agrees to provide the Services and the Client agrees to pay AEC the fees and reimbursable expenses in accordance with this Agreement. Fees for our services will be invoiced on the basis outlined in Fee Structure of the Scope of Services (typically milestone based). Payment is to be received within 7 days from the date of invoice. Payment not received by the due date will attract interest at the rate of 1% per month or part thereof from the date of invoice until payment. If any account is outstanding for more than 14 calendar days from the due date, AEC may immediately suspend all Services upon giving the Client notice of such intention to suspend.
- 8 If the scope or nature of the Services is increased, altered, delayed or reduced due to the Client's instructions or causes beyond the control of AEC then an additional fee will be applied based on AEC's standard hourly rates or agreed fixed lump sum shall be chargeable, provided AEC has promptly notified the Client. Time extensions to the project delivery program may apply.
- 9 This Agreement and the services of AEC shall not be novated to any other party without the written consent of AEC and payment in full for all services rendered (invoiced or not) to the date of notification.
- 10 The Client shall reimburse AEC for expenses reasonably and properly incurred in connection with the Services provided under this Agreement, and as agreed by the Client. These expenses will have a minimum 10% administration and processing fee applied to them. Such expenses shall include but are not limited to:
 - a Travel and accommodation
 - b Specific technical input from sub-consultants
 - c Printing and other disbursements
 - d Courier services, air freight, international telephone calls.
- 11 The liability of AEC to the Client arising out of the performance or non-performance of the Services shall be limited to the cost of rectifying the works, which are the subject of the Services.

- 12 The Client shall indemnify and hold harmless AEC and its officers, employees and agents from all damage, claims, liability and loss incurred or suffered arising out of a breach of contract by the client, unlawful or negligent act or omission of the client.
- 13 Should the Services be terminated during any particular stage of the agreement then the Client shall only be entitled to use the documents for the partially completed stage(s) in order to complete the works. The documents for the partially completed stage(s) may only be used with the written consent of AEC which consent may include, but not be limited to conditions in relation to payment of fees, including licence fees, recognition of AEC, responsibility for incomplete materials and any other conditions which AEC deems fit. Such consent shall not be unreasonably withheld.
- 14 Either party may terminate this Agreement on the expiration of reasonable notice (30 days) given in writing. Upon termination, the Client shall pay AEC all costs incurred up to and including the end of the notice period following the termination advice, together with reasonable costs associated with early termination.
- 15 Any dispute or difference between the Client and AEC shall first be subject to at least one meeting to resolve the difference, and should this fail, escalate to mediation or arbitration and subsequently legal action if resolution cannot be achieved.
- 16 The agreement will be governed according to the laws applicable in the State of Queensland.
- 17 For the purposes of this Agreement, "GST" means any consumption tax imposed by government, whether at the point of provision of a service or a sale or at some other specified occurrence, by whatever name, which operates during the term of this Agreement and includes (without limitation) a goods and services tax, a broad-based consumption or indirect tax and a value-added tax.

Accepted for and on behalf of:

Company Name: _____

ABN: _____

Registered Address: _____

By its duly authorised representative:

Signature: _____

Print name: _____

Position: _____

Date: _____